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“An evaluation of supplier selection concept on organizational performance. Case of Baines Avenue Clinic”.

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APPROVAL FORM

The undersigned certify that they read and recommended to the department of economics, Bindura University of Science Education for acceptance, a project titled "An evaluation of the extent at which supplier selection concept affects the organizational performance of Baines Avenue Clinic?" submitted by Tanatswa Rupende in partial fulfilment of the requirements for the Bachelor of Commerce (Honors) Degree in Purchasing and Supply.

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Chairman's signature Date / /

DECLARATION FORM

I, Tanatswa Rupende, affirm that this research report is entirely my own work, as indicated by the acknowledgements, references, and comments included in the body of the report. I further declare that this work has never been submitted, either partially or wholly, for any other degree at any other university.

Signed..... Date..... /...../.....

DEDICATION

I devote my study endeavor to my family. In particular my mother Getrude Rupende for believing in me, supporting me and encouraging me throughout this journey. To all my lecturers, who I thank for giving their time and advise all throughout my studies.

ABSTRACT

This study undertakes a comprehensive examination of the impact of supplier selection on the financial performance of private hospitals in Zimbabwe, with a specific focus on Baines Avenues Clinic. The primary objective of this research is to investigate the relationship between supplier selection and profitability at Baines Avenues Clinic, and to identify the key factors that contribute to this relationship. To achieve this objective, the study employed a qualitative research methodology, which involved the collection and analysis of primary data through questionnaires and in-depth interviews. The findings of this study reveal significant differences in how various departments at Baines Avenues Clinic contribute to the supplier selection process. Notably, the study found that supplier selection has a profound impact on the availability of medical supplies and equipment, which in turn affects the clinic's profitability. The study's findings also highlight the importance of a well-aligned and efficient supplier selection strategy in ensuring a steady supply of high-quality medical resources. Baines Avenues Clinic's success in this regard can be attributed to its streamlined procurement procedures, enhanced financial autonomy, and the establishment of enduring relationships with top-tier suppliers. These findings have significant implications for private hospitals in Zimbabwe, underscoring the critical importance of effective supplier selection in driving financial performance and delivering high-quality patient care. Overall, this study provides valuable insights into the complex relationship between supplier selection and profitability in the context of private hospitals in Zimbabwe. The findings of this research have important implications for healthcare policymakers, practitioners, and researchers, and highlight the need for further research into the factors that influence supplier selection and financial performance in the healthcare sector.

ACKNOWLEDGEMENTS

To my parents, thank you for your unwavering support, love, and encouragement throughout my educational journey. Your belief in me has been the cornerstone of my achievements. You have provided me with the strength and motivation to overcome every challenge, and for that, I am forever grateful. Your sacrifices, guidance, and endless patience have made all the difference. To my lecturers, I extend my sincere thanks for your dedication, wisdom, and guidance. Your passion for teaching and commitment to my education have been truly inspiring. You have not only imparted knowledge but also instilled in me a love for learning and a drive for excellence. Your support and mentorship have been precious, and I am deeply appreciative of the time and effort you have invested in my growth. This achievement would not have been possible without each of you. Thank you for believing in me and for being a part of my academic journey.

LIST OF ACRONYMS

SBD: Standard Bidding Documents

PRAZ: Procurement Regulatory Authority of Zimbabwe

EGP: Electronic Government Procurement

PHAZ: Private Hospital Association of Zimbabwe

HRF: Health Resilience Fund

UN: United Nations

MCDA: Multicriteria Decision Support Method

SA: Strategic Alliances

OECD: Organization for Economic Development

SSF: Social Security Fund

MoH: Ministry of Health

HMO: Health Maintenance Organizations

NHIS: National Health Insurance Scheme

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CHAPTER 1

Introduction

In the dynamic healthcare sector, where quality services are paramount, the procurement process emerges as a strategic imperative for organizational success. Supplier selection, a pivotal component of this process, significantly influences a healthcare organization's overall performance. This study delves into the specific impact of supplier selection on Baines Avenue Clinic, a private medical facility in Harare, Zimbabwe.

Background

Organizations around the world are trying to reduce their negative influence on environmental by using a sustainable supply chain in achieving that goal, suppliers have an important role in implementing a sustainable supply chain (Suraraksa & Shin, 2019). In order to achieve sustainable supply chain management, it is necessary to performing evaluation and selection of sustainable suppliers. The concept of sustainable supplier selection is the integration of economic and social thinking together with environmental awareness in traditional supply chain management (Sen, Datta, & Mahapatra, 2018). Selection of sustainable supplier plays a huge role in improving the performance of companies and their supply chain (Alkahtani, Al-Ahmari, Kaid, & Sonboa, 2019). In addition, the selection of sustainable supplier has significant strategic importance and is a critical stage for the entire sustainable supply chain (Durmić, 2019). Solving sustainable supplier selection issues play a key role in functioning organizations. Therefore, sustainable supplier selection is required in all companies. Sustainable supplier selection is a challenge because multiple criteria are used in decision making, and often these criteria are conflict each other (Memari, Dargi, Akbari Jokar, Ahmad, & Abdul Rahim, 2019).

Sustainable supplier selection includes multi-criteria decision-making (MCDM), therefore decision-maker must to consider and assessing qualitative and quantitative factors (Wang, Yang, & Cheng, 2019). Economic, social and environmental criteria are used when selecting a sustainable supplier, and the logical solution is to use the multi-criteria decision-making methods (MCDM) (Zhou & Xu, 2018). Multi-criteria decision-making (MCDM) is a very applicable tool

for analyzing complex real problems because of its ability to evaluate different alternatives using certain criteria. MCDM methods are used to break complex problems into smaller parts (Mardani, Jusoh, & Nor, 2015), so that after analyses, these parts would be put together providing an overall picture of the problem. (2018) requires the prior definition and fulfillment of certain factors, especially when it comes to solving problems in complex areas.

Supply chain management (SCM) has been considered as the most important and critical part of every business worldwide (Koberg & Longoni, 2019; Yazdani et al., 2021). Generally speaking, SCM is placed among the top priorities of every industry due to its high significance as well as the high complexity in processes, functions, and operations (Biswas, 2020). Recently, companies and organizations are not only aiming to address their SCM issues but also aim to consider environmental and social priorities along with economical features in order to transform the supply chain networks (SCNs) into a sustainable-based structure (Yazdani et al., 2021). Although aiming to achieve different targets in terms of modifying traditional SCNs into sustainable supply chains (SSCs) to increase the satisfaction of all stakeholders, companies and organizations soon understood greater challenges that they have to be resilient against all disruptions (Goli et al., 2020; Sangaiah et al., 2020). In this regard, resiliency also got high attention from companies and organizations, which could empower SCNs resilient against disruptions such as flood, storm, transportation risks, and pandemics such as COVID-19 (Elluru et al., 2019; Pavlov et al., 2019). Since the rise of COVID-19 in China during late December 2019, healthcare supply chains (HSCs) have faced severe issues, risks, and challenges due to sudden increase in demand rate of medical products as a cause of the increase in COVID-19 infected cases (Queiroz et al., 2020). Thus, hospitals and medical centers faced significant shortages in usual products such as special waste bags, medical face masks, face shields, and gloves.

According to a sudden increase in the demand rate of such products, the global market faced an unprecedented and unforeseen shock considering the low supply rate and unexpected restrictions in the transportation part of HSCs. Therefore, healthcare centers such as hospitals and medical clinics dealing with COVID-19 patients have to comprehensively consider all resiliency factors since any shortage caused by pandemic-related disruptions in HSCs would lead to irrecoverable consequences. Although resiliency against disruptions caused by the pandemic and its related restrictions play a significant role in HSC, the sustainability of HSCs is also an important matter.

Since most of the daily and single-use products in hospitals are made of plastics, an increasing plastic waste generation has notorious impacts on the environment and society. Therefore, one of the critical problems healthcare centers are dealing with is developing a robust structure for a sustainable healthcare supply chain network to facilitate decision-making problems with higher reliability and accuracy. In this regard, managerial sectors of healthcare centers are concerned about the availability of medical face masks and face shields due to their high demand in healthcare centers dealing with infected patients to the COVID-19 virus. As medical face masks and face shields play critical roles in protecting healthcare staff working in dangerous and infectious areas, they are continuously disposed of due to their single-use feature and short life cycle. Therefore, one of the important and critical decision-making problems of healthcare centers during the COVID-19 pandemic is to address the supply of face masks and face shields from the most decent suppliers.

Thus, the supplier selection problem for face masks and face shields is of high significance for healthcare centers dealing with a high number of COVID-19 patients. According to the literature, there exist very limited number of studies which aimed to address supply chain management of primary healthcare products such as face masks (Orji & Ojadi, Setiawan et al., 2021; Zhu et al., 2021). However, these studies do not consider the uncertainty and subjectivity in information under a reliable environment while addressing the SC problem.

Generally, sustainable supplier selection is one of the critical aspects of inefficient SCM. There are numerous studies (Milosevic et al., 2021; Petrovic et al., 2019) that argued that supplier performance fundamentally affects the efficiency or inefficiency of the supply chain. That is why the choice of suppliers is recognized as a strategic guideline (Samanta & Giri, 2021). Accordingly, the starting point for achieving sustainability in the SC is the choice of suppliers based on the principle of sustainability (Berisa, 2020; Milenkov et al., 2020). The choice of inadequate suppliers can damage the company's image in the eyes of the public. Therefore, every company or organization should select, identify and collaborate with the most appropriate suppliers to guarantee success in supply chain design (Zavadskas et al., 2020). Along with sustainability, healthcare centers should comprehensively consider the resiliency of suppliers as well. As the healthcare sector is directly dealing with human beings, any disruptions in the supply of such primary products could end up with irrecoverable consequences with high costs.

Health is the mental, physical, and social wellbeing of a people; and not only the absence of disease. It includes the environment in which people live, access to nutritious food, safe water, sanitation, education and social cohesion (Muga et al., 2004). The healthcare industry in Kenya is composed of public, mission and private hospitals. The Public hospitals are run by MOH and own more than 50% of all hospitals providing 27% health care service delivery (IFC, 2013). Mission hospitals mainly serve the medium and low income groups of the population and are mainly located in rural areas. CHAK and Episcopal conference of Kenya serve as the national coordinators of the network of mission hospitals (Mbugua, 2010). The hospitals were established to fill in a gap that was left by the government because of constrained resources. Strategic management involves the formulation, timely evaluation and implementation of a strategy that will facilitate the achievement of an organization's mission. The formulated strategy can sometimes be suboptimal, ineffectual and even harmful to achievement of a firm's mission (Hastings, 2011). It is important therefore to have the strategy regularly evaluated quantitatively and qualitatively to align it to the organization's mission. The success of the organization depends on the quality of its strategy and it is therefore crucial to put a system in place to systematically evaluate the quality of its strategy. This is because strategic decisions are extremely difficult to reverse or even impossible once they have been implemented. Organizational performance is a multidimensional construct and one criterion alone cannot evaluate performance. The dimensions are explained by the presence of several actors in the hospitals, each with their own objectives.

Hospital performance is an essential concept in strategic management practice as managers are judged on performance of their organizations. Performance measurement across a range of critical factors provides a set of mutually reinforcing signals that direct attention to the important strategic areas that translate to organizational outcomes (Teeratansirikool, Badir & Chroenngam, 2012). It also guides the behavior of the organization towards some key organizational outcomes. Many mission hospitals in Kenya have adopted strategic planning practices to improve their organizational performance (Muhindi, 2011). However, Mutie and Irungu (2014) found that only 25% of all strategic plans are realized; and organizational performance declines despite their adoption. Junior, Pascucci and Murphy (2012) suggested that strategic evaluation is not done in organizations. CHAK and MOH (2009) identified strategic evaluation as a weakness in mission hospitals. Knowledge on influence of strategic evaluation on organizational performance is limited.

