
**AUTHENTIC LEADERSHIP, ETHICAL ACQUISITION
PROCEDURES AND ESTABLISHMENT PERFORMANCE
A CASE OF TEACHERS SERVICE COMMISSION OF KENYA**

***¹Chimakati Fredrick Mutsoli & ²Dr. Truphena Oduol**

***Email of Corresponding Author: freddiechi@gmail.com**

Publication Date: August 2023

ABSTRACT

Purpose: The purpose of this study was to establish the effect of authentic leadership, ethical acquisition practices, and establishment performance. The specific objective was to determine the effect of self-awareness, internalized ethical perspective, balanced processing, and relational transparency on establishment performance of commissions in Kenya.

Research Methodology: The study used a descriptive study design. The target population was 1351 secretariat workers dispersed across seven directorates of TSC. They consisted of Administration, Audit, Human Resources management, ICT, Staffing, Finance, Procurement, and Accounts. The study employed stratified random sampling. The sample size of the study was 309. The research employed SPSS to analyze the study.

Findings: The findings of the study showed that there was a robust and positive association between authentic leadership components and ethical sourcing performance. Each aspect of authentic leadership demonstrated a significant relationship. The regression analysis showed that self-awareness, internalized ethical perspective, balanced processing, and relational transparency all had a significant positive impact on ethical sourcing performance.

Conclusion: The findings of the study suggest that authentic leadership is an important factor in ethical sourcing performance. Leaders who are self-aware, have an internalized ethical perspective, are balanced in their decision-making, and are transparent in their relationships are more likely to create a culture of ethical sourcing within their organizations.

Recommendations: Based on the findings of the study, the following recommendations are made:

Organizations should select and develop leaders who are authentic. Organizations should create a culture that supports ethical sourcing. Organizations should provide training to employees on ethical sourcing practices.

Keywords: *Authentic Leadership, Ethical Acquisition Practices, Establishment Performance, Commission of Kenya*

BACKGROUND TO THE STUDY

Authentic leadership has emerged as a significant area of investigation, focusing on the authenticity and "realness" of leaders and their leadership (Chan, 2005). While there is no universally accepted definition, authentic leadership encompasses various perspectives, including the intrapersonal approach that emphasizes a leader's self-knowledge, self-regulation, and self-concept (Shamir & Eilam, 2005). Authentic leadership signifies sincere leadership, marked by trust, and recognized as genuine rather than as an imitation (Shamir & Eilam, 2005). Such leaders possess a clear understanding of their values and align their behaviors accordingly. This concept is exemplified by renowned leader Nelson Mandela, who remained unwavering in his pursuit of fairness and equality, even when offered an early release from prison if he compromised his beliefs.

In contemporary society, there is a growing demand for authentic leadership. The attacks of November 9, business scandals like those involving WorldCom and Enron, and the catastrophic fallout on financial institutions have caused anxiety and unprecedented effects, leading individuals to yearn for trustworthy leaders they can rely on (George, 2003). People desire leaders who are transparent, accessible, and foster trusting relationships, in return offering greater loyalty and commitment. The study of authentic leadership is not only relevant due to public interest but also intriguing to researchers. It has roots in earlier transformational leadership research but lacked a comprehensive articulation (Bass, 1990; Bass & Steidlmeier, 1999; Burns, 1978; Howell & Avolio, 1993). Furthermore, existing methods of practicing authentic leadership have not been extensively researched, requiring further expansion and empirical verification (George, 2003).

Analysis of Kenyan government spending reveals that 60% is secured through procurement processes aimed at achieving value for money and ethical sourcing activities, which are seen as prudent practices in supply chain management. Ethics explores the moral standards of a country

and questions how and when to effectively apply them as needed while exerting the necessary regulatory force (Sacconi, 2010). Ethical procurement of goods, services, and works globally primarily aims to ensure fairness in worker's remuneration and compensation, working conditions, safety, respect for employees' social rights, and environmental considerations. Government service providers are expected to supply quality, timely, correct quantity, from the right source, with the right technology and at a favorable cost. Therefore, the ethical procurement practices adopted by suppliers take responsibility for their contractual mandate, including providing value for money, promoting local industry, and building public confidence for increased satisfaction among taxpayers (Okoth, 2018).

There is an interconnectedness between authentic leadership, ethical sourcing practices, and organizational performance, highlighting their importance in organizational success and effectiveness (Asad et al, 2022). According to Zeb (2020), authentic leadership often has a direct influence on employee performance through the implementation of effective HR practices. Walumbwa (2008) emphasizes the importance of authentic leadership behaviors in enhancing overall performance within organizations. Ethical procurement practices have been found to positively impact organizational performance. Chimakati (2020) conducted research on ethical sourcing practices and their effects on customer satisfaction levels, finding that practices such as transparency, integrity, and accountability in sourcing processes contributed to higher customer satisfaction. This suggests that organizations adopting ethical sourcing practices can enhance their operational performance by meeting customer expectations and building trust.

Authentic leadership is particularly relevant in the context of nursing leadership practice and research, as highlighted by Wong (2009). The study emphasized the importance of authenticity in creating healthier work environments for nurses. The theoretical framework of authentic leadership provides a solid foundation for further research on its relationship with creating positive and supportive work environments.

STATEMENT OF THE PROBLEM

Authentic leadership is characterized by leaders who demonstrate genuine leadership in commissions in Kenya, lead from conviction, and align their behaviors with their values (Shamir & Eilam, 2005). Nevertheless, those in leadership may fall short to demonstrate strong

consideration for their ethics which promote transparency, integrity, accountability and avoidance of conflict of interests within the establishment. Ideally, ethical acquisition procedures ensure improved supplier/customer interrelationships, seamless flow of procurement principles along supply chain management procedures and processes sustainability in the procurement process (Chimakati, 2020).

These practices contribute to customer satisfaction and overall establishment performance. While the individual impact of authentic leadership and ethical sourcing practices on organizational outcomes has been explored in various contexts, the specific relationship between authentic leadership, ethical acquisition practices, and establishment performance within the Commissions of Kenya remains understudied. Understanding this relationship is crucial for developing effective leadership strategies and promoting ethical practices within the commission. Therefore, this study aims to address this research gap by determining the interrelationships amongst authentic leadership, ethical acquisition practices, and establishment presentation within the Teachers Service Commission of Kenya. By examining the relationship between these variables, the study seeks to enhance our understanding of how authentic leadership behaviors and values influence the adoption and implementation of ethical acquisition procedures ultimately impacting establishment performance.

