

ETHICAL VALUES OF PURCHASING MANAGERS ON THE PERFORMANCE OF MANUFACTURING ESTABLISHMENTS IN NIGERIA

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ABSTRACT

Ethics play a pivotal role in shaping the business landscape, and the ethical conduct of purchasing managers within manufacturing establishments can significantly influence organizational performance. This study aims to investigate the relationship between the ethical values held by purchasing managers and the performance of manufacturing establishments in Nigeria. The research design for this study is a survey design. The population of the study consisted of all the staff of Jubilee Syringe Company. Simple random sampling technique was used to select 379 respondents out of the population. The instrument used for data collection was questionnaire. The instrument was validated by experts in Test and Measurement. Crombach Alpha reliability technique was used for testing the reliability of the instrument and reliability index of .72 was realized, hence the instrument was regard as being reliable. Data from completed questionnaires was subjected to percentage and PPMC analysis. The findings of this study contribute to the existing body of knowledge by shedding light on the ethical landscape within the Nigerian manufacturing sector and its tangible effects on organizational performance. By understanding the interplay between ethical values and purchasing managers' decision-making processes, manufacturing establishments can formulate more effective strategies for fostering a culture of ethics, thereby enhancing their overall operational efficiency, stakeholder relationships, and long-term sustainability. In conclusion, this research underscores the significance of ethical values in shaping the behavior of purchasing managers and, consequently, the performance of manufacturing establishments in Nigeria. By recognizing the crucial role of ethics, businesses can cultivate an environment that not only adheres to ethical standards but also propels the organization toward improved performance and competitiveness in the ever-evolving business landscape.

Introduction

The advancement of mass manufacturing, which is contingent upon a consistent supply of appropriate resources, has compelled the enhancement of principles and management practices in the realm of procurement. The profession of purchasing and supply management has a relatively recent beginning compared to other management professions such as marketing, accounting, finance, and banking (OECD, 2022). In the first decades of the 20th century, several industrial enterprises faced challenges pertaining to the acquisition of essential raw materials as a consequence of the economic downturn that ensued after the global conflicts. The effectiveness of acquiring the necessary raw materials significantly influences the success of the organisations involved. The establishment and formal acknowledgment of purchasing management as a managerial role may be attributed to this particular time.

The scope of purchasing management extends much beyond the mere procurement of commodities by the purchasing manager on behalf of the organisation. According to Barley (2016), the act of purchasing involves organisations determining their requirements for goods and services, evaluating and comparing the available supplies and suppliers, engaging in negotiations or other means to establish mutually agreed upon terms of trade, executing contracts and placing orders, and ultimately receiving, accepting, and remunerating for the provided goods and services.

In the study conducted by Jason et al. (2022), it is said that the significance of buying activities in organisational operations cannot be overstated. The role is anticipated to be positioned at a higher level within the organisational structure. The responsibilities of buying are mostly delegated to the purchasing managers. The role of a buying manager, also referred to as a purchasing director or supply manager, entails leading a team that is accountable for overseeing the procurement activities inside an organisation. The individual is in search of the highest possible quality at a comparatively lower cost. The buying managers engage in the assessment of suppliers, engage in contract negotiations, and conduct evaluations of product quality. Moreover, these individuals possess crucial responsibilities for influencing the operational efficiency of manufacturing enterprises. These responsibilities encompass procuring raw or minimally processed materials, conducting market research to discern price patterns and future material and product availability, identifying suitable vendors, engaging in price negotiations, generating requisitions and purchase orders, maintaining comprehensive purchase records, and overseeing the management of other professionals within the procurement domain of the organisation. In addition to fulfilling strategic responsibilities inside manufacturing organisations, it is important for buying managers to possess qualities such as honesty, trustworthiness, accountability, loyalty, and fairness towards all stakeholders while also maintaining a strong belief in the profession.

Moreover, as stated by the Organisation for Economic Co-operation and Development (OECD, 2022), the procurement of raw materials by an individual for a company necessitates careful consideration due to its significant impact on the firm's overall cost. In the context of volatile price fluctuations, it becomes imperative for him to consistently factor in a multitude of various things that are always required. The decline in the quality of materials or services has a direct impact on the cost of manufacturing productivity, ultimately necessitating the provision of efficient services throughout production. Therefore, the management of procurement assumes significant importance and requires careful consideration. Hence, it is essential that the individual responsible for procurement management have a high level of

professionalism, including managerial acumen, financial expertise, and the ability to execute the procurement process with optimal efficiency and cost-effectiveness.

