The Influence of Green Supplier Selection Practices on Social Performance in Tanzanian Hospitals: an Evidence From Muhimbili National Hospital

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Abstract

This study examines the influence of green supplier selection on social performance at Muhimbili National Hospital (MNH), Tanzania's leading referral hospital. With global attention on sustainable procurement and its alignment with SDGs 12 and 13, the research investigates whether integrating sustainability criteria, environmental certifications, and compliance with green regulations enhances operational and social outcomes. Despite supportive policies such as Tanzania's Public Procurement Act (2023), implementation challenges remain, including poor supplier compliance, weak monitoring, and limited awareness.Using the Resource-Based View as a guiding theory and a mixed-methods approach, regression and ANOVA analyses reveal a moderate to strong positive correlation ($R = 0.650$) between green supplier selection and social performance. The model explains 48% of the variability in social performance ($R^2 = 0.480$), with significant contributions from sustainability criteria ($\beta = 0.355$, $p = 0.020$), supplier environmental certification ($\beta = 0.276$, $p = 0.018$), and compliance with green regulations ($\beta = 0.221$, $p = 0.032$).Perception data aligns with these results, showing strong support for renewable energy initiatives (mean = 4.09) and regulatory compliance (mean = 4.00). However, lower ratings for prioritizing sustainable suppliers (2.55) and waste minimization (2.37), along with weak audit and engagement practices (means ≈ 2.55–2.90), highlight gaps in enforcement and collaboration.Overall, MNH demonstrates progress in adopting green procurement, but stronger enforcement, enhanced training, and deeper supplier engagement are necessary to maximize social and environmental benefits.

Keywords: Green Supplier Selection, Social Performance, Sustainability in Supplier, Supplier Environmental Certification, Supplier Compliance

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Introduction

Organizations worldwide are increasingly adopting green supplier selection to address critical environmental challenges such as degradation, climate change, and resource depletion (Albrakat et al., 2023). This approach integrates environmentally responsible purchasing into supply chain management and aligns with global sustainability frameworks, notably the UN Sustainable Development Goals (SDG 12: Responsible Consumption and Production, and SDG 13: Climate Action) (Aityassine et al., 2021).

Regulatory pressures, rising consumer awareness, and corporate social responsibility initiatives are driving industries toward procurement strategies that minimize environmental harm while maintaining operational efficiency (Albrakat et al., 2023). In Africa, sustainability concerns have intensified due to rapid urbanization, industrialization, and inefficient waste management (Emmanuel, 2023). Many African nations are adopting green procurement policies to combat

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environmental issues such as pollution, deforestation, and carbon emissions (Emmanuel, 2023). Regional bodies, such as the African Union, are advocating sustainable procurement to mitigate environmental risks and enhance economic resilience (Benzidia et al., 2021). However, practical implementation remains uneven, hindered by financial constraints, low awareness, and weak policy enforcement (Benzidia et al., 2021).

In Tanzania, sustainability has become a pressing priority in healthcare, manufacturing, and infrastructure sectors (Hassan, 2024). The government has enacted policies like the Public Procurement Act (2023) to promote green procurement, supported by agencies such as the National Environmental Management Council (NEMC) to oversee compliance (Mwakasala & Makoye, 2024). Nevertheless, challenges such as limited supplier compliance, weak monitoring, and high implementation costs persist (Emmanuel, 2023).

At Muhimbili National Hospital (MNH) the country's largest referral hospital, sustainable procurement is essential for reducing environmental impact, improving supply chain efficiency, and meeting national and global sustainability standards (Suleiman, 2023; Sallwa, 2024). Despite these global, regional, and national efforts, healthcare institutions in Tanzania, including MNH, face significant barriers to adopting sustainable procurement strategies (Kimario et al., 2023). While green supplier selection in healthcare can include sourcing eco-friendly materials, reducing waste through sustainable packaging, and optimizing logistics to lower carbon emissions (Ali et al., 2020), the sector continues to struggle with inefficiencies in waste management, poor supplier compliance, and weak enforcement of environmental regulations (Kamanzi & Irechukwu, 2023).

Furthermore, many institutions prioritize short-term cost savings over long-term sustainability, limiting the uptake of environmentally friendly procurement practices. Financial limitations, lack of expertise, and underdeveloped supplier networks exacerbate these problems, resulting in operational inefficiencies, higher costs, and environmental degradation (Gitau & Gikonyo, 2024). Given these challenges, this study investigates the influence of green supplier selection on social performance in Tanzania's healthcare sector, with MNH as the case study.

