



Conflict of Interest on Public Procurement Management in Uganda

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Abstract

Conflict of interest though a very popular constructs in management literature has not had many studies conducted on it. The objective of this article is to investigate the effects of conflict of interest on public procurement management in the Public Sector in Uganda. This research was carried out by measuring data gathered from five Likert scale on a self administered questionnaire to 228 employees from the public sector. Random sampling technique was used to answer the instrument of the study. Computer software (SPSS Ver. 16) was used to analyze the collected data based on descriptive statistics, Pearson Correlation Co-efficient and regression analysis. Major findings showed inter-personal, intra-group and inter-group conflicts of interest strongly correlated with public procurement management with respectively correlation coefficients of 0.638, 0.758 and 0.641. The study was limited to Uganda's public sector but further study should consider being longitudinal in nature. Implicitly there should be focus on eradicating the evils of conflict of interest in procurement management. Since there is still limited research in this field, this article makes it contribution by providing information that is relevant for filling the gap, hence useful for policy makers, academicians, procurement professionals, and researchers.

Key word: Conflict of interest, Public Procurement Management, Uganda.

1. Introduction

Conflict of interest is a very popular construct in management literature though its relationship with public procurement has not been widely studied (Juma, 2009). Public Procurement is one of the main functions of public sector organizations accounting for an estimated 9-13% of developing nations' (Uganda inclusive) Gross Domestic Products (GDP) (Odhiambo & Kamau, 2003). This is because of its sheer magnitude and used as a tool for achieving economic, social and other objectives. Arrowsmith, Lineralli and Wallace (2000) have intimated that maintaining integrity in public procurement is one of the most important pillars of modern national procurement systems. By its very nature, public procurement is inherently a politically sensitive activity in terms of transparency, accountability and value for money outcomes. However, the capability and ability of an organization to properly manage its procurement requirements give the organization a lease of life to succeed and as a matter of fact public procurement management is the major contributing force of utilization of all resources. Being a backbone of an organization due to its economical and political implications, public procurement requires an improved efficiency and effectiveness of its management (Mahmood, 2010).

Public procurement has drastically changed from being a simple process to a complex contracts and relationships; from largely goods to a complete service solution; from sourcing considerations to strategic business decisions; from low value, low risk to high value, high risk; from back office function to central and strategic management, from warehousing to just-in-time; and from basic skills to high level skills (Afonso, Schuknecht & Tanzi, 2005). These changes endear handling public procurement from a more strategic approach as hinted by Arrowsmith and Trybus (2003) that the last decade of the twentieth century has witnessed a start of global revolution in public procurement management. Thai (2008) asserts that challenges in public procurement go beyond procurement regulations to include procurement process, methods, organizational structure and work force. The public sector is called upon to exercise good organizational performance, which implies that a public



sector organization is effective and efficient in supplying goods and services. Murray (2008) decries existing researches on procurement ignores exploration of the uniqueness of public procurement over private procurement. This study fills in the gap of this neglected field of study.

Therefore, as the study aimed at examining the impact of conflict of interest on procurement management with respect to Uganda public sector, it was guided by the following research questions:- a) what is the effect of inter-personal conflict of interest on public procurement management? b) What is the effect of intra-group conflict of interest on public procurement management? c) Does inter-group conflict of interest has an effect on public procurement management? The next part of the study focuses on literature review and hypothesis development. Third part discusses the research methodology; fourth part consist of results and discussions following the conclusion part which consists of implication, limitations and future area of the conflict of interest and procurement management to be explored.

2. Literature review

According to Rahim (2001), conflict of interest is an inconsistency between two parties in their preferences for the allocation of a scarce resource. This can occur at inter-personal, intra-group, and inter-group levels. Too little conflict of interest may encourage stagnancy, mediocracy, and groupthink, but too much conflict may lead to organizational disintegration. Medina, Munduate and Dorado (2005) contend that generally outcomes of conflict of interest are undesirable. For instance it causes moral disengagement. Bornstein (2003) maintains that conflict of interest is about incompatibility of group goals and completion for scarce resources. It shows that people are selfish and will try to maximize their own rewards. Fiske (2004) contends that, morally disengaged individuals separate moral reactions from inhumane conduct by disabling the mechanism of self condemnation. Wenzel (2000) observes that due to social psychological pressure employees feel compelled to side with either formality or the workgroup. The more they side with workgroup the more the informal opposition rules against the formal ones, resulting into conflict of interest. Manrique de Lara, Tacoronte and Ting Ding (2007) found when a situation of normlessness is created; conflict of interest advances into an anomic state that can easily derail public procurement management. Moral disengagement, work anomie, perceived normative conflict and procurement planning were shown to affect the construction of procurement officers' deviant behaviors (Ntayi, Eyaa & Ngoma, 2010).