The presence of buying managers who exhibit dishonest, untrustworthy, unaccountable, and disloyal behaviours has been shown to have negative consequences for manufacturing organisations. These consequences include inadequate supply, reduced turnover, diminished profitability, and customer attrition. These concerns arise due to the tendency of these managers to misappropriate their businesses' funds for personal gain, disregarding the potential negative impact this practice may have on the overall health of the organisations. This phenomenon has resulted in some industrial enterprises experiencing shorter lifespans.

The aforementioned concerns have prompted the researcher to investigate the influence of ethical principles held by buying managers on the overall performance of manufacturing enterprises in Nigeria.

Objectives of the Study

The general objective of the study was to examine the impact of the ethical values of purchasing managers on the performance of manufacturing establishments in Nigeria. The specific objectives were:

1. To examine the effects of honesty on the performance of manufacturing establishments in Nigeria.
2. To examine the effects of trustworthiness on the performance of manufacturing establishments in Nigeria.

Research Questions

Based on the objectives of the study, the following questions were raised:

1. What are the effects of honesty on the performance of manufacturing establishments in Nigeria?
2. What are the effects of trustworthiness on the performance of manufacturing establishments in Nigeria?

Hypotheses

There is no significant effect of honesty on the performance of manufacturing establishments in Nigeria.

There is no significant effect of trustworthiness on the performance of manufacturing establishments in Nigeria.

LITERATURE REVIEW

Concept of ethics

The idea of ethics in the realm of business has several interpretations and ramifications, mostly centred on the fundamental principles governing human conduct, specifically regarding what is deemed permissible or impermissible within organisational frameworks. Experts and scholars agree on the conceptualization of ethics in relation to its content and

essence, notwithstanding variations in its presentation and manner. Company ethics include ethical inquiries on the appropriate and inappropriate actions to achieve various company objectives (George and Kalu, 2018).

According to Mrayat (2021), ethics may be defined as the adherence to established norms and behaviours that are commonly expected to be upheld by individuals, as well as the personal moral principles that guide one's everyday actions. According to Ukoka and Awak (2016), ethics may be defined as a set of principles that guide individuals in determining what is morally good or bad. Standards are believed to originate from the prevailing societal norms and values, which are shaped by an individual's experiences within various social contexts such as family, religious institutions, educational institutions, and other social organisations.

According to Kiston (2016), ethics may be described as a collection of moral rules that delineate concepts of right and wrong, good and evil, and suitable and inappropriate behaviours within different contexts. According to Buchotz (2018), ethics encompasses a set of guiding beliefs, principles, and standards that individuals use to discern the appropriate course of action in various contexts. Ethics may be defined as a system of principles that delineate between what is morally good and bad. These principles are formed by a specific organisation and are enforced upon its members in order to regulate and provide boundaries for their behaviour (Judith, 2018). In conclusion, the aforementioned definitions together suggest that ethics may be defined as a set of moral principles that serve as a framework for individuals and organisations to adhere to certain standards of behaviour while engaging with one another.

Overview of Ethical Behaviour in Business Organisations

Ethical behaviour refers to the practice of conducting oneself in a manner that aligns with both personal ideals and the widely accepted values of an organisation and society (Welson, 2019). The occurrence of unethical conduct among workers has the potential to impact individuals, work teams, and the whole organisation (Arlow, 2020). Therefore, organisations rely on people to exhibit ethical behaviour. Ethical conduct is distinguished by the principles of honesty, fairness, and equality within interpersonal, professional, and academic contexts with respect to the rights of individuals and collectives (Legan, 2020). Deft (2018) defines ethical behaviour as the implementation of moral principles, a code of conduct, and a set of values pertaining to appropriate behaviour within the professional environment. The aforementioned encompasses the ethical guidelines that regulate the behaviour of the workers within the municipality, which are founded upon concepts such as honesty, transparency, integrity, trustworthiness, impartiality, diligence, respect, and accountability.

The examination of ethical conduct and the need to adhere to ethical principles inside business organisations are not exclusive to certain groups but rather have emerged as a crucial and pressing concern for businesses operating in emerging and expanding nations. The notion of ethics is interconnected with several disciplines and operational responsibilities inside organisations. The significance of ethical conduct has emerged as a crucial concern within organisational employment. This is due to its ability to differentiate between appropriate and inappropriate conduct shown by individual employees inside the workplace (Draught, 2003).