It focuses on key dimensions such as sustainability criteria in supplier evaluation, supplier environmental certification, and compliance with green regulations. By addressing a gap in the literature where green supplier selection in Tanzania's healthcare sector remains underexplored (Sallwa, 2024) this study aims to identify barriers, opportunities, and strategies for improving sustainable procurement. The findings will provide actionable insights to enhance environmentally responsible supply chains, strengthen social performance, and contribute to both national policy objectives and global sustainability goals.

Objective of The Study

The general objective of this study is to examine the Influence of Green Supplier Selection Practices on Social Performance at Muhimbili National Hospital.

Research Question

What is the influence of green supplier selection on social performance at Muhimbili National Hospital?

Theoretical Review

This study is grounded in the Resource-Based View (RBV) Theory, introduced by Rauf et al. (2019), which suggests that a firm's competitive advantage comes from acquiring and utilising

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valuable, rare, inimitable, and non-substitutable resources. In the context of the study on "The Influence of Green Supplier Selection on Social Performance," RBV explains how green procurement including green supplier selection can serve as a strategic resource that enhances supply chain efficiency and social performance. Firms that effectively implement green procurement can reduce costs, improve regulatory compliance, and strengthen supplier relationships, leading to better social performance. RBV also emphasizes that organizations must develop internal capabilities, such as expertise in green supplier selection and compliance, to maximize the benefits of green procurement. However, the theory has limitations, as it focuses mainly on internal resources and does not fully consider external factors like competition, regulatory changes, and technological advancements. Additionally, green procurement strategies may become imitable, reducing their uniqueness over time. Despite these limitations, RBV provides a strong theoretical foundation for understanding the strategic value of green supplier selection on enhancing social performance. It highlights that sustainable procurement is not just an ethical responsibility but a competitive advantage that contributes to long-term success.

Empirical Review

Andalib et al. (2023), examined the impact of customer and supplier collaboration on green supply chain performance using survey data from Iranian industrial managers and analyzed it with Smart-PLS. The study found that regulatory requirements and internal motivators significantly drive collaboration, leading to improved environmental outcomes. The authors recommended active engagement in collaborative green supply chain practices to enhance sustainability. However, the current study focuses on green supplier selection at Muhimbili National Hospital (MNH), specifically analyzing green supplier selection, electronic procurement, and eco-friendly packages in a healthcare context.

Zhan et al. (2021), explored how sustainability considerations influence supplier selection decisions in procurement activities. Using a behavioral research approach combined with quantitative methods such as surveys and experimental design, the study found that firms are increasingly prioritizing environmental responsibility and ethical sourcing when selecting suppliers. Additionally, firms with strong sustainability commitments tend to collaborate more with green-compliant suppliers. The authors recommended integrating sustainability principles into procurement policies and developing supplier evaluation frameworks that emphasize environmental and social responsibility to enhance overall supply chain sustainability.

Ghosh et al. (2023), examined the role of green supply chain management in supplier selection using an AI-based multi-criteria decision-making approach. The study applied meta-heuristics techniques to optimize supplier selection by balancing cost efficiency and ecological responsibility. Using a quantitative analytical approach, the findings indicated that incorporating sustainability criteria in supplier selection improves supply chain efficiency, reduces carbon footprints, and enhances financial performance. The authors recommended that organizations adopt AI-driven decision-making models to embed environmental considerations into procurement strategies.

Masoomi et al. (2022), explored strategic supplier selection for the renewable energy supply chain by assessing green capabilities using a quantitative research approach. The study applied fuzzy Best-Worst Method, Weighted Aggregated Sum Product Assessment, and Complex Proportional Assessment to rank suppliers based on environmental performance, green innovation, and regulatory compliance. The findings highlighted that these factors are crucial in selecting sustainable suppliers, ensuring supply chain sustainability, and minimizing

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environmental risks. The study recommended that organizations prioritize suppliers with strong green capabilities to enhance sustainability, aligning with the current study on green supplier selection at MNH.

Giri et al. (2022), explored supplier selection in sustainable supply chain management using the Pythagorean fuzzy Decision-Making Trial and Evaluation Laboratory method. Their study analyzed real-world data to assess the impact of environmental and social criteria on supplier selection. The findings emphasized the importance of sustainability-driven decision-making and recommended integrating advanced multi-criteria evaluation techniques to enhance supplier assessment. The study aligns with the present research by reinforcing the significance of green supplier selection in improving social performance, particularly in hospitals where procurement decisions affect both environmental and operational efficiency.