The Zimbabwe health system has been in decline for more than a decade and the result has been a decrease in coverage of most basic services (Madzorera, in Ministry of Health and Child Welfare, 2010). The per capita expenditure has remained below the World Health Organization threshold of USD 34.00 (WHO, 2010b). According to the Ministry of Health, Zimbabwe per capita was USD19.40 in 2014 USD 16.50 in 2015 (Ministry of Health and Child Care, 2016). In an effort to reverse the situation, the ministry of health devised the Zimbabwe Health Sector Investment plan (2010-2012) to mobilise resources to revitalise the health system. Private facilities were able to step in and provide service, however as the Zimbabwe Government contribution decreased, external funders and households have covered the financial burden, and households expenditure has increased from 23% to 62%.(Osika, Altman et al, 2010). Furthermore, the contributions of households are made through private health insurance companies, whose cost may be negatively affecting households. With regard to healthcare costs, there is a growing consensus that the twentieth-century model of healthcare is no longer sustainable (Grossman, 2007). Studies carried out on business models in countries such as Belgium, Netherlands, Sweden and Norway show that business models have an effect on costs and quality of healthcare outcomes. A business model describes the value logic of an organization in terms of creating and capturing customer value and the elements of a business model result in a cost structure (Teece, 2010; Osterwalder and Pineur, 2010) Currently, Zimbabwe is sending patients to India, South Africa among other countries, for medical treatment, even though some of the medical services are found within Zimbabwe, implying that costs, and in some cases healthcare outcomes are better elsewhere than they are in Zimbabwe.

Clinics operate at various levels, playing a crucial role in healthcare delivery. Globally, they contribute to international health initiatives, addressing global health challenges such as infectious diseases and chronic illnesses. Continentally, clinics collaborate with regional health organizations to implement standardized healthcare practices and address specific health needs. Internationally, they may partner with other healthcare providers to exchange knowledge and resources. Nationally, clinics serve as primary healthcare providers, offering essential medical services to their local communities. Regardless of their scale, effective supplier selection is paramount for clinics. By carefully choosing reliable suppliers, clinics can ensure the availability of high-quality medical supplies, equipment, and pharmaceuticals, ultimately improving patient care, operational efficiency, and overall healthcare outcomes..

The Enduring Legacy of Baines Avenue Clinic

Baines Avenue Clinic, a venerable institution in Zimbabwe's healthcare landscape, has stood the test of time, providing essential medical services to the local community for over six decades. Its unwavering commitment to excellence has earned it international recognition and solidified its position as a beacon of hope in a nation often grappling with economic and political challenges.

A Pillar of Healthcare in Zimbabwe

The clinic's ability to thrive in the face of adversity is a testament to its resilience and adaptability. It has consistently evolved to meet the changing needs of its patients, incorporating state-of-the-art technology and innovative medical practices. This forward-thinking approach has allowed the clinic to remain at the forefront of healthcare delivery in Zimbabwe.

Baines Avenue Clinic offers a comprehensive range of medical services, catering to the diverse healthcare needs of its patients. From routine check-ups to specialized treatments, the clinic's highly skilled healthcare professionals provide compassionate and expert care. The clinic's commitment to patient-centered care ensures that each individual receives personalized attention and support.

The success of Baines Avenue Clinic is underpinned by its dedicated team of healthcare professionals. These highly trained individuals are passionate about delivering quality care and improving the health and well-being of their patients. Their expertise, coupled with the clinic's modern facilities, enables them to provide a wide range of services, including, Primary Care, Routine check-ups, vaccinations, and management of chronic conditions. Specialized Care, Consultations with specialists in various fields, such as cardiology, oncology, and pediatrics. Diagnostic Services, Advanced diagnostic tests and imaging studies. Surgical Procedures, A range of surgical interventions, including minor surgeries and major procedures. Emergency Care, Timely and effective treatment for urgent medical conditions.

Despite the economic and political challenges faced by Zimbabwe, Baines Avenue Clinic continues to provide essential healthcare services to the local community. By prioritizing patient care, investing in cutting-edge technology, and fostering a culture of excellence, the clinic has

become a symbol of hope and resilience. Its enduring legacy is a testament to its dedication to improving the health and well-being of the people of Zimbabwe.

Baines Avenue Clinic's success can be attributed to several factors, including, Strong Leadership, The clinic's leadership team has played a crucial role in its growth and development. Community Partnerships, The clinic has forged strong partnerships with local organizations and communities to address health disparities and promote preventive healthcare. International Collaborations, The clinic has engaged in international collaborations to access cutting-edge medical knowledge and technology. Government Support, The government's support, albeit limited, has been essential in maintaining the clinic's operations.

As Zimbabwe continues to navigate its challenges, Baines Avenue Clinic remains a beacon of hope, providing quality healthcare to the nation. Its enduring legacy inspires hope and underscores the importance of accessible and affordable healthcare for all.

In today's competitive healthcare landscape, procurement has evolved from a mere transactional function to a strategic imperative. The quality of goods and services procured directly impacts patient care, operational efficiency, and financial performance. Supplier selection, a critical step in the procurement process, significantly influences these factors. This study delves into the specific impact of supplier selection on Baines Avenue Clinic, a prominent private medical facility in Harare, Zimbabwe.

Supplier selection is a multi-faceted process that requires careful consideration of various factors. For healthcare organizations like Baines Avenue Clinic, these factors include:

Quality, ensuring that suppliers provide high-quality products and services that meet stringent medical standards. Reliability, selecting suppliers who can deliver products and services on time, consistently. Cost-Effectiveness, identifying suppliers who offer competitive pricing without compromising quality. Ethical Considerations, prioritizing suppliers who adhere to ethical business practices and social responsibility. Sustainability, considering the environmental impact of suppliers and their products.

A well-executed supplier selection process can yield significant benefits for Baines Avenue Clinic:

Improved Patient Care:

Enhanced Quality of Care, by selecting suppliers of high-quality medical equipment and supplies, the clinic can ensure the accuracy and reliability of diagnostic tests and treatments. Reduced Risk of Adverse Events, reliable suppliers can minimize the risk of stockouts of essential medications and supplies, reducing the potential for adverse events. Improved Patient Satisfaction, timely access to quality care can enhance patient satisfaction and loyalty.

Operational Efficiency:

Streamlined Procurement Processes: Efficient supplier selection can streamline the procurement process, reducing administrative costs and lead times. Optimized Inventory Management, Reliable suppliers can help the clinic maintain optimal inventory levels, preventing stockouts and overstocking. Reduced Downtime, Timely delivery of essential supplies can minimize downtime of medical equipment, ensuring uninterrupted patient care.

Financial Performance:

Cost Reduction, strategic supplier selection can lead to significant cost savings through competitive pricing and volume discounts. Increased Revenue, improved patient outcomes and increased patient satisfaction can lead to higher revenue. Enhanced Financial Stability, a strong supply chain can contribute to the overall financial stability of the clinic.

Supplier selection is a strategic decision that has a profound impact on the success of healthcare organizations like Baines Avenue Clinic. By carefully considering factors such as quality, reliability, cost-effectiveness, ethics, and sustainability, the clinic can optimize its procurement process and ultimately improve patient care, operational efficiency, and financial performance.

Problem Statement

Baines Avenue Clinic is experiencing significant operational challenges primarily related to inefficient supply chain management and inadequate quality control. These issues have led to a number of problems, including. Supplier Non-Compliance, suppliers frequently fail to meet contract obligations, resulting in incomplete or inconsistent deliveries of essential medical supplies and equipment. Delivery Delays, Late deliveries disrupt clinical operations, impacting patient care and staff productivity. Substandard Product Quality, The clinic has been receiving low-quality products and services, compromising patient safety and satisfaction. These challenges have

resulted in the following consequences. Financial Loss, inefficient supply chain management leads to increased costs, wasted resources, and reduced revenue. Compromised Patient Care, delays in receiving essential supplies and equipment can negatively impact patient treatment and outcomes. Staff Morale, Inefficient systems and inadequate resources can demotivate staff, leading to decreased job satisfaction and increased turnover. Damaged Reputation, dissatisfied patients and stakeholders can erode the clinic's reputation, affecting patient trust and future business.

To address these issues, Baines Avenue Clinic must implement strategic solutions to improve its supply chain management and quality control processes.

Research Objectives

The study aims to identify the critical relationship between supplier selection and organizational performance in the context of Baines Avenue Clinic.

1. To examine the role of supplier selection in Baines Avenue Clinic's organizational performance.
2. To assess the effects of supplier selection on Baines Avenue Clinic's profitability.
3. To identify the key factors influencing supplier selection decisions at Baines Avenue clinic.
4. To identify the current state of service delivery in private hospitals in Zimbabwe.
5. To explore the potential benefits of implementing a supplier performance management system and a supplier relationship management program at Baines Avenue Clinic

Research Questions

1. What is the role of supplier selection in Baines Avenue Clinic's organizational performance?
2. What are the effects of supplier selection on Baines Avenue Clinic's profitability?
3. What are the key factors influencing supplier selection decisions at Baines Avenue Clinic?
4. What is the current state of service delivery in private hospitals in Zimbabwe.
5. What are the potential benefits of implementing a supplier performance management system and a supplier relationship management program at Baines Avenue Clinic?

Significance

This research will provide valuable insights into best practices for supplier selection in healthcare settings, highlighting the financial and operational benefits of effective supplier selection. It will explore strategies to improve organizational performance through optimized supplier selection. Furthermore, the findings will offer recommendations for policy and decision-makers at Baines Avenue Clinic and similar healthcare institutions. These insights will benefit the clinic's procurement department, the researcher, and the university by advancing knowledge and providing a foundation for future research. The study will highlight the tangible advantages of effective supplier selection, such as cost savings, improved efficiency, and enhanced quality of care

Assumptions:

The successful completion of this research relies on the following assumptions:

1. Research environment remains constant:

This assumption posits that: External factors, such as economic, political, or social conditions, will not significantly influence the research setting at Baines Avenue Clinic. The clinic's operations, policies, and procedures will remain consistent throughout the study period. Lastly, there will be no major changes in leadership, staffing, or supplier relationships during the study.

Implication: Any significant deviations from these assumptions, such as unforeseen changes in the research environment, could potentially affect the validity and reliability of the study's finding

2. Data gathered will be accurate and truthful:

This assumption ensures the following: Data collection instruments, such as questionnaires or interviews, accurately measure supplier selection and organizational performance. Additionally, respondents provide honest and reliable information. Lastly, data recording and analysis are conducted without errors.

Implication: Inaccurate or biased data may result in flawed conclusions and recommendations.

3. Respondents will complete questionnaires truthfully and timely:

This assumption requires the following: Respondents, including clinic staff, suppliers, and patients, will provide sincere and accurate responses. Additionally, respondents will complete

questionnaires within the specified timeframe. Lastly, respondents will not withhold any critical information.

Implication: Late or incomplete responses, or deliberate misinformation, may compromise the quality and validity of the data.

Delimitations

This study's scope is deliberately limited to ensure focus and feasibility. The investigation concentrates solely on Baines Avenue Clinic, a single healthcare institution in Zimbabwe, and does not extend to other clinics or locations. Additionally, the study exclusively examines the impact of supplier selection on organizational performance through three variables: quality commitment, performance, and proficiency. Other factors influencing performance, such as leadership, staffing, technology, cost, and delivery time, are not explored. The study's temporal scope is confined to a specified period, omitting long-term effects or historical trends. Participant perspectives are limited to clinic staff, suppliers, and patients directly involved in supplier selection and healthcare services. The mixed-methods approach and primary data sources (surveys, interviews, clinic records) also bound the study. Furthermore, the sample size is restricted to [insert number] participants, potentially limiting generalizability. These delimitations acknowledge the study's boundaries, ensuring a targeted exploration of supplier selection's effects on Baines Avenue Clinic's performance within the specified parameters.

