

**PROCUREMENT ETHICS AND SUPPLY CHAIN PERFORMANCE OF PUBLIC
HOSPITALS IN NAIROBI CITY COUNTY, KENYA**


**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
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NAIROBI.**

2023

DECLARATION

Student Declaration

This is to certify that this research project is my original work and has not been submitted for a degree award in any other university.


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Declaration by Supervisor

This research project has been submitted for examination with my approval as the University of Nairobi supervisor.

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DEDICATION

This project is devoted to my parents for instilling in me virtues of hard work and discipline.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Maintaining a professional status necessitates adhering to a code of behavior that contributes to the enhancement of the organizations that engage our services, as well as the broader society we are dedicated to serving. Individuals who are affiliated with professional groups are often bound by many codes of behavior. According to Ayuso (2020), the global nature of business introduces the possibility that activities deemed acceptable or accepted in one jurisdiction may not be seen similarly in another. The ethical dimensions pertaining to business practices include several aspects such as fair-trade, ethical trading, ethical sourcing, social accountability, social auditing, corporate social responsibility, corporate citizenship, codes of conduct, and reputation assurance. According to the findings of Atkinson (2016), the United States is home to an estimated 500,000 individuals engaged in professional purchasing. Surprisingly, only a mere 10 percent of this population has been affiliated with a professional Supply Chain Management Association that provides training on purchasing ethics. The remaining majority appears to be largely unaware of the existence of ethical and legal standards associated with procurement.

This study was pegged on network theory and resource-based theory. Network theory plays a crucial role in facilitating organizations' ability to establish and sustain strong interpersonal connections with their suppliers and customers throughout their routine commercial operations (Chandra, 2018). Resource-based theory grew largely out of

Penrose's (1959) study, in which she cites unused managerial resources as the primary driver of growth. Penrose recognized that internal managerial resources are both drivers and limits to the expansion any one firm can undertake. The theory postulates that Due to differences in the goods and services offered, each enterprise has a unique capacity for its noncurrent and current resources. Thus, whether a company is big or little, it all comes down to the resources it has and how reliably it can meet rising customer demand without sacrificing product or service quality

Supply Chain Management (SCM) refers to the strategic management and coordination of the movement and distribution of products and services across a network of interconnected entities. The process includes the transportation and warehousing of unprocessed resources, partially completed inventories, and final products from their initial source to their ultimate destination. In the contemporary global market and networked economy, organizations are increasingly recognizing the need of relying on efficient supply chains or networks in order to maintain competitiveness. Breitman and Lucas (2017) propose novel management paradigms that transcend conventional organizational borders, aiming to integrate and streamline whole business operations across a value chain including numerous enterprises.

In order to prioritize core capabilities and enhance adaptability, firms choose to decrease their ownership of raw materials sources and distribution networks. The outsourcing of certain duties to external organizations, who possess superior capabilities or provide more

cost-effective solutions, is becoming more prevalent. The primary outcome is the augmentation of the quantity of entities engaged in fulfilling consumer requirements, concurrently diminishing management oversight over day-to-day logistical activities. The emergence of the supply chain management concept may be attributed to a shift towards more collaboration with supply chain partners and a reduced emphasis on centralized control. According to Ayuso (2020), the primary objective of supply chain management is to enhance trust and foster cooperation among the many stakeholders involved in the supply chain. This, in turn, leads to improved visibility of inventory and facilitates the efficient movement of inventory.

Gaining a comprehensive comprehension of the ethical dimensions inherent in the procurement process is crucial for obtaining a more profound insight into the actual expenses associated with achieving ethical procurement practices. Numerous instances of negligence, limited open competition, and lack of transparency plague various public procurement activities. Additionally, varying degrees of corruption and, notably, conflicts of interest emerge from the involvement of stakeholders and personnel responsible for overseeing procurement processes. These individuals are expected to effectively and efficiently manage such procurements in a professional and timely manner (Andereck & Vogt, 2016).

Hence, the primary objective of this research will be to examine the broader ethical considerations surrounding procurement practices and their impact on the supply chain

performance of public hospitals in Nairobi City County, Kenya. This investigation will specifically explore moral concepts and values, including but not limited to loyalty and respect for procurement policies and systems, trustworthiness and transparency in tender processes, the preservation of confidentiality, and the avoidance of any semblance of impropriety. The aforementioned ethical behaviors in procurement are expected to provide many benefits, including cost reduction, improved efficiency and effectiveness, process standardization, and enhanced cooperation. These outcomes are anticipated to contribute to the overall performance of the supply chain.

1.1.1 Procurement ethics

Procurement refers to the process of obtaining commodities, services, or works from an external source. It is advantageous for the products, services, or works to be suitable and acquired at the most optimal cost in order to fulfill the acquirer's requirements in terms of quality, quantity, timeliness, and location (Barrett, 2016; Korosec & Bartle, 2016). Ethical procurement practices aim to prevent the violation of public trust by deterring public employees from seeking personal benefits via actions that are incompatible with their official responsibilities. According to Morgan (2020), corporations and governmental entities often establish procedures with the aim of fostering equitable and transparent competition in their operations, while also mitigating the risk of fraudulent activities and collusion. Once the suppliers have been identified, it is possible to initiate a formal solicitation process by requesting bids, proposals, quotations, and relevant information. Alternatively, instead of publicizing the aforementioned demands, it is possible to establish direct communication with potential bidders. Once the appropriate bids have been chosen,

it is essential to conduct a quality check to verify the acceptability of the items in issue. Subsequently, the subsequent course of action would include engaging in negotiations pertaining to the terms, conditions, quality standards, and delivery timelines. The subsequent crucial procedures that ascertain the secure transportation and remuneration of commodities are logistics and payment (Breitman & Lucas, 2017).

The key concept of any sustainable procurement is to ensure that ethical procurement practices are able to provide value for money. Organizations endeavor to optimize the total cost-effectiveness for the benefit of people. This necessitates the examination of factors such as customer happiness, the welfare of the public, equitable treatment, integrity, impartiality, and fairness (Barrett, 2016; Korosec & Bartle, 2016). Contemporary scholars also emphasize the significance of public administration as a subject of moral and ethical consideration. They acknowledge that administrative actions are inherently imbued with moral decisions, so serving as exemplars not only of technical and professional aptitude, but also of ethical conduct (Ayuso, 2020).

The Commonwealth Procurement Guidelines (2021) assert that procurement ethics are upheld via the fundamental principles of efficiency and effectiveness, competition, accountability and openness, as well as ethics and industry growth. According to the Commonwealth Procurement Guidelines (2021), it is essential for officials involved in purchasing goods and services to ensure that the most favorable result has been attained, considering all pertinent costs and advantages throughout the whole procurement process.

1.1.2 Supply Chain Performance

A supply chain refers to a comprehensive network including many entities, individuals, operations, data, and assets that are engaged in the process of facilitating the movement of a product or service from its source to the end consumer. The actions within the supply chain include the conversion of natural resources, raw materials, and components into a final product, which is then transported to the ultimate consumer. According to Tummala et al. (2020), within advanced supply chain systems, there exists the possibility for discarded items to reintegrate into the supply chain at various stages where their residual value may be effectively recycled. By using performance measures to substantiate success, businesses have the ability to eradicate functional silos and establish results-driven, multifunctional teams.

The potential for enhanced employee productivity arises from the ability of employees to make well-informed choices, which are grounded on thorough root cause analysis and reliable, precise data. According to Das and Narasimhan (2016), supply managers possess the ability to promptly ascertain the underlying factors contributing to supply chain breakdowns, hence facilitating the identification and implementation of necessary modifications. Supply managers have the opportunity to enhance their comprehension of the interconnections between operations across several tiers and engage in collaborative efforts with their counterparts. Feedback mechanisms may play a crucial role in enhancing comprehension and dedication to strategic objectives among both supply managers and personnel. By facilitating the recognition of the significance of each individual's

contribution within the broader framework of the supply chain and the organization as a whole, these mechanisms can foster a greater understanding and commitment to the shared goals. The process of reconfiguring the supply chain to enhance effectiveness requires a fundamental change in organizational mindset and cannot be expeditiously achieved or executed without the endorsement and involvement of top-level management. Nevertheless, it has the potential to serve as a significant factor in distinguishing the value of organizations, a crucial aspect in the contemporary business landscape (Parsons, 2019).

The idea of supply chain management is intricately linked to the notion of best practices. The successful implementation of supply chain management (SCM) projects necessitates firms to prioritize a long-term perspective and comprehensive attention to all the channels involved in the conversion of raw materials into final goods for end-users. The presence of top management commitment is crucial at this juncture. According to Tummala et al. (2020), it is essential for organizations to undertake a comprehensive redesign of their business processes, both internally and externally.

The assessment of Supply Chain Performance facilitates an enhanced comprehension of the system and the implementation of universally accepted benchmarks. Despite the inherent difficulties that arise, the establishment of a proficient and streamlined supply chain has the potential to evolve into a fundamental capability or even a distinguishing capability. According to Barrett (2016), A core competence refers to a specific function that a corporation excels at doing. Core competences refer to the core business operations that allow firms to achieve a higher level of sustained business success over an extended

period of time. In the field of management, the term "core competencies" refers to the concentration and exploration of certain capabilities inside an organization, with the aim of developing strategies that contribute to the enhancement of market share and profitability (Morgan, 2020).

In contrast, a distinctive competence refers to a specific function that is executed with a high level of proficiency and has a unique quality. The existing body of literature has shown that supply chain growth is anticipated to serve as the fundamental driver of rivalry across several sectors in the forthcoming years (Das & Narasimhan, 2016). The practice of supply chain analysis aims to minimize non-core operations, sometimes referred to as waste, while also achieving synchronization between suppliers and the logistics network. The aerospace and automotive sectors were among the early adopters of effective supply chain methods, which subsequently paved the way for the development and expansion of the Lean manufacturing concept. According to Morgan (2020), information and communication technologies play a crucial role in facilitating the real-time distribution and sharing of information across supply chain stakeholders, hence enabling more effective decision-making processes.