OBJECTIVE OF THE STUDY

- i. To determine the effect of self-awareness on establishment performance of commissions in Kenya
- ii. To examine the effect of internalized moral perspective on establishment performance of commissions in Kenya
- iii. To analyze the effect of balanced processing on establishment performance of commissions in Kenya
- iv. To investigate the effect of relational transparency on establishment performance of commissions in Kenya

LITERATURE REVIEW

This segment highlights the philosophical framework and empirical review of the investigation factors.

PHILOSOPHICAL FRAMEWORK

This investigation was regulated by deontological philosophies- Kantian ethics, teleological theories-utilitarianism, dynamic capabilities philosophy, authentic leadership philosophy and LMX philosophy.

Teleological Theories- Utilitarianism

Jeremy Bentham and John Stuart Mill (1861) established this philosophy, which emphasizes both ethical and unethical conduct. If an ethical act is committed, it is the only action viewed as neutral. An act is deemed morally correct when the total measure of utility generated by the act surpasses the total amount of utility produced by any other action that the agent could have carried out. This philosophy is relevant to current research as it is expected that contract workers should adhere to the common rule.

Deontological Theories- Kantian Ethics

An opponent of utilitarianism was Immanuel Kant (1780- 1804). Deontology philosophies propose that whereas performance's influences are moral, whereas some are erroneous traditions. The deeds particularly in deontological philosophies are primarily appraised on the basis of performer's responsibility or tenacities as moral or immoral. They skewed to specific moral guidelines and effort to circumvent misbehavior. Commissions' customer charter outlines culture declarations of core norms in specific areas where satisfactory obtainable service delivery for revered clientele is expected. The guidelines of the commission informed the service order timeliness. Kant pronounced obligation chiefly as the deed that is intentionally applied through rule and obligation. The establishments who are stringent in observing strict generally accepted moral values and lawful procedures regularly practice morally outlined guidelines of behavior and have no charge implication for wrongdoing.

Authentic Leadership Philosophy

According to Northouse (2016) we have duo perspectives description of authentic leadership, one as a developmental process that informs headship traits progressively and practical approach. George method (2003) focused on five features leadership should advance to develop authentic leadership. Notwithstanding, George advocated for leadership becoming superfluously objective,

worth centered, interpersonal, self-disciplined, and empathetic. The spirit of authentic leader exercise of these five characteristics animation. Relatively, other than modest remedies, the theoretic view defines who an authentic leader is and it entails. Derived from these thoughts perception, authentic leadership is easily deployed since leaders understand self-awareness, an internalized ethical standpoint, balanced processing, and interpersonal transparency. Neck, Manz, and Houghton (2019) findings on self-leadership while outlining a personal guide for excellence, agreed with Northouse (2016) that leadership created the qualities through a lifetime process always predisposed by life-threatening lifetime procedures. In addition, the works suggests that positive psychological features and ethical reasoning significantly impacted authentic leadership. Authentic leadership is a sophisticated procedure that emphasized growth of abilities that help leadership to be seen as dependable, trusted and authentic for followership. The leadership function is basically to study to grow the abilities and execute the same.

LMX Philosophy

According to Northouse (2016), the Leader-Member Exchange (LMX) theory underscores the importance of leader-member interactions, yet it falls short in detailing how to effectively build superior exchanges. While the model promotes interpersonal relationships for fostering trust, respect, and commitment, there are gaps in fully explicating how it can be implemented. By administering the LMX-7 survey, we can gain a comprehensive understanding of how the LMX theory is applied. Traditionally, the scores obtained in the survey reflect the quality of our leader-member exchange relationships and demonstrate the extent to which our interactions are characteristic of organizations, as outlined in the LMX model. Both the leader and the member are permitted to complete the questionnaire for testing. From a leadership perspective, filling out this questionnaire several times can help assess the value and merit of the relationships among the followers. From a follower's perspective, the completion of the questionnaire would be related to specific leaders to whom they report (Northouse, 2016).

EMPIRICAL REVIEW

The section presents the review of literature for each objective.

Organizational Performance

Chimakati and Ndolo (2020) highlighted organizational performance as an organization's actual production or output measured against expected outcomes. Björklund et al. (2012) suggested that organizational performance involves transforming inputs into outputs to achieve set goals. Abdi (2012) studied purchasing procedures in Kenya's public companies and found that workers have knowledge about their respective assignments. However, there's specialization in these tasks, with overlapping responsibilities. Okwiri (2012) conducted research on reasons for ethical practices in procurement within organizations. The findings concluded that employees adhere to ethical standards for enhanced performance of institutional procurement. Despite significant resources allocated to the purchasing function, Ogolla et al. (2013) found internal inefficiencies among organizations, making the realization of set objectives unlikely. To discourage corruption practices, there should be clear task assignments, workforce management, and appraisal and evaluation of performance for sustainable system accessibility.

Organizations sometimes can integrate supply chain management quality circles or enter into strategic alliances through acquisitions of human capital, specifically when training on asset procedures and necessary skills of information whenever purchasing is needed. Often, required competencies and capabilities are derived more from specific experts than the organizations' manuals. One of the critical elements of ethical and authentic leadership and governance in county administrations is comprehensive public procurement guidelines and practices (KIPPRA, 2013; World Bank, 2012). This reinforces the need for public procurement procedures to comply with ethical standards. A public procurement setting can generate a conducive environment for unethical behavior (Badenhorst, 2016). The success of supply chain management service functions depends on a culture of transparency, integrity, and accountability.

Kaspar and Puddenphatt (2012) suggested that the ethical conduct of supply chain professionals is largely determined by the organization's environment, upper management, inadequate resources, and lack of organizational support in building public confidence in ethical procurement practices. To achieve this vital strategic supply chain performance strategy, the procurement processes should abstain from any ethical malpractices. Biela (2014) explained that accountability means the obligation of an individual organization or purchasing entity to take responsibility in the briefing

of information disclosure of evaluation reports and to carry out a debriefing session for non-successful suppliers. Corporate organizations are also accountable for explaining their activities and duties to their shareholders in procurement sourcing procedures. Transparency, integrity, and accountability are seen to be more skewed towards evidence-based data sharing and mitigating practitioners' potential information disclosure malpractices. Despite numerous studies on transparency, integrity, conflict of interests, professionalism, nepotism, gender, fraud, confidentiality, and accountability as ethical sourcing practices; the effect of authentic leadership, ethical sourcing practices, and organizational performance of independent commissions has not been thoroughly researched. The present research is anticipated to bridge this gap.

