

TOTAL QUALITY MANAGEMENT PRACTICES AND SERVICE DELIVERY AT THE NAIROBI HOSPITAL, KENYA

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ABSTRACT

The Nairobi hospital operates in the health sector that is faced with high level of competition resulting from other players in the private sector including the Aga Khan hospital and MP Shah Hospital. Customers are consistently varying their needs and wants with an increased demand for quality services from the hospital. Thus, the hospital has no option other than ensuring that quality services are offered to customers in the most convenient way. To improve on the quality of services, organizations need to embrace TQM practices that call for customer focus initiatives, strong commitment from employees and the top management and excellent channels of communication. The main objective of the study was to determine the effect of TQM practices on service delivery of The Nairobi hospital. The study was guided by the following specific objectives; To determine the effect of customer focus on service delivery at the Nairobi hospital; To establish the effect of employee empowerment on service delivery at the Nairobi hospital; To assess the effect of communication on service delivery at the Nairobi hospital; To investigate the effect of top management commitment on service delivery at the Nairobi hospital. The study was anchored on Ishikawa Theory, Deming Theory of management, Crosby Theory and the Goldman theory. These theories explain various elements of TQM and how it related to service delivery. The study adopted a descriptive research design targeting all employees at the Nairobi Hospital. Primary data will be collected using a questionnaire after a pretest. The collected data was

analyzed using mean, standard deviation, frequencies and percentages. The data was then presented in the form of tables and charts. The study was an important build up to the management team of the private hospitals in Kenya, the county governments, the ministry of health, future scholars and academicians. To the management team of private hospitals, the study will help in formulation of proper TQM practices that enhances the level of service delivery. Health function in Kenya is devolved and thus the county governments will rely on the findings of the study to ensure that health units adopt sound TQM practices for excellent service delivery. The study established that total quality management practices significantly and positively influence service delivery at the Nairobi Hospital, Kenya. The study concluded that the firm significantly embraced employee empowerment as a TQM practices by involving staff in decision making and system improvement. It was concluded that to a significant extent the hospital was customer focused through focused on customer needs, expectations, values and engagement. The study further concluded that to a significant extent effective communication as a TQM practice was embraced by the Nairobi Hospital and this improved service delivery. It was finally concluded that the hospital top management was significantly committed to quality service delivery at the facility through setting clear vision and mission, objectives, values, systems, policies, communication, reward, resource provision systems to promote service delivery. The study recommends that the Nairobi Hospital needs

to enhance customer engagement, feedback, handling of complaints and customized services to improve customer satisfaction. The study recommends that the organization should enhance employee empowerment through capacity development, use of modern technology to enhance efficiency,

promote career development and engagement in decision making management delegation to promote service delivery.

Key Words: *total quality management practices, service delivery, Nairobi Hospital, Kenya*

INTRODUCTION

The changing customer needs and preferences require firms to produce products/services that are of high quality to meet or exceed customer expectations, the health sector is not an exception. By offering quality products and services, firms are able to remain competitive in the environment that is characterized by extreme uncertainty. Thus, the desire for firms to produce quality products and services has resulted into increased recognition of the concept of Total Quality Management (TQM) (Ross, 2017). Indeed, TQM today has gained attention among scholars and academicians especially in the field of strategic management. As a practice, TQM aims at continuous improvement in quality and thus performance of the firm. Quality is perceived as one of the drivers of performance among organizations in the globalized economy (Jaca & Psomas, 2015).

In Spain, García, Rama and Alonso (2014) noted the key TQM practices include process management, quality planning and effective leadership. A study was conducted in Turkey by Sadikoglu and Olcay (2014) to determine the interaction between TQM practiced and performance and it was noted that TQM has significant influence on performance. It was further established that implementation of TQM practices in Turkey is majorly affected by limited involvement of staff, low level of awareness among staff, improper structures within the firm and resource inadequacy. In the Indian Airline industry, Gupta and Belokar (2014) revealed that the management team of an organization has a greater role to create a culture of TQM.

Regionally in Nigeria, Hassan (2014) revealed that most organizations especially commercial banks have realized the value derived from TQM practices and this has seen an increase in recognition of quality improvement initiatives for better service delivery. In Kenya, consumers are always demanding for quality products and this forced many organizations to adopt TQM practices (Dubey, Gunasekaran & Ali, 2015). The study seeks to determine how the adopted TQM practices have influenced the level of service delivery with a key focus private hospital.