Supply chain optimization helps reduce costs and boosts a company's competitiveness in a price-based market. There are two primary types of metrics used to evaluate the efficacy of a supply chain: qualitative metrics like customer satisfaction and product quality, and quantitative metrics like the length of time it takes to fulfill an order, the responsiveness of

the supply chain, the efficiency with which resources are used, and the speed with which products are shipped. The results of this research are quantitative in nature. Improving supply chain efficiency requires rolling out a detailed strategy that meets consumers' varying needs. While there may be some overlap across the measurements, the exact performance goals of each component may be rather different (Atkinson, 2016) .

1.1.3 Public Hospitals in Nairobi City County

Nairobi metropolis, established in 1900 as the Township of Nairobi, serves as the transparency procurement practices and biggest metropolis of Kenya. The Nairobi City County has a collective of 17 subcounties and 85 county administrative units known as wards. These divisions are geographically adjacent to three neighboring counties, namely Machakos, Kiambu, and Kajiado. The county's projected overall population is at 4.2 million individuals, consisting of 2 million females and 2.2 million males. The population has an annual growth rate of 3.8%. Currently, Nairobi City serves as the primary central business center of Kenya, boasting well-developed urban infrastructure including advanced banking and communication systems. Additionally, it serves as the hub for several prominent financial and educational institutions. Furthermore, it is worth noting that the county serves as the domicile of Kenya's industrial foundation, which makes a significant contribution of 20% to the Gross Domestic Product (GDP) (KNBS, 2019).

There are now 672 doctors, hospitals, and other medical facilities in the county that accept Medicare patients. There are 9 percent hospitals and 7 percent nursing homes in the county's healthcare system. A wide range of businesses provide primary healthcare, with hospitals and clinics accounting for the majority (55%), while dispensaries and other places

account for the remaining 20%. The nine percent is an impressive figure; it represents 84% of the predicted total number of medical facilities. 52% of the total number of 672 facilities are owned by private companies, while 27% are held by NGOs, FBOs, and other international research and health support groups. The remaining 22% are owned by the government, with the national government having a stake in four hospitals that provide specialist treatment. Included are the Mathare Mental Health and Spine Injury Centre; Kenyatta National Referral Hospital; and Kenyatta University Teaching, Referral, and Research. Mathare, Embakasi, Kasarani, Ruaraka, and Kamukunji are all examples of densely populated areas with little services, but they also have a number of unregistered facilities operating inside them (UNHCR, 2017).

The healthcare sector is now facing a pressing need for attention due to the rising prevalence of developing and re-emerging illnesses, as well as the growing need for specialized and seamless healthcare services. The Nairobi City County public facilities are facing several challenges that necessitate a reconsideration of their strategies. These challenges include a shortage of adequately qualified staff to meet the health needs of the citizens, deteriorating infrastructure, an increasing burden of diseases, limited resources, an imbalanced mix of skills, and a proliferation of healthcare facilities. The objective is to provide high-quality, affordable, novel services that surpass the quality of services provided by private hospitals.

1.2 The Research Problem

Procurement ethics include the principles that prevent the violation of public trust, forbidding public employees from seeking personal benefits via actions that are

incompatible with the appropriate execution of their responsibilities. The implementation of ethical procurement best practices starts with procurement personnel adhering to an established ethical code that governs their conduct and decisions throughout commercial transactions. The extension of procurement ethics to include all parties involved in the procurement cycle is imperative. The correlation between procurement ethics and supply chain performance contributes to a deeper comprehension of the supply chain performance system and the establishment of shared benchmarks. Numerous problems arise in the process of establishing a robust and streamlined supply chain, which has the potential to evolve into a fundamental or even unique organizational capability. According to Barrett (2016), a core competence refers to a specific function that a corporation excels at doing. The objective of the study was to investigate the potential impact of procurement ethics on the performance of supply chains.

The Ministry of Health in Kenya has had persistent difficulties in efficiently delivering high-quality healthcare services to its population for a prolonged duration. As to the Kenya Health Policy (2014), a considerable proportion of public healthcare facilities are now encountering adverse conditions. The aforementioned problems are characterized by the degradation of infrastructure, obsolescence of medical equipment, inadequate access to pharmaceuticals, and restricted bed capacity in the hospital wards. Patients sometimes endure considerable suffering due to obtaining inadequate treatment from healthcare providers who express unhappiness with limited medical resources, insufficient remuneration, and bad working conditions, among other difficulties. The cited factors may

be linked to the procurement procedures used in the public health facilities being examined, as shown by the 2015 MOH Survey. The procurement department has been granted roles and powers by management to acquire materials and services. However, there is a prevalent occurrence of top managers and procurement officials engaging in the practice of artificially increasing product and tender prices. This behavior is motivated by their desire to divert the financial resources of the firm for personal gain (Hughes, 2021). By engaging in such actions, individuals are contravening the established laws and ethical norms of procurement, which explicitly prohibit ethical hazards such as conflicts of interest, fraudulent activities, corrupt practices, collusive behavior, and coercive tactics inside the procurement process.

Numerous scholarly investigations have been conducted pertaining to the matter of ethical behaviors within the realm of business. According to Koufteros and Umphress (2019), when commercial enterprises encounter escalating expectations for cost reductions and unreachable objectives, supply chain professionals may succumb to such pressure and engage in unethical actions. According to Nuseir and Ghandour (2019), ethical considerations mostly emerge as a result of conflicts of interest, problems related to workplace safety, insufficient management of employees, and the presence of cultural diversity within the workforce, among several other variables. In contemporary times, the 21st century has seen an increasing predicament for organizations in neglecting ethical concerns that emerge inside their business activities, specifically those pertaining to

unethical behavior shown by their employees. The ethical difficulties associated with business operations have been attributed to the debates seen (Hanum & Haddad, 2019).

According to Odhiambo and Kamau (2021), a significant portion of corrupt activities in Kenya are concentrated in the realm of public procurement, mostly attributable to the presence of opaque legislation and a lack of accountability. Several persons involved in corruption may be identified, namely those who engage in procurement practices motivated by personal interests and external pressures. In a study conducted by Abdi (2017), the procurement processes within Kenya's Public Corporations were examined. The findings revealed that workers had a clear understanding of their respective roles and responsibilities. Additionally, there is evidence of a division of tasks. However, it was also observed that instances of collusion among employees were present. In a study conducted by Okwiri (2017), the focus was on examining the significance of ethics within the context of Supply Chain Management in oil organizations. The findings indicated that fostering ethical responsibility among workers is crucial for optimizing procurement performance inside institutions. Simiyu et al. (2017) conducted a research to investigate the influence of ethical standards in supplier evaluation on the operational effectiveness of supply chains within G4s transport and logistics firms situated in western Kenya. The study results suggest that ethical considerations related to business practices have a negative impact on both supply chain performance and organizational profitability.

While several academics have explored the ethics of procurement, none have examined how this factor affects supply chain performance at public hospitals in Nairobi City County, Kenya. The goal of the current study was to address this knowledge gap by providing an answer to the following question: what is the relationship between procurement ethics and supply chain performance of public hospitals in Nairobi City County, Kenya?

1.3 Objectives of the study

The objectives of the study was

- i. To establish the procurement ethics commonly used by public hospitals in Nairobi City County, Kenya.; and
- ii. To determine the relationship between procurement ethics and supply chain performance of public hospitals in Nairobi City County, Kenya.

1.4 Value of the Study

The research is anticipated to provide utility to a range of stakeholders, with particular emphasis on the following: This study has great significance for scholars and researchers across many academic institutions. The anticipated outcomes of this study are poised to enhance comprehension about the ethical practices in procurement and the subsequent impact on the performance of supply chains in public hospitals inside Nairobi City County, Kenya. By engaging in such activities, individuals have the potential to make valuable contributions to the existing pool of knowledge.

The current management within the Kenyan public hospitals sector derives benefits from understanding how to effectively incorporate their autonomy into their leadership styles. This understanding contributes to the achievement of organizational goals and objectives, as well as the promotion of good governance, enhanced creativity and innovativeness, and ultimately, improved performance.

In Kenya, policy makers are expected to enhance their policy making competence and use innovative approaches in policy implementation, particularly in the domains of training, capacity development, and performance management. Policies must be developed with the aim of facilitating the incorporation of all facets of autonomy within the realm of public service administration.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section provides a summary of previous research that has addressed this issue. This chapter looks at some of the proposed explanations for the research issue. This section also examines the empirical literatures created by contemporary scholars. Moreover, the conceptual framework and the dependent and independent variables that make up the model of study are developed in this chapter.

2.2 Theoretical Review

It helps in deducing how the many components and variables relevant to the issue fit together. As a result, it directs research and determines which components were examined statistically by defining the link between all theorized variables and making them public. This study was pegged on network theory and resource-based theory. Network theory plays a crucial role in facilitating organizations' ability to establish and sustain strong interpersonal connections with their suppliers and customers throughout their routine commercial operations (Chandra, 2018). Resource-based theory grew largely out of Penrose's (1959) study, in which she cites unused managerial resources as the primary driver of growth.

2.2.1 Network Theory

Numerous organizations, irrespective of their size, evaluate their procurement performance by assessing their interactions with both internal and external stakeholders. This evaluation

encompasses various factors, including cost reduction, streamlining of distribution channels, establishing effective and efficient communication channels with suppliers and customers, providing information about product prices, usage, and availability, and ultimately delivering high-quality products that are dependable and reasonably priced to meet customer demand. Due to the temporal constraints imposed by the flexibility factor, several firms are capable of engaging in competition within the market segment. Procurement success is contingent upon the use of procurement best practices, as noted by Haakansson and Ford (2002).

Network theory plays a crucial role in facilitating organizations' ability to establish and sustain strong interpersonal connections with their suppliers and customers throughout their routine commercial operations. Enterprises are encouraged to use procurement best practices, which include using information technology to provide seamless networking for exchanging product ideas with customers, conducting market surveys on various commodities, and gaining insights into the prevailing pricing range in the market (Chandra, 2018). Furthermore, it facilitates the adherence to ethical principles while addressing consumer enquiries in a way that is both productive and efficient, while also promoting environmentally conscious purchasing practices. Consequently, the use of network theory proves to be efficacious in the strategic planning of procurement operations including the whole of supply chain management. The primary objective of this initiative is to enhance the interorganizational dynamics among various entities, such as suppliers and consumers, with the aim of fostering long-term improvements in their relationships (Johansson & Mattson, 1987).