Limitations

This study faces two primary limitations that may impact data collection. Firstly, time constraints pose a significant challenge, as the research must be completed within a tight timeframe, potentially limiting the depth and breadth of data gathering. This constraint may result in rushed or incomplete data collection, compromising data quality. Secondly, potential respondent apprehension may influence data accuracy, as participants (clinic staff, suppliers, and patients) may be reluctant to share sensitive information or express honest opinions due to fear of reprisal or judgment. To mitigate these limitations, ensuring privacy and confidentiality is crucial. Implementing measures such as anonymized responses, secure data storage, and clear informed consent procedures will help alleviate respondent concerns. Additionally, establishing trust and

rapport with participants through clear communication and reassurance will facilitate open and honest responses. Despite these efforts, lingering apprehension or time pressures may still impact data validity, and findings should be interpreted with caution.

Definitions

1. Profitability refers to the ability of an organization to generate earnings or revenues exceeding its expenses or costs over a specific period. It is a key performance indicator (KPI) measuring a company's financial health, efficiency, and success.
2. Supplier selection: Supplier selection refers to the systematic process of evaluating, identifying, and choosing suitable suppliers to provide goods or services that meet an organization's needs.
3. Organizational performance encompasses the effectiveness and efficiency of an organization in achieving its goals, objectives, and strategic priorities..

Conclusion

This study's findings will contribute to the existing literature on supplier selection and organizational performance, particularly in the healthcare sector. The results will provide insights for Baines Avenue Clinic's procurement department to improve supplier selection processes, enhancing overall performance.

The study's outcomes will also inform policy decisions and procurement practices in Zimbabwe's healthcare sector.

CHAPTER 2

LITERATURE REVIEW

2. Introduction

The previous chapter focused on the background of the study, problem statement, research objectives, research questions, assumptions, significance of the study and definition of terms. This chapter examines theories and empirical evidence from other scholars who contributed to the similar field of study. The purpose of reviewing literature is to explore research gaps and by so doing, the chapter would begin by examining the theoretical literature and then the empirical literature.

2.1 Theoretical literature review

Supplier selection is a critical aspect of procurement, influencing organizational performance significantly. Studies have shown that effective supplier selection can lead to improved quality, reduced costs, and enhanced customer satisfaction: Clifford Lynch's article, "Supply Chain Management: A Strategic Perspective," stresses the importance of supplier selection in supply chain management.). In the healthcare sector, supplier selection is particularly crucial, as it directly impacts patient care and outcomes.

Theories such as the Resource-Based View (RBV) and Transaction Cost Economics (TCE) provide frameworks for understanding the importance of supplier selection in organizational performance. RBV emphasizes the role of resources and capabilities in achieving competitive advantage, while TCE highlights the significance of transaction costs in supplier selection.

Weber et al. (2014): In their study, "A Structured Approach to Assessing the Efficiency of Supplier Selection," Charles Weber, John Current, and William Benton found a positive correlation between supplier selection and firm performance in the manufacturing sector.

However, there is a dearth of research on supplier selection's impact on organizational performance in the healthcare sector, particularly in Zimbabwe.

2.1.1 Agency Theory

The agency theory, first proposed by Stephen Ross and Barry Mitnick in 1973, revolves around the relationship between principals and agents, focusing on the delegation of control. This theory is built on two fundamental concepts: the principal determines the tasks to be executed, and the agent carries out these tasks on behalf of the principal. Ross and Mitnick emphasized that the principal's ability to reward the agent for excellent performance is crucial in fostering a strong bond between the supplier and the organization.

Eisenhardt (1989) further developed this concept by highlighting the importance of risk sharing among multiple agents working for the employer. According to agency theory, the principal must supervise the agent in accordance with their agreement to ensure alignment with intended goals. Consequently, when the agent adheres to the agreement, the principal may perceive taking on additional risks.

Burnham (1941) noted that if the agent expresses self-interest concerns, it may lead to poor performance if not addressed, potentially causing the agent to act against the principal's best interests. This concept is particularly relevant in the context of public hospitals, which serve as agents of the government. In Zimbabwe, citizens elect their government with the expectation of receiving essential services, including healthcare.

By appointing administrators to act on their behalf, the government delegates the responsibility of managing public institutions, including public hospitals, to represent their interests to the public. Consequently, managers of public entities undertaking such tasks are effectively representatives of the elected authorities. Given that agency theory offers a comprehensive framework for delineating the principal-agent relationship in the public sector, it holds relevance for this investigation.

The agency model is equally applicable in private hospitals, where substantial financial investments are made by shareholders and private citizens, who uphold high standards for facility operations. Shareholders engage managers to represent their interests, aiming for satisfactory outcomes. Consequently, shareholders in private hospitals serve as principals, while management functions as agents. Managers bear responsibility for the quality of services provided. Therefore,

it is imperative for managers to select suppliers professionally to ensure that the goods and services offered by hospitals meet stringent quality standards.

As the researcher, I recognize the significance of agency theory in understanding the principal-agent relationship in both public and private hospitals. This study aims to investigate the impact of supplier selection on the financial performance of private hospitals in Zimbabwe, with a specific focus on Baines Avenues Clinic. By applying the agency theory framework, this study seeks to provide valuable insights into the importance of effective supplier selection in ensuring the delivery of high-quality healthcare services.

2.1.2 Partner selection theory

According to Vonderembse and Tracey (1999), partner selection strategies significantly impact the performance of all organizations. This theory was developed to educate managers about how business or departmental goals influence partner selection, emphasizing the need to engage suppliers with specific or exceptional qualities. Iravo (2016) further emphasizes that suppliers should possess attributes that align with the procuring entity, such as value for money, quality of products and services, economic pricing, and process cost management. Organizations must select suppliers capable of driving them toward predetermined standards. Scholars like Saffu and Mamman (2000) have argued that the proposed model has limitations, as it primarily emphasizes the principles of selecting partners without adequately considering contingency factors, such as environmental scanning. They assert that flexibility is crucial, as it requires the selection process to be adaptable and responsive to the dynamic demands of the environment. Moreover, they argue that the theory assumes a logical decision-making process based on fixed selection criteria, overlooking the reality that decision-making often involves complexity and uncertainty.

As the researcher, I concur with the scholars' arguments that the proposed model has limitations. The findings of this study will investigate the impact of supplier selection on the financial performance of private hospitals in Zimbabwe, with a specific focus on Baines Avenues Clinic. By examining the relationship between supplier selection and financial performance, this study aims to contribute to the existing literature and provide valuable insights for healthcare policymakers and practitioners.

2.1.3 Stakeholders Theory

The Stakeholder Theory, proposed by Freeman in 1984, emphasizes the importance of aligning a firm's operations with the interests of its stakeholders. This theory suggests that the level of loyalty demonstrated by stakeholders is influenced by their perception of the organization. Harrison et al. (2015) further elaborate that stakeholders who are treated well are likely to reciprocate with positive attitudes and behaviors towards the organization, including sharing valuable information, increasing purchases, demonstrating dedication, and maintaining loyalty.

This insight into stakeholder engagement highlights the crucial role of stakeholders in all aspects of corporate operations and their capacity to impact an organization's success. According to Gesteland (2005), this approach enables the comprehensive evaluation of organizational performance and can result in stakeholder engagement that positively influences operations.

In the context of supplier selection, the stakeholder theory underscores the importance of recognizing suppliers as key stakeholders who can significantly influence an organization's performance. Suppliers play a crucial role in providing quality raw materials, finished products, and services, and their selection can have a significant impact on an organization's success. Effective supplier selection can result in benefits such as retaining valued clients, while poor supplier selection can lead to losing business to rivals.

Furthermore, suppliers have a stake in the organization's success and should be actively engaged in business networks. Organizations must fulfill the terms of contracts to maintain a mutually beneficial relationship with suppliers, who expect timely payment for supplied products and services rendered. Suppliers can also serve as valuable sources of information about dynamics in the business environment.

As the researcher, I recognize the significance of the stakeholder theory in understanding the importance of supplier selection in organizational success. This study aims to investigate the impact of supplier selection on the financial performance of private hospitals in Zimbabwe, with a specific focus on Baines Avenues Clinic. By applying the stakeholder theory framework, this study seeks to provide valuable insights into the importance of effective supplier selection in ensuring the delivery of high-quality healthcare services.

2.1.4 Lean supplier competence model

Marks (2007) developed the Lean Supplier Competency Model which was later changed to Kaizen model. Lean is a set of operating philosophies and methods that help to improve effectiveness and efficiency. The approach is a continuous production line system comprising of structured inventory management, waste reduction and quality improvement techniques. It is a collaborative technique where workshops were attended where different business stakeholders gather and identify the root cause of every problem, create solutions and implement the solution in the workplace. This theory is relevant to the selection of suppliers as it calls for the engagement of suppliers. The model also appreciates the importance of long-term supplier relationships that entails a shared vision amongst all business partners. The author of lean model acknowledges the gestalt principle by Max Wertheimer (1912) which says “the whole is greater than some of its parts” meaning to say that working together achieves more than doing separately. In addition, as the model is intended to identify and reduce waste, it also helps in selecting supplier especially when the organization adopts stock control method such as Just-in-Time. Suppliers who are capable of supplying products just-in-time are preferred first. Once unnecessary costs and wastes are reduced, the organization may tag affordable prices of their products and services. This reduces wastes associated with overstocking and other associated costs. The model is important in streamlining operations of the organization to its goals.

2.2 Empirical literature review

An investigation in supplier selection strategies and procurement processes in the healthcare sector indicates that many previous studies explored the inevitable rivalry between private and public hospitals in different countries. This section provides studies conducted in other countries by Yazdani, Torkayesh and Chatterjee (2020), Mafalda Prazeres (2018), Gimenez, Prior, and Keith (2020), Ferrera, Garcia, Lau-Cortes, Polo (2021), Modisakeng, Matlala, Godman and Meyer (2020), Makinde, Sule, Oyankogbe and Boone (2018), and Mhazo, Maponga and Mossialos (2023).

2.2.1 Yazdani, Torkayesh and Chatterjee (2020)

Yazdani, Torkayesh and Chatterjee (2020) carried out a study on an integrated decision-making model for supplier evaluation in public healthcare system. The research was conducted at a public

hospital in Andalucía using interviews. The research found out that public hospitals in Spain get their products and services from many suppliers which they rank from most preferred to the least preferred supplier. In order to make a final selection of the best alternative supplier, a comparison of the ranking results which is done is their supplier selection method. The research highlighted that public sector dominates in Spain as public procurement became one of the vital market-based policy approach for smart, sustainable and modern growth. Nevertheless, Yazdani et al (2020)'s research focused more on one public hospital in Spain. It gives a shallow investigation about the operations of other public as well as private hospitals contributions in the health sector. These gaps reignite the researcher's enthusiasm to try and review the contribution and procurement processes of private hospital in Spanish health sector. On the other hand, research was conducted in a developed country but this research is meant to be done in a developing country of Zimbabwe.