STATEMENT OF THE RESEARCH PROBLEM

The Nairobi hospital operates in the health sector that is faced with high level of competition resulting from other players in the private sector including the Aga Khan hospital and MP Shah Hospital. Customers are consistently varying their needs and wants with an increased demand

for quality services from the hospital. Thus, the hospital has no option other than ensuring that quality services are offered to customers in the most convenient way (Ooi, 2015). To improve on the quality of services, organizations need to embrace TQM practices that call for customer focus initiatives, strong commitment from employees and the top management and excellent channels of communication. TQM require efforts to be put in place that aim at continuously improving the level of service delivery in an organization. Thus, in the wake of environmental turbulence and increased forces of competition, The Nairobi hospital needs to strengthen on its TQM practices for optimal service delivery (Nawelwa, Sichinsambwe & Mwanza, 2015). Different studies have examined TQM practices and how they influence service delivery although in different contexts all through. In the airline industry in India, Gupta and Belokar (2014) looked at how TQM practices have been applied and it was revealed that effective implementation of TQM in an organization require commitment and involvement of everybody in an organization. This study was however done in India and in the airline industry and not the health sector. Among Savings and Credit Cooperatives (SACCOs), Kihui (2016) examined how TQM influence performance and a positive relationship was confirmed. However, the study focused on performance and not service delivery creating a gap. Using a case of the Kenya Revenue Authority, Kiprotich, Njuguna and Kilika (2018) looked at the TQM and operational performance and it was shown that for KRA to achieve operational performance, TQM practices like training of employees, continuous improvement and automation of systems and processes should be embraced. The study however concentrated in the public sector and not the private sector creating gaps. In Nigeria, Ezugwu and Agu (2016) carried out a study to determine how TQM influences performance with reference to public enterprises. The study found out that top management commitment and employee empowerment is two crucial drivers in implementation of TQM. The study however concentrated in the public sector and not the private sector. Thus, although different studies have examined the concept of TQM practices, some of the studies however focused in other countries including India and Nigeria and not in Kenya. Other studies were done in different sectors including the public sector and thus ignored the private sector. Other studies related TQM practices with operational or organizational performance and not service delivery. This result into research gap which the current study sought to fill by examining the effect of TQM practices on service delivery of private hospitals using a case of The Nairobi hospital.

GENERAL OBJECTIVE

The main objective of the study was to determine the effect of TQM practices on service delivery of The Nairobi hospital.

SPECIFIC OBJECTIVES

1. To determine the effect of customer focus on service delivery at the Nairobi hospital
2. To establish the effect of employee empowerment on service delivery at the Nairobi hospital
3. To assess the effect of communication on service delivery at the Nairobi hospital

4. To investigate the effect of top management commitment on service delivery at the Nairobi hospital

THEORETICAL FRAMEWORK

Ishikawa theory

This theory was developed by Ishikawa (1976). The main aim of the theory was to make emphasis on the need of employees training to increase service delivery. The theory also focused on the problem-solving mechanism that is used to continuously improve the organization service delivery. This theory is a major contributor to modern method of TQM, therefore it cannot be ignored. The theory is the core of Quality Circle Concept which main deals with what the human resource can do to the organization. Employees, internal and external customers and terms used in total quality management are some of the example of the human resource available for organization.

The theory also highlighted the need for overhead transformation. Ishikawa denoted that for an organization to maximize its profits, it must forecast first of quality delivery rather than short term profits. Scholars believe that the theory was founded in 1960 with regards to the successes of Japan's economy. Ishikawa developed tool that was used to control fundamental quality. Some of the tools he started were flow charts, check sheet, scatter diagrams cause and effect diagrams histogram control chats and Pareto charts. These tools made it easy to analyze and interpret data.

Crosby Theory

Crosby developed this theory in 1984. He based his argument on 14 steps for improving quality. Some of these steps include staff management and recognition, policies used to measure quality and training of staffs and employees among others. According to him quality policies set by the management and not from any other person to of goodwill. The policies must be set in accordance with what customer need and desire. He then developed four principles of quality management. In his principles quality is a basic requirement not goodness, the system for quality management is an obligation not an appraisal and quality is the price of non- conformance.

Crosby compared sick human body with a collapsing organization. He stated that organization undergo constant threats in its daily operation. In order to resist the shortcoming, the organization must be vaccinated to acquire immunity. He proposes two issues to bring his argument into perspective. First, he looked at the commitment that the management has on the organization as the heartbeat of the firm. Secondly, he looked at employee's empowerment. He identified that the employees cannot fully commit to their job obligation if there affairs are not dealt with. Similarly, the employee's education and respect their humanity must be equipped to uplift. By so doing it uplift the employees moral to increase quality of the service they provide.

