

**SUSTAINABLE SUPPLY CHAIN MANAGEMENT PRACTICES AND SUPPLY  
CHAIN PERFORMANCE OF LEVEL 4 HOSPITALS IN MOMBASA COUNTY**

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**DECLARATION**

This thesis is my original work and has not been presented for award of a degree in any other university.

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## **DEDICATION**

To my family, for their unwavering love and support, as well as the tireless effort they have put in for me. This paper is also devoted to my dear wife Rosemary Abdalla, who has always been special in my life.

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## ABBREVIATIONS AND ACRONYMS

<b>ANOVA</b>	Analysis of Variance
<b>CSR</b>	Corporate Social Responsibility
<b>GSCM</b>	Green Supply Chain Management
<b>IRBs</b>	Independent Review Boards
<b>KNH</b>	Kenyatta National Hospital
<b>MENA</b>	Middle East and North Africa
<b>SC</b>	Supply Chain
<b>SCM</b>	Supply Chain Management
<b>SPSS</b>	Statistical Package for Social Sciences
<b>SRI</b>	Socially Responsible Investment
<b>SSC</b>	Sustainable Supply Chain
<b>SSCM</b>	Sustainable Supply Chain Management
<b>SSM</b>	Sustainable Supply Management
<b>UAE</b>	United Arab Emirates
<b>UN</b>	United Nations
<b>VRIN</b>	Valuable, Rare, Inimitable and Non-Substitutable

## DEFINITION OF TERMS

<b>Corporate Social Responsibility</b>	This is a methodology that a company employs to self-regulate in order to be socially responsible to its employees, customers, and stakeholders (Singh & Misra, 2021).
<b>Green Purchasing</b>	It is the practice of purchasing environmentally friendly products such as recycled, bio-based, and non-ozone depleting products that are beneficial to the environment (Yang & Zhang, 2021)
<b>Green Supply Chain Management (GSCM)</b>	It is the integration of environmentally sustainable practices into supply chain operations, including sourcing, production, and logistics, to minimize environmental impact(Wieland, 2021)
<b>Reverse Logistics</b>	It refers to the ultimate stage of a product's lifetime tracking. It covers things like how the product will be used, how it will be disposed of, and how it can be useful after it expires (Kakouris & Sfakianaki, 2018)
<b>Supply Chain Resilience</b>	The supply chain's ability to adapt and remain steady in the face of unforeseen events, as well as to efficiently respond to the disruption and recover and maintain the same level of operations (Pires Ribeiro & Barbosa-Povoa, 2018)
<b>Supply Chain Performance</b>	Supply chain performance denotes to the activities of the extended retail network in gathering end-customer rules such as item availability, on-time delivery, and crucial stock and limit in the retail network to achieve that presentation in a convenient manner. (Wieland, 2021)

## ABSTRACT

In supply chain management, sustainability is considered a critical performance criterion that had gained significant traction. Companies that had aligned their existing supply chains were expected to benefit from a sustainable supply chain. The performance and long-term viability of the supply chain depended on the implementation of eco-friendly practices. The study aimed to examine the supply chain performance of Level 4 hospitals in Mombasa County to determine whether and how sustainable supply chain management practices could enhance supply chain performance. The research had four specific objectives regarding supply chain performance at Level 4 hospitals in Mombasa County: (1) it evaluated the effect of CSR on supply chain performance; (2) it examined the effect of green purchasing on supply chain performance; (3) it explored the result of reverse logistics on supply chain performance; and (4) it assessed the effect of social and resilient supply chain practices. This study was guided by the following theories; of dynamic capacities, the stakeholder theory, the supply chain integration, and the systems. A descriptive research strategy was employed for this investigation. The study included a survey of the twenty Level 4 hospitals in Mombasa County. Data was gathered through questionnaires. The first step was a small-scale pilot test. The survey underwent a battery of validity and reliability testing. All the data collected was checked for errors and duplicates. The data was analyzed using SPSS version 26. Checks for multicollinearity and normality were conducted. Regression analysis was also used to determine the extent to which the study's variables were related to one another the study concludes its examination of sustainable supply chain management practices in Level 4 hospitals in Mombasa County. The findings reveal a positive commitment to corporate social responsibility, green purchasing, reverse logistics, social and resilient supply chain practices, underscoring their significance in healthcare supply chains. These practices are shown to have a substantial positive impact on supply chain performance, with tangible benefits such as increased customer numbers, market share growth, environmental success, and enhanced operational efficiency. However, areas such as managerial commitment to CSR and the economic optimization of reverse logistics were identified as needing improvement. The findings underscore

the importance of leadership engagement, consistent communication, and stakeholder collaboration in enhancing sustainable practices. Recommendations include the need for policy frameworks to incentivize sustainable practices, continuous education for healthcare professionals, and further research into the economic impacts of these initiatives. This study provides valuable insights into the critical role of sustainable supply chain management in improving the efficiency and sustainability of healthcare delivery in Mombasa County. The study also provides recommendations for policy makers, academia, and healthcare practitioners to further promote and implement sustainable supply chain practices. Finally, it suggests several avenues for future research, including exploring the economic aspects of sustainability, investigating emerging technologies' role, and conducting comparative studies across regions and countries to better understand the contextual factors influencing sustainable supply chain practices in healthcare.