2.2.2 Mafalda Prazeres (2018)

Mafalda Prazeres (2018) carried out research in Lisbon, a city of Portugal on Multicriteria decision support method (MCDA) approach for the supplier selection in the healthcare units in Portugal. The research found out that government plays a big role in the operations of hospitals as the healthcare sector is dominated by public hospital. They discovered that the purchase of equipment and medicines involves the opening of a tender on digital platform with the specifications required. The requirements set out in the tender specifications are dictated by professionals who work directly with the equipment such as medical service directors, coordinating technicians Service of Facility and Equipment professionals. Prazeres (2018) added that their supplier selection and the initiative to purchase or replace equipment is a political-administrative decision of the health service provider which ends with the opening of a public tender for suppliers in the sector. Multicriteria decision support methods (MCDA) appear as a branch of operational research, whose purpose is to support the resolution of issues associated with decision making and taking into account several criteria in selection of suppliers. Activeness of government in sponsoring and controlling supplier selection processes in Portugal gives public hospital monopoly over the private sector. Prazeres's research has been successful exposing the dominance of the public sector in the healthcare system of Portugal. The research failed to apparently give details about operations of the private hospital and their contributions to healthcare system of this country. Resultantly, this study looks to also unveil the contributions of private hospitals. This research also seeks to give

comparative account of supplier selection processes between public and private health sectors in Zimbabwe.

2.2.3 Gimenez, Prior, and Keith (2020)

Research on the effects of strategic alliances on hospital efficiency and capacity utilization was conducted in Mexico, a developing nation, by Gimenez, Prior, and Keith (2020). They discovered that private hospitals in Mexico made excellent use of a golden opportunity to enter the healthcare market, aiming to replace the public sector's inefficiencies and the lack of prompt medical care with high-quality standards. According to the report, private hospitals in Mexico are managing their resources more effectively and providing prompt patient care. Gimenez, Prior and Keith (2020) found out that in an effort to integrate operations with the provision of high-quality services, private institutions in Mexico established the "strategic Alliances" organization (SA). According to the research, activities covered by the Strategic Alliances (SA) include supplier-buyer partnerships, proper supplier selection, outsourcing agreements, technical cooperation, cooperative research initiatives, shared product development, shared arrangements, common distribution agreements, cross-selling arrangements and franchising. The member institutions of the strategic alliance are independent and self-governing. As a result, private institutions' "Strategic Alliances" selects its suppliers in accordance with its overarching goal of providing the greatest services in healthcare industry. In addition, Gimenez, Prior and Keith (2020) gave statistics provided by the Organization for Economic and Development (OECD) which indicate that 70% of hospitals in Mexico are private, despite large investments being made in public infrastructure between 2003 and 2013. The study also found that during the same period, the number of beds in privately owned hospitals climbed by 10% while those in public hospitals increased by 6%. This demonstrates how their procurement mechanism for private hospitals is committed to assist in the provision of high-quality services. Notwithstanding the fact that the study was carried out in a developing nation and that private hospitals are expanding quickly, much as in Zimbabwe. This study is intended to look into the reasons behind the rapid growth of private hospitals in our nation to determine the effect of supplier in all health sectors.

2.2.4 Ferrera, Garcia, Lau-Cortés, Polo (2021)

Ferrera, Garcia, Lau-Cortés, Polo (2021) carried out their study in Panama, a Latin American nation and is still a developing country. Their research focuses on the study of the health sector in Panama, where they found out that volume of budgetary resources allocated to the public healthcare has experienced strong growth in recent years (almost doubling in size between 2005 and 2015, whereas population only increased by 20% in the same period). Public hospitals are more efficient as compared private healthcare centers. This increase in spending has been mainly due to the growth in salaries of healthcare personnel, the creation of new health facilities, and the large increase in budget allocations for medicines and, medical and surgical equipment. One of the most characteristic features of the public health structure in this country is its dual nature, that is, there are two parallel financing systems or management schemes that coexist and provide health care services to the population. Financial systems include the Social Security Fund (SSF) and the Ministry of Health (MoH). These systems control the supplier selection process that guarantees coverage for the poor and those in the informal labor market. In the supplier selection, public healthcare systems ensures that the budgeted funds are directed to qualified suppliers thriving in their operations.

The health system of the country is organized according to the degree of complexity of the services provided, distinguishing three basic levels of care. The first one is mainly composed of different typologies of primary care centers; the second level includes area and regional hospitals; and the third level is formed by national hospitals and national and supra-regional hospitals as well as several specialized hospitals on mental health, rehabilitation, and oncology. Nevertheless, the situation in Panama is completely different to Zimbabwe in that Panama public sector enjoys monopoly over private healthcare providers. This research can negotiate to proceed with this research because private sector in Zimbabwe is active and are rapidly growing.

2.2.5 Makinde, Sule, Oyankogbe, and Boone (2018)

Makinde, Sule, Oyankogbe, and Boone (2018) conducted their study in the southwest Nigerian city of Ibadan. The study compared private and state hospitals in Nigeria, focusing on the distribution of health facilities in the country. According to the study, 67% of healthcare facilities are held by the government, compared to 33% by private companies. This indicates that the majority of healthcare institutions in Nigeria are run by the state. According to Makinde et al. (2018), because government-owned hospitals are supported by Health Maintenance Organizations

(HMOs) and the National Health Insurance Scheme (NHIS), their procurement systems are better than those of privately owned facilities. The procurement procedure is made easier by the availability of necessary finances, as suppliers contend to win public hospitals' and clinics' tenders. As a result, government-owned healthcare facilities outperform private ones since they draw in competent and skilled suppliers.

Nonetheless, their research suggests that a combination of public and private healthcare facilities should be used to address the quality and choice concerns of various patient categories. In their study of Ibadan's civil servants, those who used public health facilities were more likely to be satisfied with the cost of care, while those who used private health care facilities reported much better quality in terms of waiting times and equipment. Studies indicated that both public and private health facilities' services needed to be improved. Makinde, Sule, Oyankogbe and Boone's main focus was whether or not the Nigerian government controls the health industry. Their research did not provide us with information on supplier selection tactics employed by Nigerian health sector players that could have a quelling effect on the other. This provides the researcher with flexibility to conduct this study in order to understand the procedures used in Zimbabwe's public and private hospitals in supplier selection.

2.2.6 Modisakeng, Matlala, Godman & Meyer (2020)

Modisakeng, Matlala, Godman & Meyer (2020) carried out a research on Medicine shortages and challenges with the procurement process among public sector hospitals in South Africa. According to the research, there are two tiers to South Africa's healthcare system namely the public and private sectors. Twenty percent of South Africans receive their healthcare from the private sector, which is financed by medical insurance and Eighty percent of South African population are supported by the public healthcare system. Modisakeng et al (2020) advocated that progress to achieving South Africa's national health goals would be enhanced by improving government capacity to interact with the private sector in areas such as procurement, contracting and performance management. According to the research, the private healthcare sector's procurement mechanism seems to be superior to the public sector's. According to Modisakeng et al (2020), the private sector contributes to the development of novel applications of technology including new diagnostics and mobile phones as well as advances in the provisions of services but these requires a tight, open connection with the public sector and the government. Modisakeng, Matlala, Godman

& Meyer (2020) gave reasons why procurement system in South Africa's Public sector health is underperforming as compared to private sector. Orders for the public sector are distributed more than 21 days after the scheduled delivery date. They added that suppliers occasionally fail to deliver orders in full or in the appropriate quantities. Researchers' participants noted that tenders were occasionally awarded to businesses that lacked the resources to complete the job, which has significant effects on hospital patient care.

The other cause of the drug scarcity in public hospitals is the government's failure to pay suppliers for the services rendered. Nevertheless, the reason why the public healthcare system is failing and the private sector only provides care for 20% of the population was not investigated in their study. Advocates of the public-private sector relationship highlight concerns about the private sector's ability to repair the performance gap left by the underperforming public sector. Therefore, since South Africa is Zimbabwe's neighbor there is need to investigate whether our country is in the same situation or not.

2.2.7 Mhazo, Maponga and Mossialos (2023)

Mhazo, Maponga and Mossialos (2023) researched on Equality and private health insurance in Zimbabwe. They discovered that the public and private sources including municipalities and the ministry of finance, jointly fund Zimbabwe's health system. Donors, families, businesses, and nonprofits are examples of private financing sources. Nevertheless, with little capital investment, the majority of these funds go into salaries and other employee-related expenses. This suggests that insufficient funding is available for public hospitals' core operations such as procurement processes. Public health is greatly compromised leading poor health service delivery in public institutions. Mhazo et al (2023) also stated that globally, Zimbabwe has one of the highest rates of private health insurance expenditure as a share of total health expenditures. More than 80% of private health insurance expenditure are directed to private sector doctors, pharmacies, hospitals and providers of ancillary medical services. This showed how much resourced the private healthcare sector in Zimbabwe is, as compared to government-controlled healthcare systems. Thus, this promotes innovation and efficiency in the procurement procedures that guarantee the supply and availability of medications, medical supplies, and high-quality services in the private healthcare industry. However, the study's findings generalized data regarding both governmental and private sector operations. The purpose of this study is to provide concrete steps that the private

healthcare industry has done to support their explosive expansion and growth within Zimbabwe's healthcare system.

2.3 Chapter summary

This chapter provides an exhaustive review of the theoretical and empirical literature pertinent to this investigation. The theoretical framework elucidates relevant theories and explores the interconnections between the core themes of this study. Furthermore, it presents empirical evidence comprising the findings of other researchers in related fields, which unequivocally demonstrates that supplier selection plays a pivotal role in shaping an organization's overall performance. The literature review highlights that careful selection of reliable and efficient suppliers can enhance operational efficiency, improve product and service quality, reduce costs, and mitigate risks. Effective supplier selection can also have a direct impact on an organization's profitability through cost reduction, revenue enhancement, optimized inventory management, and enhanced efficiency. Several key factors influence supplier selection decisions, including quality, cost, delivery performance, financial stability, and ethical and sustainability considerations. By carefully considering these factors and implementing effective supplier selection strategies, organizations can significantly enhance their organizational performance, improve customer satisfaction, and achieve long-term sustainability. The review of literature has provided a solid foundation for this study, which aims to investigate the impact of supplier selection on the financial performance of private hospitals in Zimbabwe, with a specific focus on Baines Avenues Clinic. The subsequent chapter will delve into the research methodology, encompassing the research design, data collection strategies, data presentation techniques, and data analysis methods. As the researcher, I believe that this study will contribute to the existing body of knowledge on supplier selection and its impact on organizational performance. The findings of this study will provide valuable insights for healthcare policymakers, practitioners, and researchers, and highlight the importance of effective supplier selection in ensuring the delivery of high-quality healthcare services.

CHAPTER 3

METHODOLOGY

3. Introduction

The previous chapter focused on a theoretical and empirical literature review, which showed that there was always a battle in different countries between private and public healthcare sectors. This chapter intended to give a roadmap on how the research was carried out, as it was composed of research design, targeted population, and research techniques. This section unveiled all the methods and techniques that were used by the researcher in November 2024 in trying to gather the necessary information needed to achieve research objectives. The theoretical and empirical literature analysis examined in the previous chapter demonstrated that the private healthcare sectors were constantly at odds with one another in many nations. This chapter, which covered research design, targeted population, and research methodology, aimed to provide a road map for conducting the study. This chapter outlined all of the techniques the researcher used in an effort to obtain the data required to meet the intended research result.

3.1 Research Design

According to Kumar (2012), research design comprised a set of methods, structures, techniques, employed to gather data for a study. In this study, the researcher used a qualitative research approach to gather data. The researcher employed qualitative research. According to Burns and Burns (2008:19), qualitative research "captured expressive information not conveyed in quantitative data about perceptions, needs, feelings, and motivation that underlie behavior at an individual level". Because gestures were crucial for communicating feelings and emotions, the qualitative research approach enabled the researcher to occasionally interpret meanings through them. Additionally, by having direct contact with the participants in the field, qualitative research enabled the researcher to delve deeper into what was actually happening in the health sector. To assess and comprehend people's viewpoints, experiences, attitudes, interactions, and behavior, qualitative research methodologies were applied. It generated non-numerical data, such as

responses and observations from participants or respondents regarding the procedures used by public and private hospitals in selecting suppliers.