The environment in which public procurement management operates is of an increasingly intense scrutiny driven by technology, programme reviews, and public and political expectations for service improvements which can easily breed conflict of interest. Much as public procurement accounts for 10-40 per cent of developing countries' GDPs, Amayi and Ngugi (2013) state that it has not realized value-for-money. This has raised lots of doubts in the minds of the citizens. As Juma (2009) argues in developing countries, public procurement sector is often the largest domestic market. In Uganda for instance, Woolcock (2008) states that public purchasing accounts for up to 70% of total government spending. But public procurement has never been viewed as having as strategic impact on the management of public resource. In the past decade, public procurement system in Uganda has undergone significant developments (Basheka, 2008). Never before has there been a growing interest in procurement management in the country due to unquestionably high acquisition of goods and services by the government estimated at 70% of total expenditure (Thai, 2004); perceived benefits of an effective procurement management regime (Arrowsmith & Trybus, 2003); doing more with less resources; expectations for accountability from the masses and development partners; and technological advancement. This has seen public procurement in Uganda move from being a system with no regulations, depending on Treasury circulars to the introduction of specific new standards of procurement systems through the Public Procurement and Disposal of Public Asset Act 2003. According to Odhiambo and Kamau (2003) this was done with the view to foster more transparency,



accountability and effectiveness in the procurement process and to strengthen the public sector management aspects.

In spite of these noble intentions, studies have shown that public procurement in Uganda has failed to undertake a holistic approach to political and operational realities of public procurement and its strategic significance. It is shrouded with corruption which threatens its very legitimacy. For example, according to the 2007 African Peer Review Mechanism Report, Uganda loses USD 258.6 million (about Uganda shillings 517.2 billion) annually through corruption and procurement malfeasance; from Ushs 200 billion annually by 2005 (Eyaa & Oluka, 2011). A study by Kalinzi (2014) recognizes the rampant unethical practices which impact negatively on the level of professionalism in public procurement in Uganda. These unethical practices often come as a result of conflict of interest of those whose actions have direct impact on public procurement management. Kalubanga, Kakwezi and Kayiise (2013) found fraudulent and corrupt procurement practices more evident in Uganda. Kakwezi and Nyeko (2010) argue that the procurement department of public entities in Uganda is unable to determine their efficiency and effectiveness. This implies that such a problem requires establishment of clear procurement procedures and performance standards. In a study, Basheka and Mugabira (2008) found that at no single occasion has a big contract been awarded without a public outcry of foul play and high-handed levels of influence in Uganda. This implies that colossal sum of money is lost due to poor public procurement management. Unfortunately, Ugandans have never taken procurement as a profession and many still bank their minds in the belief that “to buy” does not need professionalism. This attitude has been responsible for the high costs and poor quality of goods and services procured as a result of un-professionalism. Poor public procurement management leads to low performance of the public sector coupled with high liability and transactions costs. Good public procurement on the other hand is an important instrument for resource allocation (Basheka, 2009). But this seems not to be the case in Uganda as every procurement processes are bleak as a result of widespread conflict of interest (Agaba & Shipman, 2009).