2.2.2 Resource-Based Theory

Due to differences in the goods and services offered, each enterprise has a unique capacity for its noncurrent and current resources. Thus, whether a company is big or little, it all comes down to the resources it has and how reliably it can meet rising customer demand without sacrificing product or service quality. Customers are devoted to a brand and will frequently recommend it to their friends. According to Peace and Robinson (2007), this metric assesses how content consumers are with a company's offerings.

Successful businesses may gain a competitive edge and carve out a unique market niche by applying the principles of resource-based theory to their procurement strategies. Procurement best practices include things like ethical buying, adopting new technologies, working closely with suppliers, and being green. Therefore, the value, uniqueness, and exclusivity of these advantages are what make them competitive in the public hospital procurement market (Barney, 1991). Thus, the theory aids in understanding the significance of a firm's resources and enhances procurement best practices, which boosts procurement performance in businesses operating in a fiercely competitive market.

2.3 Procurement Ethics Practices

2.3.1 Transparency Procurement Practices

Ethical procurement practice is considered to be transparent when all parties involved have access to and an understanding of the actual criteria, selection process, awarding, and management of contracts. It has been difficult for governments worldwide to agree on what constitutes an appropriate level of transparency for ensuring the fair and equal treatment of

providers and the integrity of public procurement. Both the government and potential bidders bear some of the financial burden of openness in public procurement processes (Ohashi, 2019).

However, it is essential in bolstering the public procurement system's underlying principles, especially competition and integrity (D'Aveni, 2017). All suppliers should be given the same consideration at each stage of the buying cycle. This necessitates open communication between all stakeholders, including suppliers, in order to ensure that all parties are on the same page about the process's specifics, such as its methods, deadlines, expectations, needs, selection criteria, and so on. Although it is important to safeguard the privacy of suppliers, it is also important to provide as much transparency as possible throughout the procurement process.

Governments should ensure that selection and reward processes are transparent, but also based on clearly articulated criteria. The minimum information required to award the contract must thus contain the criteria for selecting a suitable bidder and assessing submitted offers. All criteria the contracting authority intends to apply must be specified, where possible in descending order of importance, to provide equal opportunities for bidders, as well as other concerns, especially efficiency, especially if the contract was awarded to the most economically advantageous tender (Han, Wilson, and Dant, 2018).

2.3.2 Accountability Practices in Procurement

Ethical purchasing practices must include a strong emphasis on accountability. Being responsible in public procurement means taking responsibility for our decisions and acting accordingly, as well as reporting and/or replying to an established oversight body (and the public) on the results of our activities. All employees of the government, including procurement professionals and anyone involved in the public procurement process, have a legal obligation to abide by the rules and regulations established by law. Procurement authorities are under scrutiny because of the public's interest in the economy (Basheka, 2018).

The foundation of a trustworthy public procurement system is the availability of instruments and capacities for providing efficient internal control and audit. The ability to lodge complaints and challenge administrative rulings also contributes to a level playing field. Some governments have implemented direct social control mechanisms in response to citizens' demands for greater accountability in the management of public expenditures by closely involving stakeholders in scrutinizing procurement integrity. These stakeholders include not only the private sector but also end-users, civil society, the media, and the general public (Dant, 2018).

Accurate records are necessary for proper tracking and responsibility. The process must be documented in writing to ensure openness, give an audit trail of procurement choices for controls, serve as the official record in the event of an administrative or legal challenge, and let people to keep tabs on how their tax dollars are being spent. Procurement decisions

must be well-documented, rational, and shown to comply with relevant rules and regulations for agencies to be held accountable (Dant, 2018). The principal beneficiaries of public procurement should be considered by policymakers when determining priorities. This might be the government, the private sector, the media, or the general public. The accountability of governments in the use of public funds is becoming more nuanced, and public procurement is seen as a key component of this. Governments have increased oversight and responsibility for spending public funds in recent years. Defining a clear chain of authorization and duty in public procurement is challenging in the setting of decentralized procurement (Soudry, 2021).

The coordination of internal and external audits in procurement is complicated, and this has been a source of worry for several administrations. Depending on the nature of the purchase (its specificity, complexity, value, and sensitivity) and the weak spots in the procurement process, there is a growing consensus that internal controls and external audits should be risk-based in order to assist avoid and uncover procurement corruption (Soudry, 2021).

2.3.3 Integrity Practices in Procurement

Integrity in public procurement necessitates openness in the bidding process and an equal playing field for all potential contractors. The goals for which public procurement funds were allocated are met. UNCITRAL rules on request for proposals (Article 43 of the Model

Law) allow for the use of the two-envelope methodology contained in the main method for procurement of services in the selection phase with simultaneous talks (Robert, 2017).

As a result, Article 48(3) specifies that when examining final proposals, the effectiveness of the proposal should be assessed apart from the price, and the price should be considered only after the investigation is complete. The goals of this dual-envelope approach are the same as those of the standard method of service procurement: to ensure that all relevant factors are given due consideration and to prevent deliberate abuse of discretion. Many public procurement systems and public procurement regulations prioritize system integrity as a primary objective. First and foremost, this is connected to the idea that no corrupt practices should be allowed in the procurement process. Many different actions may be classified as corrupt (Sacconi, 2018).

The first step in practicing ethical procurement is ensuring that all procurement staff members adhere to a company-wide code of conduct. All participants in the procurement chain, as argued by Walker and Sidwell (2006), should adhere to ethical procurement practices. Supplier operations should also be considered, and the procurement expert should provide guidance and assistance when necessary or appropriate to ensure ethical purchasing practices.

2.3.4 Confidentiality Practices in Procurement

Confidentiality is a vital part of ethical procurement practice since it enhances the efficiency of the whole procurement process. The confidentiality problems of potential vendors should be evaluated by each purchasing organization. Such problems may arise, for example, if a prospective supplier includes confidential business information in a proposal, if the preferred supplier tries to keep confidential business details under wraps in the contract, or if the preferred supplier tries to keep confidential business details under wraps during and after contract performance (Sacconi, 2018).

It is important to consider the long-term effects of keeping information secret, such as in the case of a company that hires a consultant to write a report that the company plans to publish or use in some other way, and the potential claim for confidentiality by a supplier to protect intellectual property in relation to the report. This may be accomplished by, for instance, including language in your request papers alerting potential suppliers of the entity's attitude with regard to supplier claims for confidentiality and determining if the information needs to be shared to a third party during the transition to a new provider. If it fits with the assessment criteria, the corporation may also consider the confidentiality promises made by potential suppliers. How much effort potential suppliers put into protecting sensitive data like intellectual property may affect the proposal's overall price and risk profile in areas like setup and upkeep fees.

2.3.5 Procurement Professionalism Practices

The field of public procurement is gaining recognition as crucial to the efficient administration of public funds. Over the last decade, objectives, needs, and capabilities

have evolved drastically, resulting in periodic reform attempts in public procurement. Transparency procurement practices expenditures and personnel strengths (such as the number of procurement experts per volume of contracts). As countries have become more aware of the importance of procurement as an area vulnerable to mismanagement and maybe corruption (Ayuso, 2006), they have began making efforts to include procurement into a more strategic vision of government operations.

Many government agencies now see procurement as an operational function, rather than an advisory one. To ensure that public funds are used for their intended purposes and to allow public officials to adjust to a changing environment while limiting the danger of corruption, certain criteria, limitations, and prohibitions are required (Parsons, 2019).

Growing debt and budget deficits are only two of the many challenges that governments and procurement departments throughout the world face when trying to provide citizens with high-quality products and services (American City & County, 2017). The issue is made worse in many regions of the world due to immaturity or corruption in the purchasing sector. Good practices do exist despite media claims of waste and inefficiency. Excellent results are being achieved all around the world by using best practice ideas. It's possible that a significant amount of standards and change might be influenced by recording and communicating these best practices to all those responsible for procurement in the public sector.

Public entities at all levels of government undertake many of the same procurement procedures, but their approaches and outcomes might differ widely due to the fact that their respective processes were developed in response to unique operating situations. Agencies now have a reliable resource for establishing professional standards of practice across crucial public procurement duties, thanks to the construction of a reference of codified standard practices with the engagement of public sector professionals from across the world.

Procurement specialists must ensure that every tax dollar is utilized as political leaders come under heightened scrutiny and public pressure to display budgetary restraint. Total government spending in the United States is \$7 trillion, in Canada it's \$360 billion, and in the United Kingdom it's over £500 billion. The effective use of public funds may be enhanced by adopting uniform and knowledgeable procurement practices (American City & County, 2017).

2.4 Procurement Ethics and Supply Chain Performance

For the purpose of ensuring the efficiency of supply chain management (SC) in a business, procurement managers should adhere to a set of ethical principles known as "procurement ethics" (Sollish & Semanik, 2017). Gershon (2004) investigated a number of factors that may improve the company's resource use and found numerous. Excellent supply management, achieved in part by actively encouraging communication between businesses and suppliers, may assist achieve this goal (Uyarra & Flanagan, 2018). Ethical behavior in

the purchase of works, goods, and services is encouraged all along the value chain when modern procurement platforms are used (Porter, 1980).

Leenders and Fearon (2000) claim that the three most important aspects of resource management are forecasting needs, locating and securing supply, and moving resources throughout the business. According to Hardaker and Graham (2000), the purpose of procurement is to improve supply chain management and overall organizational performance by fostering more moral buying practices.

Ethical purchasing practices provide transparency, accountability, and cost-effectiveness. Getting goods and services of the right quality and quantity from the right supplier, at the right time, in the right place, and at the best possible price is the top priority of every procurement process (Lyson, 2000). For a procurement system to be successful, it must be able to meet the needs of its clients in order to get sufficient ideal condition and value (Ntayi, 2020).

2.5 Summary of Literature

In order to enhance market penetration, improve their public image, and keep their existing clients, several businesses have begun engaging in environmentally conscious purchasing practices. Adopting businesses save money by cutting down on unnecessary expenses incurred while buying from suppliers (Holt & Kockelbergh, 2017). According to a 1997 study by Ragatz et al., procurement planning and issue resolution are boosted through supply chain partnerships. When businesses and suppliers work together, they are better able to coordinate the delivery of products to end users on time and at a low cost.