3.2 Target population

Kinnear and Taylor (2006) define the target population as the total set of people or objects about whom a researcher wishes to make inferences from their research study. Majid (2018) contended that as it is frequently inappropriate or impractical to recruit the complete population, the target population was selected as a representative from the population of interest at Baines Avenue Clinic. As a result, the researcher recruited a sample from the population of interest to include in this study.

Department	Number of Response
Operations	5
Finance	5
Administration	5
Transport and logistics	5
Procurement	5
Total	25

As indicated in the above table, there were a total of 25 persons in the research's target demographic. Operations took part since they provided information on equipment and 5 respondents were targeted. 5 respondents from the finance department were the target population for this study, which sought to determine if hospitals have sufficient funding to sustain the procurement practices used in private hospitals. Since administration is essential to all hospital operations and has information that is helpful to this study, they were also important to the research and 5 respondents from admin were targeted. The study included 5 respondents from the procurement department and 5 respondents from the transportation and logistics departments. Numerous responses from the procurement department indicated that this was an important subject to consider. In order to obtain more and essential data, a large number of procurement strata was placed.

3.3 Sampling

Majid (2018) defined sampling as the process of selecting a statistically representative sample of individuals from the population of interest. The representative sample is then known as the sample size. According to Creswell (2014), Sample size is the number of observations or participants in a study or survey.

3.3.1 Sampling technique

The researcher intended to employ quota sampling, a non-probability sampling technique (Bhardwaj (2019) stated that in quota sampling, participants were selected based on certain attributes or characteristics that the researcher had identified. She continued by saying that these particular qualities operated as a quota for choosing sample members and that the number of participants was drawn from each group in a well-planned manner. The researcher chose quota sampling to have representatives from each group as they were categorized in accordance with their positions and responsibilities (as shown in table 3:1 above). The researcher placed respondents in quotas like Operations, Finance, Administrations, Transport and Logistics, and procurement. Participants were classified based on their roles and responsibilities (as indicated in table 3:1 above), and the researcher decided to use quota sampling to include individuals from each category. Respondents were grouped by the researcher into quotas related to procurement, transport and logistics, finance, operations, and administration.

3.4 Research instruments

A research instrument is any tool that can be used to collect, measure, and analyze data relevant to the research topic (Discover PhDs 2020 in Matendere 2023). The research results were gathered from both primary and secondary sources of data.

3.4.1 Primary sources of data

Primary data is "a first-hand information and eyewitness account of event," (Bolner and Poirier 1996:446), which means that the researcher gathers the data from a fresh, original source. Wilson (2010:135) states that during primary data collection, the researcher gathers information on their own utilizing a variety of instruments, including questionnaires, observations, and interviews. To gather primary data, the researcher employed questionnaires and interviews.

a) Interview guide

Armstrong (2009:182) asserts that interviews are crucial data collection techniques because they reveal people's thoughts and sentiments regarding particular topics. Interviews can benefit from the interviewer wants to know (Opdenakker 2006).

According to Gilbert (2001:88), there must be some kind of written guide to help in interview questioning. This guide can include both pre-coded and open-ended questions. In order to get more crucial data, the research employed semi-structured interviews with open-ended questions. This allowed for the asking of further questions based on the people's responses. The researcher also delved deeper into the responses that participants provide by using open-ended interviewing techniques.

b) Questionnaires

The researcher used self-administered questionnaires with open-ended questions. Self-administered questionnaires needed the presence of the researcher thereby enabling queries and uncertainties to be addressed immediately with the questionnaire design (Chikoko and Mhloyi 1995 in Ndlovu et al 2015). The researcher again used open-ended questions to allow respondents to express themselves in terms of their feelings and insights about the question. The advantage of using questionnaires in research is that it is quicker than conducting interviews, and therefore, large number of participants are given questionnaires.

3.4.2 Secondary sources of data

According to Opdenakker (2006), secondary data is information that has previously been published and is easily accessible from other data sources. Secondary data is easily accessible and useful for the duration of the study. To obtain secondary data, the researcher may consult print and electronic media, journals, theses, reports, hospitals handbooks, and the internet.

3.5 Data collection procedure

In order to reach a larger number of participants both at work and outside the office, in November of 2024, the researcher used both questionnaires and interviews. Administrators and a small

number of respondents from the procurement department were interviewed. Phone interviews were another way that interviews were performed with respondents who were not always available at work. However, while questionnaires are quicker, they are meant for a larger portion of the target population. Operations, transportation and logistics, finance, and a few responses from procurement were the target audiences for the questionnaires. It is possible to send questionnaires by email to managers.

3.6 Data presentation and analysis

The researcher analyzed the data using thematic methodology. Finding themes that stand out as crucial to explaining the phenomenon is known as thematic analysis (Daly, Kellehear, and Gliksman 1997). The design of themes for data analysis and presentation aligned with the goals of the study. In order to further evaluate the data, the researcher first became familiar with it and then compared the research findings with the body of literature that already existed regarding the impact of supplier selection on hospitals' performance. In order to identify themes pertinent to the study's goals, the researcher used an interview guide when posing questions and took notes that may be examined and compared to the responses on questionnaires. In order to guarantee the validity and reliability of the questionnaire responses, they were further categorized into topics or themes. Collected data from various participants was grouped and synthesized to come up with a critical analysis of the findings. The researcher then used descriptive summaries or narrations to present and analyze qualitative data.

3.7 Validity and reliability of the research

According to Le Comble and Goetz (1982:32), validity in research is concerned with the veracity and accuracy of scientific findings. Brink (1993:1) stated that a valid study should show what is truly there, and a valid instrument or measure should really measure what it is intended to measure. The ability of the investigators to gather and record information accurately, as well as the consistency, stability, and repeatability of the informant's stories, are all factors that contribute to reliability (Seltiz et al 1976:182).

The researcher employed thematic analysis, which groups data from several respondents into themes and ignores data that appears just once, to make sure the research is credible and valid.

Repeatedly occurring data from various participants lends authenticity and validity to the study findings. The research test and control data analysis method (re-test) where one questionnaire is given to head of department of each research quota namely operations, finance, administration, transport and logistics and procurement department. Then, comparing the results obtained with other respondents' and researchers adds on the reliability of the study results.

3.8 Ethical considerations

Ethical considerations were deemed paramount when collecting data from various participants. As Greener (2008) noted, ethics encompasses moral considerations that influence norms, behavior, and decisions. To ensure ethical conduct, the researcher obtained permission from the clinic before commencing the research. Additionally, strict measures were implemented to safeguard confidential information, disclosing it only to authorized individuals. Informed consent was prioritized, ensuring participants were fully aware of the research's purpose, potential risks, and benefits. Furthermore, only gathered information was presented in the research, avoiding exaggerations or fabricated data.

3.9 Chapter summary

This chapter reviewed the research design, target population, sampling techniques as well as research instrument. The researcher employs qualitative research approach and a target population of 60. The study uses quota sampling technique that categorizes respondents in accordance to their roles and responsibilities. Both secondary and primary data was used and research instruments included interviews and questionnaires. The next chapter will present details of the research findings.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4 Introduction

The previous chapter reviewed the research methodology used in this study. The chapter thus, analyzed the research design, sampling methods and research techniques. The previous chapter also discussed the validity and reliability of the research, data analysis methods as well as ethical aspects of the study. This chapter focuses on data presentation, analysis and discussion using thematic data analysis methods where relevant themes are created and data is categorized accordingly, to answer study's objectives.

4.1 Response rate

To comprehensively assess the effects of supplier selection on service delivery at Baines Avenues Clinic, a mixed-methods approach was employed, utilizing both questionnaires and interviews. This allowed for the collection of standardized data across key variables related to supplier selection and service delivery performance. The questionnaires were designed to gather data from a broad range of participants, including procurement officers, operations and logistics. Additionally, in-depth interviews were conducted with senior administrators and decision-makers to capture qualitative insights and nuanced perspectives that may not be fully represented in the questionnaire responses.

Table 4. 1: Questionnaire response rate

Questionnaire response rate		
	N	%
	25	53.2%
admin	3	6.4%
finance	4	8.5%
Operations	5	10.6%
procurement	5	10.6%

transport	5	10.6%
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Source: Primary data

The table above shows that 25 questionnaires were distributed and 22 of them were completed thereby successfully marking an overall percentage response rate of 88%. Operations and transport quotas were given 5 each and all of them were completed yielding 100% response rate each. 4 out of 5 questionnaires given to finance were completed reaping 80% response rate. Only 3 of 5 questionnaires directed to Administration were completed thereby contributing 60% response rate. Procurement received 5 questionnaires and all were completed marking 100% response rate. As the researcher, I think that the high response rate achieved in this study, particularly from the Operations, Transport, and Procurement quotas, indicates a strong willingness among respondents to participate and share their insights. The lower response rate from the Administration quota may suggest that this group was less engaged or less accessible during the data collection process. Overall, I believe that the data collected provides a reliable and representative snapshot of the supplier selection processes in private hospitals in Zimbabwe.

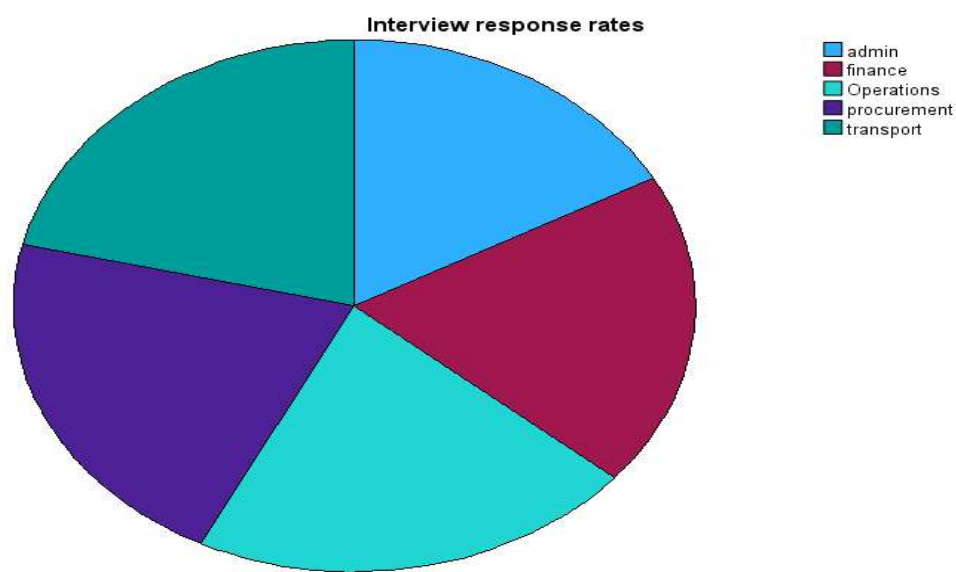
Table 4. 2: Interview response rate

Interview response rates		
	N	%
	22	46.8%
admin	5	10.6%
finance	5	10.6%
Operations	5	10.6%
procurement	5	10.6%
transport	5	10.6%

Table 4.2 shows that interview recorded a 46.8% from 100% response rate though the method was costly. Some participants were interviewed through phone calls. Number of participants from both questionnaires and interviews became 47 out of 50 contributing 94% response rate. The number of target participants who did not partake in the research contributed 6% of target population as shown in Figure 4.1 below.