Self-Awareness

Sembiring et al. (2023) examine the influence on self-esteem of an establishment setting and self-awareness on worker presentation. The study employed associative research using a quantitative approach. The study found that self-esteem within the establishment positively and meaningfully influences worker presentation. The study also noted that authentic leadership with self-awareness positively and significantly affects employee performance. In addition, his study noted that self-esteem in the organization positively and significantly impacts organizational assurance. Further, the study found that self-awareness positively and meaningfully influences establishments' assurance.

Hasanah and Mujanah (2020) studied the impact of authentic leadership, self-awareness, and aptitude on establishment assurance and performance of workers in Indonesia. The study utilized a sample of 82 employees, selected through the Purposive Sampling technique. Data was examined deploying the Partial Least Squares (PLS) method, a statistical technique suitable for analyzing complex structural models. The findings of the study revealed significant relationships between authentic leadership, self-awareness, and competence with establishment assurance. specifically, authentic leadership exhibited a significant influence on employee performance.

Putra, Mujanah and Susanti (2022) conducted a research study to determine the impact of self-awareness, line of duty ethics, and resilience on establishment nationality conduct (OCB) and presentation among education personnel at private universities in Surabaya. The study utilized a sample of 177 respondents consisting of employees from various private universities in Surabaya.

The study employed the Partial Least Square (PLS) method. The findings of the research revealed Self Awareness, ethical procedures at place of work, and Elasticity had significant effects on establishments Nationality Conduct and Worker Performance. The results showed that Self Awareness, ethical procedures at place of work, and Elasticity positively influenced establishment Nationality Conduct amongst professionals. Moreover, these variables also had a significant impact on worker performance. This suggests that higher levels of Self Awareness, Work Ethic, and Resilience among employees at private universities in Surabaya are associated with increased Organizational Citizenship Behavior and improved performance.

Internalized Moral Perspective

Kaur (2020) carried out research on interrelationships between religion, ethical identity internalization, and societal conduct among developing grown-ups. The sample consisted of 400 feminine developing grown-ups aged 18 to 24. The participants completed questionnaire measures to assess their religion, ethical identity internalization, and societal conduct. The outcomes of the ANOVA indicated that individuals who scored high on religion revealed greater societal responsibility, higher empathy concern, better perspective-taking abilities, higher levels of societal ethical and authentic leadership reasoning, and demonstrated more helpful, altruistic, and other-oriented empathetic behaviors. The research, individuals with high levels of ethical and authentic leadership identity internalization exhibited socially responsible conduct, demonstrated empathy and high levels of perspective-taking capabilities. They were also found to practice societal ethical reasoning and revealed high levels of other-orientation of empathy. The study found that religion and ethical identity internalization interrelated by one another to yield a collective effect on reciprocated concern of ethical intellectual.

Mellat-Parast (2013) undertook a study to determine interrelationships amongst apex-administration sustenance, corporate social responsibility (CSR) practices (high value nationality), worker involvement, and operational presentation (interior high value outcomes) in the petroleum industry. The methodology used in this study involves the application of structural equation modeling (SEM) to examine interrelationships amongst the variables. Data from the petroleum industry were collected and subjected to statistical analysis using SEM. The findings of the study reveal that authentic leader of business social responsibility practices have a substantial positive

influence on worker participation. This proposed that when establishments implement CSR initiatives, it enhances the level of worker participation and appointment. The research also highlighted reasons for CSR in promoting the development of "ethical capital" within the firm, which positively influences worker participation.

Kasa et al. (2020) aimed to explore the application of authentic leader procedures by school principals and their influence on the assurance of national senior secondary institutions teachers in the district of Pendang, in a northern country of Peninsular Malaysia. A quantitative investigation methodology administered in the form of a standardized questionnaire survey. The results indicated internalized ethical perspective as a measurement of authentic leadership meaningfully influenced teacher assurance. Leadership which embodied such qualities had better amalgamate their values and deeds along internal ethical values. Implementing this methodology ought to influence teachers' habits positively to facilitate transformational setting. Therefore, the study underscores the importance of authentic leadership in influencing teachers' commitment, thereby facilitating effective administration and positive change within the educational sector.

Balanced Processing

Fikriani (2019) conducted a research study to investigate the effectiveness of a balanced scorecard (BSC) framework as a performance management tool. The study utilized a quantitative approach and implemented multiple linear regression for statistical analysis. The results concluded that the customer, learning, and development perspectives had a significant positive influence on management performance. On the other hand, the financial perspective and internal business processes, while having a positive relationship, did not exhibit a significant impact. These findings suggest that all dimensions of the balanced scorecard influence performance to some extent, but the customer perspective and learning and development perspective appear to be the most influential in this specific banking context.

Hegazy, Hegazy, and Eldeeb (2022) conducted a research study to address the shortcomings of traditional performance measurement systems. They aimed to develop a comprehensive and balanced scorecard approach providing top managers with a holistic view of the business. The study design involved a year-long project across 12 companies considered leaders in performance measurement practices. The findings resulted in the development of the balanced scorecard, which

addresses the limitations of relying solely on financial measures for performance evaluation. The balanced scorecard includes financial measurements reflecting past actions and outcomes, while also incorporating functional indicators that focus on customer service delivery, internal processes, and the organization's capacity for learning and improvement.

Aronson (2021) studied the concept of balanced prescribing while demonstrating authentic leadership in ethical acquisition practices for organizational performance. Balanced prescribing refers to the process of recommending a medicine and dosage regimen suitable for the patient's condition, optimized to balance the benefits and potential harm. The study was largely based on a literature review, established practices, and existing knowledge within the medical field, focusing on the processes and considerations in prescribing medication. The findings underscored the importance of five key steps in balanced prescribing: careful investigation and examination of the patient's illness and drug treatment, correct diagnosis, comprehensive administration of the drug regimen in line with therapeutic goals, careful documentation of the prescription, and consistent monitoring of the therapy.

Relational Transparency

Masimane, Ndambuki and Mulinge (2022) studied the impact of relational transparency in view of authentic leadership in ethical acquisition practices for establishments' performance of workers in financial institutions in Kenya. The investigation adopted a multi-faceted function descriptive investigation design. The research results provided statistical evidence that relational transparency significantly influences the performance of workers of financial institutions in Kenya. This demonstrates that accountability, openness, integrity, truthfulness, transparency, conflict of interests and disclosure self-disclosure, and mutual trust among leaders contribute towards enhancing workers' efficacy, productivity, turnover, and excellence of products manufactured. Thus, null hypothesis was rejected based on the findings. The study's findings offer practical implications for commercial banks and other organizations in Kenya, suggesting that fostering relational transparency among leaders can lead to an improvement in employee performance.

