

**KOFORIDUA TECHNICAL UNIVERSITY
FACULTY OF BUSINESS AND MANAGEMENT STUDIES
DEPARTMENT OF PROCUREMENT AND SUPPLY SCIENCE**



**EFFECTIVE PROCUREMENT MANAGEMENT PRACTICES: A KEY
TO QUALITY SERVICE AT KADE GOVERNMENT HOSPITAL.**

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**A PROJECT WORK PRESENTED TO THE DEPARTMENT OF
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THE REQUIREMENT FOR THE AWARD OF BACHELOR OF
TECHNOLOGY IN PROCUREMENT AND SUPPLY CHAIN
MANAGEMENT**

OCTOBER, 2023

STUDENT'S DECLARATION

We hereby declare that this student's research is the result of our own original research and that no part of it has been presented for another certificate in this institution or elsewhere.

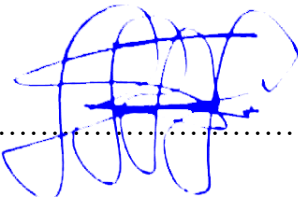

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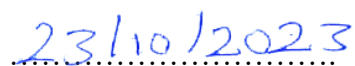
SUPERVISOR'S CERTIFICATION

I hereby certify that this project work was supervised in accordance with the guidelines of supervision of project work laid down by the University.



.....
MRS. ABENA YEBOAH ABRAHAM

(SUPERVISOR)



.....
DATE

DEDICATION

This work is dedicated to our parents and guardians for their support throughout the period of this course.

ACKNOWLEDGEMENT

We thank God first and foremost for revealing His unwavering love and courage in the course of our scientific endeavor. We are all aware that several people collaborated to complete this research project.

To our supervisor, Mrs. Abena Yeboah Abraham, we would like to express our sincere gratitude for her unwavering support, helpful advice, suggestions, and remarks that contributed to the success of this study project.

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As noted in the references, we are appreciative of the use of reference materials by numerous authors. Our family's support during our studies has been greatly appreciated, and we would like to express this.

Last but not least, please know that you helped us get this far. We haven't specifically thanked all of your kind friends and family in our note of appreciation.

ABSTRACT

Adopting effective procurement management practices is one such approach to increase competitiveness and improve business performance. This study attempts to assess effective procurement management: a key to quality service. Precisely, the purpose of this research is to evaluate the following objectives, to identify the procurement management practices, to assess the impact of effective procurement management practices on the quality of healthcare service delivery and to examine the challenges currently encountered in the procurement of medical supplies, equipment and other essential resources at Kade Government Hospital. The research adopted a descriptive research design and a purposive sampling technique. Data was collected using a self-administered questionnaire to the hospital. After conducting this study, it became clear that customer orientation was a common practice in the hospital, and effective implementation of procurement management practices requires involvement with external groups. Strategic partnerships with customers and service providers are required with all members of the supply chain network. Also, joining forces with service providers and retailers from different fields leads to exceptional knowledge that can be applied to the further development of business knowledge. It was also found that the reception of informational updates of purchasing practice is common in the organization. Adopting better service contracts with features like precise payment milestones, clear service-level agreements and measures, and a precise definition of what noncompliance means, why it occurs, and how it will be punished would be extremely beneficial to the hospital.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Procurement management is a fundamental aspect of healthcare services, influencing the quality of care and patient outcomes. Ineffective procurement management leads to delays, overspending, and substandard services, which can have dire consequences for patient safety and the overall quality of healthcare delivery. Kade Government Hospital in the Eastern Region of Ghana faces several procurement challenges, including the delayed delivery of essential equipment and supplies, lack of transparency, and inefficient processes. There is a need to examine the procurement system in the hospital and identify areas for improvement.

1.2 Background of the Study

Kade Government Hospital is one of the major healthcare facilities in the Kwaebibirem District of the Eastern Region of Ghana. The hospital serves a large population, and its primary goal is to provide quality healthcare services to the people of Kade and its surrounding communities. However, according to information gathered from Ministry of Health (MoH) in Ghana, Ghana Health Service, Hospital Administrators and some of the key players and users of the facility including pharmacy stores staffs, medical doctors, nurses, procurement staffs and patients through interaction with the researchers reported that, over the years, the hospital has faced numerous challenges in its procurement management practices, which have affected its ability to deliver quality services

to patients. This project seeks to examine these challenges and to identify ways in which the hospital's procurement management practices can be improved.

Procurement is a critical function of any healthcare facility. It is the process of acquiring goods, services, and works to support the delivery of healthcare services. Effective procurement management is essential to the delivery of quality service in the healthcare sector. The Public Procurement Act, 2003 (Act 663) established the Public Procurement Authority (PPA) as the authority responsible for overseeing all public procurement activities in Ghana. Despite this framework, Kade Government Hospital's procurement procedure continues to be difficult.

1.3 Statement of the Problem

Procurement management involves the acquisition of goods and services that meet the healthcare provider's needs and specifications in an efficient and cost-effective manner. However, in Kade Government Hospital, there have been reports of delays in procurement processes, inadequate inventory control, and misuse of medical equipment and supplies, leading to suboptimal healthcare delivery. There is a need to investigate the current procurement management practices in the hospital to identify the challenges and opportunities for improvement.

Various studies by Siddiqui and Khan (2019), Vollman and Berry (2018), Chen and Cheng (2017) and Baghwat and Vansal (2016) have shown that effective procurement management systems can lead to cost savings, quality service delivery, and increased patient satisfaction in healthcare facilities. A study by Hammersley et al. (2018) shows that inefficient procurement processes can lead

to a lack of essential medications, equipment, and supplies, leading to poor health outcomes for patients. Similarly, the World Health Organization (WHO) (2019) notes that inadequate procurement systems can lead to wastage of resources, corruption, and lack of transparency, leading to poor quality service delivery.

Moreover, the Ministry of Health (MoH) in Ghana recognizes that the public health sector is faced with procurement challenges, leading to delays in the provision of essential supplies, which affects the overall quality of healthcare delivery. Therefore, addressing the procurement management system's inefficiencies at Kade Government Hospital is crucial to ensuring quality healthcare service delivery.

The proposed project work will investigate the current procurement management system in the hospital and identify its strengths and weaknesses. It will also examine the impact of procurement management practices on the quality-of-service delivery in the hospital. The study's findings will be beneficial in informing policy and practice for effective procurement management at Kade Government Hospital and the broader Ghanaian healthcare system.

1.4 Objectives of the Study

The main objective of this study is to determine the extent to which effective procurement management could improve the quality of healthcare service delivery at Kade Government Hospital. The following are the specific objectives:

- i. To identify the procurement management practices at Kade Government Hospital.
- ii. To assess the impact of effective procurement management practices on the quality of healthcare service delivery at Kade Government Hospital.
- iii. To examine the challenges currently encountered in the procurement of medical supplies, equipment and other resources at Kade Government Hospital.

1.5 Research Questions

The following research questions will guide the study:

- i. What are the procurement management practices at Kade Government Hospital?
- ii. What are the challenges faced with the procurement of medical supplies, equipment and other resources in the Kade Government Hospital?
- iii. To what extent do effective procurement management practices impact the quality of healthcare service delivery at Kade Government Hospital?

1.6 Significance of the Study

The significance of studying effective procurement management practices in the Kade Government Hospital lies in its importance in ensuring quality service delivery. By effectively managing procurement processes, the hospital can ensure the timely availability of essential medical supplies and equipment, thereby improving patient care and outcomes. Additionally, efficient procurement management can lead to cost savings, increased transparency and reduced corruption, all of which are crucial for the effective functioning of public healthcare facility

1.7 Scope of the Study

This project work will focus on the procurement management practices at Kade Government Hospital. The study will examine the procurement policies and procedures, identify the challenges facing the hospital in procurement management, and suggest ways to improve the procurement process.