Figure 4. 1: Overall response rate

Interview response rates					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	admin	8	17.0	17.0	17.0
	finance	9	19.1	19.1	36.2
	Operations	10	21.3	21.3	57.4
	procurement	10	21.3	21.3	78.7
	transport	10	21.3	21.3	100.0
	Total	47	100.0	100.0	



Source: Primary data

4.2 Demographics

The demographic scope of this research encompasses a detailed and comparative analysis of Baines Avenues Clinic, a prominent private healthcare facility. The demographic profile includes

variables such as the gender, educational level, age, and the range of services offered. This comprehensive approach ensures that the study captures a wide array of perspectives and experiences, providing valuable insights into how supplier selection practices influence healthcare service delivery in both public and private contexts within Zimbabwe.

Table 4. 3: Gender, education qualification, Age

		Count	Column N %	Mean	Range	Standard Deviation
gender	females	27	57.4%			
	male	20	42.6%			
level of education	a level	2	4.3%			
	degree	29	61.7%			
	Diploma	8	17.0%			
	masters	6	12.8%			
	undergra d	2	4.3%			
age				35	43	10

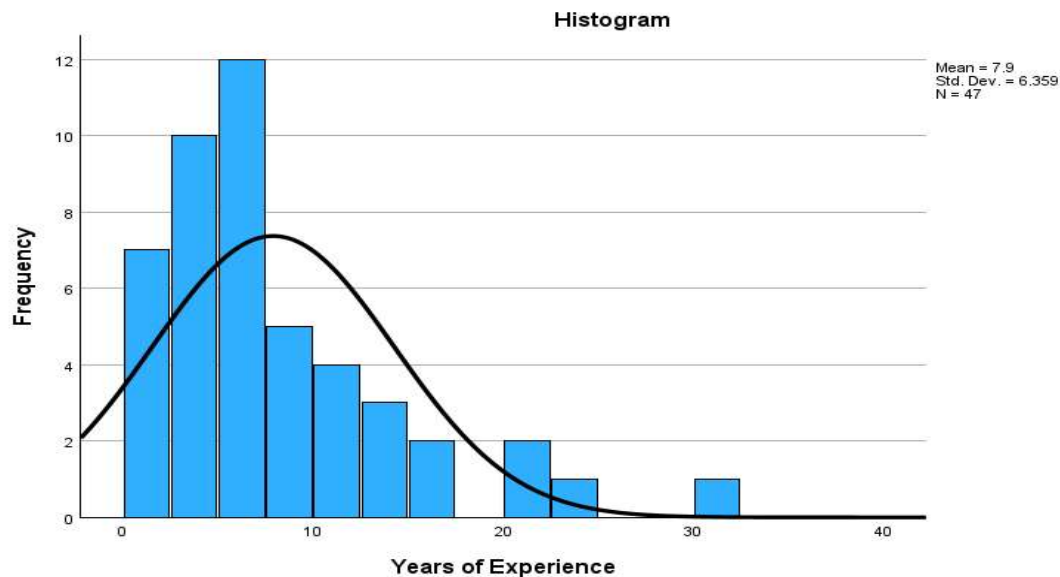
Source: Primary data

Table 4.3 above shows that women dominate the healthcare sector as 57.4% of the total number of research participants. Men occupied 42.6% proportion of the overall research participants. The fact that Zimbabwe improved its score on achieving gender parity from position 76 in 2006 to position 47 in 2020 out of 153 nations is evidence of the growing representation of women in management (World Economic Forum, 2020). According to Rotenstein (2018), women comprising 80% of the healthcare workforce though they are lower ranked.

Table 4.3 also details of the level of education of respondents. 4.3% respondents have O or A level certificates whilst undergraduates and diploma holders totaled to 17.0% . 61.7% of the participants hold degrees in different disciplines and only 12.8 have masters. However, the research was impressed because the research was dominated with degreed participants who have knowledge to give necessary data. Lastly the table have age details of the respondents had an age average of 35 years with a range of 43.

Figure 4. 2: Years of service

Respondents' years of service provides critical insights into the experience and tenure of the individuals participating in this study. By categorizing respondents based on their years of service, the study aims to understand how tenure and experience influence perspectives on supplier selection practices and their impact on service delivery outcomes. This demographic variable includes a range of categories, from those who are relatively new to their roles with less than ten years of service, to seasoned professionals with over twenty years of experience.



Source: Primary data

Figure 4.3 above showed that 41% of respondents had worked for 10 years and below. 30% of the respondents had worked for the period between 11 and 15 years. 17% of the respondents had worked for a period between 16 and 20 years. Lastly, 12% of the participants had working experience of 21 years.

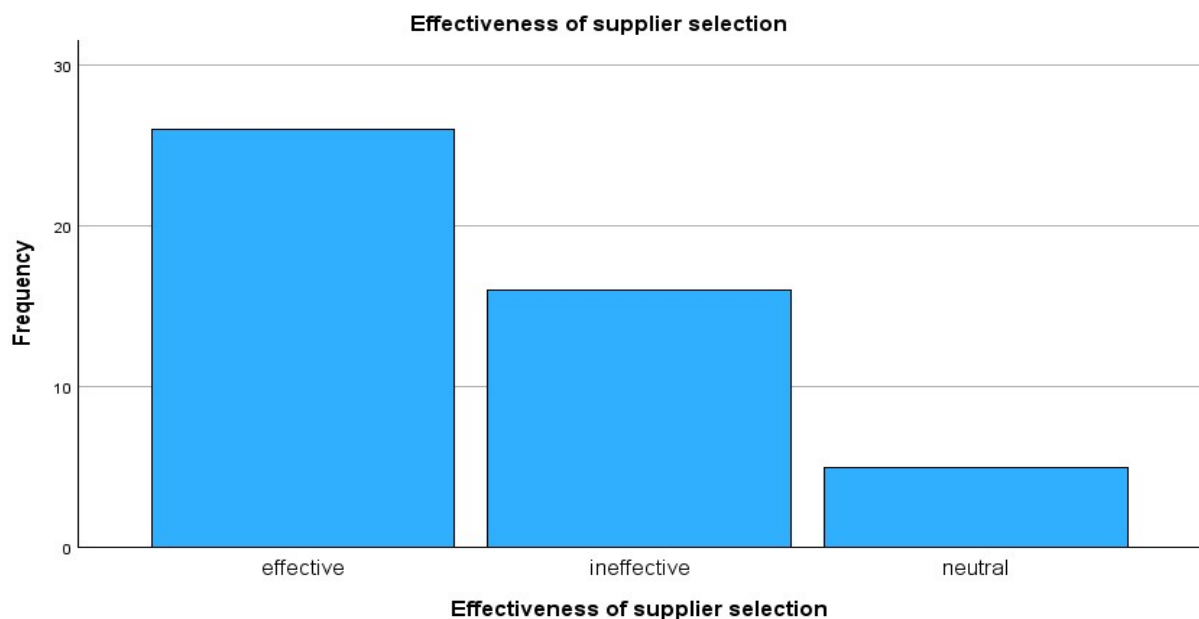
As the researcher, I think that the data suggests that the majority of respondents (71%) have relatively short to moderate work experience, having worked for 15 years or less. This could imply that the respondents may not have had extensive exposure to various supplier selection processes, which could be a limitation of the study. However, it could also suggest that the respondents are relatively up-to-date with modern practices and procedures in the healthcare sector..

4.3 Contribution of supplier selection on Organizational performance of hospitals.

The main objective of this study is to examine the effects of supplier selection on Organizational performance of Baines Avenues Clinic. The data collected is illustrated below:

Figure 4.3 Effectiveness of Supplier Selection

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	effective	26	55.3	55.3	55.3
	ineffective	16	34.0	34.0	89.4
	neutral	5	10.6	10.6	100.0
	Total	47	100.0	100.0	



Source: Primary data

Figure 4.3 above depicted that 55.3% of clinic respondents agreed that their supplier selection processes were effective. In contrast, 34% of the participants from the clinic shared the same view that supplier selection processes were ineffective. Meanwhile, 10.6% of participants from the health Centre remained neutral. The results indicate a mixed perception among clinic respondents regarding the effectiveness of their supplier selection processes. While more than half of the respondents believed that their processes were effective, a significant proportion (34%) disagreed, suggesting that there may be room for improvement..

4.4 The effects of supplier selection on hospitals' Profitability

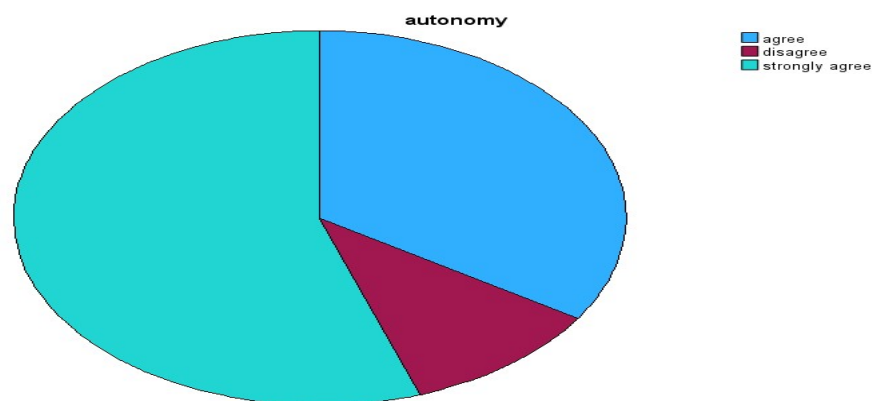
The other objective of this research was to examine the effects of supplier selection on profitability in Baines Avenue Clinic. This process involves evaluating potential suppliers on various criteria, including quality, cost, reliability, and compliance with regulatory standards. By meticulously selecting suppliers, hospitals can secure high-quality materials, manage costs efficiently, mitigate risks, and enhance overall profitability. There is need to assess autonomy of the procurement department, their supplier selection qualities and the overall level of service delivery the Clinic.

4. 5: Procurement department is independent in its operations and decision making.

Fig 4.4 below shows weather the procurement professionals are independent to carry out supplier selections effectively. Independence of supplier selection indicates the who to blame for poor service delivery or the one to give credit for positive supplier selection and service delivery.

FIGURE 4.4 Autonomy

		autonomy			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	16	34.0	34.0	34.0
	disagree	5	10.6	10.6	44.7
	strongly agree	26	55.3	55.3	100.0
	Total	47	100.0	100.0	



Source: Primary data

Figure 4.4 above shows autonomy of procurement department in carrying out supplier selection activities. 34% of private hospital participants agreed that procurement officials are free to conduct supplier selection processes. 55.3% of respondents strongly agreed that procurement conduct supplier selection on their own. On the other hand, only 10.6% of participants disagree to the fact that their procurement team has an autonomy to conduct supplier selection. 0% of respondents from private hospital strongly disagree to the fact that procurement team conducts supplier selection on their own.