De Boer and Eshuis (2018) carried out a research survey to scrutinize the perceptions of assessor's influence of management transparency on regulatory performance. The data was analyzed and compared transversely dual difference within dissimilar cadres of factual relational remoteness.

The study confirmed that assessors found an increase in transparency, integrity, and accountability as enhancing regulatory performance. The research revealed that government transparency inhibits street-level interrelationship amongst assessors and those being inspected, making their interactions more visible to stakeholders in the public sphere and, consequently, less intimate. These findings suggested that the perception of government transparency and its influence on regulatory performance can be better understood through the lens of the perceived relational distance amongst the assessor and those being inspected. The research provided valuable insights for authentic leadership of managing public educational grants, policies execution concerning government transparency, integrity, accountability and regulatory performance.

COMPONENTS OF AUTHENTIC LEADERSHIP

Walumbwa and associates (2008) in their determination to make sure we understood the meaning of authentic leadership (as cited by Northouse,2016,) carried out a valuable and an all-inclusive assessment of the literature, and cross-examined collections of gratified professionals in the field to establish kinds of components instituted authentic leadership, and thereafter seek to know an effective measurement yardstick for the concept. Their investigation recognized four variables namely; self-awareness, internalized ethical perspective, balanced processing, and relational transparency (Northouse,2016).

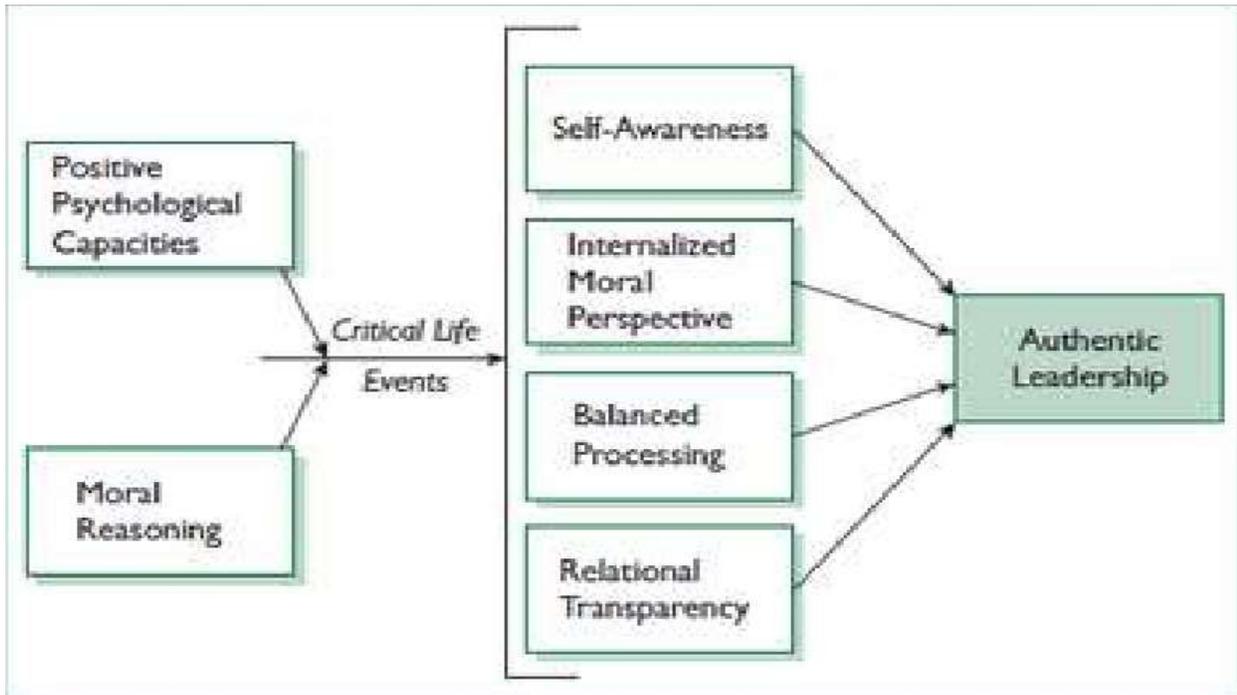


Figure 1: Authentic leadership

The approach emphasizes four (as identified by Northouse,2016) variables: self-awareness, internalized ethical perspective, balanced processing, and relational transparency. The variables inform foundation of the philosophy and contribute leadership authenticity. **Self-awareness** encompasses emotional intelligence understanding dyadic leadership-followership interrelation (as cited by Goleman,2013) strengths, feebleness, and influence manifested. Leaders who possess self-awareness have a clear sense core values, character, feelings, motives, and goals. This self-understanding serves as a robust infrastructure for their decision-making and actions. **Internalized ethical perspective** is the procedure of using internal ethical values and standards to guide one's conduct, rather than being influenced by external pressures. Authentic leader's performance in alignment with their expressed beliefs and morals, displaying consistency between their actions and values. (Northouse,2016).

Balanced processing denotes to the capacity to objectively examine data and consider others' opinions before making decisions. Authentic leaders avoid favoritism, maintain an unbiased perspective, and are open to diverse viewpoints. They combine their own perspectives with an objective consideration of others' perspectives, fostering fairness and inclusivity. **Relational transparency** involves openness, honesty, and authentic presenting your true north in whenever

you are duty bound. Authentic leaders share their genuine feelings, motives, and inclinations appropriately. They communicate openly, displaying both positive and negative aspects of themselves, and cultivate real relationships with others.

In addition to the components, several influencing factors can impact the authenticity of leadership. **Positive psychological attributes** such as confidence, hope, optimism, and resilience contribute to authentic leadership. Conversely, any negative alterations to these attributes can potentially decrease authenticity. Moral reasoning plays a role in authentic leadership as well. Making decisions based on moral reasoning and promoting justice are capacities that can affect the authenticity of a leader. Going against one's moral reasoning can erode trust and diminish genuine leadership. **Critical life events** also have an influence on authentic leadership conduct. Positive or negative life events can shape individuals' values and traits, providing clarity about their identity and influencing their leadership style.

Therefore, the theoretical method to authentic leadership highlights the importance of self-awareness, internalized moral perspective, balanced processing, and relational transparency. These components, along with positive psychological attributes, moral reasoning, and critical life events, contribute to the authenticity of leaders and their effectiveness in inspiring and influencing others.