According to Akpan, Affia, and Udongwo (2019), ethics may be defined as a collection of principles that establish appropriate or inappropriate behaviour. This concept encompasses a set of principles that individuals are required to adhere to by following legal regulations and

procedural guidelines that govern appropriate conduct within certain occupational roles. Every profession is governed by a code of ethics, which consists of a collection of principles or guidelines that dictate the expected behaviour of individuals within that particular field. The ethical standards governing the field of journalism necessitate that journalists are obligated to convey the truth to the furthest extent of their understanding. Engaging in the production of articles that are knowingly false or lack accuracy is unethical behaviour. It is important to acknowledge that the ethical principles guiding any profession are derived from the broader ethical norms of society.

Purchasing ethics refers to the use of overarching ethical principles within a society to guide and govern purchasing behaviour. In light of societal norms, dishonesty is deemed unacceptable. Consequently, a buying executive who engages in dishonest behaviour towards their company, clients, rivals, and other relevant parties is acting in an unethical manner. According to Akpan et al. (2019), maintaining a high ethical standard is crucial in the field of buying. Individuals who make purchases on behalf of their organisations have the responsibility of ensuring that their conduct is seen as entirely ethical by others. The procurement function encompasses the oversight and control of organisational spending.

Ethical Behaviour of the Purchasing Manager

Awara (2022) provides a concise overview of the ethical principles that regulate the conduct of buying professionals.

- (i) It is essential for purchasing managers to refrain from engaging in any kind of corrupt behaviour.
- (ii) It is essential for purchasing professionals to conduct all business practices in an ethical way, ensuring that the company policies adhere to the highest ethical standards.
- (iii) It is essential for purchasing professionals to comply with all relevant legislation that regulates their respective departments and the organisation as a whole.

Purchasing professionals are expected to demonstrate unwavering loyalty to their organisation in all interactions involving supply, internal stakeholders, and the wider public.

Purchasing professionals are required to ensure that any personal interests they may have do not create conflicts with the interests of the organisation.

Purchasing experts have to cultivate and advocate for favourable supplier and customer relationships.

- (vii) It is essential for procurement professionals to actively promote sustainability and social responsibility in their interactions with suppliers and other stakeholders in their routine business operations.

Purchasing experts are required to possess knowledge of and adhere to the rules, legislation, and trade agreements that are relevant to the field of supply management.

Purchasing professionals are required to cultivate a set of abilities, acquire information, and engage in business practices that showcase their competency and contribute to the advancement of supply management.

Purchasing managers are required to adhere to the principle of truthfulness in all of their duties.

According to Sampson (2019), honesty is considered a fundamental attribute within the context of manufacturing companies. The cultivation of honesty serves as a foundational element in shaping the desired work culture inside industrial enterprises. The establishment of a work culture fosters consistent workplace behaviour and cultivates trust with clients.

The topic of discussion is work culture. The cultivation of a culture rooted in honesty is widely seen as a very efficacious approach for fostering enduring success inside manufacturing enterprises. Work culture is the set of values and beliefs that underpin the actions and decisions undertaken by a business or industrial institution. This refers to the whole supply chain, including the manufacturing phase up to the ultimate end-users.

(ii) The cultivation of consistent workplace behaviour is facilitated by the virtue of honesty inside the industrial unit. Furthermore, adhering to a consistent code of ethics is beneficial for employees, irrespective of the prevailing conditions.

(iii) Establishes consumer trust: In contemporary business practices, many companies invest significant time and effort in cultivating loyalty and trust within their target demographic. Honesty serves as a fundamental approach to fostering this trust.

Trust may be defined as an individual's inclination to place themselves in a vulnerable position with the expectation that consumers will exhibit good behaviour (Ferlin, Bligh, & Kholes, 2018). According to Cordons (2016), trust is identified as a primary factor in fostering social cooperation, which in turn facilitates the attainment of goals and objectives. The impact of trust on the performance of manufacturing enterprises is not influenced by cultural variables, tolerance for mistakes, decentralisation of decision-making, or social relations, among other things. Trust fosters an environment of safety that unequivocally condemns the dishonest use of information. Trust is often seen as an essential component that fosters unity and ensures stability within the social framework of an organisation. The enhancement of organisational learning and the successful performance of personnel are positively influenced by the trustworthiness shown among collaborators.