1.8 Limitations of the Study

Regardless of the desire to achieve effective, efficient and reliable results, certain limitations will be encountered in the investigation process. The researchers faced many challenges in the course of gathering information for this study and the following are some difficulties the researchers encountered; Limited time period was a limiting factor to the research as much time was used in gathering and analyzing coupled with problems of combining academic work with the research work. The researchers also faced financial problems. This involves the cost of travelling, telephone calls, typing of the scripts and printing

cost. Another challenge the researchers faced was that some of the respondents were not willing to give out information to the researchers and others too have limited time to respond hence the researchers were not able to have access to all questionnaire administered.

Despite these limitations, the results of this study are provocative and can now serve as a basis for further scientific and in-depth research on this point.

1.9 Organization of Project Work

Chapter one will provide an introduction to the topic, background of the study, statement of the problem, research questions, research objectives, significance of the study, methodology, limitations, and organization of the study.

Chapter two will review the literature on procurement management and quality service delivery in healthcare institutions.

Chapter three will present the methodology used in the study.

Chapter four will present the results and analysis of data.

Chapter five will discuss the study's findings and provide recommendations for improving procurement management practices in healthcare institutions and conclusion of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Procurement management is critical for healthcare organizations to deliver quality healthcare. Effective procurement management is a key factor affecting the quality of health services in health facilities, including Kade Government Hospital. The purpose of this chapter is to review the teachings or ideas of various authors on effective procurement management. This review sheds lighter on the challenges associated with effective procurement management and how it can help address these challenges.

2.2 Concept of Procurement Management

Procurement management refers to the process of obtaining goods and services from suppliers for an organization. Given the number of researchers studying the topic, definitions of marketing management have changed over time; according to Monczka et al. (2015), procurement management involves identifying needs, defining requirements, selecting suppliers, negotiating contracts, and establishing and maintaining supplier relationships. management. In a study by Davu and Ochieng (2018), procurement management in the healthcare sector includes access to medical supplies, medicines, and equipment and the selection of healthcare providers and contractors for outsourced services, as it was found that hospitals need to secure adequate resources to deliver quality healthcare services, highlighting the importance of procurement management in the healthcare sector. Furthermore, as highlighted by Kweka

and Swai (2019), effective procurement management plays an important role in cost management, risk management and sustainability. They argue that appropriate procurement management practices can help healthcare facilities reduce costs, mitigate risks and ensure sustainable resource utilization. The use of technology in marketing management has become important in recent years; according to Peters et al. (2020), digital procurement solutions can streamline procurement processes, facilitate supplier management and increase transparency and accountability in procurement operations; Kweku-Muata (2014) states that effective marketing management involves three main processes: planning, sourcing and procurement. The planning process involves identifying needs and developing a procurement plan. Sourcing involves selecting potential suppliers, assessing their capabilities and negotiating contracts. Vivian and Macpherson (2014) emphasize the importance of procurement management in achieving the goals and objectives of the organization. They emphasize the importance of effective, transparent, fair and efficient procurement processes. The authors argue that effective purchasing management leads to lower costs, better products and services, and better customer satisfaction. In a study by Jarmila (2014), purchasing management is identified as a critical success factor in listed companies. The author found that effective procurement management leads to productivity gains, cost savings and cost increases. However, the study also found that many public sector organizations face challenges such as lack of resources, lack of expertise and corruption. In addition, according to Nkomo and Wafa (2014), procurement management needs to ensure the profitability, quality and timely delivery of goods and services as well as compliance with legal and regulatory

requirements. This includes activities such as identifying the organization's needs, soliciting proposals from potential suppliers, selecting and negotiating with suppliers, and managing supplier relationships (Omar, 2016). Kadir (2018) states that effective purchasing management involves improving the quality of products and services and the procurement process by working with suppliers to optimize costs. In summary, purchasing management is important for companies that want to organize their supply chains, optimize their financial resources and meet their operational needs.

2.3 Theoretical Literature Review

The research was guided by design theory and choice theory. The theories were discussed according to what they said and their relevance to the present study.

2.3.1 Design Theory

Design theory is a methodology used to develop or enhance the design of goods, services, or systems. It is an interdisciplinary method that takes into account a number of elements, including sustainability, usability, functionality, and aesthetics. In 1973, Horst Rittel and Melvin Webber presented the theory for the first time. They made the case that conventional methods of problem-solving were insufficient for resolving the intricate and frequently hazy issues that modern society faces. Design theory, which involves an iterative process of problem-solving and exploration, was named as a potential remedy by the group.

Design theory can be used to inform various phases of the procurement process, including need identification, specification design, proposal evaluation, and

contract management. Procurement managers can make sure that the products or services they are buying will achieve the goals and outcomes they have set by applying design theory. They may be able to reduce waste and promote sustainability as well as create more effective and efficient procurement procedures. Design theory offers procurement managers a useful tool to guarantee a successful procurement outcome overall. Some of the theories that falls under design theory are Just-in-Time (JIT), Economic Order Quantity (EOQ) and Total Quality Management (TQM).

For the purpose of this study, the researchers focused on Just-In-Time theory.

The Just-in-Time (JIT): With reference to KU Scholar Works - chapter 18 Just-in-Time/Lean/The Theory of Constraints/Six Sigma study, using effective supply chain management, the Just-in-Time (JIT) concept for procurement management places a strong emphasis on lowering inventory levels and cutting waste. In the 1970s and 1980s, Toyota and the Japanese auto industry in general played a significant role in the development of the JIT theory. This idea seeks to speed up the procurement procedure by guaranteeing that supplies arrive just in time for production or service delivery.

The JIT theory highlights the significance of a lean supply chain, where inventory is kept to a minimum and goods are purchased or produced in accordance with actual demand. To deliver goods as soon as they are needed, this strategy necessitates close cooperation with suppliers and intensive coordination. JIT also promotes minimizing the costs of maintaining inventory and lowering the dangers of maintaining excessive stock, such as obsolescence or storage costs.

The goal of the JIT methodology is to eliminate inefficiencies brought on by overproduction, waiting periods, excess inventory, and defects by developing a synchronized system that connects procurement, manufacturing, and distribution processes. The main tenets of JIT are quality control, a reduction in lead time, a reduction in setup and changeover times, the use of small batch sizes, and close supplier relationships.

Implementing JIT has led to improved operational effectiveness, lower costs associated with inventory holding, shorter lead times, fewer defects/errors, and higher customer satisfaction. JIT assists businesses in streamlining their purchasing procedures by removing waste, which boosts output, raises the caliber of goods and services, and improves overall performance. In order to guarantee dependability, prompt deliveries, and shared benefits, JIT calls for close cooperation and long-term partnerships with suppliers.

JIT implementation does have some drawbacks, though. To begin with, it calls for highly effective coordination and communication with suppliers as well as suppliers who are incredibly trustworthy. The operations of the organization may be significantly harmed if there are any supply chain disruptions. Furthermore, JIT depends heavily on precise demand forecasting, which is difficult, particularly in a dynamic healthcare environment where patient demands change and emergencies could occur.

JIT theory may be applicable when taking into account the study's focus on efficient procurement management techniques at Kade Government Hospital. By putting JIT principles into practice, the hospital can streamline its procurement procedures and guarantee the prompt availability of medical

supplies and equipment. By preventing stockouts, reducing waste, cutting costs, and raising patient satisfaction, this can help deliver quality healthcare services. But when implementing JIT, it's also important to consider any potential flaws related to its reliance on reliable suppliers and accurate forecasting. The Kade Government Hospital can improve its procurement management procedures, streamline its supply chain operations, and ultimately raise the standard of services by addressing these gaps and successfully implementing JIT principles.