This study is rooted in the dialectical, institutional and agencies theories. Dialectical theory can be used to explain changes in organizations when the opposing values, forces or events gain sufficient power to confront and engage the status quo. It helps to explain why events, forces, or contradictory values compete with each other for domination and control. Moe, Risvand and Sein (2006) show dialectical theory can be compatible in identifying tensions in the procurement process. As observed by W. P Obanda (quoted in Murithi, 2013) institutional theory is normally used to examine public procurement from various perspectives. This is because it is a theory composed of cultural-cognitive (i.e. shared beliefs and understanding) and regulative (i.e. rules and laws as well as enforcing mechanisms). In the context of this study therefore, the procurement process of the public sector in Uganda is governed by Public Procurement laws and regulations. Similarly, agency theory is relevant to the study because it is based on the relationship between the principal and the agents where, the principal influences performance of some task by the agent in favor of the principal (Health & Norman, 2004). It is used to explain how shirking is likely to occur when there is some disagreement between policy makers and the bureaucracy (Strom, 2000). In the context of this study, the procurement officers (the agents) are pressured to compromise in favor of entities affiliated with politicians (principals). Eyaa and Oluka (2011) show the agents can opportunistically take advantage of situations which are sometimes detrimental to the principal. Soudry (2007) identifies principal/agent relationship among the possible risks that leads to poor public procurement management. These theories which focus on the events, institutions and employees of organizations provides sufficient and superior lens for understanding poor public procurement management as a result of conflict between the parties.

Conflict of interest affects the efficiency and effectiveness of public procurement management. Efficiency means the ability to fulfill the given objectives with the optimum use of resources. It is the maximum output for any given set of inputs or the minimum inputs for any given quantity and quality of goods or services provided. Effectiveness on the other hand is concerned with the extent to which



objectives have been achieved, that is the extent to which any activity achieves the intended results. It involves qualitative and quantitative measures of increase or decrease in outcomes that show that a programme is effective in achieving its intended objectives. According to McCue and Pitzer (2000), the efficiency and effectiveness of procurement are often sensitive to scale and coordination. This is because efficiency may overlaps with the concepts of value-for-money outcomes and effectiveness may produce tensions in procurement management.

From the theories, it is conceived conflict of interest affect the efficiency and effectiveness of public procurement. This relationship is expressed in the conceptual framework below:-



Source: Review of literature and author's conceptualization

Figure 1: Conceptual framework

The conceptual framework shows the relationship between the independent and dependent variable in Figure 1. Based on the theory and the literature review inter-personal, intra-group and inter-group conflict of interest may affect public procurement management. In this regard therefore inter-personal, intra-group and inter-group levels of conflict of interest will constitute independent variable while efficiency and effectiveness of public procurement management is the dependent variable. From the premises the following hypotheses were developed.

H1 Inter-personal conflict of interest significantly affects public procurement management

H2 Intra-group conflict of interest has a significant effect on public procurement management

H3 Inter-group conflict of interest has a positive relationship with public procurement management

3. Research methodology

In order to compute the effects of conflict of interest on procurement management, public sector employees in Uganda have been selected as target population for this study. This was because of the regular interaction between the appointed and elected officials, so there would be a direct impact/effect of conflict of interest on procurement management. Data were collected between January and June 2014 through measurement scale developed by Likert from 10 selected public sector organizations (four Local Governments, four Ministries and two government agencies. After gathering data, they were checked adequately for reliability and clarification. The data was analyzed using quantitative techniques, whereby the findings were presented in the form of frequency distribution tables while qualitative techniques was incorporated in the study to facilitate description and explanation of the study findings. By so doing this created good understanding of the study findings. The data collected was entered into a computer and analyzed using Statistical Package for Social Sciences (SPSS Version 16). Various statistical tools have been applied to compute the results. Frequency analysis was applied first to calculate the demographic composition of the respondents. The study variables were analyzed into percentages, means and standard deviations. Regression and correlation analysis of the data were also carried out.



4. Research findings and discussions

This section exhibits the data analysis. It describes the validity and the reliability analysis of measurement scales used in the study, descriptive analysis on the basis of different demographics, correlation between variables and hypothesis testing using regression analysis.

4.1 Validity and reliability

A validity test was carried out on the study variables. The test confirmed the validity of the instruments used with a good fit model since the overall total is 3.472, represented by inter-personal .937, intra-group .881, inter-group .887, and procurement management .767. It is reported that all items of all measurement scales have been significantly since all items are greater than 0.50. After finalizing the scale, the Cronbach alpha scores of all scales were computed using reliability analysis through SPSS 16 and noted that Cronbach scores of all scales were greater than 0.60 (i.e. 0.72 or 72 per cent) which yielded a good reliability score.

4.2 Response Rate

The study distributed 264 questionnaires to sampled public servants working at the ten selected public sector organizations. Out of those, 228 sampled respondents filled in and returned the questionnaire while 36 respondents did not return the questionnaire contributing to 86% response rate. This commendable response rate was attributed to the data collection procedure, where the researcher personally administered questionnaire and followed up with phone calls, and picked the questionnaire once filled. The response rate demonstrates a willingness of the respondents to participate in the study.