The importance of accountability lies in ensuring that employees adhere to the specified norms, budgetary constraints, laws, regulations, and standards of the organisation (Malize, 2020). The use of accountability measures contributes to the promotion of a better, more contented, and safer working environment inside industrial establishments. Accountability has been shown to have a significant impact on enterprises, leading to the development of a robust budgeting system, an efficient workforce, and the maximisation of profits. Accountability fosters the development of trust, boosts performance, fortifies organisational culture, and ultimately improves overall organisational performance. According to Yee, Young, and Cheng (2018), loyalty has been shown to positively impact both market share and profitability for enterprises. The commitment of workers to an organisation and their enhanced performance might indirectly contribute to the favourable effect on organisational performance.

Impact of Purchasing Ethics on Purchasing Managers

According to Uzor (2018), managers are influenced by several aspects of buying ethics.

(i) The establishment of suppliers' goodwill relies heavily on the practice of ethical behaviour while dealing with supply.

(ii) The practice of ethical behaviour is conducive to successful company operations and is also personally fulfilling in several aspects of life.

Based on the previously mentioned importance of ethics in the field of procurement, it is incumbent upon every organisation to establish a solid foundation that enables purchasing executives to conduct themselves in a professional and ethical manner, both internally and externally. This objective may be accomplished by fostering a positive mindset among senior individuals towards professionalism and ethical conduct.

(ii) Ensuring appropriate compensation for buying personnel in order to mitigate the potential for unethical conduct

(iii) A concise articulation of the consequences linked to unprofessional behaviour

The meticulous process of selecting and appointing individuals to positions of trust

The provision of explicit instructions on the legal status of individuals engaged in external relationships on behalf of the organisation

The establishment of ethical policies that are efficient and successful in their implementation

THEORETICAL FRAMEWORK

Virtue Ethical Theory

According to Aristotle and Ross (2009), virtue ethics is a technique that places less emphasis on rules, laws, and repercussions for specific actions in the realm of procurement. Additionally, it directs focus towards the individual responsible for overseeing the procurement process or activities inside the organisation. Moreover, this theory has substantial relevance in the field of ethical studies as it aids in the evaluation of whether buying managers are adhering to proper intentions, appropriate norms, and prescribed practices outlined in the ethical code of conduct. According to Aristotle and Ross (2009), the virtue ethical theory assesses buying managers or procurement officials based on their character characteristics and behaviours rather than only focusing on their actions, which may deviate from their typical conduct. The research finds relevance in virtue ethical theory due to its use in evaluating organisations based on their demonstration, promotion, or hindrance of virtues and their development (Annas, 2009). The use of virtue ethics within the procurement process requires a deep sense of appreciation, a human-centred approach, and a significant level of skill in personnel psychology.

Empirical Framework

The empirical framework refers to a systematic and evidence-based approach used in academic research to analyse and interpret data. In a study done by Kihinde (2018), the focus was on examining the impact of ethical behaviour on the performance of organisations. The study specifically targeted manufacturing organisations located in the Lagos metropolitan area, serving as a case study for the research. The primary aim of this research was to conduct a comprehensive analysis of the impact of ethical behaviour on organisational performance.

This study aims to examine the potential correlation between ethical behaviour and organisational performance as well as emphasise the importance of ethical conduct in fostering the success and long-term establishment of an organisation. Survey research was used, with a sample size of six hundred (600) participants. The data-gathering instrument used in this study was a questionnaire. The data were gathered and examined using the Chi-square statistical method. The study's findings indicate that the presence of ethical behaviour inside an organisation has a beneficial impact on its overall performance. Additionally, it has been shown that there is a favourable association between the practice of excellent ethical behaviour and the overall success of an organisation. The report suggests that procurement executives and chief executives should promote ethical awareness throughout their organisations, demonstrating a commitment to and concern for ethical conduct from the highest levels of leadership.

