



FACTORS FOR DEVELOPING EFFECTIVE LEADERS IN PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

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Abstract: Leadership and management has been debatable issue for most procurement and supply organizations attain competitive edge. From different reviews of literatures it has notified that innovative and transformative leaders have been the cause of organization remains competitive. Other literatures have reported effective leadership to be the cause of procurement and supply firms' sustainability and its high performance. It is from these innovations what called for this study to be carried out aiming at investigating the ways in developing effective leaders needed to sustain efficient in procurement and supply chain management. The research design being explanatory while the target population being the officials working in procurement and supply entities the facts regarding the investigations were examined. While data being captured using questionnaire, the collected and screened data were further analyzed by employing multivariate regression using AMOS version 26 .From data analysis it was found that technical–innovative leaders had a positive effect on efficient procurement and supply. Moreover managerial competent leaders found to influence efficient procurement and supply positively likewise ethical bound leaders. From the revealed impacts of effective leaders on sustaining procurement and supply management, thus this study recommends that to be achieved to effective procurement and supply management the effective leaders are to be involved.

Keywords: *Effective leaders; Technical-innovative leaders; managerial competent leaders; Ethical leaders; Procurement and supply management.*

1.0 Introduction

Efficiency in procurement and supply practices has been the main agenda most of organizations in the World has put emphasize on it. Most of these facts display that efficiency in procurement being a cross sectional need of majority of business firms is fostered by effective leadership (Lysons, 2020).That means for achieving efficiency in procurement and supply leaders need to be resource persons. As it was reported by Sulaeman, Waluyo, and Ali (2019) a resource person is the one with technical skills (Speaker, 2020). A resource person was described by Park (2020) as the one with necessary skills as well as managerial competences. Moreover Singh (2019) revealed that resource person is the one with three main broad field competences which are technical competence, managerial competence and ethics bound



Technical competent person is the one equipped with necessary skills and knowledge (Chaudhuri & Naskar, 2018). A technical leader is the one who is able to convert theory into practical reality. A technical person moreover needs to be innovative and able to use technology for innovations. A technical person who is used to digital and electronic platforms create innovations by speeding up the process and therefore achieving on time delivery of goods and services (Duong, 2018). Use of innovative digital systems was found to reduce transaction cost and too much use of paper works. It is through inventing on sophisticated digital platforms in which the economy and efficiency in procurement has sustained. Use of electronic platforms has found to reduce cash transactions and therefore improving safety and storage value of money. Adopting innovative digital systems has found to profound transparency in procurement and supply practices (Papa, Dezi, Gregori, Mueller & Miglietta, 2018).

Managerial competence is the capability to plan, mobilize resources, lead, monitor and evaluate the business in progress (Bessonova, 2019). It is through planning where plan/programs, policies, principles, resources are identified and quantified. Under planning the strategic managerial and functional plans are put down. It is through planning where objective (goal) of the organization is determined; activities/strategies to meet the objective formulated are portrayed. Simply during planning the expected outcome or targets are made open and communicated to all actors in organization (Lysons, 2020). Moreover a managerial competent leader or resource person should be able to mobilize resources for production (Birasnav & Bienstock, 2019). Leading/coordinating as it is with monitoring and evaluation are more other managerial capabilities leaders should be equipped with for business performance.

A leader being a resource person needs to be honest in acting's. This is from the fact that integrity of a leader is the integrity of the firm brought thorough demonstration of honest behavior (Jaén, Reficco & Berger, 2021). Being honesty means not committing malpractices such as corruption and defalcation (Gurzawska, 2020). The honesty leader is the ethical bound leader who exercises transparency and non-preferential treatment (Mohamed, Rahim, & Ma'aram, 2020). The ethical bound leaders are independent and objective ones. Independent leaders do not commit corruption and other dishonest practices and therefore efficiency in business. Transparency in leadership found to be the cause of revelation over value for money and sustainability of procurement and supply business firms (Manning, 2020).