This theory is relevant to the current study. It is important for private hospital to identify areas of empowering their employees to gain maximum commitment and reduce human resource wastage. Crosby questions of empowerment are critical when it comes to commitments.

Goldman Theory

According to Goldman (2005), there should be design to manage customer needs and development of product and services. In 1980s, business in the USA borrowed Deming or Juran ideas by adopting TQM in their daily operation to save money. Goldman noted that TQM is customer oriented and they should be maximally incorporated into the customer needs. He also stated that the customers should be treated as equal partners to increase efficiency.

Human resource management (HRM) is a major contributor to the prosperity of TQM. HRM contribute majorly in the implementation process of TQM system as organization that engage in the implementation process also looks at HRM concurrently, if the main is to increase the firms' productivity and firms' performance. TQM systems are divided into two: management system (which is concerned with HRM) and technical system.

EMPIRICAL LITERATURE REVIEW

Customer Focus and Service Delivery

Customers are considered the start of business success not the end point (Wilson, Zeithaml, Bitner, Gremler, 2012). Customers' needs must be met in all aspect rather than requirements. Both customers' requirements and expectations must be met. The concept of customer relationship management plays an important role in ensuring that organization can be able to plan, design and control the relationship between them and the customers.

Kerzner, and Kerzner, (2017) and Nuseir and Madanat, (2017) identified that TQM is concerned with customers and there are lots of importance of consumer focus. There is need for business to focus on the consumer satisfaction. TQM should be focusing on customer (Psomas and Antony, 2017). Similarly, Alzahrani, Alzahrani, andAlfarraj, (2016) concurred with the argument. Customers are always dissatisfied if the organization they are loyal to do not meet there expectation and therefore gets detach from such organization. The process of satisfying what customer need starts with anticipation of what the customers might need and expect. Therefor it is important to deliver product and services which do not please the customers (Satheesan & Narashiman, 2016).

Top Management Commitments and Service Delivery

Implementation of TQM philosophy must have support from all employees of a given organization (Kerzner, 2018). TQM requires all the top management to be committed to bring all the employees on board to ensure there is improvement on their commitment level to improve service delivery. The top management should always develop conducive business plan and

contract a workable management action to reinforce TQM. The main challenge of top management is to formulate TQM ideas that are understandable by all the departments. These ideas must be fundamental for all the departments to their functions (Obeidat, Hashem, Alansari, Tarhini, & Al-Salti, 2016).

Organization can focus on HRM over TQM process thus becoming the role model. By so doing, the HRM supports two functions which are to serve customers and contribute to the running of the business. HR must therefore consider the department as their customers for whom they continuously improve their way of life (Bouranta, Psomas, & Pantouvakis, 2017).

According to Akinlolu, (2018), leaders must be able to formulate good vision for the organization by properly managing the quality elements. This is done through leaders who are able to inspire and direct subordinates. According to him top management is very important to attain quality in management. This is concurrent with Chang, (2016) who study identified that a company that operates without top management support has the biggest threat on TQM implementations. Whenever there is top management commitments, then there is a conducive atmosphere to operate in which maximizes the service delivery and profits margin.

Management influences TQM implementation by promoting best TQM practices (Obeidat, Hashem, Alansari, Tarhini, & Al-Salti, 2016). They are also directly involved in the formulation of TQM practices. All this management process is impossible whenever there is no leadership. Leaders should formulate a good and relevant mission for the organization and formulate paths to follow to realize the same. According to Yazdani, Attafar, Shahin, and Kheradmandnia, (2016) the leaders must ensure that there are proper and continuers principles of management to critically manage success factors and management structures. Tomažević, Seljak and Aristovnik (2016) identified four distinct ways from which top managers can support TQM. These include allocation of proper budgets, control of visibilities, formulate processes that monitor progress and plan for necessary action any organizational changes.

According to Deming, leaders with vision are essential for prosperity of quality management (QM). Androniceanu, (2017) conducted a study on the effect between QM and organization performance. The finding indicated that leaders have an effect on the organization performance. Anderson et al. (1995) developed a theory to explain Deming's management method. He developed the empirical study on Japanese company. He revealed that employee's motivation and fulfillment is directly connected to customer satisfaction. He therefore concluded that it is important for organization to improve product and services quality and process of service delivery. Therefore, the organization leaders should be concerned with innovation and not survival only.