4.3 Demographics characteristics of respondents

Table 4.1: Demographics characteristics of respondents

Demographic characteristics	Frequency	Percentage
Gender		
Male	176	44.77
Female	52	13.23
Age		
20- 29 years	28	12.3
30-39 years	88	38.6
40-49 years	60	26.3
50-59 years	52	22.8
Qualification		
Secondary	20	8.8
Diploma	68	29.8
First degree	112	49.1
Professional	28	12.3
Work experience		
Less than 1 year	12	5.2
Between 1 to 2 years	6	2.6
Between 3 to 4 years	56	27.4
Over 4 years	154	67.5

The study sought to find out the gender of the respondents. According to the findings, 44.77 per cent of the respondents indicated that they were male while 13.23 per cent of the respondents indicated that



they were female. This shows gender bias characteristic of Uganda’s public sector. The study results further reveal that 12.3 per cent of the respondents were aged between 20 and 29 years, 38.6 per cent of the respondents indicated that they were aged between 30 and 39 years, 26.3 per cent of the respondents were aged between 40 and 49 years while 22.8 per cent of the respondents indicated that they were aged between 50 and 59 years. These findings indicate that majority of the respondents are middle aged and elderly. This implies that these are experienced employees who could have given the relevant information to the study area. When the respondents are divided according to their qualification, Table 4.1 shows that majority of the respondents were holding first degree (49.1 per cent), 29.8 per cent had diploma, 12.3 per cent were holding procurement professional qualifications, and only 8.8 per cent were holding secondary level qualifications. These levels of distribution of academic qualification indicate that the respondents could give responses that are factual. When respondents were inquired about their work experience 154 (67.5 per cent) of the respondents were having work experience over 4 years, employees having 3-4 years of work experience were 56 (24.7 per cent), between 1-2 years were 6 (2.6 per cent), and less than a year were 12 (5.2 per cent). This implies the majority of the respondents might have experienced the study variables in their work places.

4.4 Conflict of interest and procurement management

This study looked at the effect of conflict of interest on public procurement management in Ugandan public sector. It was hypothesized in the study that the effect of conflict of interest significantly affects procurement management. Respondents were asked to indicate a tick on the items that best fitted their perception regarding the dimensions of the study variables. Results of the findings are as indicated in Table 4.2 below.

Table 4.2: Summary of perceptions of respondents according to the study variables

Dimensions	Percentages (%)			Mean	Std. dev.
	A	N	D		
Inter-personal conflict of interest	130 (57.1)	27 (11.8)	71 (31.1)	3.39	1.183
Intra-group conflict of interest	126 (55.3)	49 (21.5)	53 (23.2)	3.39	1.254
Inter-group conflict of interest	141 (62)	46 (20.2)	41 (17.8)	3.63	1.117

The results presented in Table 4.1 above revealed that the components of inter-personal conflict of interest affected public procurement in the public sector in Uganda to a great extent and they include the justification or explanation of those results to public procurement management as shown by 130 (57.1 per cent) of the respondents who agreed, only 71 (31.1 per cent) disagreed and 27 (11.8 per cent) of them did not indicate their position as shown by mean of 3.39 and a standard deviation of 1.183. The study sought to find the level of agreement of respondents on effects of intra-group conflict of interest on public procurement management in the public sector. According to the findings, the respondents strongly agreed that intra-group conflict of interest has an effect on public procurement management represented by 126 (55.3 per cent) of them, 53(23.2 per cent) disagreed and 49(21.5 per cent) were neutral indicated by mean of 3.39 and standard deviation of 1.254. 141 (62 per cent) respondents agreed that inter-group conflict of interest had an effect on public procurement



management as opposed to 41 (17.8 per cent) who disagreed though 46 (20.2 per cent) were neutral as indicated by the mean of 3.63 and standard deviation of 1.117.

4.5 Inferential analysis

Inferential statistics (correlation analysis and coefficient of determination) were used to determine the relationships between the variables as well as the strength of that relationship. As hypothesized in the study, the hypotheses tested were:

Ho: there is no significant relationship between inter-personal conflict of interest and public procurement management in Uganda's public sector

Ho: there is no significant relationship between intra-group conflict of interest and public procurement management in Uganda's public sector

Ho: there is no significant effect of inter-group conflict of interest on public procurement management in Uganda's public sector

The findings were as shown in the table below.