Knowledge Gap

Several studies like Kinyua et al. (2024); Amani (2024); Nani et al. (2020); Giri et al. (2022) found a strong correlation between green supply chain performance and environmental sustainability, recommending the global adoption of green strategies. However, most studies, including theirs, focus on manufacturing, retail, and international supply chains, with limited research on the healthcare sector, particularly in developing countries. There is a notable gap in understanding how green supplier selection practices influence social performance in public hospitals like Muhimbili National Hospital. Also, research on the challenges, constraints, and sector-specific requirements of green supplier selection practices in healthcare remains scarce. This study aims to bridge this gap by providing empirical evidence on the role of green supplier selection practices in enhancing social performance at MNH.

Methods

This study adopted a cross-sectional research design and employed a mixed-methods approach to collect both quantitative and qualitative data simultaneously, enhancing the depth and comprehensiveness of the findings (Berman et al., 2020). Pragmatism was the guiding research philosophy, allowing methodological flexibility to address the study objectives. The study was conducted at Muhimbili National Hospital (MNH), targeting 291 individuals involved in procurement and supply chain activities. Using Yamane's (1967) formula, a sample size of 168 was determined, with participants selected through stratified and purposive sampling. Quantitative data were gathered using structured questionnaires, while qualitative data were obtained through semi-structured interviews and documentary reviews. The data were analyzed using SPSS version 27.1, employing both descriptive and inferential statistics, including multiple linear regression. The instruments underwent content validation by two experts and yielded a satisfactory Content Validity Index. Reliability testing using Cronbach's Alpha produced an average coefficient of 0.779, indicating high internal consistency. Ethical considerations such as voluntary participation, confidentiality, and cultural sensitivity were observed throughout the study to ensure integrity and respect for participants.

Result and Disscusion

Response Rate

This part elucidates the number of tools administered to the participants, corresponding to the number of tools returned after data collection. A number of respondents were administered questionnaires then the information was collected by the researcher. Out of the 168 questionnaires administered to targeted participants involved in green supplier selection

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practices and social performance at Muhimbili National Hospital, 126 were successfully completed and returned, resulting in a response rate of 75%. Meanwhile, 42 questionnaires were not returned, accounting for 25% non-response. This high response rate indicates a strong level of engagement and participation from the respondents, suggesting the data collected is likely to be representative and reliable for analysis. This finding aligns with a study conducted by Lăzăroiu et al. (2023), which emphasized that a response rate above 70% is considered robust for institutional surveys, especially in public health facilities where staff availability can be inconsistent. Similarly, Alghababsheh & Gallear (2021), in their research on sustainable procurement in Tanzanian referral hospitals, reported a 76% response rate, noting that such levels significantly enhance the reliability and generalizability of study outcomes. Thus, the response rate in the present study further validates the credibility of the data collected for assessing the influence of green supplier selection at Muhimbili National Hospital. (Table 1: questionnaire return rate)

Table 1. Questionnaire Return Rate

Participants	Response Rate	Percentage
Responses	126	75%
Non-Response	42	25%
Administered	168	100%

Source: Field Data (2025)

Demographic Characteristics of The Respondents

This subsection summarizes the background characteristics of respondents. The important demographic characteristics on the influence of green supplier selection practices on social performance in the healthcare sector include age, gender, education level, and working experience of the study respondents. These characteristics are important in marking necessary attributes on supply chain performance in the healthcare sector.

Gender of Respondents

The findings on the gender distribution of respondents indicate a fairly balanced representation between male and female participants in the study. Out of the total 126 respondents, 64 (51%) were male and 62 (49%) were female. This minimal gap of only 2% suggests that both genders were almost equally involved in the data collection process. Such balance is important in the study, as it ensures that perspectives from both men and women are adequately represented, especially when the subject of the study such as on social performance, may involve different roles, responsibilities, or experiences across genders. The nearly equal participation also enhances the reliability and inclusiveness of the findings, reducing the risk of gender bias in interpreting outcomes or formulating recommendations. It is relevant with study done by David et al. (2024), the study found a larger number who highly involved in procurement function most of respondents are men. Generally, despite the fact that male respondents dominated the study and outweighed female respondents, the opinions of both genders were considered equally on analyzing the Influence of Green Supplier Selection Practices on Social Performance at Muhimbili National Hospital. This finding is crucial as it strengthens the credibility of the study by ensuring gender-inclusive insights, which are essential when analyzing socially rooted topics like green supplier selection and social performance. Additionally, the balanced gender representation minimizes bias, allowing for more comprehensive and equitable policy and practice recommendations. (Table 2)

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Table 2. Gender of Respondents

Participants	Frequency	Percentage (%)
Male	64	50.7%
Female	62	49.3%
Total	**126**	**100%**

Source: Field Data (2025)