Procurement performance and best practices may be dynamically displayed in a variety of ways on the internet. This resulted from a centralized system that monitored and accounted for all procurement activities throughout the supply chain (Taylor & Lee, 2017). E-catalogue-procurement is one example of how information technology may be used to improve the efficiency of the procurement process (Johnson & Leenders, 2014). Their research has only been conducted in advanced nations.

2.6 Conceptual Model

The conceptual framework outlined below shows effect of procurement ethics on the supply chain performance in the public hospitals in Nairobi City County, Kenya.

Independent Variables

Dependent Variables

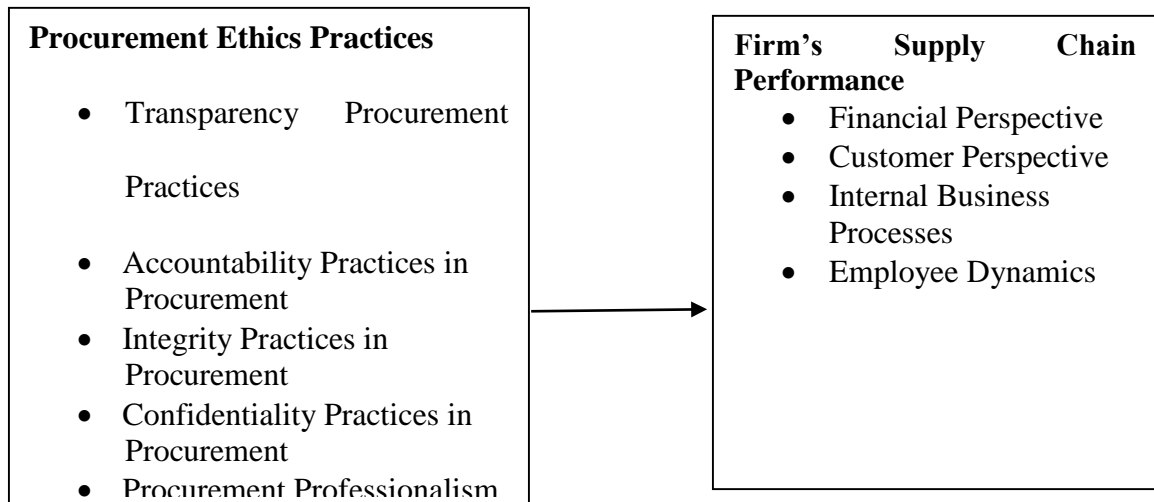


Figure 2.1: Conceptual Model

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The research methodology, study population, data collecting, data analysis, and presentation are all discussed in detail in this third section of the book. This chapter will explain the criteria used to choose certain research methodologies and the reasoning behind those selections.

3.2 Research Design

Descriptive cross-sectional research was used for this investigation. Descriptive research design is utilized when no changes are made to the variables and they are used in their natural setting (Thomas et al., 2020). Given that the human resources policy and service delivery will remain unchanged during the course of the study, a descriptive research methodology is appropriate. Descriptive studies are those whose stated goal is to provide a detailed description of the phenomena under investigation (Gathii et al., 2019). Descriptive studies often gather data from a broad variety of study units using structured questionnaires and other similar methods. This methodology was chosen since it was already being used to gather data from other hospitals in Nairobi City County using structured questionnaires.

3.3 Target Population

These are the persons who know enough about the study's variables to give useful information for accomplishing the study's goals. As may be seen in the supplementary

material, there were 80 public hospitals spread around the county of Nairobi. In this research, we conducted a hospital census.

3.4 Data Collection

The researcher used a questionnaire to gather primary data. Section I included demographics, Section II inquired into procurement ethical procedures, and Section III assessed supply chain performance. Section I consisted of categorical questions on demographics, whereas Sections II and III consisted of likert-scale questions. Managers of the supply chain and the operations department gave the replies.

3.5 Validity and Reliability

Validity and reliability tests were carried out in order to determine how reliable the research tool is. The surveys went through a pilot test that consisted of a total of 10 questionnaires

3.5.1 Reliability of Research Instruments

A split-half method was used by the researcher to compare the internal consistency of two groups of scaled items. The results were then numbered, divided into two groups, and the internal consistency of one of those groups were checked. Choosing which research tools to utilize was heavily influenced by their reputation for reliability. Questionnaires served as the primary instrument of data collection. Research assistants were chosen based on their familiarity with the dairy sector. The procedures for distributing the surveys was also practiced.

3.5.2 Validity of the Research Instruments Normality Test

A combination of questionnaires and interviews were conducted with the participants. Validity, as defined by Mugenda & Mugenda (2003), is the measurement of relevance in conjunction with accuracy. In addition, questionnaires are a very cost-effective research method, particularly when a big sample from a broad field of study is involved. Last but not least, but certainly not least, surveys limited the possibility of bias because the researchers own the data.

3.6 Data Analysis and Presentation

Frequency distributions, standard deviations, and mean values all played a role in the study's descriptive statistics. In addition, inferential statistics was used in the form of regression analysis to ascertain the impact of the study's independent variables. The study did multiple linear regression analysis, using the following model;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

Y = supply chain performance

X₁ = Transparency Procurement Practices

X₂ = Accountability Practices in Procurement

X₃ = Integrity Practices in Procurement

X₄ = Confidentiality Practices in Procurement

X_5 = Procurement Professionalism Practices

ε = Margin of Error

3.7 Ethical Considerations

This study considered ethical issues associated with the provision of social research. First, permission was sought from the university to collect data, and then from other relevant authorities in the institutions where the study will be conducted. This include permission for the staffs from the sampled hospitals. Again, the researcher did not provide incentives for participants to take part in the study. To safeguard the provided information, the respondents' identities was kept strictly confidential.

**CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, INTERPRETATION
AND DISCUSSION**

4.1 Introduction

The purpose of the research was to examine the procurement ethics and supply chain performance of public hospitals in Nairobi City County, Kenya. This chapter gives the results gained from the study and analyzed in line with the guiding objective. It further outlines data analysis, presentation and interpretation of the results

4.2 Response Rate

The researcher distributed 80 questionnaires out of which 69 questionnaires were answered to the researchers' expectations and returned. Out of the remaining 11, 2 respondents did not return the questionnaires while 9 respondents were rejected as they did not answer the questions to the expectations of the researcher. Therefore, the data analysis is based on 69 respondents. This translates the response rate to 86.25% which is within the prescribed response rate according to Mugenda and Mugenda (2003).

Table 4.1: Response Rate

No. of questionnaires Returned	Target respondents	No. of Response (%)	Rate
69	80	86.25%	

Source: (Researcher, 2023)

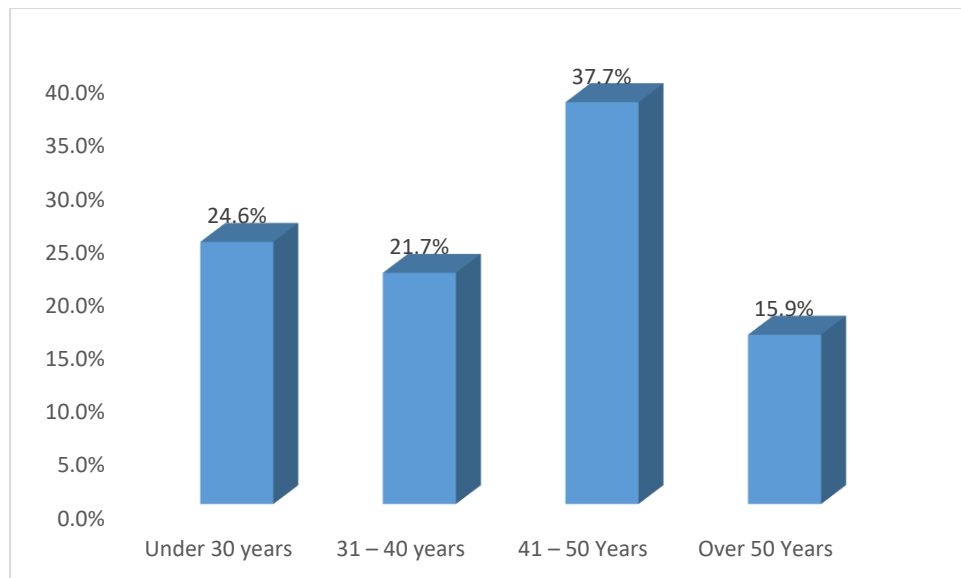
4.3. General Information

It is crucial to determine the general information of the respondents in order to establish the credibility of the information sourced. In this study this was done by analyzing such variables as age bracket, length of continuous service with the organization and how long has their organization been in existence.

4.3.1 Age Bracket

The study sought to establish the age of the respondents. Figure 4.1 presents results findings

Figure 4.1: Age Bracket



Source: (Researcher, 2023)

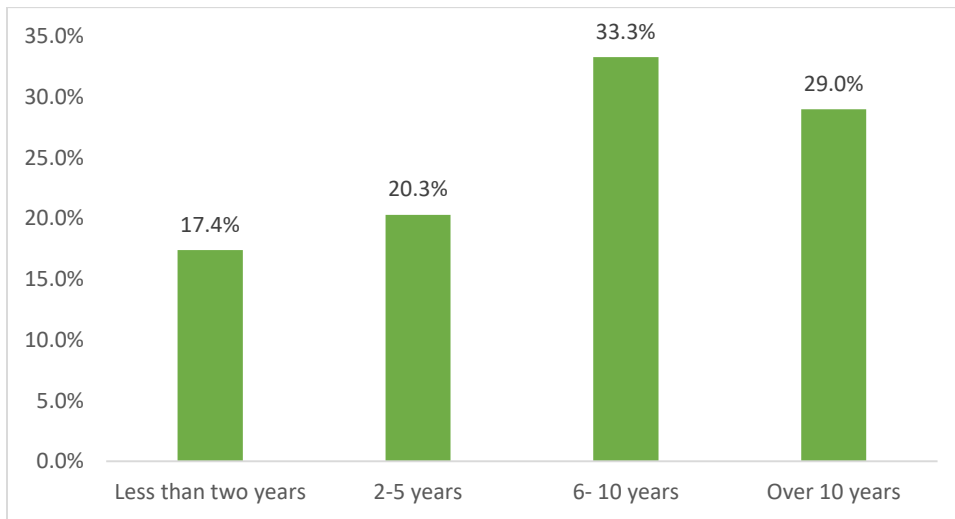
As per figure 4.1 above, most of the respondents as indicated by 37.7% opined that they were aged between 41-50 years, 24.6% indicated under 30 years, 21.7% indicated between 31-40 years while 15.9% indicated over 50 years . This is an indication that most of the respondents were aged between 41-50 years and thus higher chances of obtaining reliable data with regards to the procurement ethics and supply chain performance of public hospitals in Nairobi City County, Kenya

4.3.2 Length of Continuous Service with the Organization

Respondents were asked to indicate the length of continuous service with the organization.