The background reviews above has shown the traits for someone to be a resource person but the studies has failed to dictate that a resource person or for someone to be a resource person should be equipped with three main broad field traits which are technical competence, managerial competence and ethical bound leaders. Moreover under



technical competence a leader (resource person) need not to be only skilled and knowledgeable but also innovative/creative by investing on digital or electronic systems, new ways of production and operation. Again, managerial competent resource person (leader) should not only be a good planner which is after all done by manager but an effective leaders need to be a mobilizer of resources of the firm, monitor and evaluator of the whole business cycle. Furthermore, being the focus of this study, a resource person-leader need to be exercising good governance, observe integrity, should not commit corruption and more other malpractices.

From the gap identified in depth discussion of this knowledge gap was sustained through the three research objectives formulated i.e. to analyze the effects of technical competence, a leader should be equipped for performance of procurement and supply business firms; to investigate the effects of managerial competence what leaders should be capacitated with for performance of procurement and supply firms; and to assess the effects of ethics bound leaders on performance of procurement and supply firms.

2.0 Literature Review

2.1 Theoretical Literature Review

The study adopted the Personnel Model found by Guest (1991), supplemented by Resource Person Model (Snell & Bohlander, 2011). The personnel model proposed the working force to be counted as just person with necessary skills to perform a job. The personnel model considers a person like a machine what classical theories also dictated. The working force is treated as just a person like other individual person recruited to fill the gap prevailing. A person to be recruited in accordance to Personnel Model postulated is that a person is to be technically good. But the fact is that a person to fill the vacancy should be a resource by not only being technical but also innovative (Ken, 2015). Moreover, resource person (human resource) is to be managerial competent which means a person should not only be technically good but also a good leader, monitor and evaluator of the business. A resource person called human resource apart from being intellectual but should also be ethical incarnated. This then was a point of focus of this study what effective leaders should be equipped with for efficiency in procurement and supply management to be realized.

2.2 Empirical Literature Review

In Norway, it was reported by Olsson, Shafqat, Arica and Økland. (2019) that use of innovative and technical persons influence competitiveness of business firms. It was moreover revealed that entrepreneurial behavior which is to be initiated by leader is the function of performance and competitiveness of business. Trusting environment in the organization is the appropriate strategy in inviting for subordinates having new and innovative ideas for sustainability of the firm. Innovative, technical leaders are much



attracted and used to digital transformation to excel more and become much competitive. The study used to business running persons, managers and planners. From a population of 4,000 only 93 respondents were involved from which the facts were gathered. The study by Olsson, Shafqat, Arica and Økland (2019) was qualitative and grounded theory research design and thematic data analysis was used.

Sibanda, Zindi and Maramura (2020) in South Africa, said that a leader equipped with managerial skills has a lot in enhancing value for money procurements. In this study it was found that the managerial competence resource person is able to undertake effective planning, mobile resources i.e. materials physical, fiscal and human resources, plan for implementation, monitor and evaluate. It is by being managerial competent in which it was revealed in the study by Sibanda, Zindi and Maramura (2020) to lead into reduced variations over the end project deliverable. It is through effective monitoring and evaluation of a project what was found to cause entitlement over quality and on-the-budget a project is to be completed. The delays and more other deviations regarding the end project deliverables are proactively dealt with by 75%. The study by Sibanda, Zindi and Maramura (2020) was qualitative while thematic data analysis being used.

It was furthermore revealed that experience might not matter the most if a person as a resource is not ethical (Mutangili, Awuor & Cheluget, 2020). Normally experience is taught, if not acquired but not ethics. The study was by Mutangili, Awuor and Cheluget (2020) in Kenya reported that the transparent institutions execute to efficiency in their doings. It was moreover postulated that transparency creates a sense of commitment, responsibility and accountability to leaders. This study was exploratory while reflexive and interpretative data analysis techniques were used.