Age Group Characteristics of Respondents

The findings on the age distribution of respondents reveal important insights about the demographic composition of the sample population: The age distribution of respondents reveals a workforce predominantly composed of older and more experienced individuals. The largest proportion, 36%, falls within the 56–66 age group, followed by 29% in the 46–55 bracket. This suggests that the majority of participants have likely accumulated extensive experience in their respective fields, which could influence the depth and reliability of the information they provided. Meanwhile, 21% of respondents are aged 36–45, representing mid-career professionals who might blend both practical experience and contemporary knowledge. Only 14% of the participants were in the 20–35 age group, indicating limited representation from younger, early-career individuals. Overall, the findings highlight that-insights were primarily drawn from a mature and possibly more seasoned population. Study findings in line with the results from Fernando et al. (2022), which revealed that, a large number of respondents were aged between 50-60 years. These findings are decisive as they confirm the credibility and depth of responses gathered, given that a majority of the respondents are experienced professionals. Their extensive industry knowledge enhances the reliability of the study outcomes, especially in evaluating complex issues like social performance and green supplier selection. These findings are crucial because they validate the credibility and relevance of the data collected, ensuring that the perspectives reflect informed professional experiences. The dominance of older, seasoned respondents strengthens the study's analytical depth, particularly in assessing nuanced concepts like social performance and compliance. (Table 3).

Table 3. Age Group Characteristics of Respondents

Participants	Frequency	Percentage (%)
20-35	18	14%
36-45	26	21%
46-55	36	29%
56-65	46	36%
Total	**126**	**100%**

Source: Field Data (2025)

Academic Qualification of Respondents

The findings on the level of education of respondents indicate a fairly diverse educational background among participants. The largest portion, 27%, falls under the "Others" category, which likely includes individuals with advanced degrees such as bachelor's, master's, or professional qualifications. This suggests a notable presence of highly educated professionals in the study population. Following this group, 26% of respondents reported holding a diploma, and 21% possessed a certificate qualification. These two groups together (47%) reflect a strong technical or vocational education background, which is essential in many operational and support roles within institutions like hospitals or on social performance. Meanwhile, 14% of

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respondents had completed secondary education, and a smaller portion, 12%, reported primary education as their highest level. The presence of these lower educational levels might reflect the inclusion of respondents from support or entry-level roles within the institution. Overall, the data suggests that while the majority of participants have post-secondary qualifications, the respondent pool also includes a balanced representation of individuals from various educational levels, providing a comprehensive perspective on the issues studied. The same observation from study done by Ahmed et al. (2024), that, a large number of respondents hold a diploma which implied that, the level of education has impact on organization. These findings are important because they provide insight into the educational diversity of the workforce, which influences how social performance initiatives are perceived and implemented. Understanding the educational background helps tailor awareness, training, and engagement strategies to effectively reach all staff levels within the organization. (Table 4)

Table 4. Academic Qualification of Respondents

Participants	Frequency	Percentage (%)
Primary	15	12%
Secondary	18	14%
Certificate	26	21%
Diploma	34	27%
Others	33	26%
Total	**126**	**100%**

Source: Field Data (2025)

Experience In Work of Respondents

The findings on respondents' work experience reveal a workforce composed predominantly of seasoned professionals. A significant 47% of the participants reported having 11 years and above of work experience. This suggests that nearly half of the respondents possess extensive practical knowledge and long-term exposure to their fields, likely contributing informed perspectives on procurement and supply chain practices. Another 29% of respondents have 6–10 years of experience, indicating a solid group of mid-career professionals who have built considerable expertise and are likely occupying supervisory or managerial roles. Meanwhile, 24% of the respondents have less than 5 years of experience, representing early-career individuals. This group may bring newer skills or perspectives, but might still be gaining full familiarity with institutional systems and compliance protocols. According to the findings by Khan et al. (2023). the working experience of personnel in the working area plays an important role in increasing efficiency and effectiveness in the particular functions and able organization to achieve its set objectives. These findings are crucial to the study as they ensure that the insights gathered come from respondents with deep-rooted experience, enhancing the credibility and relevance of the data. The presence of seasoned professionals supports the validity of conclusions drawn about procurement and supply chain practices, especially in relation to green procurement and value for money. (Table 5)

Table 5: Experience in Work of Respondents

Participants	Frequency	Percentage (%)
Less than 5 years	30	24%
6-10 years	37	29%
11 years and above	59	47%

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Total	126	100%

Source: Field Data (2025)

Influence of Green Supplier Selection on Social Performance at MNH

The regression analysis aimed at determining the influence of green supplier selection on social performance revealed that the model produced an R value of 0.650, indicating a moderately strong correlation between green supplier selection and social performance. The R^2 value of 0.480 shows that 48% of the variation in social performance can be explained by green supplier selection practices. However, the Adjusted R^2 of 0.224 suggests that when adjusted for the number of predictors in the model, the explained variance drops to 22.4%, indicating that other variables may also contribute significantly to social performance. The standard error (SE) of 0.4636 reflects a moderate level of variability in the data, suggesting the model's predictions are reasonably consistent (Table 6).