2.3.2 Choice Theory

An explanation of rational decision-making is provided by choice theory, which is a framework that takes into account both the options that are available and the preferences of the individual. Choice theory can be applied in procurement management practices to comprehend how suppliers make decisions about pricing, delivery schedules, and the quality of the goods or services offered.

In accordance with choice theory, suppliers will decide what is best for them based on how satisfied or useful they believe they are. This means that suppliers will decide whether to provide quality products and services or competitive pricing in the procurement industry in order to increase their profits and win repeat business. Choice theory may also be used to explain the selection of suppliers by procurement managers. Procurement managers can choose wisely and meet the needs of their organization by being aware of the preferences and options available.

Transaction Cost Economics (TCE), Strategic Decision-Making theory, the Resource-Based View (RBV), and the Theory of Agency Choice are some of choice theories but for the purpose of the study, the researchers looked into strategic decision-making theory and Theory of Agency Choice.

Strategic decision-making theory: With reference to Rohof (2013) study on Strategic choice theory in purchasing and Strategic Choice Theory (SCT)-tutorial - Vskills online platform, a procurement management theory called "strategic choice" places a strong emphasis on how organizational structure, strategy, and the outside world interact. According to the theory, organizations differ in their decision-making processes, timing, and execution strategies for their responses, and these phenomena are largely influenced by managerial decisions. In 1972, John Child put forth the concept of strategic choice.

Case studies, econometric analysis, and surveys are frequently used in the methodology for research on strategic choice theory. The results of research on strategic choice theory suggest that a number of variables, such as the complexity of the procurement process, the degree of uncertainty in the procurement environment, and the accessibility of supplier information, affect purchasing decisions. Research on strategic choice theory has also uncovered a number of flaws in procurement procedures, including the propensity to rely on sole suppliers and the lack of transparency in the decision-making process.

Strategic choice theory can be used to comprehend how organizational structure, strategy, and the external environment affect procurement decisions at Kade Government Hospital in the context of the research topic. The complexity of the procurement process, the degree of uncertainty in the

procurement environment, and the availability of supplier information, for instance, may require the hospital to choose between various procurement strategies. Inadequacies in the hospital's procurement procedures, such as a propensity to rely on sole suppliers or a lack of transparency in the decision-making process, can also be found using the strategic choice theory. The research can offer insights into how procurement management practices can be improved to enhance the quality-of-service delivery at the hospital by applying strategic choice theory to the hospital's procurement practices.

The theory of agency choice: Citing *The Agency Theory Approach to the Public Procurement System* (June 2017) by Agnieszka and Justyna, *Agency Theory and how it is relevant to P&SCM* by Dr. Taoufik (linkedin); Agency theory is one of the most notable perspectives used in business and management research according to Oxford Research Encyclopedia. It has been used by scholars in different disciplines (e.g. accounting, economics, finance, marketing, political science, organizational behaviour, and sociology) (Eisenhardt, 1989).

The theory has its origin in the 1960s and early 1970s, when economists like Arrow (1971, Nobel prize winner 1972) and Wilson (1968, Nobel prize winner 2020) explored risk sharing among individuals or groups.

According to the theory, organizations struggle to balance the interests of the principal (the hospital management) and the agent (the procurement manager). The agent may have different goals, incentives, and information than the principal, which could lead to less-than-ideal procurement decisions. This is where the agency problem occurs.

The Agency Choice theory conducts its research using both theoretical and quantitative methods, such as game theory and econometric analysis. According to the theory, organizations can lessen the agency problem by creating strong incentive systems that balance the interests of the agent and the principal. These tools include goal-setting, monitoring and evaluation systems, and pay based on performance.

According to the results of the Agency Choice theory, if the incentives of the procurement managers are not in line with those of the hospital management, they may make less-than-ideal purchases. It might be tempting to prioritize quantity over quality if the procurement manager, for instance, is paid based on the volume of purchases rather than the quality of the products and services, which could ultimately result in subpar service delivery.

The Agency Choice theory has the drawback of assuming that all procurement managers are driven solely by self-interest, which may not be the case for all procurement managers. The recommendations of the theory may also be challenging to put into practice because they depend on timely and accurate information about the performance of procurement managers.

According to the Agency Choice theory, which is relevant to the study's topic, Kade Government Hospital can lessen the agency problem by developing effective incentive systems for purchasing managers that put the provision of high-quality services ahead of the quantity of purchases. To make sure that their purchasing choices are in line with the goals of the hospital, for instance, procurement managers could be given performance-based pay, performance goals, and regular performance evaluations. Kade Government Hospital can

strengthen the efficiency of their procurement management procedures and raise the standard of care provided to patients by addressing the agency problem.

2.4 Empirical Literature Review

Numerous studies have been done on the effects of local and international procurement management practices on organizational performance.

Liu et al. (2020) carried out research on Guangdong Province as a Case Study for Improving Chinese Public Hospital Procurement Management. The investigation of procurement management practices in hospitals in Guangdong Province, China, as well as the identification of problems and suggestions for solutions were the goals of the study.

Data for the study were gathered using a survey questionnaire and interviews with hospital staff from the management and procurement departments using a mixed-method approach.

According to the findings, the most effective ways to address procurement issues in Chinese public hospitals are to improve the professional skills of procurement staff, enhance procurement regulations, and make use of information technologies. China's Guangdong Province was the sole subject of the study.

The study recommended that hospital managers update procurement regulations to increase transparency, update procurement staff training to meet the growing demand, and implement and adopt technology to raise procurement management standards and practices. The research team's findings offer a perspective that will help them identify obstacles to better procurement

management practices at Kade Government Hospital, which is the third objective of the study, and make the necessary recommendations.

Also, Bernard and Ankomah (2013), looked at how organizational performance was impacted by procurement management practices in the healthcare industry. The goals were to identify the procurement strategies employed in the healthcare industry, evaluate how they affected patient outcomes, and offer suggestions for advancement.

A mixed-method approach was used in the study to collect both qualitative and quantitative data. Data were gathered from 93 respondents using questionnaires and interviews.

The findings demonstrated that procurement management techniques like supplier selection, contract management, and procurement planning have a significant impact on healthcare performance. Ineffective procurement management in the healthcare industry is primarily hampered by a lack of a procurement strategy and poor communication between procurement and clinical staff, according to the study.

The study's sample size was quite small, and it didn't specifically focus on hospital procurement management practices.

The authors recommended that healthcare organizations create and implement a procurement strategy, enhance coordination between clinical and procurement staff, and promote staff education and advancement in procurement management.

This study is pertinent to the topic under consideration because it sheds light on the impact of procurement management strategies on healthcare performance, a crucial component of delivering high-quality care in hospitals.

Again, Opoku and Abdul-Aziz (2017) looked into the elements that affect public procurement practices in Ghana's healthcare industry. The goals were to determine the variables influencing procurement practices, gauge how well those practices are being used, and pinpoint any difficulties.

Using both qualitative and quantitative data collection methods, the study used a mixed-methods approach. Data from 181 respondents was gathered through surveys and interviews.

The findings indicated that staff competency, procurement planning, supplier performance, and procurement policies and regulations all have an impact on procurement practices in the healthcare sector. The study also revealed that the healthcare industry's implementation of procurement practices is insufficient, and that the main obstacles are staff understaffing, corruption, and a lack of resources.

The study's sample size was relatively small, and it didn't specifically focus on hospital procurement practices; this resulted in its limitation.