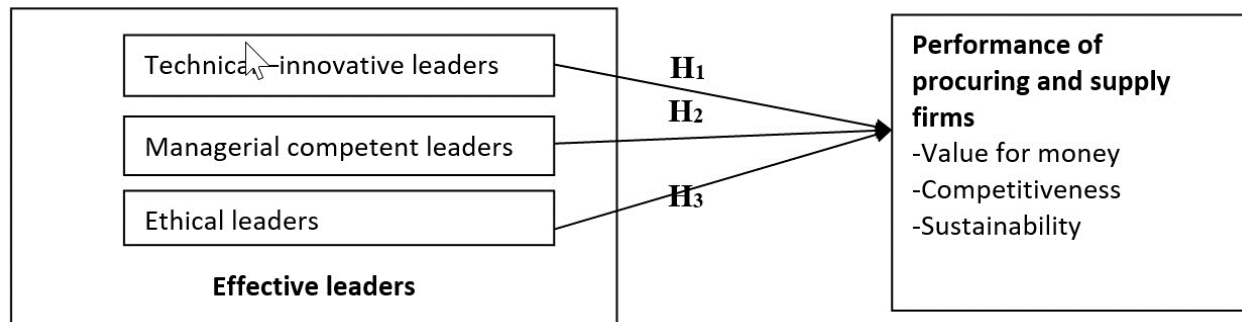
Different from other studies they have revealed above, this study underhand was quantitative, cross-sectional done by employing SEM 26 the said other studies as they have reviewed above were qualitative. While other studies as it has shown above used ground theory design, this one underhand used correlation survey design. Furthermore the issues of the difference in geographical location where different researches were conducted, target population hold the point to conclude that this study was unique and value adding methodologically. Moreover while the studies above have postulated the characters (as individual trait) a leader should be demonstrating to be revealed effective, while this study under discussion have suggested the same characters leader should be built with to be effective but now in broad field (aggregate) manner.

2.3 Conceptual Framework

Conceptual framework is a pictorial diagram showing operationalization of variables in relationship (Shikalepo, 2020). By drawing conceptual framework, the relationship



between independent and dependent variable is operationalized. With regards to this study the independent variables included technical–innovative leaders; managerial competence leaders and ethical bound leaders while dependent variable was performance of procuring and supply firms.



Source: Researchers' Own Drawn Model

Figure 1: Conceptual framework of developing effective leaders in procurement and supply management

3.0 Methodology

The study was conducted in Mbeya City. The study was positivistic and explanatory research design was employed. While the target population being the officials working in procurement and supply entities. The target group was formed by picking at least 1 person at every level of procuring organization (entity) i.e. chief executives; tender board; PMU; and user department. Mbeya City was chosen to represent other procuring entities in Tanzania and World at large. Where for any procurement and supply practice to be carried out (the three 3E's of procurement is to be realized through acting of effective leaders). It has reported several times in mass media and other reliable platform over commitment of leader over dishonest practices, the revealed cause of non-competitive procurement and supply firms. To reveal these 3 private and 2 public procuring entities were involved while systematic sampling being used to derive to 244 respondents as a sample size. From a target population of 2500 while the interval being 2. Meaning that at least 120 respondents were chosen from the 3 private and 2 public procurement and supply entities. The 244 sample of respondents was further obtained through computation from Cochran formula, $n = \frac{N}{1 + N(\alpha)^2}$; where $N = 2500$; $\alpha = 0.05$. The data from this sample, 244 was obtained by using questionnaire. The collected, screened/cleaned data were subjected into analysis using SEM (using SPSS AMOS 26) in which multivariate regression was used. Before actual multivariate analysis and through use of questionnaire; pilot survey was conducted while 20 respondents were involved. A piloting was done to be assured with construct validity and internal consistency reliability. Through cronbach's alpha, the reliability results were as follows: -0.80 for technical innovative



leader; 0.79 for managerial competent leaders and 0.74 for ethical leaders. At the end of pilot survey, exploratory factor analysis was followed by running confirmatory factor analysis before reliability and constructs validity testing.

Data analysis was moreover extranded by running data cleaning /screening. Data cleaning involved removing missing values, outliers and ensuring for normal distribution of results. Missing values were dealt with by employing list wise data deletion. From a dataset, 6set were subjected into deletion while Mahalanobis computation model being used. From the deletion, the 24 responses were removed and therefore 200 remained. Thus the normalized results which employed the coefficient of skeweness and kurtosis the result spreaded from +2 to -2 where 200 responses was executed.