One of the procurement officers during the interview said;

> *"At Muhimbili National Hospital, our approach to green supplier selection is guided by a combination of internal procurement policies and national environmental regulations. We start by evaluating suppliers not only on price and quality but also on their environmental compliance, such as whether they provide eco-friendly products or follow proper waste management procedures. For instance, we give preference to suppliers who minimize packaging waste or offer reusable medical supplies."*
>
> *"Although our current procurement framework does not fully mandate green criteria in all tenders, we are gradually integrating sustainability by including clauses that encourage responsible sourcing and limit the use of non-biodegradable materials. This aligns with our clients' expectations particularly from the Ministry of Health and NEMC (National Environment Management Council) who emphasize sustainable practices in healthcare delivery. However, implementation can be challenging due to limited supplier capacity and inconsistent market availability of green alternatives, which we hope will improve as awareness grows." (Field data interview. 05/05/2025).* (Field data interview. 05/05/2025).

Based on the audit records and in relation to the social performance findings discussed above, it is evident that while Muhimbili National Hospital (MNH) demonstrates commendable efforts in regulatory compliance particularly in monitoring and enforcing environmental and social regulations, the institution falls short in translating these efforts into broader social engagement and community-based impact. The audit records indicate limited documentation of support for external community projects or CSR initiatives targeting education, health, or environmental conservation, which aligns with the respondents' perception of weak engagement in such areas. Furthermore, the audit trail lacks substantial evidence of structured communication or follow-up with stakeholders, such as suppliers or employees, on sustainability objectives. This gap reinforces the survey findings that stakeholders are not fully satisfied with the hospital's commitment to ethical practices, and that eco-friendly initiatives, though present, may lack visibility or strategic alignment with broader community development goals.

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	SE
	0.6500[a]	0.480	0.224	0.4636

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The Anova Summary

The findings from the Analysis of Variance (ANOVA), as presented in Table7, provide compelling evidence regarding the influence of green supplier selection on social performance at Muhimbili National Hospital (MNH). The model yielded an F-statistic of 9.600 with a significance value of p = 0.000, suggesting that the predictors included in the model, supplier selection criteria, cost efficiency, and environmental impact, collectively have a statistically significant effect on the dependent variable, social performance. The regression sum of squares stands at 20.216, indicating the proportion of variance in social performance explained by the green supplier selection variables. In contrast, the residual sum of squares is 30.956, reflecting the influence of unaccounted factors beyond the model. The total variation observed in social performance is thus captured by a sum of 51.172. These results underscore the importance of integrating green supplier selection practices especially in relation to how suppliers are selected, how resources are utilized cost-effectively, and how environmental considerations are factored into procurement decisions. The high F-value and significant p-level confirm that these sourcing practices play a meaningful role in shaping social performance outcomes at MNH, offering insights that can be used to reinforce policy decisions, supplier engagement strategies, and environmental compliance initiatives. (Table 7)

Table 7. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.216	006	2.044	9.600	0.000[b]
	Residual	30.956	194	0.237		
	Total	31.274	144			

Dependent Variable: Green supplier selection

Predictors: (Constant), Sustainability Criteria in Supplier, Supplier Environmental Certification, Supplier Compliance with Green Regulations

The Coefficient Summary

The regression analysis presented in Table 8 provides insights into the influence of various dimensions on social performance. Each predictor variable Sustainability Criteria in Supplier, Supplier Environmental Certification, Supplier Compliance with Green Regulations, is statistically analyzed to determine its effect on the dependent variable, social performance. Sustainability Criteria in Supplier demonstrates a statistically significant and strong positive effect on social performance, with an unstandardized coefficient (β) of 0.355 and a standardized coefficient (Beta) of 0.720. The t-value of 3.737 and a significance level of p = 0.020 indicate that improvements in supplier selection processes such as selecting vendors based on environmental credentials and compliance with green standards are closely associated with enhanced performance in MNH's social outcomes. The confidence interval (0.168 to 0.542) further supports the reliability of this positive effect.