The authors advised improving staff development and training in procurement management, as well as reviewing and enforcing procurement policies and regulations. In order to identify and stop corruption in procurement practices, they also recommended implementing monitoring and evaluation systems for the procurement process.

This research is pertinent because the study emphasizes the elements that affect healthcare industry procurement practices, a crucial component of efficient procurement management in hospitals.

Moreover, Nzekwe and Uwakwe (2017) in their study titled evaluation of Nigerian public hospitals' procurement procedures, the goals were to determine the procurement procedures used by public hospitals, to evaluate the problems with those procedures, and to suggest improvements.

The study used a cross-sectional survey design and questionnaires to gather information from 92 respondents.

The findings demonstrated that the majority of Nigeria's public hospitals do not adhere to appropriate procurement practices and are devoid of a procurement policy. The study also discovered that corruption, a lack of qualified procurement personnel, and inadequate funding are all problems with procurement practices.

The shortcoming of the is that it ignored private hospitals and other healthcare facilities in favor of concentrating only on Nigeria's public hospitals.

The authors advised public hospitals in Nigeria to create and implement a procurement policy, enhance procurement planning, and increase funding for procurement activities. They also advocated for better staff development and training in procurement management.

This is pertinent to the study, though, as it draws attention to the difficulties with public hospital procurement procedures, which can have an impact on the standard of care given to patients.

Furthermore, Siti-Nabiha and Ismail (2015) conducted a study to investigate the link between procurement management techniques and construction project success. The goals were to identify crucial procurement management practices, evaluate how they affected project success, and pinpoint obstacles to efficient procurement management. 109 Malaysian construction industry professionals were surveyed using a questionnaire. Structural equation modeling was used to analyze the data that was collected.

The study discovered that a project's success was strongly correlated with effective procurement management. Pre-qualification of contractors, quality control, and on-time payment were three of the most important procurement management practices identified. Poor coordination and communication among stakeholders was the main obstacle to effective procurement management.

The sample size was restricted to Malaysian construction industry professionals, and other sectors were not included.

To support efficient procurement management, the authors advised organizations to concentrate on enhancing coordination and communication among stakeholders. They recommended that future studies look into the connection between project success in various industries and procurement management practices.

Relevance to the Research Topic: This study sheds light on the significance of successful procurement management for project success. The results point to the possibility of raising service quality at the Kade Government Hospital by implementing important procurement management practices.

In order to determine the crucial success factors for sustainable procurement in the construction industry, a study was conducted by Osei-Kyei and Chan (2015). The goals were to pinpoint the essential elements, gauge their significance, and investigate how they interacted. In Hong Kong, 192 construction industry professionals answered a questionnaire. Both factor analysis and structural equation modeling were used to analyze the collected data.

Environmental, social, economic, supplier relationship management, leadership commitment, and collaboration were the six key success factors that the study identified for sustainable procurement. According to the study, social and environmental factors had the biggest effects on environmentally friendly purchasing.

Other industries were not included in the sample size, which was restricted to Hong Kong's construction industry.

When creating sustainable procurement policies, the authors advised organizations to give social and environmental factors top priority. They recommended that future studies look into how sustainable purchasing affects organizational performance.

The Kade Government Hospital's ability to improve service quality is highlighted by this study's findings regarding the significance of sustainable procurement practices. This study sheds light on the variables influencing the adoption of procurement management. According to the findings, adopting sustainable procurement practices can result in better environmental and social outcomes and is essential for enhancing service quality.

Besides, Karia (2014) investigated how procurement management affected the success of construction projects. The goals were to pinpoint the essential elements, gauge their influence, and investigate how they interacted.

In the UK, 80 construction industry professionals participated in a questionnaire survey. Correlation and regression analysis were used to analyze the data that had been gathered.

The results of the study showed that effective procurement management significantly improved project performance. The tendering and bidding process, supplier selection, contract management, and procurement planning were the main factors in procurement management that were identified.

The study discovered that procurement management significantly improved project performance. Planning for purchases, the tendering and bidding process, choosing suppliers, and contract management were the main procurement management factors that were identified.

The author advised organizations to concentrate on creating efficient procurement management procedures to enhance project performance. Future research, they suggested, ought to examine how procurement management affects project outcomes across various industries.

This study sheds light on how crucial good procurement management is for raising project performance.

The results imply that efficient procurement management can raise the caliber of services provided by the Kade Government Hospital.

In addition, Mussen (2015) looked at how procurement management affects organizational performance in the healthcare sector. Finding the important factors, evaluating their influence, and examining how they interact were the goals.

In the United States, 140 healthcare professionals participated in a questionnaire survey. Structural equation modeling was used to analyze the data that was collected.

The study discovered that procurement management improved organizational performance. Supplier management, cost cutting, quality enhancement, and stakeholder satisfaction were identified as important procurement management factors.

The sample size was restricted to American healthcare professionals only, and no other industries were included.

The author suggested that healthcare organizations concentrate on creating efficient procurement management procedures in order to enhance organizational performance. Future studies, according to their recommendation, ought to look into how procurement management affects organizational performance across various industries.

Relevance to Research Topic: This study sheds light on the significance of efficient procurement management for enhancing organizational performance in the healthcare sector. The results imply that efficient procurement management can raise the standard of care provided at the Kade Government Hospital.

Additionally, Chileshe and Kikwasi (2009) in Tanzania's construction industry, a study was conducted to determine the variables that affect project success. The goals were to pinpoint the essential elements, weigh their significance, and investigate how they interacted.

100 Tanzanian construction industry professionals participated in a questionnaire survey. Factor analysis and multiple regression analysis were used to analyze the data that was collected.

Findings: Project team competence, communication, planning and control, client involvement, and procurement management were found to be the five most important factors that contributed to project success. According to the study, procurement management had the biggest influence on a project's success.

The authors advised organizations to concentrate on creating efficient procurement policies and procedures in order to increase project success. They recommended that future studies examine how procurement management affects project outcomes across different industries.

This study sheds light on the significance of procurement management for a project's success. The results imply that the Kade Government Hospital's service quality can be enhanced by the adoption of efficient procurement procedures.

Likewise, Assaf and Al-Khalil (1995) did a survey to pinpoint the variables that influence procurement performance in the construction sector. The key goals were to recognize the important variables, evaluate their significance, and investigate how they interacted.

86 construction companies in Saudi Arabia participated in a questionnaire survey. Regression analysis was used to analyze the data that was collected.

The study found that the four important variables of procurement organization, planning, contracting strategy, and control have a significant impact on the performance of procurement. According to the study, the most important factor affecting procurement performance was procurement organization.

Author's advice: To enhance procurement performance, organizations should concentrate on strengthening their planning and organizational structures. They recommended that future research examine the influence of procurement performance on project outcomes.

The factors influencing procurement performance are discussed in this study. The results show that improving service quality at the Kade Government Hospital requires efficient planning and procurement organizations.

2.5 Chapter Summary

This chapter review the teachings or ideas of various authors on effective procurement management which is a critical synthesis of. This review sheds more light on the challenges associated with effective procurement management and how it can help address these challenges includes a theoretical literature review which have sub-sections of design theory and choice theory and critical synthesis of empirical review which summarizes the findings of previous studies and identified gaps in the research in that the research study aims to address.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter explains the method we used to conduct the survey. This method affected how decisions were made for research plans. It also influenced who the study focused on, how the data was gathered, and how the information was analyzed and shared.