Figure 4.2 presents results findings

Figure 4.2: Length of Continuous Service with the Organization



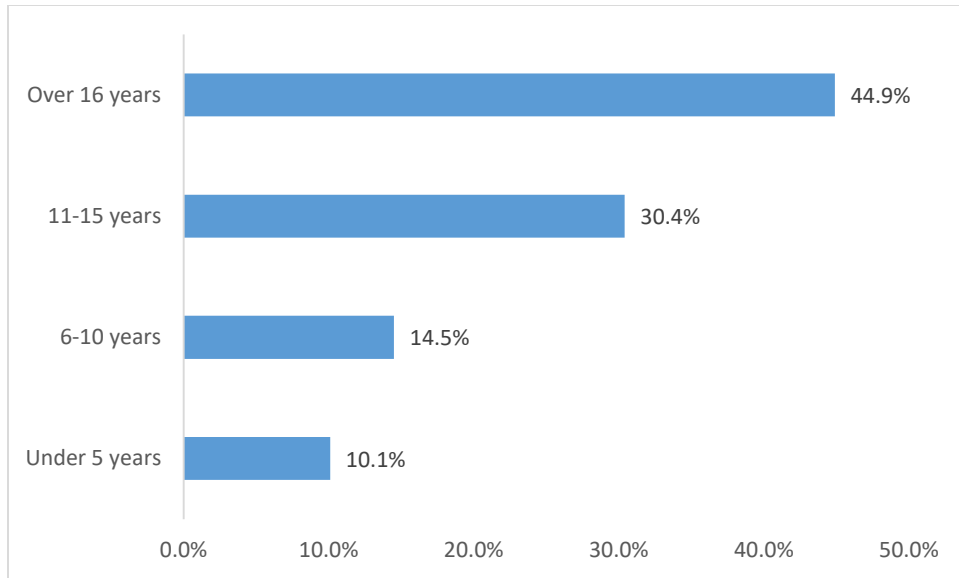
Source: (Researcher, 2023)

As per figure 4.2 above, most of the respondents as indicated by 33.3% opined that they have been in the organization for 6-10 years, 29.0% indicated over 10 years, 20.3% indicated between 2-5 years while 17.4% indicated less than two years. This is an indication that most of the respondents had a good working duration and thus higher chances of obtaining reliable data with regards to the procurement ethics and supply chain performance of public hospitals in Nairobi City County, Kenya

4.3.3 Length of Organization Existence

Respondents were asked to indicate how long their organization been in existence. Figure 4.3 illustrates the study findings.

Figure 4.3: Length of Organization Existence



Source: (Researcher, 2023)

Based on figure 4.3 above, most of the respondents as indicated by 44.9% opined that their organization has been in existence for over 16 years, 30.4% indicated between 11-15 years, 14.5% indicated between 6-10 years while 10.1% indicated under 5 years . This is an indication that most of the public hospitals in Nairobi City County, Kenya have been existence for over 16 years and thus higher chances of obtaining reliable data with regards to the procurement ethics and supply chain performance of public hospitals in Nairobi City County, Kenya

4.4 Procurement Ethics

4.4.1 Transparency Procurement Practices

The study sought to establish the extent of agreement with various statements on the impact of transparency procurement practices on supply chain performance of public hospitals in Nairobi City County, Kenya. The status of this variable was rated on a 5 point Likert scale ranging from; **5= SA**; **4= A**; **3= N**; **2= D** and **1= SD**. The study findings are depicted in Table 4.2.

Table 4.2: Transparency Procurement Practices

	N	Mean	Std. Deviation
The stakeholders of the organization, including suppliers, customers, workers, and government entities, possess knowledge and comprehension about the specific methods used for the evaluation and allocation of contracts.	69	4.073	1.075
The procurement process inside organizations ensures equitable treatment of providers and maintains integrity, without any partiality towards certain groups of suppliers.	69	4.667	0.505
The company ensured the protection of supplier confidentiality.	69	4.116	0.814
The company conducts debriefing sessions with all suppliers whose bids were rejected, providing feedback on the areas of weakness identified in their submission papers.	69	4.217	1.055
The procurement process of businesses includes the evaluation of bids and tenders based on certain criteria, which are outlined in the letter of invitation or contract notice. These criteria are essential for determining the appropriateness of bidders and	69	4.073	1.116

In instances when the awarding party seeks to get the most cost-effective proposal, the bidding papers explicitly outline all the criteria that the business aims to fulfill, with a clear hierarchy based on declining order of significance.

69 4.478 0.779

Source: (Researcher, 2023)

Based on the study findings, the respondents strongly agreed that the procurement process inside organizations ensures equitable treatment of providers and maintains integrity, without any partiality towards certain groups of suppliers (mean=4.667), in instances when the awarding party seeks to get the most cost-effective proposal, the bidding papers explicitly outline all the criteria that the business aims to fulfill, with a clear hierarchy based on declining order of significance (mean=4.478), the company conducts debriefing sessions with all suppliers whose bids were rejected, providing feedback on the areas of weakness identified in their submission papers. (mean=4.217) and that the company ensured the protection of supplier confidentiality (mean=4.116). In addition, respondents agreed that the stakeholders of the organization, including suppliers, customers, workers, and government entities, possess knowledge and comprehension about the specific methods used for the evaluation and allocation of contracts (mean=4.073) and that the procurement process of businesses includes the evaluation of bids and tenders based on certain criteria, which are outlined in the letter of invitation or contract notice. These criteria are essential for determining the appropriateness of bidders (mean=4.073). This

implies that the procurement process inside organizations ensures equitable treatment of providers and maintains integrity, without any partiality towards certain groups of suppliers, in instances when the awarding party seeks to get the most cost-effective proposal, the bidding papers explicitly outline all the criteria that the business aims to fulfill, with a clear hierarchy based on declining order of significance, the company conducts debriefing sessions with all suppliers whose bids were rejected, providing feedback on the areas of weakness identified in their submission papers and that the company ensured the protection of supplier confidentiality

4.4.2 Accountability Practices

The study sought to establish the extent of agreement with various statements on the impact of accountability practices on supply chain performance of public hospitals in Nairobi City County, Kenya. The status of this variable was rated on a 5 point Likert scale ranging from; **5= SA; 4= A; 3= N; 2= D and 1= SD**. The study findings are depicted in Table 4.3.

Table 4.3: Accountability Practices

	N	Mean	Std. Deviation
The company has responsibility to the regulatory authorities.	69	4.087	1.185
The company consistently adheres to the use of penalties as a corrective measure for any conduct that violates the	69	3.841	1.208

legal framework and principles governing public procurement.

The organization diligently maintains precise documentation of every transaction, so establishing a comprehensive audit trail that encompasses all procurement choices. Additionally, these records serve as official documentation, ensuring their validity

69 4.275 0.938

The organization has implemented direct social control methods by actively engaging stakeholders in the procurement process.

69 4.159 0.918

The companies uphold legal secrecy throughout the procurement procedure.

69 4.217 1.096

In order to establish and maintain accountability within medical settings, it is essential that the information presented throughout procurement processes be comprehensive, punctual, and precise.

69 4.101 1.178

Source: (Researcher, 2023)

Based on the study findings, the respondents strongly agreed that the organization diligently maintains precise documentation of every transaction, so establishing a comprehensive audit trail that encompasses all procurement choices. Additionally, these records serve as official documentation, ensuring their validity (mean=4.275), the companies uphold legal secrecy throughout the procurement procedure (mean=4.217), the

organization has implemented direct social control methods by actively engaging stakeholders in the procurement process (mean=4.159) and that in order to establish and maintain accountability within medical settings, it is essential that the information presented throughout procurement processes be comprehensive, punctual, and precise (mean=4.101). In addition, respondents agreed that the company has responsibility to the regulatory authorities (mean=4.087) and that the company consistently adheres to the use of penalties as a corrective measure for any conduct that violates the legal framework and principles governing public procurement (mean=3.841). This implies that the organization diligently maintains precise documentation of every transaction, so establishing a comprehensive audit trail that encompasses all procurement choices. Additionally, these records serve as official documentation, ensuring their validity, the companies uphold legal secrecy throughout the procurement procedure, the organization has implemented direct social control methods by actively engaging stakeholders in the procurement process and that in order to establish and maintain accountability within medical settings, it is essential that the information presented throughout procurement processes be comprehensive, punctual, and precise

4.4.3 Integrity Practices in Procurement

The study sought to establish the extent of agreement with various statements on the impact of confidentiality practices on supply chain performance of public hospitals in Nairobi City County, Kenya. The status of this variable was rated on a 5 point Likert scale ranging from; **5= SA; 4= A; 3= N; 2= D and 1= SD**. The study findings are depicted in Table 4.4.