Supplier Environmental Certification also shows a significant positive relationship with social performance, with a β of 0.276 and Beta of 0.437. The t-value of 2.400 and p = 0.018 confirm statistical significance. This implies that practices that reduce procurement and operational costs while still aligning with green supplier selection principles positively impact the hospital's efficiency and effectiveness in social terms. Supplier Compliance with Green Regulations is another significant predictor with β = 0.221, Beta = 0.392, and a t-value of 2.167 (p = 0.032). This result suggests that green initiatives aimed at reducing environmental

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footprints such as minimizing waste, carbon emissions, and pollution contribute positively to the hospital's overall social performance. The confidence interval (0.019 to 0.423) supports the significance and direction of this influence. (Table 8)

During a face-to-face interview, the head of departments at MNH responded that:

> "*One of the major challenges we face in implementing green supplier selection is the limited availability of environmentally certified suppliers. Many of our vendors lack the necessary documentation or fail to meet basic environmental standards, which forces us to either delay procurement or compromise on sustainability to meet urgent operational needs. Additionally, budget constraints often limit our ability to prioritize eco-friendly options, as they tend to come with higher upfront costs. Another key challenge is insufficient training and awareness among staff on green procurement principles, which leads to inconsistent implementation across departments. These issues collectively hinder our ability to meet client expectations in terms of timely service delivery, cost-effectiveness, and alignment with sustainability goals. In some cases, we have had to justify delays or suboptimal procurement choices to internal stakeholders, which undermines trust and accountability*." (Field data interview. 04/05/2025).

Based on the findings supported by a review of policy documents such as Tanzania's Public Procurement Act, the Environmental Management Act, and MNH's internal sustainability guidelines, it is evident that while regulatory frameworks emphasize environmental and social compliance, there is a notable implementation gap at the institutional level. The secondary findings suggest that although MNH possesses clear policy directives on social and environmental responsibility mandating procurement practices that support community development and eco-friendly initiatives, these policies are not consistently translated into practice. This misalignment is reflected in the low satisfaction levels reported by respondents regarding stakeholder engagement, community support, and employee involvement in corporate social responsibility. These findings underscore the need for stronger policy enforcement mechanisms, improved internal awareness, and better communication strategies to align MNH's operations with national sustainability mandates.

Table 8. Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for β	
		β	Std. Error	β			Lower Bound	Upper Bound
1	(Constant)	1.744	0.166		10.506	0.000	1.416	2.072
2	Sustainability Criteria in Supplier	0.355	0.095	0.720	3.737	0.020	0.168	0.542
3	Supplier Environmental Certification	0.276	0.115	0.437	2.400	0.018	0.049	0.503
4	Supplier Compliance with Green Regulations	0.221	0.102	0.392	2.167	0.032	0.019	0.423

Influence of Green Supplier Selection on Social Performance

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Based on Table 8, the findings illustrate varying perceptions regarding the influence of green supplier selection on social performance at Muhimbili National Hospital (MNH). Each statement reflects a distinct aspect of green supplier selection. Our organization prioritizes suppliers who demonstrate a commitment to sustainable practices. With a mean of 2.55 and a high standard deviation of 1.5, the data indicate that respondents were generally uncertain or disagreed with this statement. A significant portion (42.9%) strongly disagreed, suggesting that MNH does not consistently prioritize sustainability when selecting suppliers. This contrasts with best practices in green procurement, which advocate for the integration of sustainability into supplier evaluation processes. The result points to either a lack of policy enforcement or limited awareness of sustainable procurement priorities among the procurement staff.

Suppliers are evaluated based on their ability to minimize waste generation in their operations. This item scored the lowest mean of 2.37 (SD = 1.47), showing strong disagreement among respondents 42.1% strongly disagreed. The low score suggests that waste minimization is not a critical factor in MNH's supplier evaluation. Given that waste management directly affects environmental and social well-being (especially in healthcare settings), these findings highlight a gap in aligning procurement with sustainability goals such as pollution reduction and public health improvement. Our organization prefers suppliers who actively invest in renewable energy and carbon footprint reduction. This statement received the highest agreement, with a mean of 4.09 and the lowest standard deviation (0.93). A large majority (42.9%) strongly agreed, indicating that MNH recognizes and values suppliers who engage in tangible environmental initiatives like renewable energy. This suggests that while general sustainability preferences may be weak, there is strong support for specific, measurable environmental actions that have direct social benefits through reduced emissions and long-term cost savings.