3.2 Research Design

In Kade Government Hospital, a descriptive cross-sectional study design was used to examine the relationship between efficient procurement management strategies and high-quality service. Descriptive research is defined by OHRP (2013) as information gathering that doesn't alter the environment and is done to demonstrate relationships between various elements. According to OHRP (2013), descriptive research may include one-time interactions with groups of people, also known as cross-sectional studies or studies that can track a person over time, i. e. studies that are ongoing. The researchers asked about the size, shape, prevalence, and presence of procurement practices as well as the level of service quality provided by the organization, so a descriptive survey design was chosen because the question was one-dimensional. This chapter presents the research methodology used to conduct the survey, which influenced the choice of the research plan, the target population, the sampling method used, the data collection tool and the analysis, interpretation and presentation of the data.

3.3 Population

The target population comprises of all the staff of Kade Government Hospital. The hospital has an estimated total population of 346 staff. It consists of the following groups:

Hospital Administrators which comprise of senior-level management responsible for overseeing the overall operations of the hospital, including procurement management.

Finance unit – these group are responsible for all financial transaction of the hospital.

Procurement and stores department which comprises of individuals directly involved in the procurement process, such as procurement officers, purchasing managers, procurement unit and stores managers,

Healthcare Providers which include medical doctors, midwives, nurses, pharmacy staff and physician assistants.

Other Departments - these group comprises of all other staff who work in the various departments in the hospital other than the above-mentioned group.

The subdivision population are as shown Table 3.1

Table 3.1 Subdivision of Population

GROUP	POPULATION
Hospital Administrators	5
Procurement officer	2
Purchasing manager	2
Procurement unit	5
Stores manager	6
Finance unit	5
Medical Doctors	6
Physician Assistants	7
Midwives	24
Nurses	118
Pharmacy staff	5
Other departments	161
Total	346

3.5 Sample Size and Sampling Technique

The sample size for this study was determined based on the total population of staff at the Kade Government Hospital using Krejcie & Morgan (1970) sample size determination table. As a result, a total of 181 respondents were selected.

The researchers used simple random sampling technique to select the respondents. The respondents include hospital administrators, Finance department, procurement officers, purchasing managers, procurement unit members, stores managers, doctors, physician assistants, nurses, midwives', pharmacy department staff, and other staff involved in the procurement management practices and quality service delivery in the Hospital.

3.6 Research Instrument and Data Collection Technique

The research instrument used for data collection is questionnaire. The questionnaire was designed to gather information and insights from the participants regarding the procurement processes, their effectiveness, and their impact on quality service. It will include both closed-ended and open-ended questions, allowing for quantitative and qualitative data collection.

The questionnaire will be divided into sections, including demographic information, Procurement Management Practices employed by the organization, Impact of Procurement Management Practices on Quality Service, Challenges faced in the implementation of Procurement Management Practices and Suggestion for improvement. The questionnaire will utilize a Likert scale, where participants will rate their responses on a scale ranging from 1 (strongly disagree) to 5 (strongly agree) or a scale ranging from 1 (very poor) to 5 (excellent), depending on the nature of the question base on the research objective.

The questionnaire was pre-tested for clarity, understanding, and relevance by a small pilot group before being administered to the larger sample.

Data collection technique: A structured questionnaire was developed and administered to hospital administrators, procurement staff, and healthcare providers. The survey includes questions related to procurement practices, resource allocation, and the perceived impact on service quality.

The data collection process will involve two stages. In the first stage, permission to conduct the study will be obtained from the hospital administration. Once

approval is granted, participants will be selected using purposive sampling technique.

In the second stage, fieldwork will be conducted to collect data from the selected participants. The research team will administer the structured questionnaire to the participants. The team will provide a clear explanation of the purpose of the study and assure participants of the confidentiality of their responses. The participants will have the option to complete the questionnaire on-site or return it at a later time if they prefer.

3.7 Study Area

The study was conducted at Kade government hospital, which is located in the Kwaebibirem Municipality in the Eastern Region, Ghana, West Africa, Africa. The Kade Government Hospital is situated close to the Kade Market, and south of the pitch Abodom L/A Park. About 230 metres drive from east of the Kade Bus stop, 480 metres from south of Kade Ghana Commercial Bank (GCB) and 7 km from southeast of Bodua Bus station. Bodua is one of the closest neighboring town to Kade coming from Asamankese stretch

3.8 Tools for Data Analysis

Descriptive statistical of frequency counts, percentage and descriptions were used to describe the variables. The completed questionnaire was gathered, coded and arranged to facilitate easy identification. The Statistical Package for Social Science (SPSS) was used in analyzing the data collected as well as Microsoft excel for the drawing of the charts. The answers were counted to see

how often each option appeared, and then the numbers were changed into percentages. Information was displayed in tables and charts.

3.9 Chapter Summary

This chapter explains how the survey was done at Kade Government Hospital. The purpose of the survey was to determine how using good procurement management techniques can improve customer service. In order to examine the connections between diverse elements without any alterations made in the environment, we selected a descriptive cross-sectional research design for our project. A study was conducted on the entire staff of Kade Government Hospital, which employs approximately 346 individuals.

With the help of Krejcie & Morgan (1970) sample size determination table, 181 respondents were selected for the study using a method called simple random sampling technique.

A survey was used to collect information for the research. The survey had a list of questions with options for respondents to choose from, as well as questions that allowed them to write their own answers. It was necessary for us to obtain consent from the hospital authorities before we could proceed with selecting participants for our study and distributing our survey. The study was conducted at Kade Government Hospital in Ghana's Eastern Region, which is located in West Africa. An analysis technique known as descriptive statistics was used to analyze the information concerning the variables. The data was then looked at using a computer program called Statistical Package for Social Science.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 Introductions

This chapter of the study details the analysis and discussions of the data received after administration of the questionnaire. The data from the questionnaire provided the foundation for analysis in this chapter. The chapter brings out the data analysis and discussions of results using the Statistical Package for Social Sciences (SPSS) version 20.0. The data presented in this study was obtained from the fore mentioned respondents.

4.2 Results and Interpretations

4.2.1 Response Rate

Table 4.1 shows the number of questionnaires that were administered and retrieved and its equivalent frequency.

Table 4.1: Questionnaires Administered and Retrieved

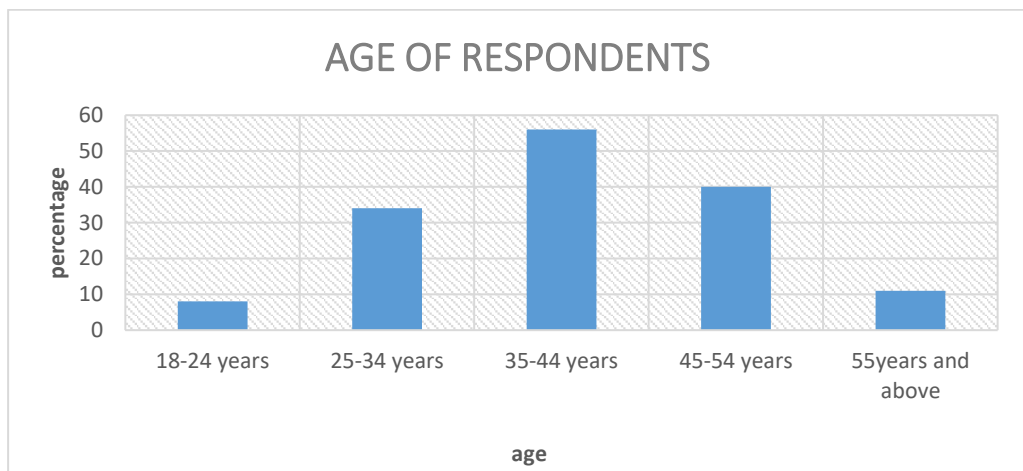
Respondents	Questionnaires Administered	Questionnaires Retrieved	Frequency (%)
Hospital Administrators	5	5	2.76
Procurement officer	5	5	2.76
Purchasing manager	2	2	1.10
Procurement unit	5	5	2.76
Stores manager	6	6	3.31
Finance unit	5	5	2.76
Medical Doctors	6	6	3.31
Physician Assistants	7	5	2.76
Midwives	16	9	4.97
Nurses	53	45	24.86
Pharmacy staff	5	5	2.76
Other departments	67	51	28.18
Total	181	149	82.29

Primary data source, 2023

4.2.2 Background Information of the Respondents

The research looked at the social characteristics of the people in Kade Government Hospital. The results are organized in the following tables. This part of the data set is about the information on the workers of the hospital. These include the age, educational level and gender.