4.0 Findings and Discussion

4.1 Factor Analysis and Model Development

This section helped to consider if the proposed conceptual framework was indeed consistent with actual data. This because at the beginning, the conceptual framework was developed without data it is now not clear if the constructs are aligned with their underlined measure. To ensure constructs are aligned their underlined measures, factor analysis of both exploratory factor analysis and confirmatory factor analysis was used as described below:

First exploratory factor analysis with varimax rotation conducted to assess the underlying structure for the twenty (20) items of the conceptual framework .In selecting factors to retain, four criteria were adopted namely Eigen values, scree test (i.e. scree plot), theoretical assumption and factors that have at least three items. Verma & Abdel-Salam (2019)) recommended the use of a combination of criteria to help to offset the weakness of using one criterion.

Given this situation four factors were extracted based on those four criteria which explain 64.44% of the cumulative variance. The four factors had Eigen values>1 in a scree test all factors above the cutoff point was retained and those below the break/cut off point were dropped. Finally all retained had at least three indicators. This means that all retained factors had met the recommendation made by Dhakal (2017).

After discovering that the four factors have met the criteria and now are qualified to be retained further analysis of indicator variables was done in order to see if this indicator really fits underlying factor. The following criteria recommended by Yongo and Pearce (2013) were adopted for retaining/dropping an item/indicator as follows:



First, all items loaded into their associated factors were retained and those loaded into more than factor were dropped. Second, if more than two, items loaded in one factor all items were retained and if less than three items loaded in one factor were dropped. Third all items with KMO, bar let's test, p-value greater than 0.5 were dropped. Fourth, all items with loading ranging from 0.5 or above 0.8 were dropped. As far as this part is concerned, the three to six items in each factor were retained indicating to adequately fit the model (See Table 1).

Table 1: Rotated Component Matrix^a

<i>Factors</i>	<i>Items</i>	<i>TCRP</i>	<i>MCRP</i>	<i>EBL</i>	<i>PBF</i>
TRP	KRP	0.80			
	SRP	0.81			
	RCRP	0.79			
MCRP	EP		0.76		
	EORG		0.80		
	EL		0.78		
	EM		0.79		
	EEVa		0.81		
EBL	T			0.74	
	FT			0.72	
	I			0.76	
	INDEPE			0.75	
	OBJ			0.72	
	ACL			0.76	
PBF	VfM				0.72
	Competitiveness				0.70
	Sustainability				0.73
Eigen values		6.408	3.321	2.416	1.462
% of variance		19.224	16.605	16.912	11.696

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

Rotation: Converged in 5 iterations

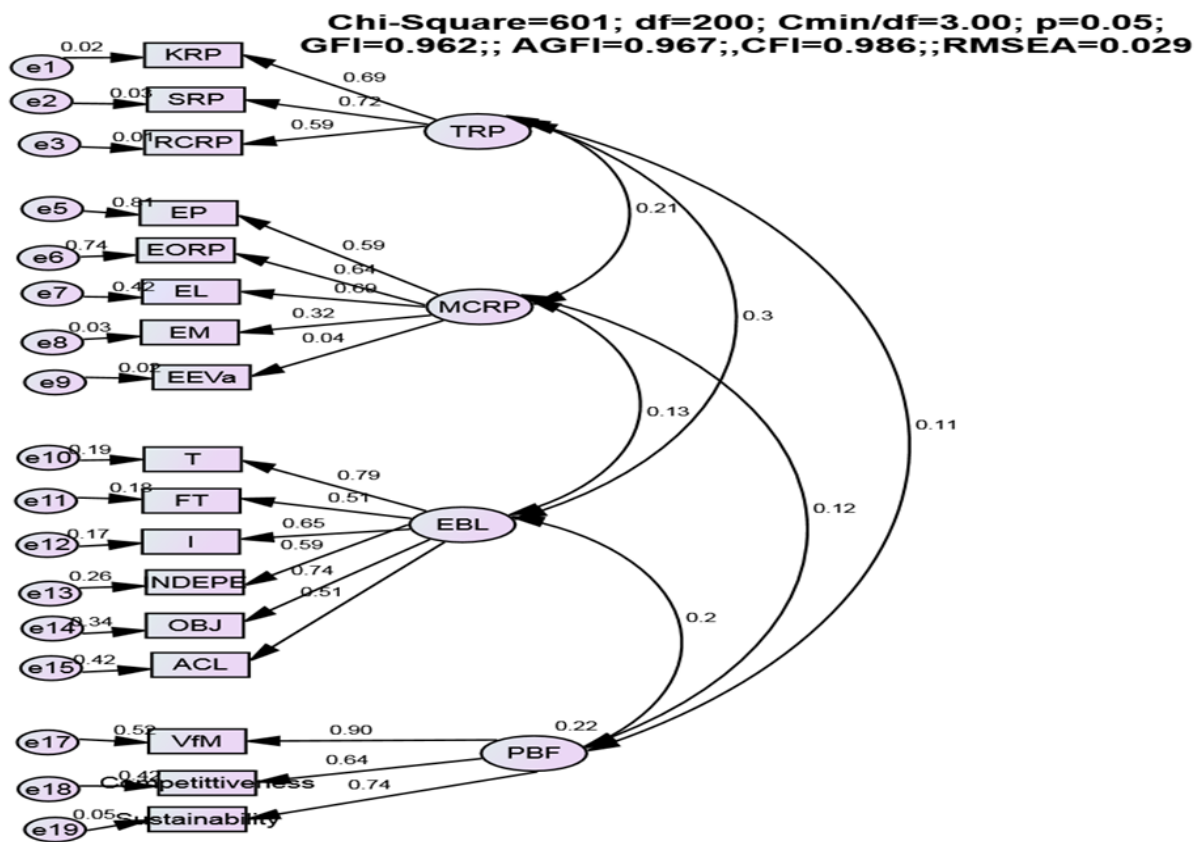
After exploratory factor analysis the next step was to perform confirmatory factor analysis to account for measurement error which was not addressed in exploratory factor analysis as described in detail below:-