Employees Empowerment and Service Delivery

Employees input into the organization is majorly done by incorporating ideas in decision making and making them be part of the process that occurs in product production (Goetsch & Davis,

2013). They must be involved in every aspect of production. Their involvement will promote the success of total quality management (Naidu, et al, 2006) without developing rules that are not fundamental on the organizational success (Evans & Lindsay, 2008). Their involvement is a tool for improving environment of Total Quality which enhances creativity and values for TQM practices (Goetsch& Davis, 2013).

From the idea of TQM, quality is a collective responsibility of all employees not managers (Klefsjö, Bergquist, & Edgeman, (2006). Employees that have been incorporated in decision making on factors that affect their job environment and have been given enough training and support contribute immensely to the success of TQM programs (Evans & Lindsay, 2008; Goetsch& Davis, 2013; Shahraki, et al, 2011; Yang, 2006). According to Goetsch and Davis, (2013), employees who have been incorporated in the quality implementation are much attached to it.

Goetsch and Davis (2013) identified that employees should be physically and emotionally involved in decision making and quality management. Employers and the management must have open system which encourages the employees' involvement, recognize employees' values and involves the employees in the process of service delivery (Malik, Banerjee, & Ahmad, 2018). Their participation is a fundamental tool in HRM practices that is responsible for increasing quality (Shahraki et al, 2011).

Resistance can develop between the employees when their involvement was undermined. This is justified because TQM requires commitment and good attitude (Naidu et al, 2006). Evans and Lindsay, (2008) highlighted that when a manager have considered employees in the decision making and provide encouragement to them to contribute to the organization success then they are guaranteed of quality. Similarly, Evans, (2008) supported the ideas of employees inclusion.

Communication and Service Delivery

This is the ability to pass meaningful structure and symbols of TQM philosophy with an aim of providing knowledge. This is done to ensure that every department work together to achieve a specific objective Stanciu, Condrea and Zamfir, 2016). By so doing it is evident that each individual reaction is brought to book. It also helps to bring individual behavior pattern to book. TQM is a combined effort to pass information to attain a certain goal. Communication inflicts values to the organization environment to achieve set vision of the organization (Stanciu, Condrea, & Zamfir, 2016). Therefore, communication helps the organization to define itself which include its goals and mission. It also highlights reasons why the company is preferred. The level at which the target group receives the company depend on the communication channels and quality. Because the fundamental backbone of an organization is its customer, therefore it is necessary that to satisfy what the customer need and desire (Caroline, Harriet, & Anne, 2016). The organization can be successful in TQM when it is provided based on the ability to provide effective communication to its target group.

The communication model used should be as a result of response that has been received from the source (Richet, 2016). Communication can be meaningless if it not properly thought through. With regard to customer drive approach, the management will ensure that the messages that contain waning are dealt with effectively by issuing an effective communication of the same. Similarly, organization can send information to the target group without follow-up (Lobo, Samaranyake, & Subramanian, 2017).

RESEARCH METHODOLOGY

Research Design

Astalin (2013) defined research design as the detailed arrangement and analysis of data to concur with the study object. This study adopted descriptive survey design where both qualitative and quantitative data will be used. Descriptive design was used because the respondents were required to respond to the what, where and how question with regards to how TQM practices and service delivery are related a case study of The Nairobi Hospital. This design does not require experiments. It only requires a brief description of phenomenon to build profile. Therefore, the design was sufficient in data collection, classification, analysis and interpretation. According to Yin (2013), this design is sufficient to draw conclusion in large population.

Target Population

Target population is the specific population that the researcher seeks to draw its information about the study. Otley (2001) defined population as a set of investigative elements. The target population for this study was the managers, head of departments and the operational staff of The Nairobi Hospital. The target population was therefore 1,800 staff of Nairobi Hospital.

Sample Size and Sampling Procedures

A sample refers to taking a representative of a given part of the population. The study used a stratified sampling. The sample size of 10% was taken and therefore 180 respondents from the management team, departments and operating staff. According to Mugenda and Mugenda (2003), a sample of 10% is reliable.

Data Collection Instruments

To find the answers to the research objective the researcher relied on primary data. To collect reliable data the researcher form structured questionnaire. Questionnaire basically means an inquiry to collect and provide answers to the research question (Kothari, 2004). The study employed self-managed mechanism for data collection where the questionnaire are dropped to the target respondent and later picked at the secretary desk. Questionnaires were given directly to the key informants.