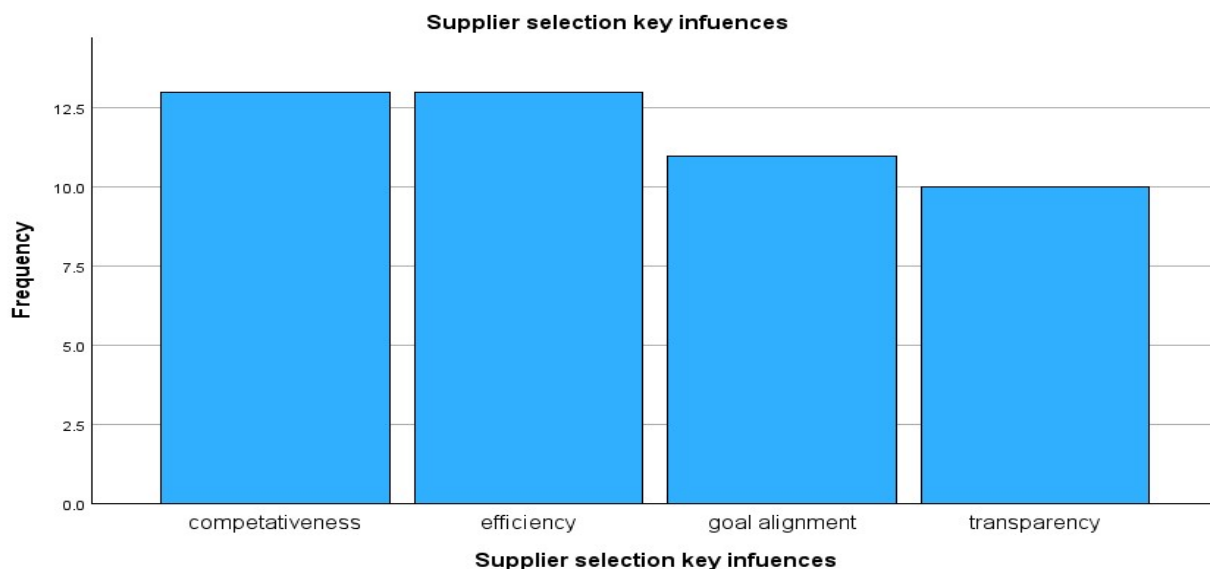
Statistics above shows that in private hospitals procurement are conducting supplier selection on their own and they are reaping its rewards through improving service delivery, availability of equipment and medicines.

4. 6: Key factors influencing Supplier selection decisions at Baines Avenues Clinic

Description of supplier selection Influencing factors shows how effective supply chain processes are being carried out at Baines Avenues Clinic. The results indicate the correlational impact of supplier selection on profitability at the Clinic.

Figure 4.5 Supplier selection key influences

Supplier selection key influences					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	competativeness	13	27.7	27.7	27.7
	efficiency	13	27.7	27.7	55.3
	goal alignment	11	23.4	23.4	78.7
	transparency	10	21.3	21.3	100.0
	Total	47	100.0	100.0	



Source: Primary data

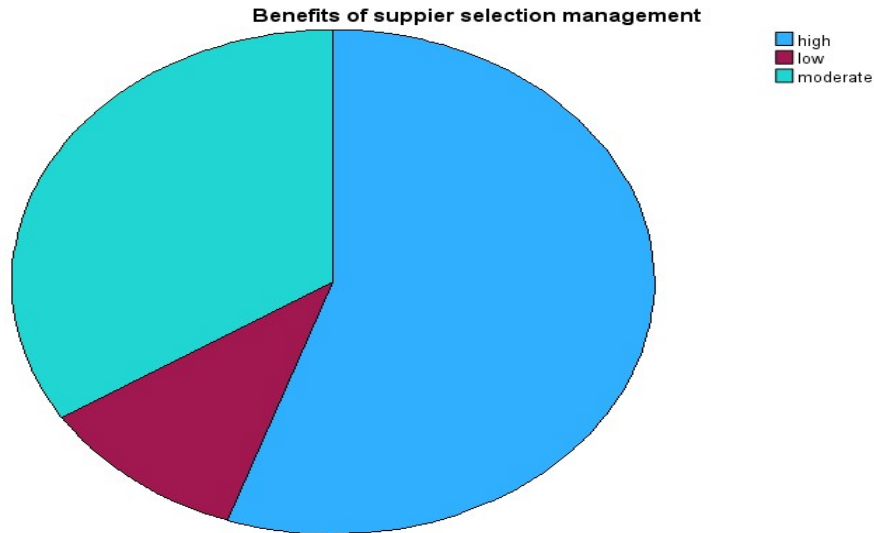
Figure 4.5 above shows how respondents value and describe their supplier selection Key Influences. Numbers shown on the graph above apparently indicate that supplier selection in the private sector is being conducted serious as 27.7% of respondents says that it is efficient, 27.7% agreed that it is competitive, 21.3% is contended that it is transparent and 23.4% supporting that it is goal aligned. Respondents' views shows that procurement team is on the driving seat that determines success of the private healthcare in Zimbabwe.

4. 7: Overall benefits of supplier selection management

Benefits illustrated in the graph below are an outcome of key factors influencing supplier selection shown in Fig 4.5 above. Fig 4.6 shows the outcome of supplier selection at Baines Avenues Clinic

Figure 4.6 Benefits of supplier selection management

Benefits of supplier selection management					
		Freque ncy	Percent	Valid Percent	Cumulative Percent
Valid	high	26	55.3	55.3	55.3
	low	5	10.6	10.6	66.0
	moderate	16	34.0	34.0	100.0
	Total	47	100.0	100.0	



Source: Primary data

Figure 4.6 above shows how respondents would value the benefits of supplier Selection Management at Baines Avenues Clinic. 55.3% of Baines Avenues Clinic respondents said that the benefits of supplier selection are high. 44% of the respondents mentioned that the benefits are moderate and 10.6% indicated that the benefits are low.

4.8 The current state of service delivery in private hospitals in Zimbabwe.

The last objective of this research was to analyze the current state of service delivery in private hospitals in Zimbabwe. This aims to, examine how their approaches to supplier selection impact their operational efficiency, service quality, and overall patient outcomes.

4.9 Is the hospital attracting high profile suppliers.

The ability of a hospital to attract suppliers enables it to engage in supplier selection. When hospitals Succeeds to attract a large pool of high-profile supplier, it becomes easy to engage in supplier selection. However, failing to attract more suppliers limits the need to select suppliers. Therefore, the graph below shows whether Baines Avenue Clinic is able to attract high profile suppliers that can help in boosting service delivery.

Figure 4.8 Attracting high profile clients

attracting high profile clients

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	18	38.3	38.3	38.3
	disagree	9	19.1	19.1	57.4
	strongly agree	9	19.1	19.1	76.6
	strongly disagree	11	23.4	23.4	100.0
	Total	47	100.0	100.0	

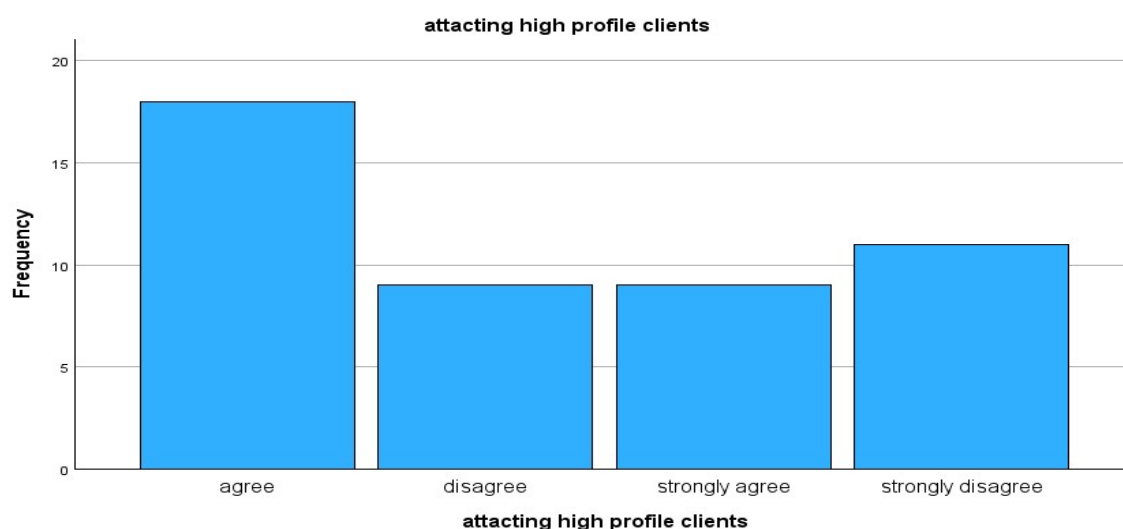


Figure 4.7 above views of respondents on whether hospitals are attracting high profile suppliers or not. Baines Avenues Clinic recorded 38.3% of respondents agreeing. 19.1% of Baines Avenue Clinic respondents strongly agree that they attract qualified suppliers. 19.1% of Baines Avenues Clinic participants disagree as well. 23.4% strongly disagree. This marks the fact that private hospitals are better attracting high profile suppliers.

Table 4. 4: Factors affecting effective supplier selection at Baines Avenues Clinic.

Factors affecting effective supplier selection		
	N	%
Beuracracy	11	23.4%
funding	11	23.4%

Government policies	4	8.5%
inflation	14	29.8%
techonology	7	14.9%

Source: primary data

According to the aforementioned data, only 23.4% of respondents, affirmed that Baines Avenues Clinic is facing funding challenges. 23.4% of the participants mentioned that there is bureaucracy in Baines Avenues Clinic. Implying that there is a tall structure affecting supplier selection. 8.5% of respondents from Baines Avenues Clinic said that government policies are somehow affecting their procurement activities including supplier selection. 29.8 agree that inflation is affecting supply chain activities including supplier selection at Baines Avenues Clinic. Supplier selection at Baines Avenues Clinic has only 14.9% of respondents agreeing that outdated technology is affecting supplier selection activities.

4.10 Chapter summary

The current chapter presents the findings of the study, which were analyzed using Statistical Package for Social Sciences (SPSS) version 25 and NVivo 15. The data was collected through a mixed-methods approach, combining both quantitative and qualitative methods. Quota sampling was employed to select participants, who were grouped into different categories based on their roles and responsibilities. Thematic analysis, facilitated by NVivo 15, was used to categorize and analyze the qualitative data. The quantitative data was analyzed using descriptive statistics and inferential statistics, as appropriate. The results are presented in various formats, including tables, figures, pie charts, and bar graphs, to facilitate a comprehensive understanding of the findings. The next and final chapter will provide a summary of the key findings, conclusions, recommendations, and areas for further studies

CHAPTER FIVE

5. Introduction

The previous chapter presented, analyzed and discussed data collected from respondents using different data collection methods. Data was categorized into various themes based on the grouping of similar views expressed by respondents. The presentation of research data was enriched through the utilization of visual aids such as pie charts, line graphs, and bar graphs. These graphical representations helped to effectively convey the findings and enhance the understanding of the research outcomes.

This chapter serves as the culmination of the research, providing conclusive remarks and a summary based on the findings. It also emphasizes recommendations regarding the impact of supplier selection on the performance of hospitals and other health institutions worldwide. These recommendations aim to provide actionable insights for decision-makers and stakeholders to optimize supplier selection processes, thereby enhancing the overall performance and efficiency of healthcare facilities globally

5.1 Summary of key findings

The main objective of this study was to examine the effects of supplier selection on the organizational Performance of Baines Avenues Clinic.

Firstly, The findings of this study revealed that budgetary constraints were a significant challenge facing private hospitals in their supplier selection and management processes. Specifically, 60% of respondents cited inadequate funding as a major obstacle to acquiring high-quality medical supplies and equipment. Furthermore, the study found that hospitals with limited financial resources often compromised on the quality of goods and services, which ultimately affected their service delivery and revenue turnover.

Secondly, The findings of this study revealed that Baines Avenues Clinic faces challenges in its supplier selection and management processes, including limited access to procurement best practices. Observations showed that the clinic's procurement processes were not well-integrated with other private healthcare facilities, resulting in missed opportunities for

knowledge sharing and collaboration. Furthermore, the study found that the clinic's procurement team lacked exposure to private sector expertise, which hindered their ability to adopt best practices in supplier selection and management.

Thirdly, The findings of this study highlighted the absence of a robust monitoring and evaluation framework for supplier selection processes at Baines Avenues Clinic. The study revealed that the clinic's management lacked regular and systematic assessments of the performance of their supplier selection processes, which made it challenging to identify areas for improvement. Additionally, the study found that the clinic's procurement practices were not aligned with revenue outcomes, which hindered the clinic's ability to optimize its procurement processes and achieve its financial goals.