Figure 4.1: Age of Respondents

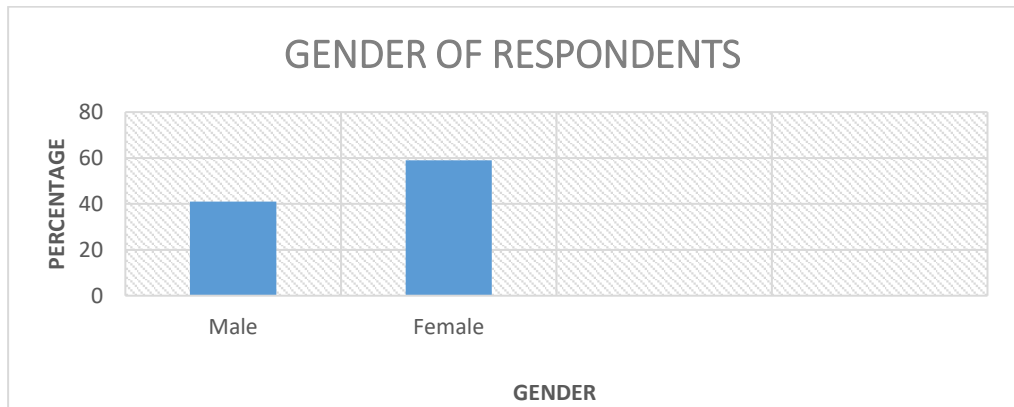


Source: Primary Data, 2023

From figure 4.1, 8(5.37%) were between 18-24 years, 34(22.82%) were between 25-34 years, 56(37.58%) were between 35-44 years, 40 (26.85%) were between 45-54 years, whilst 11(7.38%) were above 55 years. This means that the age between 25-34 years has a larger population as compare to other years.

This implies that a person's age is likely to have a direct influence on his knowledge on stores management effectively.

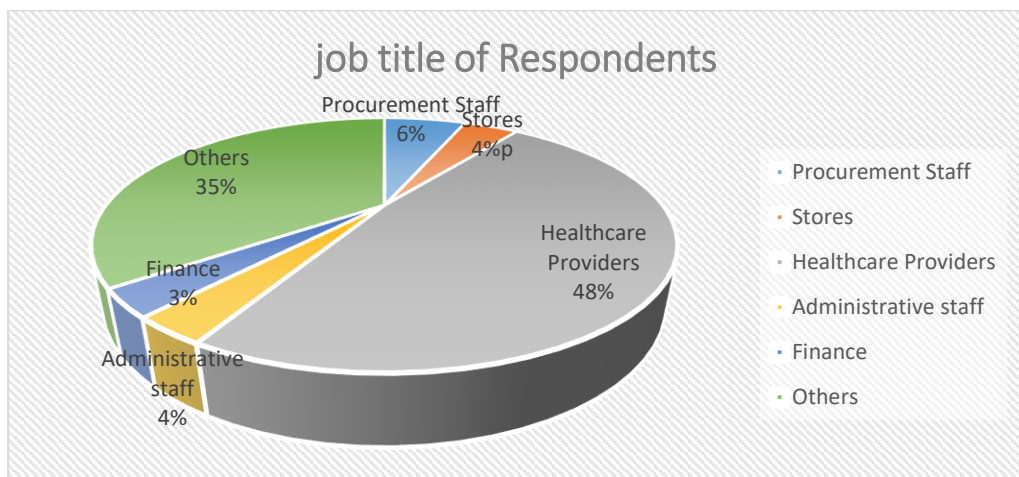
Figure 4.2: Gender of Respondents



Source: Primary Data, 2023

Figure 4.2 shows that male constitutes 41% of the respondents while female constitutes 59%. This means that there has been a fair distribution of gender balance in the hospital. This implies that females are active in all areas and at all levels in the hospital.

Figure 4.3: Job title of Respondents



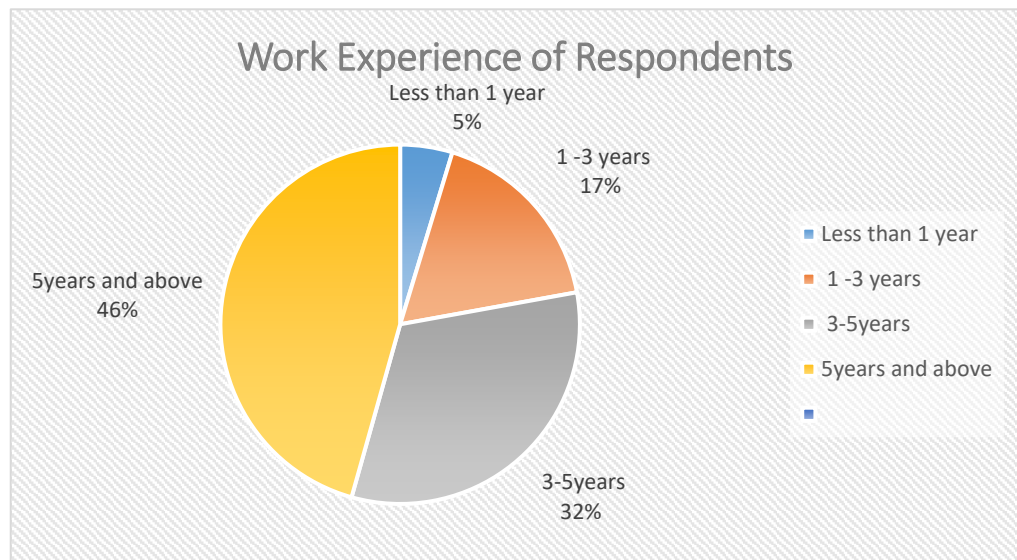
Source: Primary Data, 2023

From figure 4.3; 6% are procurement staff, 4% are stores managers, 48% are healthcare providers, 4% are administrative staff, 3% are from the finance

department, while Other departmental staff constitute 35%. This means that the healthcare providers have a larger population as compared to other groups of respondents.

This implies that almost all of the respondents were well qualified because they had the necessary academic qualifications for carrying out their procurement as well as stores functions.

Figure 4.4: Work Experience of Respondents



Source: Primary Data, 2023

From figure 4.4; 5% of the respondents have worked for less than 1 year, 17% have worked between 1-3 years, 32 have worked between 3-5 years and 46% have worked 5 years and above. This means the age is fairly distributed, fair distribution of work experience.

This implies that they had the knowledge and skills required for effective procurement management practices and quality service delivery and they are relevant to the study and have the capability of understanding public procurement operations.

4.2.3 Procurement Management Practices in Kade Government Hospital.

In this part of the survey, we tried to find out the different procurement management practices used in the hospital. The range was ‘very low extent (1)’ to ‘very great extent’ (5). The scores are grouped into Disagreed, not sure and Agreed where very low extent and low extent = Disagreed, moderate = Not sure, and great extent/very great extent= Agreed. Also, the rate of responses is represented by ‘r’ as shown in table 4.2.

Table 4.2 Procurement Management Practices in Kade Government Hospital.