Table 4.4: Integrity Practices in Procurement

	N	Mean	Std. Deviation
The assessment procedure of the tender papers conducted by the company is assessed independently of its efficacy, with the price being taken into consideration only after the review has been completed.	69	4.580	0.673
In situations when an employee of the company has a personal interest in the tendering process, the company has established a need for the employee to disclose this interest and subsequently be banned from participating in the process	69	4.217	1.223
The personnel of the organization working in the hospital have adhered to a prescribed code of conduct for the performance of their tasks.	69	4.116	1.105
The hospital strives to have a comprehensive understanding of suppliers' operations and provides advice and help in cases where improvement is deemed essential or suitable.	69	4.478	0.779
The hospital has a procurement mechanism that engenders distinct demands for secrecy from prospective vendors.	69	4.044	0.977

Based on the study findings, the respondents strongly agreed that the assessment procedure of the tender papers conducted by the company is assessed independently of its efficacy, with the price being taken into consideration only after the review has been completed (mean=4.580), the hospital strives to have a comprehensive understanding of suppliers' operations and provides advice and help in cases where improvement is deemed essential or suitable (mean= 4.478), in situations when an employee of the company has a personal interest in the tendering process, the company has established a need for the employee to disclose this interest and subsequently be banned from participating in the process (mean=4.217) and that the personnel of the organization working in the hospital have adhered to a prescribed code of conduct for the performance of their tasks (mean=4.116). In addition, respondents agreed that the hospital has a procurement mechanism that engenders distinct demands for secrecy from prospective vendors (mean=4.044). This implies that the assessment procedure of the tender papers conducted by the company is assessed independently of its efficacy, with the price being taken into consideration only after the review has been completed, the hospital strives to have a comprehensive understanding of suppliers' operations and provides advice and help in cases where improvement is deemed essential or suitable, in situations when an employee of the company has a personal interest in the tendering process, the company has established a need for the employee to disclose this interest and subsequently be banned from participating in the process and that the personnel of the organization working in the hospital have adhered to a prescribed code of conduct for the performance of their tasks

4.4.4 Confidentiality Practices

The study sought to establish the extent of agreement with various statements on the impact of confidentiality practices on supply chain performance of public hospitals in Nairobi City County, Kenya. The status of this variable was rated on a 5 point Likert scale ranging from; **5= SA**; **4= A**; **3= N**; **2= D** and **1= SD**. The study findings are depicted in Table 4.5.

Table 4.5: Confidentiality Practices

	N	Mean	Std. Deviation
The hospital safeguards proprietary information disclosed by a supplier during the competitive bidding phase to preserve its commercial confidentiality.	69	3.841	1.208
The public hospitals' businesses are willing to assess submissions while considering prospective suppliers' requests for secrecy, as long as it aligns with the specified assessment criteria.	69	4.174	1.317
The regulations pertaining to the solicitation of proposals also provide provisions for the implementation of a two-envelope approach within the context of public hospitals.	69	4.159	0.918

Ensuring the adequacy of the items under consideration, it is necessary to conduct a thorough evaluation of the firm's procurement procedure.	69	4.217	1.096
Ensuring secrecy in the procurement process is crucial for the successful execution of procurement operations within public hospitals.	69	4.101	1.178
The management of public hospital enterprises involves determining the level of commercially sensitive information that prospective suppliers are obliged to include in their proposals.	69	4.580	0.673

Source: (Researcher, 2023)

Based on the study findings, the respondents strongly agreed that the management of public hospital enterprises involves determining the level of commercially sensitive information that prospective suppliers are obliged to include in their proposals (mean=4.580), ensuring the adequacy of the items under consideration, it is necessary to conduct a thorough evaluation of the firm's procurement procedure (mean=4.217), the public hospitals' businesses are willing to assess submissions while considering prospective suppliers' requests for secrecy, as long as it aligns with the specified assessment criteria (mean=4.174) and that the regulations pertaining to the solicitation of proposals also provide provisions for the implementation of a two-envelope approach within the context of public hospitals (mean= 4.159). In addition, respondents agreed that ensuring secrecy in the procurement process is crucial for the successful execution of procurement operations

within public hospitals (mean=4.101) and that the hospital safeguards proprietary information disclosed by a supplier during the competitive bidding phase to preserve its commercial confidentiality (mean=3.841). This implies that the management of public hospital enterprises involves determining the level of commercially sensitive information that prospective suppliers are obliged to include in their proposals, ensuring the adequacy of the items under consideration, it is necessary to conduct a thorough evaluation of the firm's procurement procedure, the public hospitals' businesses are willing to assess submissions while considering prospective suppliers' requests for secrecy, as long as it aligns with the specified assessment criteria and that the regulations pertaining to the solicitation of proposals also provide provisions for the implementation of a two-envelope approach within the context of public hospitals

4.4.5 Procurement Professionalism Practices

The study sought to establish the extent of agreement with various statements on the impact of procurement professionalism practices on supply chain performance of public hospitals in Nairobi City County, Kenya. The status of this variable was rated on a 5 point Likert scale ranging from; **5= SA; 4= A; 3= N; 2= D and 1= SD**. The study findings are depicted in Table 4.6.

Table 4.6: Procurement Professionalism Practices

	N	Mean	Std. Deviation
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The field of public procurement is gaining recognition as a professional discipline that has substantial influence in effectively managing public resources.	69	4.203	0.797
The reform initiatives undertaken by corporations often follow cyclical patterns, since the field of public procurement has seen significant shifts in terms of its focal points.	69	4.174	1.028
Public healthcare institutions have increasingly recognized the significance of procurement as a susceptible domain prone to mismanagement and possible corruption.	69	4.116	1.105
Many public hospitals have also taken steps to include procurement into a strategic framework of government initiatives.	69	4.478	0.779
The procurement procedure has shown to be economically efficient for both public entities and providers.	69	4.044	0.977
The presence of significant ambiguity and impractical timescales has the potential to erode market confidence, damage the credibility of the buying process, and diminish the value of the procurement result.	69	4.015	1.300

Source: (Researcher, 2023)

Based on the study findings, the respondents strongly agreed that many public hospitals have also taken steps to include procurement into a strategic framework of government initiatives (mean=4.478), the field of public procurement is gaining recognition as a professional discipline that has substantial influence in effectively managing public resources (mean=4.203), the reform initiatives undertaken by corporations often follow cyclical patterns, since the field of public procurement has seen significant shifts in terms of its focal points (mean=4.174), and that the public healthcare institutions have increasingly recognized the significance of procurement as a susceptible domain prone to mismanagement and possible corruption (mean=4.116). In addition, respondents agreed that the procurement procedure has shown to be economically efficient for both public entities and providers (mean=4.044) and that the presence of significant ambiguity and impractical timescales has the potential to erode market confidence, damage the credibility of the buying process, and diminish the value of the procurement result (mean=4.015). This implies that many public hospitals have also taken steps to include procurement into a strategic framework of government initiatives, the field of public procurement is gaining recognition as a professional discipline that has substantial influence in effectively managing public resources, the reform initiatives undertaken by corporations often follow cyclical patterns, since the field of public procurement has seen significant shifts in terms of its focal points, and that the public healthcare institutions have increasingly recognized the significance of procurement as a susceptible domain prone to mismanagement and possible corruption

4.5 Supply Chain Performance

The study sought to establish the extent of agreement with various statements on supply chain performance of public hospitals in Nairobi City County, Kenya. The status of this variable was rated on a 5 point Likert scale ranging from; **5= SA; 4= A; 3= N; 2= D and 1= SD**. The study findings are depicted in Table 4.7

Table 4.7: Supply Chain Performance

	N	Mean	Std. Deviation
The ethical attitude of a company has led to an enhanced critical appraisal of business operations that impact the firm's supply chain.	69	4.348	1.055
The firm's supplier selection process has been enhanced as a result of implementing a code of ethics procedure in the identification of potential suppliers.	69	4.000	1.150
The use of efficient supply chain management practices contributes to the enhancement of product quality.	69	4.217	1.187
The adherence to an ethical code of conduct by workers has resulted in an enhancement of supplier relationships.	69	4.348	0.921
The use of enhanced supplier management practices has led to a notable reduction in operational expenditures.	69	4.435	0.653

The provision of time service has been successfully implemented throughout the organization.	69	4.449	0.631
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Source: (Researcher, 2023)

Based on the study findings, the respondents strongly agreed that the provision of time service has been successfully implemented throughout the organization (mean=4.449), the use of enhanced supplier management practices has led to a notable reduction in operational expenditures (mean=4.435), the ethical attitude of a company has led to an enhanced critical appraisal of business operations that impact the firm's supply chain (mean=4.348), the adherence to an ethical code of conduct by workers has resulted in an enhancement of supplier relationships (mean=4.348) and that the use of efficient supply chain management practices contributes to the enhancement of product quality (mean=4.217). In addition, respondents agreed that the firm's supplier selection process has been enhanced as a result of implementing a code of ethics procedure in the identification of potential suppliers (mean=4.000). This implies that the provision of time service has been successfully implemented throughout the organization, the use of enhanced supplier management practices has led to a notable reduction in operational expenditures, the ethical attitude of a company has led to an enhanced critical appraisal of business operations that impact the firm's supply chain, the adherence to an ethical code of conduct by workers has resulted in an enhancement of supplier relationships and that the use of efficient supply chain management practices contributes to the enhancement of product quality.

4.5 Regression Analysis

The research utilized a multivariate regression analysis to determine the predictor variables and their corresponding impact. The measurements of the multiple regressions were encoded, entered, and calculated utilizing the Statistical Package for the Social Sciences (SPSS). The primary aim of this research is to investigate the impact of transparency procurement practices, accountability practices, integrity practices in procurement, confidentiality practices and procurement professionalism practices on the supply chain performance of public hospitals in Nairobi City County, Kenya.

Table 4.8: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.896 ^a	0.821	0.781	1.184

Source; Researcher (2023)

The data that are shown in Table 4.6 reveal that there is a statistically significant association between transparency procurement practices, accountability practices, integrity practices in procurement, confidentiality practices and procurement professionalism practices and the supply chain performance of public hospitals in Nairobi City County, Kenya. This is demonstrated by the fact that there is a correlation between all of these factors. The significant correlation coefficient that was found ($r = 0.896$) lends credence to this assertion. According to the coefficient of determination, which is represented by the square root of the letter R, the independent variables account for about 78.1% of the observed variability in the supply chain performance of public hospitals in Nairobi City County, Kenya.

Table 4.9: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123.56	5	24.712	21.580	0.000002
	Residual	72.141	63	1.1451		
Total		195.701	68			

Source; Researcher (2023)

- a. Predictors: transparency procurement practices, accountability practices, integrity practices in procurement, confidentiality practices and procurement professionalism practices
- b. Dependent Variable: Supply chain performance of public hospitals in Nairobi City County, Kenya

The table shown above presents the F statistic value of 21.580, which is significant at a 5% level of significance. The statistical analysis reveals that the F statistic demonstrates significance, as evidenced by the P-value of 0.000002, which falls below the specified significance level of 0.05. This implies that the model utilized in the study exhibits statistical significance, thus indicating that the data can be deemed dependable for making certain conclusions.