AUTHENTIC LEADERSHIP WHEEL

There exist other factors such as positive psychological capacities, ethical reasoning, and critical life events that influence authentic leadership (Northouse,2016).

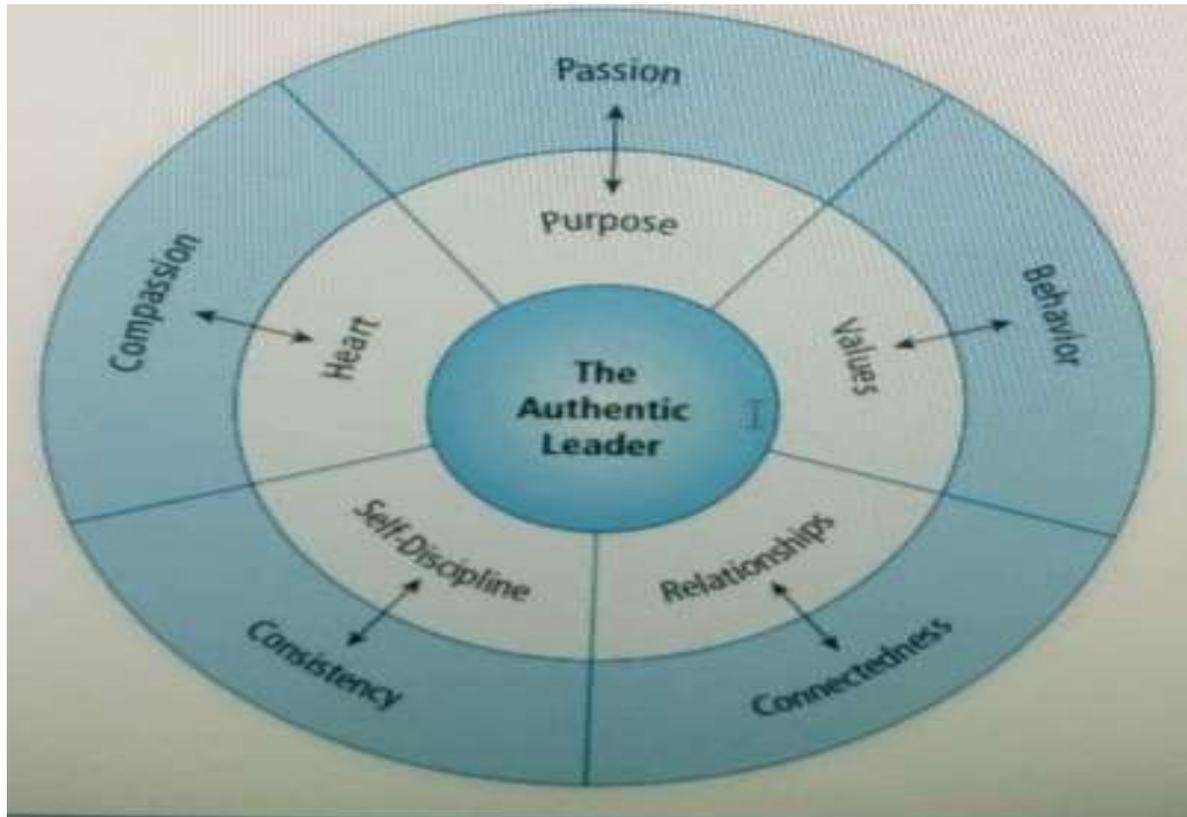


Figure 2: Authentic Leadership Wheel

The Authentic Leadership Wheel consists (as cited by Northouse,2016) of five dimensions: Purpose, Values, Heart, Relationships, and Self-Discipline. It provides a holistic view of the qualities and behaviors that authentic leaders possess. The wheel is divided into four main dimensions, each representing a different aspect of authentic leadership. **Purpose** denotes the authentic leader's ability to align their actions with a meaningful and inspiring vision. Authentic leaders are clearly purposeful and are able to communicate and live their vision in a way that inspires others. They understand their values, passions, and strengths, and use them to guide their decisions and actions. **Values** are the guiding principles that inform a leader's behavior and decision-making. Authentic leaders are self-aware and have a deep understanding of their personal values. They consistently demonstrate integrity and remain true to their principles, even in challenging situations. They also foster an environment where others' values are respected and aligned with the organization's values. **Heart** demonstrate empathy, compassion, and care for their

followers. They create a positive and supportive work environment where individuals feel valued and motivated (Northouse,2016).

Relationships are crucial for authentic leaders. They prioritize building strong and authentic connections with their team members, peers, and stakeholders. Authentic leaders actively listen, empathize, and show genuine care and respect for others. They foster a culture of trust and create a psychologically safe environment where people feel valued and supported. **Self-discipline** refers to the leaders with capacity to contain feelings, thoughts, and behaviors. Authentic leadership is self-reflective and has a high level of self-awareness. They regulate their emotions effectively and demonstrate emotional intelligence (Goleman,2013). They also possess resilience and the ability to bounce back from setbacks. Authentic leaders continually invest in their personal growth and development.

These five dimensions of the Authentic Leadership Wheel are interconnected and reinforce each other. Authentic leaders strive to develop and balance all aspects of the wheel to create an environment of trust, growth, and authenticity within their organizations. By embodying these qualities, they inspire and motivate their teams to reach their full potential. Therefore, authentic leadership is particularly important in promoting ethical sourcing practices, which involve ensuring that suppliers and vendors adhere to ethical standards in areas such as labor practices, environmental sustainability, and social responsibility. Authentic leadership which demonstrates a strong sense of purposefulness and values can inspire and motivate their teams to adopt and uphold ethical sourcing practices (Northouse,2016).

CONCEPTUAL FRAMEWORK

The conceptual framework, serves as a structural blueprint devised by a researcher to illustrate the inherent progression of a studied phenomenon (Adom, Hussein & Agyem, 2018). Its principal aim is to delineate the relationship among research variables. In context of authentic leadership, the independent variables are self-awareness, internalized ethical perspective, balanced processing, and relational transparency. The dependent variable being the establishment and performance of ethical acquisition procedures.

