

# Ethical nexus: Navigating organisational dynamics for enhanced compliance in municipal procurement processes



## Authors:

Ayanda Jam<sup>1</sup>   
Mohamed Bayat<sup>2</sup>   
Tando Rutashwe<sup>3</sup>

## Affiliations:

<sup>1</sup>Department of Applied Management, Administration and Ethical Leadership, Faculty of Commerce, University of Fort Hare, Alice, South Africa

<sup>2</sup>School of Development Studies, Faculty of Economics, Development and Business Sciences, University of Mpumalanga, Mbombela, South Africa

**Corresponding author:**  
Ayanda Jam,  
ayandajam@gmail.com

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**Background:** The democratic breakthrough in South Africa brought hopes of improved living conditions, particularly through local governments responsible for service delivery. However, despite strict regulations, public procurement in South Africa remains vulnerable to corruption, leading to significant financial losses. Poor compliance with procurement laws and weak financial management within municipalities further exacerbate inefficiencies.

**Aim:** This article examines how ethics affect compliance with municipal procurement regulations and seeks to identify strategies for improving accountability in local government procurement.

**Methods:** A quantitative case study approach was adopted, with data gathered via questionnaires from municipal procurement personnel. Multi-level modelling was employed to analyse the data and interpret findings on compliance challenges.

**Results:** The study revealed that poor financial management, ethical shortcomings and weak organisational structures are key drivers of non-compliance. It also identified strategies to improve procurement practices by focusing on ethics and accountability.

**Conclusion:** Enhancing ethical governance and strengthening organisational frameworks are essential for improving procurement compliance and reducing corruption in South African municipalities.

**Contribution:** This research provides insights into the ethical challenges in municipal procurement and offers practical recommendations to promote compliance and transparent, ethical governance.

**Keywords:** ethics; public procurement; local government; professionalism; compliance.

## Introduction

The root problem affecting the local government is the state of inactivity or inaction to curb the high level of poor adherence to legislation and regulation, poor audit outcomes, supply chain management (SCM) contraventions, unauthorised irregular expenditure as well as futile and inefficient expenditure. Furthermore, evidence suggests that the root cause of these challenges is fixated on poor municipal financial management and poor financial performance (Auditor-General of South Africa [AGSA] 2014). Procurement enables the government to deliver services to communities. Public procurement is crucial in ensuring that the basic needs of the communities are met by the government. Public procurement is defined in various ways by scholars. Ambe and Badenhorst-Wiess (2012:245) argue that public procurement is recognised as a career that plays an imperative role in managing public resources efficiently, and its significance has been acknowledged by many countries. It is also an area that is vulnerable to mismanagement and corruption. They further say that the South African procurement management system is highly regulated at all levels of government and state enterprises. Public procurement is very crucial in the development of the country. In this article, public procurement management is understood as the process used to acquire goods, services and works (by producing entities) using public monies.

In the context of municipal governance, nestled within the broader South African landscape, emerges as a captivating case study unveiling the intricate dance between ethical quandaries, organisational intricacies and the imperatives of compliance within procurement frameworks.

**Note:** The manuscript is a contribution to the themed collection titled 'Innovating Governance: Revolutionizing Local Government through Innovative Research and Practices' under the expert guidance of guest editors Dr Tando Rutashwe, Dr Kulu Ramolobe, Prof Pandelani Harry Muzhedezi and Dr Serechile Pillay.

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