In their study, Ka, Harada, Osman, and Aldalayeen (2018) investigated the influence of business ethics on competitive advantage within the context of cellular communications firms in Jordan. The primary research aims of this study were to assess and analyse the influence of business ethics on the attainment of competitive advantage. The objective of this study is to determine the appraisal level of employees within cellular communication firms in relation to the dimension of business ethics. The objective of this study is to examine the relationship between ethics and competitive advantage within the cellular communication industry in Jordan. The research used survey design methodology, with questionnaires as the primary tool for data collection. A total of 192 staff members were included in the sample, which was chosen using the basic random sampling approach. The participants in the study were selected from individuals holding positions at the supreme level, intermediate level, and supervisory level within various firms. The data was gathered, organised, and subjected to analysis using the Spearman correlation method. The study's findings indicate that corporate ethics have a notable impact on the success of cellular communications firms in Jordan. The study's findings indicate a noteworthy impact of business ethics on the attainment of competitive advantage, specifically in relation to objectivity, honesty, integrity, fairness, and transparency. Nevertheless, the research suggests that it would be advisable for the corporation to establish and disseminate ethical rules across all of its divisions. It is also suggested that the organisation consider implementing a training and retraining programme for its employees to effectively adapt to the ethical culture inside the organisation.

RESEARCH METHODOLOGY

Research Design

The research design chosen for the study was a survey research design in which the opinions of staff of selected small and medium-scale enterprises in Ikot Ekpene were sought on the impact of ethical values of purchasing managers on the performance of manufacturing establishments in Nigeria. The research approach was chosen because of its cross-sectional approach to seeking the views of members of the population. It provided useful information when data were abstracted from individual responses.

Population of the study

The population of the study comprised all the staff of Jubilee Syringe, Onna Local Government Area, Akwa Ibom State.

Sample Size/Sampling Technique

A convenient sampling technique was used in selecting a sample size of 379 respondents for the purpose of obtaining information through questionnaire administration.

Instrumentation

The research instrument for this study was a self-developed questionnaire. The instrument was made up of the profiles of the respondents and Likert scale-type questions on the impact of ethical values of purchasing managers on the performance of manufacturing establishments in Nigeria.

Method of Data Analysis

Descriptive statistics and PPMC analysis were used to analyse the data obtained for the study.

Data Analysis and Discussion

Hypothesis One: There is no significant effect of honesty on the performance of manufacturing establishments in Nigeria

Answering of Research Questions

Research Question One: What are the effects of honesty on the performance of manufacturing establishments in Nigeria

Table 1: Percentage analysis of honesty on the performance of manufacturing establishments in Nigeria

S/N	Honesty	SA(%)	A(%)	U(%)	D(%)	SD(%)	Total
1	Honesty and transparent communication positively impact the overall reputation of manufacturing establishments	105 (27.70)	88 (23.2)	67 (17.6)	60 (15.8)	59 (15.56)	379 (100)
2	Manufacturing establishments that prioritize honesty are more likely to innovate and adapt to changing market conditions.	103 (27.17)	88 (23.2)	72 (18.9)	61 (16.0)	55 (14.51)	1379 (100)
3	Honest dealings with suppliers and partners foster stronger and more enduring business relationships.	102 (26.91)	83 (21.8)	70 (18.4)	68 (17.9)	56 (14.77)	379 (100)
4	Maintaining honesty in financial transactions enhances the long-term financial stability of manufacturing establishments.	104 (27.44)	83 (21.8)	73 (19.2)	67 (17.6)	52 (13.72)	379 (100)

5	Manufacturing establishments that prioritize honesty in their operations are more likely to attract and retain skilled and ethical employees.	103 (27.17)	80 (21.1)	77 (20.3)	62 (16.3)	57 (15.03)	379 (100)
	Proportional ratio	517 (27.28)	422 (22.2)	359 (18.9)	318 (16.78)	279 (14.73)	1895 (100)
	Aggregate	103.4	84.44	71.8	63.6	55.8	379

Source: Researcher's Computation (2023).

Analysis of the responses of respondents on the effects of honesty on the performance of manufacturing establishments in Nigeria reveals that the respondents strongly agreed (SA) responses had an aggregate of 517, representing 27.28%, and a proportional ratio of 103.4. This was followed by an aggregate of 422 representing 22.27 and a proportional ratio of 84.44 for those who opted for the agreed option; undecided had an aggregate of 359 representing 18.94 and a proportional ratio of 71.8; the disagree option had an aggregate of 318 representing 16.78 and a proportional ratio of 63.6; and the strongly disagree option had an aggregate of 279 representing 14.73 and a proportional ratio of 55.8.

Research Question Two: What are the effects of trustworthiness on the performance of manufacturing establishments in Nigeria?