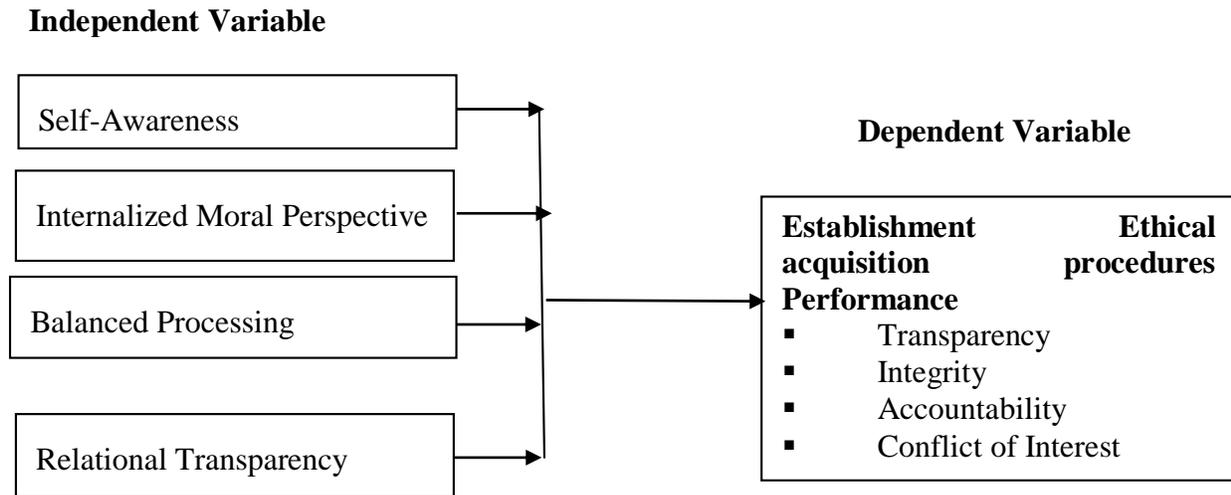


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

A descriptive study design investigation was accepted for the research. Descriptive investigation is research considered to precisely define the participants. The target population was 1351 secretariat workers dispersed at the TSC of Kenya as outlined in seven directorates. The target population comprised of Administration, Audit, Human Resources management, ICT, Staffing, Finance, Procurement and Accounts. The study employed stratified random sampling. The sample size of the study was 309 respondents. The research used structured questionnaires and interview guides to gather principal data. The data collected from the questionnaires was scrutinized using SPSS. Inferential statistics, such as chi-square and t-tests, were employed to test the hypotheses and draw conclusions about the relationships between variables (Pallant, 2013).

FINDINGS AND DISCUSSION

With an impressive response rate of 88%, this translates to 272 respondents providing complete and usable responses for the analysis.

Descriptive statistics for Components of Authentic Leadership

This subsection provides descriptive findings about the variables of authentic leadership: self-awareness, internalized ethical perspective, balanced processing, and relational transparency.

Participants were asked to rate a series of statements on these components on a 5-point Likert scale, where 1=Strongly Disagree, 2=Disagree, 3=Moderate, 4=Agree, and 5=Strongly Agree.

Table 1: Components of Authentic Leadership

Statements	Mean	Std. D
Leaders' self-awareness significantly contributes to the performance of ethical acquisition procedures	4.180	0.863
The application of an internalized ethical perspective enhances the performance of ethical acquisition procedures.	4.170	0.874
Balanced processing of information by leaders optimizes the performance of ethical acquisition procedures.	4.130	0.944
The practice of relational transparency by leaders significantly influences the performance of ethical acquisition procedures.	3.900	0.840
A leader's self-awareness is crucial in understanding and improving ethical acquisition procedures.	3.876	0.921
Ethical acquisition procedures are enhanced by leaders who exhibit an internalized moral perspective.	4.190	0.853
Average	4.074	0.883

Table 1 presents the participants' degree of agreement on various statements regarding the impact of authentic leadership variables on the performance of ethical acquisition procedures. A majority of respondents affirmed that a leader's self-awareness significantly contributes to the effectiveness of ethical acquisitions procedures, with an average score of 4.18 and a standard deviation of 0.863. Additionally, they concurred, averaging a score of 4.17 with a standard deviation of 0.874, that the use of an internalized moral perspective improves these practices. The respondents also believed, with an average score of 4.13 and a standard deviation of 0.944, that balanced information processing by leaders optimizes the performance of ethical acquisition procedures. A significant majority agreed, with an average score of 3.9 and a standard deviation of 0.84, that the leaders' practices of relational transparency significantly influence the performance of these procedures. Participants felt, averaging a score of 3.876 with a standard deviation of 0.921, that a leader's self-awareness is essential in comprehending and enhancing ethical acquisition procedures. Finally,

with an average score of 4.19 and a standard deviation of 0.853, most participants concurred that ethical sourcing practices are improved by leaders who possess an internalized moral perspective. On the whole, the respondents agreed with the statements about the elements of authentic leadership, with an overall average score of 4.074 and a standard deviation of 0.883.

Correlation analysis

The section outlines presentation of the results of the correlation analysis for the study. The correlation matrix displays the relationships amongst the independent variables (self-awareness, internalized ethical perspective, balanced processing, and relational transparency) and the dependent factor (ethical acquisition procedures performance).

Table 2: Correlation Matrix

Variables	Ethical acquisition procedures Performance	Self-awareness	Internalized Moral Perspective	Balanced Processing	Relational Transparency
Ethical acquisition procedures Performance	1.000				
Self-awareness	0.904	1.000			
Internalized Moral Perspective	0.791	0.904	1.000		
Balanced Processing	0.611	0.766	0.784	1.000	
Relational Transparency	0.714	0.885	0.884	0.741	1.000

The correlation matrix indicated a strong, positive correlation amongst (authentic leadership component of) self-awareness and performance of ethical acquisition procedures ($r=0.904$), suggesting that an increase in self-awareness among leaders may lead to enhanced ethical sourcing practices. Similarly, a significant positive correlation was noticed amongst internalized moral perspective and ethical acquisition procedures performance ($r=0.791$), balanced processing and performance of ethical acquisition procedures ($r=0.611$), and relational transparency and ethical sourcing practices performance ($r=0.714$). These findings emphasize the importance of these

components of authentic leadership in promoting the successful implementation of ethical acquisition procedures.

Results of Regression Analysis

The study carried out a regression analysis to determine the significance of the relationship between self-awareness, internalized moral perspective, balanced processing, relational transparency, and ethical acquisition procedures performance. Table 3 presents the results of the regression model used to describe the phenomena being examined.