Lastly, The findings of this study revealed that centralized decision-making processes and inadequate departmental autonomy hindered the efficiency and effectiveness of supplier selection processes at Baines Avenues Clinic. The study showed that delays in decision-making and a lack of professional expertise in supplier selection resulted in suboptimal procurement outcomes. Furthermore, the study found that private hospitals in Zimbabwe, including Baines Avenues Clinic, faced significant challenges in optimizing their supplier selection practices, which negatively impacted their profitability margins and ultimately, the quality and accessibility of healthcare services in the country.

In light of these findings, it is evident that addressing the challenges associated with supplier selection is paramount for improving profitability in Zimbabwean hospitals, particularly in the private sector. Policy reforms aimed at streamlining procurement processes, enhancing transparency and allocating sufficient resources are essential steps towards achieving this goal.

5.3 Recommendations

The research would like to make recommendations based on the research findings. The suggestions include the following;

5.3.1 Allocate sufficient resources

Private Hospital's senior management should allocate sufficient financial resources to enable them to engage in strategic supplier selection and management. They can then acquire adequate

medical supplies and equipment to boost service delivery boost revenue turnovers. Adequate funding can help address budgetary constraints and enable hospitals to invest in high quality goods and services ultimately enhancing profits.

5.3.2 Promote partnerships amongst Private hospitals.

The researcher encourages collaboration and knowledge sharing between Baines Avenues Clinic and other private healthcare facilities to leverage the strengths of each other. Baines Avenues Clinic can benefit from private sector expertise in procurement best practices.

5.3.3 Monitor and evaluate performance

The clinic's management can establish mechanisms for monitoring and evaluating the performance of supplier selection processes and revenue outcomes on a regular basis. This can help identify areas for improvement, measure progress towards goals and ensure accountability in procurement practices.

5.3.4 Management autonomy

By empowering various departments with the autonomy to swiftly make independent decisions and conduct supplier selection in a more professional manner, Baines Avenues Clinic can operate more efficiently and effectively. By implementing these recommendations, private hospitals in Zimbabwe can optimize their supplier selection practices and improve their profitability Margins, ultimately contributing to the overall advancement of healthcare quality and accessibility in the country.

5.1 Conclusion

This study provides a comparative analysis of the effects of supplier selection on profitability on Private Hospitals in Zimbabwe. Specifically, the study focused on Baines Avenues Clinic. To achieve the set study objectives and answer the research questions, the study analyzed the current state of profitability at Baines Avenues Clinic. The study applied qualitative research methodology and collected data using questionnaires and in-depth interviews.

The findings indicated that supplier selection has significant effects on availability of medical supplies and equipment. The findings also indicated that Baines Avenues Clinic, a private healthcare facility, stands out for its exemplary revenue turnovers attributed to a well-aligned and efficient supplier selection strategy that ensures a steady supply of medical resources. The clinic's success in this regard is underpinned by streamlined procurement procedures, enhanced financial autonomy and the establishment of enduring relationships with top-tier suppliers known for quality products. This study highlights the critical and universal importance of effective supplier selection in private healthcare settings, specifically Baines Avenue Clinic.

5.4 Areas for further studies

Evaluation of the role of sustainability and social responsibility considerations in supplier selection and profitability. Analyze how hospitals incorporate environmental, social, and governance (ESG) criteria into supplier evaluation criteria and the impact on overall service quality and community well-being. Investigation on the influence of government procurement policies and regulations on supplier selection practices in private hospitals. Examine the effects of procurement laws, competitive bidding requirements, and preferential procurement policies on supplier diversity, cost effectiveness, and profitability outcomes.

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Makinde, O. A., Sule, A., Ay

APPENDIX 1: APPLICATION LETTERS FOR QUESTIONNAIRES AND INTERVIEWS



BINDURA UNIVERSITY OF SCIENCE EDUCATION

Promoting science education for human development

FACULTY OF COMMERCE

I am Tanatswa Rupende, a student at Bindura University of Science Education. As part of my degree in Purchasing and Supply, I am conducting a research study on The impact of supplier Selection on Organizational Performance at Baines Avenue Clinic.

Please note that this questionnaire is strictly for academic purposes and your responses will be kept confidential. The information you provide will only be used for this research and will not be published. The study aims to provide valuable insights for improving procurement strategies in the future. Bindura University guarantees that your information will not be misused.

Your cooperation in filling the questionnaire and participation in this research is highly appreciated.

Bindura University of Science Education

P Bag 1020

Bindura

4 November 2024

Baines Avenues clinic

66 Baines Avenue

The Avenues

Harare

Sir/ Madam

REF: APPLICATION FOR PERMISSION TO CONDUCT A RESEARCH WITHIN THE CLINIC

I am a student at Bindura University of Science Education pursuing a Bachelor of Commerce Honours in Purchasing and Supply. I would like to inquire for your permission to conduct my research within your company on the subject: "An evaluation of the extent at which supplier selection concept affects the organizational performance of Baines Avenue Clinic?". The data will be utilized solely to further the objectives of this research only.

Yours Faithfully

Tanatswa Rupende

Approved By..... Date.....

APPENDIX 2: APPROVAL LETTERS

P. Bag 1020
Bindura Zimbabwe

Tel: 0712 7620 Ext 6011
Mobile: 07781739747
Email: bdube@buse.ac.zw



BINDURA UNIVERSITY OF SCIENCE EDUCATION

14 November 2024

Baines Avenues clinic

66 Baines Avenue

The Avenues

Harare

Dear Sir/Madam

RE: REQUEST FOR PERMISSION TO COLLECT DATA

This letter serves to inform you that Tanatswa Rupende (Reg Number: (B1850101) is pursuing Bachelor of Commerce Degree in Purchasing and Supply with our Department. Please assist her with data for her dissertation titled ***“An evaluation of supplier selection concept on organizational performance. Case of Baines Avenue Clinic”***.

The information gathered from this research will be used purely for academic purposes and your response will be classified as private and confidential.

Your cooperation will be greatly appreciated.

Yours Sincerely,

B. Dube (Mrs)



DATE: 05 November 2024

TO: Tanaswa Rupende

SUBJECT: Permission for Survey Conduct

Dear Tanaswa Rupende

We are pleased to grant you permission to conduct a survey within Baines Avenue Clinic for your research purposes. Your study aims to investigate the relationship between supplier selection practices and the overall performance of our clinic.

PERMISSION DETAILS:

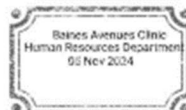
- Survey Purpose: Investigating supplier selection practices and clinic performance
- Survey Duration: [06 to 07 November]
- Survey Area: Hospital premises
- Participants: Clinic staff and management

CONDITIONS:

- Ensure minimal disruption to clinic operations
- Maintain participant confidentiality
- Provide a copy of the survey findings to the clinic administration

Yours

Hazel Revai Nyatsango
Human Resources Officer
Baines Avenue Clinic



APPENDIX 3: RESEARCH INSTRUMENTS

QUESTIONNAIRE

Demographics

1. Gender

Male ☐

Female ☐

2. Age group

25 and below ☐

26-35 years ☐

36-45 years ☐

46+ years ☐

3. Years of service

0-10 Years ☐

11-15 years ☐

16-20 years ☐

21+ years ☐

4. Level of education

O & A Level Certificate	<input type="checkbox"/>
Undergraduates	<input type="checkbox"/>
Diploma	<input type="checkbox"/>
Degree	<input type="checkbox"/>

Masters+	
----------	--

5. Department

Operations	
Finance	
Administrations	
Transport	
Procurement	

Introduction

Thank you for participating in this brief survey. Your responses will help us understand the relationship between supplier selection practices and the overall performance of Baines Avenue Clinic. Please answer each question honestly and to the best of your knowledge.

Section 1: Supplier Selection and Administration

- How involved is your department in the supplier selection process at Baines Avenue Clinic?
 - ☐ Very involved

- ☐ Somewhat involved
 - ☐ Minimally involved
 - ☐ Not involved at all
- 2. What are your department tasks associated with the supplier selection process? (Please check all that apply)
 - ☐ Contract negotiation
 - ☐ Vendor onboarding
 - ☐ Payment processing
 - ☐ Performance monitoring
 - ☐ Dispute resolution
 - ☐ Other (please specify)
- 3. How satisfied are you with the efficiency of your departmental processes related to supplier selection?
 - ☐ Extremely satisfied
 - ☐ Very satisfied
 - ☐ Somewhat satisfied
 - ☐ Not very satisfied
 - ☐ Not satisfied at all

Section 2: Supplier Performance and Administration

- 4. How often does your department receive feedback from other departments regarding supplier performance?
 - ☐ Daily
 - ☐ Weekly

- ☐ Monthly
 - ☐ Quarterly
 - ☐ Annually
5. What challenges do you face in ensuring that suppliers adhere to your departmental requirements, such as timely invoicing and payment terms?
- ☐ Lack of communication
 - ☐ Inefficient systems
 - ☐ Supplier non-compliance
 - ☐ Other (please specify)
6. How do you believe the efficiency of your department's processes related to supplier selection and management impacts the overall performance of Baines Avenue Clinic?
- ☐ Positively
 - ☐ Negatively
 - ☐ No significant impact
 - ☐ Uncertain

Section 3: Future Improvements

7. What improvements would you like to see in your department processes related to supplier selection and management? (Please check all that apply)
- ☐ Regular reviews
 - ☐ Performance monitoring
 - ☐ Contingency Planning
 - ☐ Supplier Audits
8. Are there any specific technologies or tools that could help streamline these processes?

- ☐ E-Procurement Platforms
- ☐ Procurement Softwares
- ☐ Data Analysis Tools
- ☐ Collaboration tools

Section 4: Additional Comments

9. Please feel free to share any additional thoughts or comments regarding the role of your department in supplier selection and management

INTERVIEW GUIDE

Introduction

Thank you for agreeing to participate in this interview. Your insights will be invaluable in understanding the relationship between supplier selection practices and the overall performance of Baines Avenue Clinic.

Demographics

1. Gender

Male ☐

Female ☐

2. Age group

25 and below ☐

26-35 years ☐

36-45 years ☐

46+ years ☐

3. Years of service

0-10 Years ☐

11-15 years ☐

16-20 years ☐

21+ years ☐

4. Level of education

O & A Level Certificate	<input type="checkbox"/>
Undergraduates	<input type="checkbox"/>

Diploma	
Degree	
Masters+	

5. Department

Operations	
Finance	
Administrations	
Transport	
Procurement	

Section 1: General Information

6. Could you please tell me a bit about your role and responsibilities at Baines Avenue Clinic?
7. How long have you been working at the clinic?

Section 2: Supplier Selection and Your Department

3. How involved is your department in the supplier selection process?
4. What specific factors are considered by your department when evaluating potential suppliers?
5. Are there any particular challenges or difficulties that your department faces in the supplier selection process?

Section 3: Supplier Performance and Your Department

6. How would you rate the overall performance of the suppliers that your department works with?
7. Have there been any instances where supplier issues have negatively impacted your department's operations? If so, could you describe the situation?

8. What strategies or measures has your department taken to address supplier performance issues?

Section 4: Organizational Impact

9. How do you believe the supplier selection process impacts the overall performance of Baines Avenue Clinic?
10. Are there any specific examples of how supplier selection has influenced your department's operations or the clinic's overall goals?

Section 5: Future Considerations

11. What improvements or changes would you like to see in the supplier selection process at Baines Avenue Clinic?
12. Are there any specific initiatives or strategies that the clinic could implement to enhance its supplier selection practices?

Closing

Thank you again for your time and participation. Your insights have been very helpful