Table 4.10: Coefficients

	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	3.771	0.451		8.359	0.000
Transparency procurement practices	0.795	0.179	0.126	4.441	0.000
Accountability practices	0.782	0.221	0.146	3.538	0.001
Integrity practices in procurement	0.473	0.173	0.142	2.734	0.009
Confidentiality practices	0.634	0.301	0.172	2.106	0.042
Procurement professionalism practices	0.532	0.133	0.045	3.556	0.001

Source; Researcher (2023)

The overall regression model for this study was:

$$Y = 3.771 + 0.795X_1 + 0.782X_2 + 0.634X_3 + 0.473X_4 + 0.532X_5$$

According to the findings of the research, the implementation of transparency procurement practices contributes favourably to the overall supply chain performance of public hospitals in Nairobi City County, Kenya. According to the findings, there is a strong connection between a rise of one unit in transparency procurement practices and a matching increase of 0.795 in the supply chain performance of public hospitals in Nairobi City County, Kenya. This indicates that there is a positive correlation between the two variables. A T-value of 4.441 indicated that there was a statistically significant connection between the

two variables. The results of the study indicated a positive correlation between changes in accountability practices and the supply chain performance of public hospitals in Nairobi City County, Kenya. This was shown by a coefficient of 0.782, which is an indicator of the strength of the link. The T-value of 3.538 demonstrated that there is a statistically significant connection between the two variables. It has been noted that integrity practices in procurement have a positive influence on the supply chain performance of public hospitals in Nairobi City County, Kenya in Kenya, and this impact has been shown to be beneficial. There is a favorable association between the integrity practices in procurement and the supply chain performance of public hospitals in Nairobi City County, Kenya, according to the empirical information that has been gathered. To be more specific, an increase of one unit in integrity practices in procurement is connected with an increase of 0.473 units in the supply chain performance of public hospitals in Nairobi City County, Kenya. A T-value of 2.734 demonstrated that there is a statistically significant connection between the two variables. In addition to this, it is crystal clear that the degree of confidentiality practices has a constructive influence on the supply chain performance of public hospitals in Nairobi City County, Kenya operating in the Kenyan market. An increase in confidentiality practices of one unit has a favourable effect on the supply chain performance of public hospitals in Nairobi City County, Kenya, resulting in a rise of 0.634 for each unit of increase in confidentiality practices. The T-value of 2.106, which was used to assess whether or not the association could be considered statistically significant. The results of the study indicated a positive correlation between changes in procurement professionalism practices and the supply chain performance of public hospitals in Nairobi

City County, Kenya. This was shown by a coefficient of 0.532, which is an indicator of the strength of the link. The T-value of 3.556 demonstrated that there is a statistically significant connection between the two variables.

4.5 Discussion of Findings

Transparency procurement practices affects supply chain performance of public hospitals in Nairobi City County, Kenya, Kenya. It demonstrates that any unit increment in the transparency procurement practices will make supply chain performance of public hospitals in Nairobi City County, Kenya increment by 0.795. In tandem with the study findings, Ohashi, (2019) observed that ethical procurement practice is considered to be transparent when all parties involved have access to and an understanding of the actual criteria, selection process, awarding, and management of contracts. It has been difficult for governments worldwide to agree on what constitutes an appropriate level of transparency for ensuring the fair and equal treatment of providers and the integrity of public procurement. Both the government and potential bidders bear some of the financial burden of openness in public procurement processes

Because of the positive result of 0.782, it was determined that an increase in the accountability practices increment would lead to an improvement in the supply chain performance of public hospitals in Nairobi City County, Kenya. Similar to the study findings, Basheka, (2018) opines that ethical purchasing practices must include a strong emphasis on accountability. Being responsible in public procurement means taking responsibility for our decisions and acting accordingly, as well as reporting and/or replying

to an established oversight body (and the public) on the results of our activities. All employees of the government, including procurement professionals and anyone involved in the public procurement process, have a legal obligation to abide by the rules and regulations established by law. Procurement authorities are under scrutiny because of the public's interest in the economy.

Integrity practices in procurement indicated a positive effect on supply chain performance of public hospitals in Nairobi City County, Kenya which implies that it builds supply chain performance of public hospitals in Nairobi City County, Kenya by 0.473 because of a unit increment. Similarly, Sacconi, (2018) opines that many public procurement systems and public procurement regulations prioritize system integrity as a primary objective. First and foremost, this is connected to the idea that no corrupt practices should be allowed in the procurement process. Many different actions may be classified as corrupt.

Likewise, confidentiality practices indicated a positive effect on supply chain performance of public hospitals in Nairobi City County, Kenya which implies that it expands supply chain performance of public hospitals in Nairobi City County, Kenya by 0.634 because of a unit increment. In tandem with the study findings, Sacconi, (2018) observes that confidentiality is a vital part of ethical procurement practice since it enhances the efficiency of the whole procurement process. The confidentiality problems of potential vendors should be evaluated by each purchasing organization. Such problems may arise, for

example, if a prospective supplier includes confidential business information in a proposal, if the preferred supplier tries to keep confidential business details under wraps in the contract, or if the preferred supplier tries to keep confidential business details under wraps during and after contract performance.

Procurement professionalism practices indicated a positive effect on supply chain performance of public hospitals in Nairobi City County, Kenya which implies that it expands supply chain performance of public hospitals in Nairobi City County, Kenya by 0.532 because of a unit increment. In tandem with the study findings, according to American City & County (2017), growing debt and budget deficits are only two of the many challenges that governments and procurement departments throughout the world face when trying to provide citizens with high-quality products and services. The issue is made worse in many regions of the world due to immaturity or corruption in the purchasing sector. Good practices do exist despite media claims of waste and inefficiency. Excellent results are being achieved all around the world by using best practice ideas. It's possible that a significant amount of standards and change might be influenced by recording and communicating these best practices to all those responsible for procurement in the public sector.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The implications of the data have been analyzed in relation to the factors outlined in chapter four, which examine the procurement ethics and supply chain performance of public hospitals in Nairobi City County, Kenya. The formulation of conclusions and policy implications is contingent upon the aforementioned findings.

5.2 Summary of Findings

The study established that the procurement process inside organizations ensures equitable treatment of providers and maintains integrity, without any partiality towards certain groups of suppliers, in instances when the awarding party seeks to get the most cost-effective proposal, the bidding papers explicitly outline all the criteria that the business aims to fulfill, with a clear hierarchy based on declining order of significance, the company conducts debriefing sessions with all suppliers whose bids were rejected, providing feedback on the areas of weakness identified in their submission papers and that the company ensured the protection of supplier confidentiality

The study revealed that that the organization diligently maintains precise documentation of every transaction, so establishing a comprehensive audit trail that encompasses all procurement choices. Additionally, these records serve as official documentation, ensuring

their validity, the companies uphold legal secrecy throughout the procurement procedure, the organization has implemented direct social control methods by actively engaging stakeholders in the procurement process and that in order to establish and maintain accountability within medical settings, it is essential that the information presented throughout procurement processes be comprehensive, punctual, and precise

The study established that the assessment procedure of the tender papers conducted by the company is assessed independently of its efficacy, with the price being taken into consideration only after the review has been completed (mean=4.580), the hospital strives to have a comprehensive understanding of suppliers' operations and provides advice and help in cases where improvement is deemed essential or suitable, in situations when an employee of the company has a personal interest in the tendering process, the company has established a need for the employee to disclose this interest and subsequently be banned from participating in the process and that the personnel of the organization working in the hospital have adhered to a prescribed code of conduct for the performance of their tasks

The study established that the management of public hospital enterprises involves determining the level of commercially sensitive information that prospective suppliers are obliged to include in their proposals, ensuring the adequacy of the items under consideration, it is necessary to conduct a thorough evaluation of the firm's procurement procedure, the public hospitals' businesses are willing to assess submissions while considering prospective suppliers' requests for secrecy, as long as it aligns with the

specified assessment criteria and that the regulations pertaining to the solicitation of proposals also provide provisions for the implementation of a two-envelope approach within the context of public hospitals.

The study established that many public hospitals have also taken steps to include procurement into a strategic framework of government initiatives, the field of public procurement is gaining recognition as a professional discipline that has substantial influence in effectively managing public resources, the reform initiatives undertaken by corporations often follow cyclical patterns, since the field of public procurement has seen significant shifts in terms of its focal points, and that the public healthcare institutions have increasingly recognized the significance of procurement as a susceptible domain prone to mismanagement and possible corruption.

5.3 Conclusion

The study concludes that the provision of time service has been successfully implemented throughout the organization, the use of enhanced supplier management practices has led to a notable reduction in operational expenditures, the ethical attitude of a company has led to an enhanced critical appraisal of business operations that impact the firm's supply chain, the adherence to an ethical code of conduct by workers has resulted in an enhancement of supplier relationships and that the use of efficient supply chain management practices contributes to the enhancement of product quality.

The study concludes that transparency procurement practices affects supply chain performance of public hospitals in Nairobi City County, Kenya. It demonstrates that any unit increment in the transparency procurement practices will make supply chain performance of public hospitals in Nairobi City County, Kenya increment. Integrity practices in procurement indicated a positive effect on supply chain performance of public hospitals in Nairobi City County, Kenya which implies that it builds supply chain performance of public hospitals in Nairobi City County, Kenya. Likewise, confidentiality practices indicated a positive effect on supply chain performance of public hospitals in Nairobi City County, Kenya which implies that it expands supply chain performance of public hospitals in Nairobi City County, Kenya. Procurement professionalism practices indicated a positive effect on supply chain performance of public hospitals in Nairobi City County, Kenya which implies that it expands supply chain performance of public hospitals in Nairobi City County, Kenya.

5.4 Recommendations

There is a need to establish clear and comprehensive procurement policies and guidelines that emphasize transparency. These policies should outline the procedures, criteria, and requirements for procurement processes, ensuring that they are easily accessible to all stakeholders. This not only promotes consistency but also helps build trust among suppliers and reduces the potential for corruption.

There is a need to strengthen governance structures within public hospitals. This involves clearly defining roles and responsibilities, establishing oversight committees, and ensuring

that decision-making processes are transparent. By creating a framework of accountability at various levels of the organization, it becomes easier to monitor and evaluate supply chain activities.

There is a need for the development and enforcement of a comprehensive code of ethics for procurement personnel. This code should clearly outline the expectations for integrity, honesty, and transparency in all procurement processes. Regular training programs on ethical procurement practices should be implemented to ensure that all staff members are well-informed and adhere to these principles.