To carry out confirmatory factor analysis, the measurement model was developed based on the factors from exploratory model to test for measurement error. The following criteria were used to guide the model refinement process to achieve a better model fit as recommended by Barbra (2018) who asserts that a standardized regression weights (S.R.W) values should be above 0.5, the value of GFI >0.90 (accepted); AGFI >0.90 (accepted); CFI >0.95; RMSEA ≤ 0.05 (perfect); and cmin/df ≤ 3.0 (accepted). Therefore to enhance the model fitness, an item with modification indices that reveal high covariance



between measurement errors accompanied by high regression weights between these construct errors are dropped.

After initial run of the AMOS 26, the model performed good and therefore all items from such factors were retained. Running of CFA using AMOS 26 revealed $GFI=0.962>0.0.95$ (perfect); $AGFI=0.967>0.95$ (perfect), $CFI=0.986>0.95$ (perfect); $RMSEA=0.029<0.05$ (perfect) and $cmin/df =3.00$ (accepted). All items retained had standardized regression weights (S.R.W) values cut off 0.5 or greater than the accepted level of fit, hence falling within the acceptance framework .This means that the selected observed variables (indicators) used fit the model as described in Figure 2



Key Note

KRP=Knowledgeable resource person; **SRP**=Skilled resource person; **RCRP**=Research undertaking capability resource person; **EP**= Effective planning; **EORP**=Effective mobilization of resources; **EL**=Effective coordination; **EM**=Effective monitoring; **EEVa** =Effective evaluation; **T**=Transparency; **FT**=Fairness; **I**=Intergrity; **INDEPE**=Independence; **OBJ**=Objective;



; **ACL**=Accountability, commitment and responsibility; **VfM**=Value for Money; **TRP** =Technical resource person; **MCRP**= Managerial competence resource person; **EBL**=Ethical bound leaders and **PBF**= performance of procurement and supply business firms.

Figure 2: Measurement Model

4.2 Reliability and Construct Validity

Reliability was evaluated items of composite reliability as described in Table 2. The composite reliabilities (CR) in Table 2 range from 0.886 to 0.921 which were all above or equal to recommended value of 0.7, suggesting adequate internal consistency (Taber, 2018). Convergent validity and discriminant validity was accessed based on the results of the measurement model as described in Table 2. Convergent validity was evaluated in terms of average variance that was measured by the measured construct in relation to the measurement error. Hair, Black, Babin and Anderson (2018) argued that convergent validity requires an AVE of not less than 0.5. Table 2 shows that all AVE values were above the recommended value of 0.5 (ranging from 0.723 to 0.893) thus demonstrating adequate convergent validity. On the other hand discriminant validity was evaluated by comparing the AVE each individual construct with the shared variances between this individual construct and all of the other constructs. A higher AVE than shared variance for an individual construct suggests discriminant validity (Hamid et al., 2019). A comparison of all the correlations and square roots of the AVE on the diagonal in Table 2 indicated adequate discriminant validity.