Data Collection Procedures

Before conducting field work, a research permit was obtained from National Commission for Science, Technology and Innovation (NACOSTI) to carry out research. This study collected primary data from the field using a structured questionnaire that contained both open and close ended questions. Questionnaire was basically used because it is easily coded and interpreted. The questionnaire included demographic information of the respondents and Five Point Likert scale to explain the extent of agreement in each of the study variables.

Data Analysis and Presentation

The analysis began by coding data into the Statistical Package for Social Sciences. Descriptive statistics was computed whereby frequencies, percentages, means and standard deviations were clearly shown in form of both tables and figures. Regression analysis was carried out to determine inferential statistics. A regression model was used to determine the effect of TQM on service delivery of The Nairobi Hospital. The regression mode that was adopted is:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = Service Delivery; X₁ = Consumer Focus; X₂ = Top Management Commitments; X₃ = Employees Involvement; X₄ = Communication; β = constant ; β₁, β₂, β₃ and β₄ = Regression Coefficients; ε = Error Term

RESERCH RESULTS

The main objective of the study was to determine the relationship between total quality management practices and service delivery of the Nairobi Hospital, Kenya. The study specific objectives were to establish the effect of customer focus, employee empowerment, communication and top management commitment on service delivery at the Nairobi Hospital, Kenya. The study had a coefficient of correlation R of 0.897 an indication of strong positive correlation between the variables and coefficient of adjusted determination R² was 0.859 which changes to 85.9%.

Customer Focus and Service Delivery

Through the regression coefficient of 0.841, the study established that enhanced customer focus through customer service and feedback had a positive and significant effect on hospital service delivery. The study established that the hospital services are always focused on current needs of their customers; their services are always focused on future needs of their customers, their services are design to meet dynamic customer requirements, their services are designed in a way as to exceed the expectations of their customers, the hospital invests in understanding the real values of its customers, the internal metrics of quality are aligned to customer's needs, their operations are aligned to the needs of their customers and the hospital has a two way communication between their management and customers. The study established that the hospital customized services to fit customer needs and requirements, costing was done based on

customer ability and needs, the services were standardized, customer services and communication was enhanced and always available to customers, the organization welcomed customer observations and gave feedback effectively which positively improved hospital service delivery.

Employee Empowerment and Service Delivery at the Nairobi Hospital

The study indicated that employee empowerment positively and significantly influenced service delivery at the Nairobi Hospital as indicated by a regression coefficient of 0.852. The study established that to a moderate extent employees were involved in decision making at the hospital and that the hospital has an open system which encourages employee involvement as indicated by a mean of 3.04 and 3.26 respectively. The respondents however agreed significantly that involving employees in decision making promotes strategy implementation; employee empowerment improves their accuracy levels, employee empowerment in decision making boosts their morale, employee empowerment in decision making improves their ownership of strategies formulated, employee empowerment in decision making improves the overall level of creativity and that employee empowerment in decision making reduces the level of resistance. This indicates that the firm significantly embraced employee empowerment as a TQM practices by involving staff in decision making and system improvement.

Communication and Service Delivery

The study pointed out that effective communication positively influenced service delivery at the Nairobi Hospital. It was established that The study respondents to a moderate extent agreed that their hospital has an efficient communication system, the mission and vision of the hospital is well communicated to all staff appropriately, the communication system in the hospital gives room for feedback, timely passage of information and accurate passage of information. This indicates that to a significant extent effective communication as a TQM practice was embraced by the Nairobi Hospital and this improved service delivery.

Top management commitment and Service Delivery

The study pointed out top management commitment positively influenced service delivery at the Nairobi Hospital. The study respondents agreed that the senior management have established a clear Vision for the hospital, the senior management has set clear objectives for the health facility, the senior management has set up an effective communication system in the hospital, the individual work objectives for each employee are aligned with hospital objectives, the hospital has a policy that guides its quality of service, the senior management avail themselves to talk to staff regularly, senior management provides feedback on employee performance, senior management always action on improvements suggested by employees, top management has established mechanism for identifying success at individual levels, at hospital level and avail resources necessary to implement quality services as planned, the hospital has clear mechanisms

to communicate success and the hospital has clear mechanisms to reward success. This indicates that the hospital top management was significantly committed to quality service delivery at the facility through setting clear vision and mission, objectives, values, systems, policies, communication, reward, resource provision systems to promote service delivery.