Table 4.3: Correlation analysis

Variance		Procurement management	Inter-personal interest	Intra-group interest	Inter-group interest
Procurement management	Pearson Correlation	1	.638**	.758**	.641**
	Sig. (2-tailed)				
Inter-personal interest	Pearson Correlation	.638**	1		
	Sig. (2-tailed)		.000		
Intra-group interest	Pearson Correlation	.758**		1	
	Sig. (2-tailed)			.000	
Inter-group interest		.641**			1
					.000

** . Correlation is significant at the 0.05 level (2-tailed).

Table 4.3 shows that inter-personal conflict of interest has a significant effect on public procurement management in Uganda's public sector. It is reported that this first dimension had a strong and positive influence on procurement management ($r=0.638$). The relationship was found to be statistically significant at 63.8 per cent significance level ($p\text{-value}=0.000$) which led to acceptance of hypothesis 1. The positive and significant effects of inter-personal conflict of interest on public procurement management reveal that if public procurement management is infested with inter-personal conflict of interest, then the processes would not be sound, in return, achieve lower level of performance. Those in charge would be more interested and focused on satisfying their interests; their performance would not be up to the desired level; they would spoil procurement environment; accomplish nothing as expected and will not be ready to improve public procurement management. According to the correlation coefficient model results, intra-group, the second dimension of conflict of interest has strong positive correlation with public procurement management ($r=0.758$). The relationship was found to be statistically significant at 75.8 per cent significance level ($p\text{-value}=0.000$). The positive significant variance in procurement management caused by intra-group conflict of interest can be explained as follows: if intra-group had the capacity and capability of influencing procurement processes to their favors, they would be more willing to achieve their interest than what is expected of them. With such an authority, they will create problems at procurement environment, would not



address the problems efficiently and would not be willing to improve public procurement management. Thus hypothesis 2 is accepted. While third dimensions of conflict of interest, inter-group had equally a strong positive relationship with public procurement management ($r=0.641$). the relationship statistically significant at 64.1 per cent significance level ($p\text{-value}=0.000$), hence hypothesis 3 is accepted, reasoning that the more prevalence inter-group conflict the less focus on improving procurement management and lower level of performance. They will demonstrate lower level of readiness to develop and maintain a sound public procurement management in the public sector. Meanwhile the coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (procurement management) that is explained by all the three independent variables (personal, intra-group, and inter-group).

Table 4.4: Coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679 ^a	.464	.454	.43390

a. predictors: (constant), inter-personal, intra-group, inter-group

R value of the Table 4.4 reveals the Correlation coefficient (r) of the analysis ($r=.679$), it shows that there is strong and positive relationship between conflict of interest and public procurement management. It also shows that there is significant relationship between conflict of interest and public procurement management ($p=.000<.05$). However, the model's three independent variables (personal, intra-personal and inter-personal) that were studied explain only 46.4 per cent of the procurement management at the Ugandan public sector as represented by the R-square.

The strong correlations and the strength of the relationship shown by the results of the coefficient of determination indicated that inter-personal, intra-group, and inter-group conflict of interest significantly affected public procurement management in public sector in Uganda. This therefore means that the three independent variables contribute about 46.4 per cent to the procurement management at the Ugandan public sector while other factors not studied in this research contribute about 53.6 per cent of the procurement management at the Ugandan public sector. This finding is corroborated by several studies. Basheka (2009) found poor public procurement management has serious impacts on the functioning of the public sector in Uganda. He observed that poor systems may, for example, lead to delays in the implementation of government programs and this could have adverse effect on society. Agaba and Shipman (2006) in their study show that a well-functioning procurement system is built on certain benchmarks, which revolves around four pillars- legislative framework, institutional framework and management capacity, procurement operations and market practices, and integrity of procurement practices. Kabaj (2003) contends that effective public procurement system is a concrete expression of national commitments to making the best possible use of resources. While Arrowsmith (2010) argues that effective and efficient public procurement requires proper procurement planning, contract placement and contract administration.