Table 3: Regression Analysis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.925	.855	.854	.253		
ANOVA						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	125.599	3	41.866	0.001	
	Residual	21.24	332	0.064		
	Total	146.839	335			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.248	0.075		3.308	0.001
	Self-awareness	0.467	0.046	0.494	10.11	0.000
	Internalized Moral Perspective	0.094	0.031	0.103	3.035	0.003
	Balanced Processing	0.359	0.044	0.372	8.221	0.000
	Relational Transparency	0.167	0.076	0.743	7.652	0.000

Table 3 shows the R-squared values indicating that the variables: self-awareness, internalized moral perspective, balanced processing, and relational transparency can satisfactorily explain the performance of ethical acquisition procedures. The R-squared rate of 0.855 means that these independent variables account for 85.5% of the variance in the dependent factors (ethical sourcing

practices performance). The results validate the model used. The ANOVA results show that $F=654.419$ ($p<0.000$), confirming the implication of the regression model.

The results also indicate that the variables self-awareness, internalized moral perspective, balanced processing, and relational transparency effectively explain the performance of ethical acquisition procedures. The constant ($B = 0.248$) shows that if self-awareness, internalized moral perspective, balanced processing, and relational transparency were to remain constant, the expected ethical sourcing practices performance would remain at 0.248 units. Self-awareness ($B = 0.467$, $p=0.000$) shows a significant positive relationship with ethical sourcing practices performance. The coefficient signifies that for every unit increase in self-awareness, there is an increase of 0.467 units in ethical acquisition procedures performance, assuming all other variables are held constant. Internalized ethical perspective ($B = 0.094$, $p=0.003$) is also positively associated with ethical sourcing practices performance, albeit to a lesser degree than self-awareness. A unit increase in internalized moral perspective is associated with a 0.094-unit increase in ethical sourcing practices performance, holding all other variables constant. Balanced processing ($B = 0.359$, $p=0.000$) has a positive impact on ethical acquisition procedures on establishments' performance. This means that as balanced processing increased by single unit, ethical sourcing practices performance also increased by 0.359 units, assuming all other variables are constant. Relational transparency ($B = 0.167$, $p=0.000$) demonstrates a positive and significant relationship with ethical acquisition procedures performance. It indicates that for each unit increase in relational transparency, there is a 0.167-unit increase in ethical acquisition procedures performance, all else being equal.

The regression model was presented as below;

$$Y = 0.248 + 0.467X_1 + 0.094X_2 + 0.359X_3 + 0.167X_4 + \varepsilon$$

Y = Ethical acquisition procedures Performance

X1 = Self-awareness

X2 = Internalized Moral Perspective

X3 = Balanced Processing

X4 = Relational Transparency

ε = Error term

The findings developed on research of Shafiq, Johnson and Awaysheh (2019) by quantifying the impact of these variables, underscoring the need for organizations to foster these aspects to improve their ethical acquisition procedures performance. Importantly, the significant p-values indicate the statistical significance of the results, emphasizing their practical relevance in real-world settings (Taylor & Yeager, 2021). Hence, this study substantiates the theoretical understanding with empirical evidence and enriches the existing literature on ethical sourcing practices.

CONCLUSION

Integrating the findings from descriptive, correlational, and regression analyses, this investigation highlights the positive impact of ethical acquisition procedures on organizational performance. A comprehensive view of the components of authentic leadership, specifically self-awareness, internalized moral perspective, balanced processing, and relational transparency, was revealed through the descriptive analysis, solidifying their significant role in shaping ethical sourcing practices. The correlation analysis depicted a robust and positive relationship between these components of authentic leadership and the performance of ethical acquisition procedures, emphasizing the pivotal role of leadership in ethical sourcing strategies. Each facet of authentic leadership demonstrated a significant relationship, underscoring the reciprocal relationship between ethical sourcing practices and the components of authentic leadership. The regression analysis depicts the extent of influence these components of authentic leadership have on the performance of ethical acquisition procedures. Self-awareness exhibited the most significant positive relationship, followed by balanced processing, relational transparency, and internalized moral perspective. These results underscore the crucial role of cultivating these elements in leaders to enhance ethical sourcing practices. This comprehensive examination provides robust confirmation that ethical acquisition procedures serve as a performance enhancer for organizations.

RECOMMENDATIONS

Further to the investigation's conclusions, the research recommends that, the study suggested that establishments should invest in authentic leadership development programs focusing on self-awareness. Activities such as self-assessment, feedback mechanisms, and coaching can be utilized to help leaders gain insight into their actions and improve their self-awareness. Establishments should thus encourage leaders to incorporate personal ethics and values into their decision-making processes, which will likely lead to more ethical acquisition procedures for enhanced establishment performance in commissions. Leaders should be trained to consider multiple perspectives and relevant information before making decisions, fostering a more open and balanced approach to decision-making. Leaders should therefore be encouraged to openly share their thoughts and beliefs and to foster a culture of disclosure of conflict of interests' transparency, integrity and accountability.

REFERENCES

- Aronson, J. K. (2021). When I use a word... No jab, no job? A benefit: harm balance analysis. *bmj*, 375. <https://doi.org/10.1136/bmj.n2934>
- Asad, M., Dastgeer, G., Uz Zaman, N., Khalid, Z., Brohi, M. A., & Bibi, A. (2022). The role of authentic leadership in shaping performance feedback reactions: the mediating role of trust in leader. *South Asian Journal of Human Resources Management*, 9(1), 33-52. <https://doi.org/10.1177/23220937211059617>
- Balsevich, A., Pivovarova, S., & Podkolzina, E. (2011). Information transparency in public procurement: How it works in Russian regions. *Series: Economics, WP BRP, 1*, 1-32.
- Biela, J., & Papadopoulos, Y. (2014). The empirical assessment of agency accountability: A regime approach and an application to the German Bundesnetzagentur. *International Review of Administrative Sciences*, 80(2), 362-381. <https://doi.org/10.1177/0020852313514526>
- Björklund, M., Martinsen, U., & Abrahamsson, M. (2012). Performance measurements in the greening of supply chains. *Supply chain management: An international journal*, 17(1), 29-39. <https://doi.org/10.1108/13598541211212186>
- Bradberry, T. and Greaves, J. (2021). *Emotional Intelligence 2.0. Talent Smart*. Kindle Edition.
- Chimakati, F., M. & Ndolo, J. (2020). Influence of Ethical Sourcing Practices on Performance of Teachers Service Commission of Kenya, Vol. 4(1), 38-54 *Stratford Peer Reviewed Journals and Book Publishing Journal of Procurement and Supply Chain* Volume 4|Issue 1|Page 38-54|April |2020| Email: info@stratfordjournals.org ISSN: 2617-3581. <https://doi.org/10.53819/81018102t2091>