INFERENCE STATISTICS

The study conducted multiple regression analysis to establish the correlation between the independent and dependent variables. The researcher conducted multiple regression analysis to establish the effect of total quality management practices on service delivery at the Nairobi Hospital, Kenya.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.897	0.886	0.859	0.61773

The table above indicates the model summary. From the findings, R was 0.897, R square was 0.886 and adjusted R squared was 0.859. An adjusted R square of 0.859 implies that 85.9% of changes in service delivery at the Nairobi Hospital are explained by the independent variables of the study. There are, however other factors that influence service delivery at the hospital that are not included in the model which account for 14.1%. An R of 0.897 on the other hand signifies strong positive correlation between the variables of the study.

Table 2: ANOVA

Model	SS	df	MS	F	Significance
Regression	911.633	20	45.5817	29.0108	0.013412
Residual	204.251	130	1.5712		
Total	1115.884	150			

From the ANOVA table above, the value of F calculated is 29.01108 while F critical is 6.80415. Since the value of F calculated is greater than F critical, the overall regression model was significant and therefore a reliable indicator of the study findings. In terms of p values, the study indicated 0.013412 which is less than 0.05 and therefore statistically significant. The resultant regression equation becomes;

$$Y = 6.816 + 0.841X_1 + 0.852X_2 + 0.893X_3 + 0.837X_4$$

Where: Y is the service delivery; β_0 , β_1 , β_2 and β_3 are the regression coefficients and X_1 , X_2 and X_3 represent customer focus, employee empowerment communication and top management commitment respectively.

Table 3: Regression Coefficients

Model	Unstandardized coefficients		Standardized Coefficients	T	Sig
	B	Std Error	Beta		
Constant	6.816	0.834		2.267	0.000
Customer focus	0.841	0.013	0.471	12.58	0.000
Employee empowerment	0.852	0.063	0.435	09.67	0.000
Communication	0.893	0.071	0.381	1.451	0.000
Top management commitment	0.837	0.014	0.327	05.88	0.000

This implies that when all the variables of the study are held constant, service delivery at the Nairobi Hospital will be at the intercept which is 6.816. A unit improvement in customer focus as a total quality management practice while all other factors held constant results in 0.841 increase in service delivery, a unit increase in employee empowerment with other factors held constant leads to 0.852 increase in service delivery. Similarly a unit increase in communication while other factor *ceteris paribus*, translates to a 0.893 increase in service delivery at the Nairobi Hospital. Further, a unit increase in top management commitment with all other factors held constant led to a 0.837 increase in service delivery. Generally the four total quality management practices had a significant and positive effect on the service delivery at the Nairobi Hospital.

The findings pointed out that the TQM practices which include customer focus, employee empowerment, communication and top management commitment had a p value of $0.000 < 0.05$ an indication that they significantly influenced service delivery at the Nairobi Hospital This is supported by Nuseir & Madanat (2017) who indicated that TQM enhances firm performance by promoting efficiency and effectiveness in service delivery. Customer focused services and products, employee empowerment, seams and regular communication and top management commitment and support promotes quality, efficient and reliable service delivery.

CONCLUSIONS

The study established that total quality management practices significantly and positively influence service delivery at the Nairobi Hospital, Kenya. The study concluded that the firm significantly embraced employee empowerment as a TQM practices by involving staff in decision making and system improvement.

It was concluded that to a significant extent the hospital was customer focused through focused on customer needs, expectations, values and engagement. The study further concluded that to a significant extent effective communication as a TQM practice was embraced by the Nairobi Hospital and this improved service delivery.

It was finally concluded that the hospital top management was significantly committed to quality service delivery at the facility through setting clear vision and mission, objectives, values,

systems, policies, communication, reward, resource provision systems to promote service delivery

RECOMMENDATIONS

The study recommends that the Nairobi Hospital needs to enhance customer engagement, feedback, handling of complaints and customized services to improve customer satisfaction.

The study recommends that the organization should enhance employee empowerment through capacity development, use of modern technology to enhance efficiency, promote career development and engagement in decision making management delegation to promote service delivery.

The study further recommends that the Nairobi Hospital should engage diverse methods of official communication internally, externally, downwards and upward and also horizontally to allow for information flow and feedback.

It is further recommended that the top management of the hospital should use a hybrid management style, consult staff on decision making, provide sufficient resources for service delivery, oversight expenditure and performance and always give timely feedback to all stakeholders.

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