Literatures indicate that public procurement management must take place in an environment free of conflict of interest and that the relationship between the parties must be mutually beneficial. But Nagitta and Ssenoga (2010) and Khai (2008) show that in Uganda the incidences of high prevalence of corruption in the public procurement are attributed to poor management of the whole procurement processes. Yet public procurement supports all government functions making performance of the public sector to suffer despite the fact that all public procuring entities in Uganda are supposed to ensure efficiency and effectiveness as found by Ntayi, Ahiauzu and Eyaa (2011). Smith and Street



(2004) posits that variations in efficiency may lead to unequal quality of services and a consequent perception of unfairness which in turn undermines the public's support for tax funding of public services. Any public financial management system; for which public procurement is part, needs to maximize efficiency. Quite often, the public procurement environment in Uganda is characterized by lack of transparency as well as bribery which have played a role in influencing which firms win public contracts (Bana & Basheka, 2011). The practice is rampant at all levels of government and goes beyond a single sector of the economy and the procurement categorization.

In their study Tan, Chong and Uchenna (2009) found that public procurement has for long been overshadowed with inefficiency. This has adversely impacted the rate and quality of progress in realizing the objectives of national development, especially in developing and transition countries like Uganda as found by this study. Pathranarakul (2005) shows abuses of political and administrative power for self interest whether for individual or group damage public sector as a whole. Davies (2010) blames the culture of accumulative corruption on the unethical standards in public procurement. The accumulative corruption takes place in the form of soliciting bribes when overseeing government projects and procurement. Basheka and Bisangabasaija (2010) conducted a research on the public procurement ethical standards in Uganda and concluded that organizational determinants are the major factors, which account for the increasing trends of procurement corruption.

5. Limitations, recommendations and future implications of the study

Findings of the study reveal that conflict of interest has a significant effect on public procurement management in Uganda's public sector. In the presence of conflict of interest there would be lower level of sound public procurement management. So this study in itself can be used in the public sector to increase awareness of conflict of interest in procurement environment. However, the study has some limitations. Firstly, all the data has been collected through a single questionnaire from selected public sector organizations in Uganda. Secondly, as most of the respondents were staff attached these organizations they might have not been very sincere in their answers due to their personal interest also. Thirdly, the researcher also faced problems due to non-availability of research culture in which respondents were scared while giving information about their performance in spite of giving assurance of anonymity. Fourthly, since the data has been collected through self-reported response, there is a chance of economic desirability where employees hesitate to give information about their job performance and falsely report them.

However, the study established that conflict of interest has significant effect on public procurement management in Uganda's public sector to a large extent. The study recommends that conflict of interest is inevitable in any human society and that its awareness should be made possible. Equally, public procurement management should be done in an open and transparent as much as possible to achieve professional and personal fulfillment a suggested by Mutebi, Kakwezi & Ntayi (2012) in their study of ethical work climate in Ugandan procurement and disposing entities. This will not only help maintain good procurement standards but will also help achieve higher levels of efficiency and effectiveness. In addition, to avoid conflicts of interest timely information should be provided to all stakeholders. For the success of the public procurement management, public sector organizations should ensure that proper mechanisms are put in place with reports thereon provided to stakeholders.

This study looked at three independent variables (personal, intra-group and inter-group) which according to the study contributed 46.4 per cent of the variations in procurement management in Ugandan public sector. The researcher recommends further research to investigate the other factors that affect public procurement management in the public sector. Equally, further research should be carried out in other sectors (private and NGOs) to ascertain whether these findings are universal and research on public procurement management as a whole should be carried out as this was not the objective of this study.



6. Conclusion

Public procurement management is a key part of a demand-oriented innovation policy (Elder & Georghiou, 2007) and has to be appreciated as an important function of government (Trionfetti, 2000). It facilitates running of governments in both developed and developing countries (Brulhart & Trionfetti, 2004). This study has examined the effect of conflict of interest on public procurement management in the Ugandan public sector. The analysis has shown that each levels of conflict of interest exert significant effect on public procurement management and leads to poor performance of public sector organizations. The study concludes that conflict of interest does not augment sound public procurement management. Consequently, the study recommends that public sector organizations in Uganda should avoid situations that create conflict of interest. The need for public sector organizations to be divested of conflict of interest is becoming increasingly important due to the rapid changes and presence of corrupt practices almost everywhere. From the research discussed in this study, it can be seen clearly the negative outcomes of conflict of interest on procurement management.

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