QUESTION	Disagreed		Not sure		Agreed		Total	
	(r)	(%)	(r)	(%)	(r)	(%)	(r)	(%)
Customer Orientation is prioritized in the organization	6	4.04	22	14.76	121	81.20	149	100
There are partnerships with suppliers who play an important role in our strategy.	4	2.68	18	12.08	127	85.23	149	100
The organization and suppliers have good communication and share information with each other.	0	0	25	16.78	124	83.22	149	100
The procurement function now uses computers and the internet to do its activities.	12	8.05	41	27.52	96	64.43	149	100

Source: Primary Data, 2023

From Table 4.2, according to the respondents, the main focus of the hospital is customer focus. 4.04% strongly disagreed while 81.20% agreed and 14.76% were not sure. Again, 85.23% of respondents agreed that a strategic supplier partnership exists, 12.08% were not sure and 2.68% disagreed with the

statement. In addition, the information is well shared between the organization and service providers as 0% disagreed while 83.22% agreed and 16.78% were unsure. Finally, the procurement function has been taken over by information technology and therefore the majority of procurement is done electronically as 8.0 5% disagreed, 27.52% were unsure and 64.43% agreed. The researcher wanted to understand how hospitals use different practices to be successful in their procurement. The findings indicate that most of the people surveyed believed that the organization was focused on pleasing its customers. Because the process of buying things requires outside groups to be involved, it is important for customers and suppliers to work closely together and form strong relationships. The findings indicate that the hospital thinks it's important to build relationships with suppliers. Strategic acquisition projects help improve how the hospital buys things, and they also review different types of purchasing decisions. Furthermore, when retailers and suppliers have good relationships, it increases the likelihood of new products getting approved. A crucial element to effectively managing the supply base is connecting with customers and effectively managing suppliers earlier in the supply chain. Every part of the supply chain both gives and receives things. The findings also reveal that the organization and service providers in the hospital effectively shared information with each other. Accurate and on-time communication is crucial in making operations run smoothly in the supply chain. This is especially true for companies that have to make decisions about inventory while dealing with different limitations. Sharing promotional information between stores and companies can be very helpful. The hospital realized that it is important for companies to use IT solutions that bring efficiency and operational benefits,

such as electronic resource planning (ERP). On the other hand, emphasizing information management as part of an organization's strategy can help CEOs better manage uncertainty. It has been found that the establishment of internal information management systems creates a better basis for utilizing indirect learning.

4.2.4 To Assess the Impact of Effective Procurement Management Practices on the Quality of Healthcare Service Delivery at Kade Government Hospital.

This section of the sought to assess the impact of effective procurement management practices on the quality of healthcare delivery in the hospital. The range was 'very low extent (1)' to 'very great extent' (5). The scores are grouped into Disagreed, not sure and Agreed where very low extent and low extent = Disagreed, moderate = Not sure, and great extent/very great extent= Agreed. Also the rate of responses is represented by 'r' as shown in table 4.3.

Table 4.3 Assessing the Impact of Effective Procurement Management Practices On the Quality of Healthcare Service Delivery at Kade Government Hospital.

QUESTION	Disagreed		Not sure		Agreed		Total	
	(r)	(%)	(r)	(%)	(r)	(%)	(r)	(%)
Effective procurement management practices contribute to ensuring the availability of high-quality medical supplies and equipment in Kade Government Hospital.	0	0	15	10.07	134	89.93	149	100
In your experience, to what extent does effective procurement management directly influence the quality of healthcare services provided to patients.	0	0	11	7.38	138	92.62	149	100
How do you assess the impact of procurement management practices in Kade Government Hospital on patient satisfaction.	2	1.34	16	10.74	131	87.92	149	100

Source: Primary Data, 2023

From table 4.3, 89.93% agreed to the notion that effective procurement management practices contribute to ensuring the availability of high-quality medical supplies and equipment in the hospital, while 10.7% of the respondents said somewhat since they were not sure. Again, 92.62% of the respondents agreed that effective procurement management practices have direct influence on the quality of healthcare services provided to patients in the hospital since it affects all departments while 7.38 were uncertain.

Furthermore, it was discovered that majority of the respondents which constitute 87.92% agreed that procurement management practices have great impact on patient satisfaction in the hospital while 10.74 of the respondents were uncertain and 1.34 disagreed to the notion.

This implies that there is cordial relationship between the procurement department and other functional department which ensures smooth and timely service provision for patients.

4.2.5 To Examine the Challenges Currently Encountered in The Procurement of Medical Supplies, Equipment and Other Resources at Kade Government Hospital.

The researcher also sought to establish challenges of the procurement management practices encountered in Kade Government Hospital with regards to procurement of medical supplies, equipment and other essential resources. The range was 'very low extent (1)' to 'very great extent' (5). The scores are grouped into Disagreed, not sure and Agreed where very low extent and low extent = Disagreed, moderate = Not sure, and great extent/very great extent= Agreed. Again, the rate of responses is represented by 'r' as shown in table 4.4.

Table 4.4 Examining the Challenges Currently Encountered in the Procurement of Medical Supplies, Equipment and Other Resources at Kade Government Hospital.

QUESTIONS	Disagreed		Uncertain		Agreed		Total	
	(r)	(%)	(r)	(%)	(r)	(%)	(r)	(%)
Buying, installing, and keeping procurement systems like ERP can be costly.	45	30.20	30	20.13	74	49.66	149	100
Procurement frameworks are not locally accessible.	50	33.55	32	21.48	67	44.97	149	100
The management doesn't understand or acknowledge the advantages of the procurement function.	42	28.19	20	13.42	87	58.39	149	100
Suppliers and users do not want to give out information.	7	4.69	23	15.44	119	79.87	149	100

Source: Primary Data, 2023

Table 4.4 shows that 30.20% of the respondents did not consider the implementation of a procurement system expensive for companies, while 49.66% of the respondents considered the purchase, installation and maintenance of ERP-like systems expensive and 20.13% were not certain. Again, 44.97% thought that purchasing systems are not available locally, while 33.55% disagreed with the idea and 21.48% were not sure. Also, 58.39 agreed management does not recognize the benefits associated with the procurement function, while 28.19% disagreed and 13.42 were unsure. However, the majority of respondents believed that suppliers were not willing to share the information needed to develop a strategic partnership, accounting for 79.87%, while 15.44% were not sure and 4.69% disagreed. This suggests that most of the potential challenges mentioned above were not significant enough to justify

not implementing procurement management practices. The board practices to achieve different key achievement variables, and the expert tried to point out how different practices are used in the clinic. According to the results, customer orientation was a common practice among the respondents in the organization. Because the practice of procurement management requires interaction with external groups such as; customers and suppliers, supply chain partners must work together strategically. The results suggest that the hospital considers it necessary to communicate with suppliers that strategic procurement initiatives improve procurement management and to do so by looking at what procurement decisions are made. Better relationships between retailers and suppliers also increase the likelihood of new product adoption. Successful supply base management involves managing downstream suppliers and integrating downstream customers. The supply chain includes both customers and suppliers. In addition, the findings indicate that the hospital was able to effectively share information with its providers. Accurate and convenient information exchange is a significant indicator that further develops the implementation in the store network, especially in the associations of warehouse management options with different degrees of limitation. Sharing promotional information between manufacturers and retailers can be particularly useful. The hospital knows how important it is for companies to use IT solutions, such as electronic resource planning (ERP), which help them run more efficiently and get more out of their operations. However, supply managers can better manage uncertainty if the organization's strategy places more emphasis on information management. It can be seen that the governance frameworks of the associations

form a more visible basis for understanding the use based on internal information.