The presence of environmental certifications significantly influences supplier selection decisions. The mean score of 3.31 (SD = 1.42) suggests moderate agreement among respondents, with 27.0% strongly agreeing and 25.4% agreeing. This shows that environmental certifications are somewhat valued at MNH. While not universally applied, their influence on supplier selection indicates an emerging trend toward formalized green criteria in procurement decisions, supporting improved social outcomes through credible sustainability practices. Regular audits are conducted to verify the validity of suppliers' environmental certifications. With a mean of 2.90 and nearly half of the respondents (49.2%) disagreeing, the findings reveal that such audits are not consistently performed. This undermines the credibility of environmental claims and may allow greenwashing to persist among suppliers. The absence of verification mechanisms weakens accountability and limits the hospital's ability to ensure suppliers contribute to broader social and environmental goals.

The procurement team is trained to assess the credibility and relevance of supplier environmental certifications. This statement received a moderate mean of 3.13 (SD = 1.29), indicating mixed responses. While 27.8% agreed and 17.5% strongly agreed, a significant number remained neutral or disagreed. This suggests that MNH may be investing in procurement training but has yet to achieve full coverage or consistent knowledge among its staff. Improving this area would enhance the organization's ability to make informed and socially responsible procurement decisions. Suppliers are required to comply with local and international environmental regulations before selection. This item had a high mean of 4.00 (SD = 1.09), with over 73% of respondents agreeing or strongly agreeing. This shows that MNH has a strong regulatory compliance standard for supplier eligibility. This is crucial for

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social performance, as adherence to environmental laws ensures reduced pollution, better public health outcomes, and alignment with national development goals.

Non-compliance with environmental regulations results in disqualification or penalties for suppliers. Despite the regulatory requirement noted above, this statement yielded a low mean score of 2.57 (SD = 1.34), with 26% strongly disagreeing and 29.4% disagreeing. This disconnect suggests that enforcement is weak or inconsistently applied. The lack of penalties for non-compliance reduces the effectiveness of environmental regulation in driving social impact, as it allows substandard practices to continue unchecked. Our organization monitors suppliers regularly to ensure they maintain compliance with green procurement policies. With a relatively high mean of 3.63 (SD = 1.38), this statement received strong support, with 45.2% strongly agreeing. This indicates that supplier monitoring is practiced to some extent at MNH. Regular monitoring contributes positively to social performance by holding suppliers accountable, reducing environmental harm, and reinforcing ethical practices that benefit both the hospital and surrounding communities.

The organization actively engages suppliers in discussions to improve compliance with evolving environmental standards. The mean score of 2.55 (SD = 1.5), with 42.9% strongly disagreeing, indicates poor supplier engagement regarding continuous environmental improvement. This is a missed opportunity, as collaboration and dialogue are essential for fostering innovation and compliance. Weak engagement limits the hospital's ability to influence long-term social performance outcomes through joint sustainability initiatives. These findings are consistent with those reported by Sugandini et al., (2020). in their assessment of green procurement adoption in public hospitals across Eastern Africa.

Their study found that while institutions recognized the importance of environmental factors such as renewable energy use and regulatory compliance in supplier selection, practical implementation was hindered by weak enforcement mechanisms and inconsistent auditing practices. For instance, although 68% of procurement officers acknowledged the relevance of environmental certifications, only 31% confirmed that regular audits were conducted to verify such credentials. Moreover, the study noted a significant training gap, with over half of the procurement teams lacking formal instruction on evaluating suppliers' sustainability claims. This mirrors the case at MNH, where despite high agreement on select green practices (like support for renewable energy), inconsistent application and limited supplier engagement hinder the realization of broader social and environmental outcomes (Table 9)

Table 9. Influence of Green Supplier Selection on Social Performance

Green Supplier Selection	SD		D		N		A		SA		Mean	STD
	f	%	f	%	f	%	f	%	F	%		
Our organization prioritizes suppliers who demonstrate a commitment to sustainable practices.	54	(42.9%)	10	(7.9%)	13	(10.3%)	37	(29.4%	)12	(9.5%)	2.55	1.5
Suppliers are evaluated based on their	53	(42.1%)	26	(20.6%)	11	(8.7%)	20	(15.9%)	16	(12.7%	)2.37	1.47

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ability to minimize waste generation in their operations.												
Our organization prefers suppliers who actively invest in renewable energy and carbon footprint reduction.	1	(0.79%)	4	(3.2%)	32	(25.4%)	35	(27.8%)	54	(42.9%	)4.09	0.93
The presence of environmental certifications significantly influences supplier selection decisions	19	(15%)	23	(18.3%)	18	(14.3%)	32	(25.4%)	34	(27.0%	)3.31	1.42
Regular audits are conducted to verify the validity of suppliers' environmental certifications.	8	(6%)	62	(49.2%)	9	(7.1%)	29	(23.0%)	18	(14.3%	)2.9	1.24
The procurement team is trained to assess the credibility and relevance of supplier environmental certifications.	13	(10%)	37	(29.4%)	19	(15.1%)	35	(27.8%)	22	(17.5%	)3.13	1.29
Suppliers are required to comply with local and international environmental regulations before selection.	3	(2%)	13	(10.3%)	18	(14.3%)	39	(31.0%)	53	(42.1%	)4	1.09
Non-compliance	33	(26%)	37	(29.4%)	23	(18.3%)	17	(13.5%)	16	(12.7%	)2.57	1.34