Table 2: Reliability and Validity Testing Results

Factors	CR	AVE	MSV	MaxR(H)	TRP	MCRP	EBL	PBF
TRP	0.921	0.893	0.102	0.652	0.940			
MCRP	0.900	0.723	0.054	0.874	0.403	0.824		
EBL	0.894	0.889	0.120	1.001	0.320	0.201	0.900	
PBF	0.783	0.793	0.134	0.965	0.120	0.310	0.210	0.867

4.3 Hypothesis Testing

4.3.1 Technical leader (resource person) and performance of procurement and supply business firms

It has been the hot agenda when it comes to the point of being hired to professional resource persons in filling vacant positions. In normal current business situation it has been the issue to see most of private firms are used to talented and nonprofessional persons to see business come to decline phase. These results are either different from the positivistic results drawn from the field. It was actually revealed that technical experienced persons hold to positive and significant effects over performance of the business firms given $S.R.W = 0.74$ and $p = 0.000$ (See Table 3). It is through recruitment of technical



resource persons in which professionalism and expertise was executed to its fullest. Technical competent persons are normally used to convention of knowledge (S.R.W=0.69) acquired in class into practical reality. It is indeed through the skills (S.R.W=0.72) and research undertaking ability (S.R.W=0.59) where leaders who are resourceful are able to plan, lead, formulate action plan, as well adequately monitor and evaluate the business.

Table 3: Technical leadership and performance of procurement and supply business firms

Hypothesis	Relationship	Standardized estimates	Error	p	Remarks
H ₁	PBF←-----TRP	0.74	0.01	***	ACCEPTED
	TRP<-----KRP	0.69	0.02	0.02	
	TRP<-----SRP	0.72	-0.90	0.03	
	TRP<-----RCRP	0.59	0.80	0.01	

The significance of technical capability on sustainability of procurement and supply firms indicated that experience is not only the factor contributing to business sustainability/performance but technical skills, knowledge and other technical know how someone is equipped with is what count for performance. The other technical know how's said is what dictates on innovation, that leaders should not only be technical skilled and knowledgeable in doing a particular but also innovative (Hitka et al., 2018). This is either a message that a leader should not necessarily be acquainted with all managerial skills but be able to recruit and mobilize human resources by considering background differences (Gutierrez-Gutierrez, Barrales-Molina & Kaynak, 2018). The leader moreover has a duty to create a trusting and two-way communication environment in the organization to anvil innovators. It is through technical innovation leadership where the innovative technologies digital systems might be invented. The issues over adopting electronic platforms in procurement and supply for instance depend on the support of leaders which then has revealed to increase transparency, value for money and on time deliveries (Kaula, 2020). Technical innovative leadership has found to invent on new methods and ways of practicing. Moreover as it was reported by Kaula (2019) in the study "impacts of electronic data interchange (EDI) on tendering of materials found that use of EDI lead into reduction in order cycle, increment over flexibility (linearity), reduction of inventory cost and reduction in creation of dead (waste) stocks.

Technical innovative leadership has found to be the source of inventions ad use of sosphiscated systems such as the computerized warehousing (Gautié, Keune, Koene & Perez, 2018). Neeraja (2018) said that computerized warehousing involving use of computer programs has enabled the problem of stock outs to be reduced with procuring entities. This computer application programs and through the intranet enhanced in a store, the maximum, minimum level of stock is identified before coming to zero level. It is with those sosphiscated systems where buffering system is easily fostered by the system



through dim lights. Pekarčíková, Trebuňa, Kliment, Edl and Rosoch (2020) revealed three dim lights green/blue, yellow/orange and red were when pointing is on green means, stocks are at maximum, yellow means stocks are at minimum for another replenishment to be done before lead time down turn, and red indicates that the stocks have been perished (they are at zero level). Thus with this study sophisticated system, then the buffer stocking is sustained and the problem of running out of stock to happen is overcome.