4.3 Chapter Summary

In summary, this chapter discusses our analysis and discussion of the data we gathered from the questionnaires we administered to the population under study. The chapter outlined the response rate and background information of respondents. The results were interpreted in relations to the research objectives which are Management Practices in Kade Government Hospital, to Assess the Impact of Effective Procurement Management Practices on the Quality of Healthcare Service Delivery at Kade Government Hospital and to Examine the Challenges Currently Encountered in The Procurement of Medical Supplies, Equipment and Other Resources at Kade Government Hospital. The results were presented in table and figures.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section provides a summary of the information obtained and also suggests possible answers to important issues, considering the results of the study. The main features of the presented findings based on the research objectives. The chapter ends with conclusions and recommendations.

5.2 Summary of Findings

This segment summarizes the results of the study. It is presented in the light of geological studies or research sites. In relation to the research objectives, the results of the review are summarized as follows:

5.2.1 Procurement Management Practices in Kade State Hospital

After conducting this study, it became clear that customer orientation was a common practice in the hospital, and effective implementation of procurement management practices requires involvement with external groups. strategic partnerships with customers and service providers are required with all members of the supply chain network. Also, joining forces with service providers and retailers from different fields leads to exceptional knowledge that can be applied to the further development of business knowledge. In addition, better connections between retailers and their suppliers develop opportunities to adopt new products. It was also found that the reception of informational

updates of purchasing practice is common in the organization. On the other hand, a deeper emphasis on a dashboard as part of a hierarchical technique can help CEOs better monitor vulnerabilities.

5.2.2 Assessing the Impact of Effective Procurement Management Practices on the Quality of Healthcare Service Delivery at Kade Government Hospital.

The results concluded that effective procurement management practices promote the availability of high-quality medical supplies and equipment and directly affect the quality of health services provided to patients. It was also found that effective procurement management practice has a great impact on patient satisfaction. sales and smooth and timely production of goods and services. The study also found that a close relationship between the purchasing department and other functional departments, including the financial department, needs to know when stores and supplies are dealing with future expenses, such as new equipment or stock transportation, to maintain sales volume. department supplies, mitigation and management of procurement risks and better employee motivation, retention and engagement.

5.2.3 Examining the Challenges Currently Encountered in the Procurement of Medical Supplies, Equipment and Other Essential Resources at Kade Government Hospital.

The study found out that there are some soothing challenges facing the hospital with regards to implementation of procurement systems such as ERP which was classified as expensive to operate, some of the respondents also made it known that they are not familiar with the current procurement systems in the hospital.

It was also established that even though management recognize the benefits associated with procurement function to the hospital, there is a need to work and throw more light on the benefits of effective procurement management practices that can be enjoyed by the hospital. This is as a result of some respondents being uncertain and also disagreed to the notion.

Again, it was revealed that suppliers, users are not willing to share essential information to the procurement staff which can be improved by developing strategic buyer-supplier relationship between the hospital and their suppliers.

5.3 Conclusion

From the study it is concluded that effective procurement management procurement has a positive significant effect on health delivery services. In view of this; management and stakeholders in the hospital has taken steps to put in place adequate mechanisms to manage supplies and products so as to enhance performance of the entire supply chain system and thus improved healthcare delivery service.

In addition, procurement management practice can be a powerful concept for the success of institution and improve supply chain performance of any entity whether public or private. Stores management as part of procurement management practices is the base of efficiency and economy in the supply chain and expands other functions of supply chain network.

Furthermore, effective procurement management systems performing in the health sector brings benefits not only to service quality but also to the institution competitiveness. Practices such as stores management contribute the highest

cost among the related elements in the supply chain, the improvement of stores management could change the overall performance of a health delivery in the hospital.

5.4 Recommendations

After examining the practice of procurement management and based on the results of the study, the researchers made the following recommendations:

1. The organization need to develop an effective pricing strategy such as detailed understanding of the cost of goods and services so as to prevent misunderstandings.
2. The hospital administration should fully computerize the store.
3. The procurement unit should manage lead time efficiently
4. There should be streamlined procurement process to avoid shortage of supplies.
5. Procurement and stores report must be prepared quarterly.
6. Inventory must be accurate and also maintain proper records keeping for easy auditing
7. Management should be involved in procurement process where necessary.
8. Management and evaluation of contracts should be strengthened.

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APPENDIX A: QUESTIONNAIRE

KOFORIDUA TECHNICAL UNIVERSITY

FACULTY OF BUSINESS AND MANAGEMENT STUDIES

DEPARTMENT OF PROCUREMENT AND SUPPLY SCIENCE

These questions are designed to enable the researcher undertake a research work on the title; Effective Procurement Management Practices: A Key to Quality Service at Kade Government Hospital.

Any information provided will be treated as private and confidential.

Please tick your preferred answer and write where applicable.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

Male [] Female []

2. Age group

18-24 [] 25-34 [] 35-44 [] 45-54 [] 55 and above []

3. Job Title/Role:

Procurement Officer []

Healthcare Provider (Doctor, Nurse, Midwife etc.) []

Administrative Staff []

Other (specify)_____

4. How long have been working with the institution

Less than 1 year []

1 -3 years []

3-5years []

5years and above []

SECTION B: PROCUREMENT MANAGEMENT PRACTICES

EMPLOYED BY YOUR ORGANIZATION

Kindly indicate the extent to which you agree with the following statements concerning procurement practices in your organization performance. Use the scale of (1 – No extent 2 – Little extent 3 - Moderate 4 – Great extent 5 – Very great extent)

Statement	1	2	3	4	5
Customer Orientation is prioritized in the organization					
There are partnerships with suppliers who play an important role in our strategy.					
The organization and suppliers have good communication and share information with each other.					
The procurement function now uses computers and the internet to do its activities.					

**SECTION C: IMPACT OF PROCUREMENT MANAGEMENT
PRACTICES ON QUALITY SERVICE IN YOUR ORGANIZATION**

Kindly indicate the extent to which you agree with the following statements concerning Impact of Procurement Management Practices on Quality Service in your organization. Use the scale of (1 – No extent 2 – Little extent 3 - Moderate 4 – Great extent 5 – Very great extent)

Statement	1	2	3	4	5
Effective procurement management practices contribute to ensuring the availability of high-quality medical supplies and equipment in Kade Government Hospital.					
In your experience, to what extent does effective procurement management directly influence the quality of healthcare services provided to patients.					
How do you assess the impact of procurement management practices in Kade Government Hospital on patient satisfaction.					

**SECTION D: CHALLENGES FACED IN THE IMPLEMENTATION
OF PROCUREMENT MANAGEMENT PRACTICES IN YOUR
ORGANIZATION**

Kindly indicate the extent to which you agree with the following statements concerning the challenges faced in the implementation of procurement practices in your organization performance. Use scale of (1 – No extent 2 – Little extent 3 - Moderate 4 – Great extent 5 – Very great extent)

Statement	1	2	3	4	5
Buying, installing, and keeping procurement systems like ERP can be costly.					
Procurement frameworks are not locally accessible.					
The management doesn't understand or acknowledge the advantages of the procurement function.					
Suppliers and users do not want to give out information.					

SECTION E: SUGGESTION FOR IMPROVEMENT

Is there any other information that you believe are significant for ensuring effective procurement management practices and quality service in Kade Government Hospital? Please provide your input in the space provided

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Thank you for taking your time to complete this questionnaire. Your inputs are greatly appreciated in helping us improve procurement practices and enhance service quality at Kade Government Hospital.



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BY

ANSAH SAMUEL

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THIS RECEIPT WAS SUBMITTED TO THE DEPARTMENT OF PROGRAMS AND STUDIES SERVICES OF KOFORIDUA TECHNICAL UNIVERSITY AS PART OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION AND MANAGEMENT.

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