- Daud, Y. M. (2020). *Self-leadership and its application to today's leader - A review of literature*. *The Strategic Journal of Business & Change Management*, 8 (1), 1 – 11.
- De Boer, N., & Eshuis, J. (2018). A street-level perspective on government transparency and regulatory performance: Does relational distance matter? *Public Administration*, 96(3), 452-467. <https://doi.org/10.1111/padm.12517>
- Fikriani, A. (2019). The effect of balanced scorecard implementation on management performance PT Bank Syariah Mandiri. *Al-Uqud: Journal of Islamic Economics*, 3(1), 18-33. <https://doi.org/10.26740/al-uqud.v3n1.p18-33>
- George, A. R. (Ed.). (2003). *The Babylonian Gilgamesh epic: introduction, critical edition and cuneiform texts* (Vol. 1). Oxford University Press.
- Goleman, D. (2013). *What Makes a Leader: Why Emotional Intelligence Matters?* (Kindle Edition).
- Hasanah, U., & Mujanah, S. (2020). The effect of servant leadership, self-awareness, and competence on organizational commitment and performance of employees of Public Works in Bangkalan District. *Ekspektra J. Bisnis dan Manaj*, 4(2), 136-146. <https://doi.org/10.25139/ekt.v4i2.3136>
- Hegazy, M., Hegazy, K., & Eldeeb, M. (2022). The balanced scorecard: Measures that drive performance evaluation in auditing firms. *Journal of Accounting, Auditing & Finance*, 37(4), 902-927. <https://doi.org/10.1177/0148558X20962915>
- Howell, J. M., & Avolio, B. J. (1993). Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business-unit performance. *Journal of applied psychology*, 78(6), 891. <https://doi.org/10.1037/0021-9010.78.6.891>
- Jallow, B.G. (2014). *Leadership in Postcolonial Africa: Trends Transformed by Independence*. New Palgrave MacMillan. Chicago style 9th ed.) https://doi.org/10.1057/9781137478122_1
- Journal Articles Moss, J., & Barbuto, J. (2010). *Testing the relationship between interpersonal political skills, altruism, leadership success and effectiveness: a multilevel model*. *Journal of Behavioral & Applied Management*, 155-174.
- Kasa, M. D., Shamsuddin, M. F., Yaakob, M. F. M., Yusof, M. R., & Sofian, F. N. R. M. (2020). Exploring the Influence of a Principal's Internalized Moral Perspective towards Teacher Commitment in Malaysian Secondary Schools. *Journal of Education and E-Learning Research*, 7(3), 323-333. <https://doi.org/10.20448/journal.509.2020.73.323.333>
- Kaspar, L., & Puddephatt, A. (2012). Benefits of transparency in public procurement for SMEs. *General lessons for Egypt*.
- Kaur, S. (2020). Effect of religiosity and moral identity internalization on prosocial behaviour. *Journal of Human Values*, 26(2), 186-198. <https://doi.org/10.1177/0971685820901402>

- Leitch, C. M., & Volery, T. (2017). Entrepreneurial leadership: Insights and directions. *International Small Business Journal*, 35(2), 147-156. <https://doi.org/10.1177/0266242616681397>
- Masimane, B.A., Ndambuki, V.M., & Mulinge, D.N. (2022). The Effect of Relational Transparency on the Performance of Employees of Commercial Banks in Kenya. *International Journal of Economics, Business and Management Research*. <https://doi.org/10.51505/ijebmr.2022.6819>
- Mellat-Parast, M. (2013). Quality citizenship, employee involvement, and operational performance: an empirical investigation. *International Journal of Production Research*, 51(10), 2805-2820. <https://doi.org/10.1080/00207543.2012.656333>
- Neck, C.P., Manz, C.C., and Houghton, J.D. (2019). *Self-Leadership: The Definitive Guide to Personal Excellence*. SAGE Publications
- Northouse, P. (2016). *Leadership: Theory and Practice* (7th ed.). Sage Publications. has been cited by the following article: TITLE: *Transformational Leadership Role and Means E Bill*
- Ogola, P. A. (2013). *The Relationship Between Outsourcing and Organisational Performance in the Book Publishing Industry* (Doctoral dissertation, University of Nairobi).
- Okoth, B. (2018). The Leadership Competencies of Prof. Yılmaz Büyükerşen as the Chancellor of Anadolu University. *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 18(4), 133-144. <https://doi.org/10.18037/ausbd.552699>
- Okwiri, O. A. (2012). *Quality management core practices: A participatory action-based case research on non-integrated implementation*.
- Putra, A. P., Mujanah, S., & Susanti, N. (2022). Pengaruh self-awareness, etos kerja, resiliensi, terhadap organization citizenship behavior (OCB) dan kinerja tenaga kependidikan di perguruan tinggi swasta Surabaya. *Media Mahardhika*, 20(2), 311-321. <https://doi.org/10.29062/mahardhika.v20i2.397>
- Saccone, N. L., Culverhouse, R. C., Schwantes-An, T. H., Cannon, D. S., Chen, X., Cichon, S., ... & Bierut, L. J. (2010). Multiple independent loci at chromosome 15q25. 1 affect smoking quantity: a meta-analysis and comparison with lung cancer and COPD. *PLoS genetics*, 6(8), e1001053.
- Sembiring, I. P., Dalimunthe, R. F., & Gultom, P. (2023). The Effect Of Self-Esteem In Organization And Self-Awareness On Employee Performance With Organizational Commitment As A Mediation Variable In Astra Credit Companies Medan Branch. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)*, 3(2), 581-593.
- Shafiq, A., Johnson, P. F., & Awaysheh, A. (2019). Emerging economy sourcing: Implications of supplier social practices for firm performance. *International Journal of Production Economics*, 218, 148-158.

- Shamir, B., & Eilam, G. (2005). "What's your story?" A life-stories approach to authentic leadership development. *The leadership quarterly*, 16(3), 395-417. <https://doi.org/10.1016/j.leaqua.2005.03.005>
- Taylor, H. L., & Yeager, V. A. (2021). Core competency gaps among governmental public health employees with and without a formal public health degree. *Journal of public health management and practice: JPHMP*, 27(1), 20. <https://doi.org/10.1097/PHH.0000000000001071>
- Zeb, A. (2020). Concept, mechanism, and applications of phenolic antioxidants in foods. *Journal of Food Biochemistry*, 44(9), e13394. <https://doi.org/10.1111/jfbc.13394>