It is from the positive and significant results over technical–innovative leadership on sustainability of business what was also said by Agustian, Muktiono, Nuryadin and Suharjo (2019) on computerized warehousing which found to improve easiness on storage, location and retrieval of materials in the store. It is by using scanner application programs where location index become not a challenge. Even if the firm procure and supply several/different items (materials) but just in their areas of placement say bays, shelves, bins, racks, stacks and other sections where a given material is easily and quickly located and retrieved. Quick or on-time retrieval said by Jondhale and Khairnar (2018) found to enhance on time delivery of materials. These programs have further reported by Fernández-Caramés, Blanco-Novoa, Froiz-Míguez and Fraga-Lamas (2019) to offer an efficient and effective stock taking and stock checking it is through computerized stock taking and checking where simplification over determining the amount of purchases, issues, unsold materials, dead materials is fostered.

4.3.2 Managerial Competence and performance of procurement and supply business firms

With this subtitle the study aimed at revealing the strength of relationship between managerial competence leaders should be equipped with and performance of procurement and supply firms. This is a truly fact that the managerial competent resource person positively influence the performance of procurement and supply business firms what was also reported by Lyons (2020). It is through effective planning (Bals, 2019), resource mobilization (Bag, 2018), leading/coordination (Nguyen, Yandi & Mahaputra, 2020); monitoring (Dubey, 2018) and evaluation (Chopra, 2019) what managerial competence details. The results from the field were captured and presented as shown in Table 4 below.

Table 4: Managerial competence and performance of procurement and supply firms

Hypothesis	Relationships	Standardized estimates	Error	p	
H ₂	PBF←-----MCRP	0.64	0.03	0.01	ACCEPTED
	MCRP< -----EP	0.59	0.02	0.81	
	MCRP< -----EORG	0.64	-0.60	0.74	
	MCRP < -----EL	0.69	0.50	0.42	
	MCRP < -----EM	0.55	0.02	0.32	
	MCRP < -----EEVa	0.84	0.01	0.04	



With standardized estimate $=0.64 > 0.5$ and $p=0.01 < 0.05$ it indicated that managerial competence had a positive and significant effect over performance of procuring and supply firms. Either with the positivism and significant influence of managerial competence on performance of business firms, this is the implication that appropriate planning is the key and counting factor over competitiveness if and only if there is proper mobilization of the firms' resource, effective coordination, monitoring and evaluation. Thus in another side mean if one juncture is to be neglected, then the variations over the end deliverables become part of life of business. For instance even if there are good policies on hand or simply there are good plans, programs, principles and guidelines in meeting the expectations/targets/goal but still if those visions or dreams won't be monitored and evaluated the deviations become part of the end deliverables. With the positive and significant results over managerial competent leadership on performance of procurement and supply business firms implied that managerial skills and capability has a lot towards achieving efficient in procurement and supply businesses management. These results either postulated the fact why inadequate follow up, monitoring and evaluation of public procurement projects has results into non-realization of value for money what was also reported by Bals, Schulze, Kelly and Stek (2019). With this study it was found that by 75% of public constructions such as water, school, health centers' was found not conforming to expectations, not completed, deviated from specifications, out of budget and of low quality.

The positive and significant results of the two latent constructs, managerial competence and performance of procurement and supply business firms implicated that leaders has a lot to do apart from the technical skills they have. Either this means that technical expertise should not be the only criteria, the organization should consider when hiring people to fill the vacancy but also managerial capability. These facts complies with what was said by (Source...) on the power behind business expediting and follow up in which it was by 80% where on time delivery of goods was due to concrete expediting procurement undertakings. Contravening results but soliciting the significance of practitioners being managerial competent was over 64% of the delays, wrong deliveries of material as it was reported by Teoman and Ulengin (2018) found to be due to inefficient follow up and monitoring. Moreover, the study by Kaula (2020) said the same on the importance of project follow up, monitoring and evaluation in minimization of variations over the end deliverables.