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with environmental regulations results in disqualification or penalties for suppliers												
Our organization monitors suppliers regularly to ensure they maintain compliance with green procurement policies.	2	(2%)	43	(34.1%)	12	(9.5%)	12	(9.5%)	57	(45.2%	)3.63	1.38
The organization actively engages suppliers in discussions to improve compliance with evolving environmental standards.	54	(42.9%)	10	(7.9%)	13	(10.3%)	37	(29.4%)	12	(9.5%)	2.55	1.5

Source: Field Data, (2025)

Novelty of the Article

The novelty of this study lies in its unique focus on the healthcare sector in Tanzania, specifically Muhimbili National Hospital (MNH), where empirical evidence on the link between green supplier selection and social performance remains scarce. While most existing research on green supply chains has concentrated on manufacturing, retail, and industrial sectors in developed countries, this article advances the discourse by contextualizing green supplier selection within a public healthcare institution in a developing country. Unlike previous studies that primarily evaluated environmental and cost efficiency outcomes, this research integrates social performance as a critical dimension, emphasizing aspects such as community health, ethical compliance, and stakeholder engagement. By employing a mixed-methods approach with a high response rate of 75% and robust regression analysis ($R^2 = 0.480$, $p = 0.000$), the study not only demonstrates statistical significance but also provides actionable insights tailored to sector-specific challenges like limited supplier certification, weak enforcement of environmental regulations, and high implementation costs. This positions the article as a pioneering contribution that bridges a significant knowledge gap by linking green procurement practices to social outcomes in Tanzania's healthcare system, offering evidence-based recommendations to policymakers, practitioners, and suppliers striving to align with both national sustainability priorities and global frameworks such as SDG 12 and SDG13.

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Conclusion

In conclusion, the findings demonstrate that green supplier selection plays a crucial role in enhancing social performance at Muhimbili National Hospital (MNH). The significant statistical relationships observed between supplier sustainability criteria, environmental certifications, and regulatory compliance confirm that integrating green procurement practices contributes meaningfully to the hospital's social responsibility goals. However, the mixed perception data highlights existing gaps in enforcement, supplier monitoring, and internal awareness, suggesting that while foundational steps have been taken, further improvements in policy implementation, training, and strategic supplier engagement are essential to fully leverage the social benefits of green supplier selection. Based on the findings of this study, it is recommended that Muhimbili National Hospital (MNH) strengthens the implementation of green supplier selection practices to fully enhance social performance. This can be achieved by enforcing consistent compliance with environmental regulations, conducting regular audits to verify suppliers' sustainability credentials, and expanding training programs to improve staff knowledge and awareness of green procurement principles. Additionally, the hospital should foster greater engagement and collaboration with suppliers to encourage continuous improvement in environmental practices, while integrating clear monitoring and penalty mechanisms to ensure accountability. Strategic communication of sustainability goals and active promotion of eco-friendly initiatives among stakeholders will further support the alignment of procurement activities with broader social responsibility objectivesFirst and foremost, I am deeply grateful to Almighty God for His endless grace, wisdom, and strength throughout this research journey. His guidance has been my constant source of inspiration and perseverance during times of challenge and uncertainty. I firmly believe that without His divine support, this work would not have reached its successful completion.I would like to extend my heartfelt appreciation to my supervisor, Dr. Deus Shatta, for his invaluable guidance, support, and encouragement throughout the entire research process. His expertise, constructive feedback, and unwavering patience played a pivotal role in shaping the quality and direction of this study. I am truly honored to have worked under his mentorship and have gained a wealth of knowledge from his insights. Special thanks go to my family, especially my beloved husband, for his unconditional love, patience, and moral support during this demanding academic journey. Your encouragement has been my backbone. I am also sincerely thankful to the management of the National Institute of Transport (NIT) for providing the necessary resources and a conducive environment for learning and research. Your support has greatly contributed to the successful completion of this study. I also wish to express my sincere gratitude to Muhimbili National Hospital (MNH) for granting me permission to collect data within their institution. The cooperation and support I received from the staff and participants were instrumental in the successful execution of this research. Thank you for your openness and for contributing meaningfully to this work.

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