Table 2: Percentage Analysis of trustworthiness on the performance of manufacturing establishments in Nigeria

SN	Trustworthiness	SA(%)	A(%)	U(%)	D(%)	SD(%)	Total
1	Our suppliers consistently deliver as promised.	106 (27.96)	96 (25.32)	78 (20.58)	55 (14.51)	44 (11.60)	379
2	Our suppliers are transparent in their dealings with us.	103 (27.17)	97 (25.59)	73 (19.26)	1 (0.26)	46 (12.13)	379
3	Trustworthy suppliers positively impact our overall operational efficiency.	109 (28.75)	95 (25.06)	80 (21.10)	50 (13.19)	45 (11.87)	379
4	Trustworthy suppliers contribute to improved product quality.	105 (27.70)	90 (23.74)	72 (18.99)	60 (15.83)	52 (13.72)	379
5	Trustworthy suppliers enhance our reputation in the industry.	108 (28.49)	96 (25.32)	80 (21.10)	50 (13.19)	45 (11.87)	379
	Proportional ratio	531 (27.72)	474 (25.39)	383 (20.29)	276 (14.36)	231 (12.24)	1895 (100)

	Aggregate	105.1	94.9	76.9	55.8	46.3	379
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Analysis of the responses of respondents on the effects of trustworthiness on the performance of manufacturing establishments in Nigeria reveals that the respondents strongly agreed (SA) responses had an aggregate of 531, representing 27.72%, and a proportional ratio of 105.1. This was followed by an aggregate of 474 representing 25.39 and a proportional ratio of 94.9 for those who opted for the agreed option. Undecided had an aggregate of 383 representing 20.29 and a proportional ratio of 76.9, the disagree option had an aggregate of 276 representing 14.36 and a proportional ratio of 55.8, and the strongly disagree option had an aggregate of 231 representing 12.24 and a proportional ratio of 46.3.

Table 3: pearson product analysis of effect of honesty on the performance of manufacturing establishments in Nigeria

effect of honesty		honesty	Performance of manufacturing establishments
honesty	Pearson Correlation	1	.814**
	Sig. (2-tailed)		.000
	N	379	379
Performance of manufacturing establishments	Pearson Correlation	.814**	1
	Sig. (2-tailed)	.000	
	N	379	282

***Significant at 0.025 level; df =377; N =379; critical r-value = 0.086**

Table 3 presents the obtained r-value as (0. 814). This value was tested for significance by comparing it with the critical r-value (0.086) at 0.025 levels with 377 degree of freedom. The obtained r-value (0. 814) was greater than the critical r-value (0.086). Hence, the result was significant. The result therefore means that there is significant effect of honesty on the performance of manufacturing establishments in Nigeria

Hypothesis Two: There is no significant effect of trustworthiness on the performance of manufacturing establishments in Nigeria

Table 3: Pearson product analysis of effect of trustworthiness on the performance of manufacturing establishments in Nigeria

Trustworthiness		Trustworthiness	Performance of manufacturing establishments
Trustworthiness	Pearson Correlation	1	.813**
	Sig. (2-tailed)		.000
	N	379	282
Performance of manufacturing establishments	Pearson Correlation	.813**	1
	Sig. (2-tailed)	.000	
	N	379	282

*Significant at 0.025 level; df =377; N =379; critical r-value = 0.086

Table 4 presents the obtained r-value as (0. 813). This value was tested for significance by comparing it with the critical r-value (0.086) at 0.025 levels with 377 degrees of freedom. The obtained r-value (0.813) was greater than the critical r-value (0.086). Hence, the result was significant. The result therefore means that there is a significant effect of trustworthiness on the performance of manufacturing establishments in Nigeria.

Conclusion

Purchasing managers are very important personnel in manufacturing establishments who are responsible for the procurement of goods and services. The purchasing managers can help their organisation exhibit and experience good sales, supplies, turnover, and a high profit margin. For these to be achieved, their conduct should be guided by honesty, trustworthiness, accountability, and loyalty.

Recommendations

On the basis of the findings of this study, the following recommendations were made:

- Manufacturing establishments should provide more training on ethics to strengthen their employees' personal ethical framework.
- Manufacturing establishments should be conscious of the type of worker(s) they appoint as purchasing or supplies managers.
- Manufacturing organisations should appoint transparent, accountable, honest, and trustworthy personnel for the post of purchasing manager. This will contribute to the firm's sustainability.
- Management of manufacturing firms should encourage ethical consciousness in their organisations and show support and care about ethical behaviour.
- Effective organisational cultures should encourage ethical behaviour and discourage unethical behaviour.

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