4.3.3 Ethical bound leadership and performance of procurement and supply business firms

In here the study aimed at determining the strength of relationship between a leader being considerate to ethical code of conduct and performance of procurement and supply organizations. Being ethics considerate leader demonstrate good governance which outcome into organization integrity. It was indeed with $S.R.W = 0.90$ given $p=0.01$ that indicated the positivism and significance influence of use of ethical bound leaders on



performance of procurement and supply business firms. Thus through the indicator transparency, which might be fasten by using electronic systems of procurement and supply has a lot in curbing for defalcation, corruption and other dishonest practices. Use of e-systems in procurement is the innovation discussed in subtitle 4.3.1 on what leaders should be capacitated with. It is through transparency which mended into leadership commitment, responsibility and accountability, the same facts reported by Morrison and Ruwanpura (2019).

Moreover by a leader being fair increase trust, good reputation and confidence to the competing bidder .With the presence of the atmosphere of equal treatment over the bidder quoted for the bid give confidence to the bidder that efficient tendering is matter of chance to firm advertised for the tender (procuring entity/ client) gain image and reputation that someone to be selected deserved to be a right and lowest evaluated bidder who pared to be selected. Thus this implicate that tendering process was fair for everyone to be selected without a further out from those rejected that confrontations was committed for their rejections. As it is with transparency, fairness is a pillar of good governance replicating integrity the procuring entity has in procurement process what was consistently reported by Ma, Kang, Haney, Bartnik, Hwang and Lee (2019). That means it is with sympathy, due care leaders need to be behaving what the problem of misstatement to be revealed during auditing would be combated. The true and fair view of financial statements in auditing is sustained if leaders are acting ethically, exercise due care, brevity, objectivity and independence both psychologically and financially in procurement undertakings. This either hold a contravening scenario what is normally heard from top leaders of the country in Tanzania that most of companies involving in procurement (extraction of minerals) report to make loss but still they are continuing with production years come years go. The dilemma most of economic stakeholders are asking themselves is how comes these profit making organization from the audited financial statements shows loss always but still they continue with their productions as normal. This either shows greatly how corruption is committed in auditing the same what was reported by Hirray (2020).

Consistent with what was reported by Abioro (2021) is that commitment of dishonest behavior has been the cause of delivery of wrong materials interns of quantity and quality .Corruption as it was reported by Agwu, Odii, Orjiakor, Obodoechi, Nwokolo and Mckee (2020) found to be the cause of variation over the end deliverables. Moreover non durability of the project or non-functioning of most of the completed projects was found to be due to commitment of dishonest practices by leaders involved in procurement and supply operations.



Table 5: Ethics bounded leadership for performance of procurement and supply firms

Hypothesis	Relationship	Standardized estimates	Error	p	Remarks
H ₃	PBF←-----EBL	0.90	-0.90	0.01	ACCEPTED
	EBL< -----T	0.79	0.11	0.19	
	EBL < -----FT	0.51	0.20	0.18	
	EBL < -----I	0.65	-0.40	0.17	
	EBL < -----INDEPE	0.59	0.10	0.26	
	EBL < -----OBJ	0.74	0.20	0.34	
	EBL < -----ACL	0.51	0.30	0.42	

5.0 Conclusion and Recommendations

Effective leadership has been the cause of performance of procurement and supply business firm. This fact was revealed the same over performance of procurement and supply firms. It is through leads exercising transparency and other pillars of good governance what was revealed to lead into performance of procuring entities..Moreover the honesty way of practicing, leaders might be acting is the cause of efficient procurement and supply operations. It is by leaders being managerial competent what found to influence performance of entities positively and significantly. The positive and significant results were furthermore revealed to be determined by technical-innovative leaders. It is from the positive and significant results obtained through execution of these three factors over performance of procurement and supply entities, from which this study recommended the following:-

The government should be emphasizing on production and being used to professionals and not only experienced persons. Indeed the government should think of establishing or running innovation and governance education curriculum just in primary education level to start producing leaders who are entrepreneurial-innovative and ethical while still young. Moreover managers should be make recruitment and selection of candidates a planned ad strategic (open tendering) juncture in order to be obtained to technical-innovative; managerial competent resource person who might become leaders. Practitioners in procurement and supply entities should be acting professionally and ethically in achieving value for money; competitiveness and sustainability in procurement.

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