Improving integrity practices in procurement within public hospitals in Nairobi City County requires a multi-faceted approach. Developing a code of ethics, training programs, vetting suppliers, adopting technology solutions, establishing independent oversight, promoting whistleblowing, conducting regular audits, and collaborating with external organizations collectively contribute to creating a procurement process characterized by integrity and, consequently, enhancing the supply chain performance of public hospitals in the region.

5.5 Limitations of the Study

Some respondents were reluctant to provide information that they viewed as confidential to the company. Respondents were also reluctant to offer information for fear that the information would be used against them. Further, most of the targeted respondents had very busy schedules making it hard to fill in the feedback forms within the stipulated time. The stringent policies of the firms also lengthened the process due to many

bureaucratic processes involved. The researcher handled the problem by carrying an introductory letter from the university

The study's limitations included the limited time set aside for the research and the scope. This limitation was overcome by starting the research early in the period set aside. This ensured the maximum amount of time possible was spent in the research and last-minute rush was avoided.

5.6 Suggestion for Further Studies

Here are some suggestions for future research:

Conduct a detailed examination of the existing procurement policies in public hospitals within Nairobi City County. Investigate how these policies influence ethical practices in procurement and explore potential areas for improvement. This study could provide insights into the gaps in current policies and propose recommendations for more effective ethical frameworks.

Extend the research scope to include multiple counties in Kenya for a comparative analysis. Compare the procurement ethics and supply chain performance of public hospitals in Nairobi City County with those in other counties. This comparative approach can highlight regional variations and identify best practices that contribute to improved supply chain performance.

Investigate the role of technology, such as e-procurement systems, in influencing procurement ethics and subsequent supply chain performance. Examine how the adoption of technology affects transparency, accountability, and the overall ethical climate in the procurement processes of public hospitals.

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APPENDICES

APPENDIX I: LIST OF PUBLIC HOSPITALS IN NAIROBI COUNTY

- 1) Kenyatta National Hospitals
- 2) Mbagathi Hospitals
- 3) Pumwani Maternity Hospitals
- 4) Mama Lucy Kibaki Hospitals
- 5) Mathari National & Teaching Hospitals
- 6) Kenya Defense Forces Memorial Hospital
- 7) National Spinal Injury Referral Hospital
- 8) Eastleigh Health Centre
- 9) Biafra Clinic
- 10) Pumwani Majengo Health Centre
- 11) Shauri Moyo Health Centre
- 12) Muthurwa Clinic
- 13) Bahati Health Centre
- 14) Jerusalem Clinic
- 15) Ngara Health Centre
- 16) Rhodes Chest Clinic
- 17) Kariokor Clinic
- 18) Pangani Clinic
- 19) Stc Casino Health Centre
- 20) Huruma Lions Health Centre
- 21) Lagos Road Dispensary
- 22) Mathare Police Depot Health Centre

- 23) Mathare North Health Centre
- 24) Kariobangi North Health Centre
- 25) Kasarani Health Centre
- 26) Kahawa West Health Centre
- 27) Babadogo Health Centre
- 28) Nys Health Centre
- 29) Gsu Hq Health Centre
- 30) Kamiti Prison Health Centre
- 31) Ruiru Pstc
- 32) Gsu Ruiru Dispensary
- 33) Westlands Health Centre
- 34) Kangemi Health Centre
- 35) Karura Health Centre
- 36) Lady Northey Health Centre
- 37) Kabete Approved School Health Centre
- 38) State House Dispensary
- 39) Mjiwa Huruma Dispensary
- 40) Muguga Health Centre
- 41) Waithaka Health Centre
- 42) Riruta Health Centre
- 43) Ngong Road Health Centre
- 44) Woodley Clinic

- 45) Dagoretti Approved School Health Centre
- 46) Langata Health Centre
- 47) Jinnah Clinic
- 48) Karen Health Centre
- 49) Langata Women Prison Health Centre
- 50) Nairobi West Prison Health Centre
- 51) Uhuru Camp Health Centre
- 52) Kibera Do Health Centre

- 55) Kayole 1 Estate Health Centre
- 56) Kayole 2 Health Centre
- 57) Umoja Health Centre
- 58) Embakasi Health Centre
- 59) Gsu Embakasi Health Centre
- 60) Aptc Embakasi Health Centre
- 61) Dandora 1 Health Centre
- 62) Dandora 2 Health Centre
- 63) Njiru Health Centre

- 64) Kariobangi South Dispensary
- 65) Makadara Health Centre
- 66) Mbotela Health Centre

- 67) Jericho Health Centre
- 68) Hono Clinic
- 69) Ofafa Clinic
- 70) Maringo Clinic
- 71) Loco Health Centre
- 72) Mow Dispensary
- 73) Kaloleni Dispensary
- 74) Railway Training Institute Dispensary
- 75) South B Clinic
- 76) Police Band Dispensary
- 77) Dandora 2 Health Centre
- 78) Mbotela Health Centre
- 79) Nairobi Remand Home Health Centre
- 80) Lunga Lunga Health Centre

APPENDIX II: RESEARCH QUESTIONNAIRE

Section A: Demographic and Respondents Profile

1. Name of your organization (Optional)

.....

2. What is your age bracket? (Tick as applicable).

- a) Under 30 years [] b) 31 – 40 years []
 c) 41- 50 years [] d) Over 50 years []

3. Length of continuous service with the organization?

- a) Less than two years [] b) 2-5 years []
 c) 6- 10 years [] d) Over 10 years []

4. For how long has your organization been in existence?

- a) Under 5 years [] b) 6-10 years []
 c) 11-15 years [] d) Over 16 years []

Section B: Procurement Ethics Practices

The statements below relate to the procurement ethics practices. Note: Use the following likert scale: **5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree and 1= Strongly Disagree**

Transparency Procurement Practices	5	4	3	2	1
The stakeholders of the organization, including suppliers, customers, workers, and government entities, possess knowledge and comprehension about the specific methods used for the evaluation and allocation of contracts.					

The procurement process inside organizations ensures equitable treatment of providers and maintains integrity, without any partiality towards certain groups of suppliers.					
The company ensured the protection of supplier confidentiality.					
The company conducts debriefing sessions with all suppliers whose bids were rejected, providing feedback on the areas of weakness identified in their submission papers.					
The procurement process of businesses includes the evaluation of bids and tenders based on certain criteria, which are outlined in the letter of invitation or contract notice. These criteria are essential for determining the appropriateness of bidders and ultimately awarding a contract.					
In instances when the awarding party seeks to get the most cost-effective proposal, the bidding papers explicitly outline all the criteria that the business aims to fulfill, with a clear hierarchy based on declining order of significance.					
Accountability Practices in Procurement					
The company has responsibility to the regulatory authorities.					
The company consistently adheres to the use of penalties as a corrective measure for any conduct that violates the legal framework and principles governing public procurement.					
The organization diligently maintains precise documentation of every transaction, so establishing a comprehensive audit trail that					

encompasses all procurement choices. Additionally, these records serve as official documentation, ensuring their validity and enabling their use in the event of administrative or legal disputes.					
The organization has implemented direct social control methods by actively engaging stakeholders in the procurement process.					
The companies uphold legal secrecy throughout the procurement procedure.					
In order to establish and maintain accountability within medical settings, it is essential that the information presented throughout procurement processes be comprehensive, punctual, and precise.					
Integrity Practices in Procurement					
The assessment procedure of the tender papers conducted by the company is assessed independently of its efficacy, with the price being taken into consideration only after the review has been completed.					
In situations when an employee of the company has a personal interest in the tendering process the company has established a need for the employee to disclose this interest and subsequently be banned from participating in the process.					
The personnel of the organization working in the hospital have adhered to a prescribed code of conduct for the performance of their tasks.					

The hospital strives to have a comprehensive understanding of suppliers' operations and provides advice and help in cases where improvement is deemed essential or suitable.					
The hospital has a procurement mechanism that engenders distinct demands for secrecy from prospective vendors.					
Confidentiality Practices in Procurement					
The hospital safeguards proprietary information disclosed by a supplier during the competitive bidding phase to preserve its commercial confidentiality.					
The public hospitals' businesses are willing to assess submissions while considering prospective suppliers' requests for secrecy, as long as it aligns with the specified assessment criteria.					
The regulations pertaining to the solicitation of proposals also provide provisions for the implementation of a two-envelope approach within the context of public hospitals.					
Ensuring the adequacy of the items under consideration, it is necessary to conduct a thorough evaluation of the firm's procurement procedure.					
Ensuring secrecy in the procurement process is crucial for the successful execution of procurement operations within public hospitals.					

The management of public hospital enterprises involves determining the level of commercially sensitive information that prospective suppliers are obliged to include in their proposals.					
Procurement Professionalism Practices					
The field of public procurement is gaining recognition as a professional discipline that has substantial influence in effectively managing public resources.					
The reform initiatives undertaken by corporations often follow cyclical patterns, since the field of public procurement has seen significant shifts in terms of its focal points.					
Public healthcare institutions have increasingly recognized the significance of procurement as a susceptible domain prone to mismanagement and possible corruption.					
Many public hospitals have also taken steps to include procurement into a strategic framework of government initiatives.					
The procurement procedure has shown to be economically efficient for both public entities and providers.					
The presence of significant ambiguity and impractical timescales has the potential to erode market confidence, damage the credibility of the buying process, and diminish the value of the procurement result.					

Section C: Supply Chain Performance

The statements below relate to the Supply Chain Performance. Note: Use the following likert scale: **5**= Strongly Agree; **4**= Agree; **3**= Neutral; **2**= Disagree and **1**= Strongly Disagree

Statement	5	4	3	2	1
The ethical attitude of a company has led to an enhanced critical appraisal of business operations that impact the firm's supply chain.					
The firm's supplier selection process has been enhanced as a result of implementing a code of ethics procedure in the identification of potential suppliers.					
The use of efficient supply chain management practices contributes to the enhancement of product quality.					
The adherence to an ethical code of conduct by workers has resulted in an enhancement of supplier relationships.					
The use of enhanced supplier management practices has led to a notable reduction in operational expenditures.					
The provision of time service has been successfully implemented throughout the organization.					