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FACTORS AFFECTING QUALITY SERVICE DELIVERY IN ENUGU STATE PUBLIC HOSPITALS

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This paper examined the factors affecting quality service delivery in Enugu State public hospital. Public hospitals in Enugu State have experienced a lot of decadence with regard to health care services delivery that has resulted in the high rate of mortality and morbidity. The paper is purely qualitative and secondary source of data collection was utilized. And the paper discovered that the manner in which quality service is delivered in public hospital in Enugu State has led to patient dissatisfaction and massive influx into private hospitals as a result of poor management strategy. Hence, this research, aims to provide some management strategies that will help to improve the standard of the quality service delivery in Enugu State. These management strategies include: the organizational, interpersonal, environmental, and economic strategies. In conclusion the paper recommended that health administrators in the public hospitals in Enugu State should focus more on uplifting the standard of quality health care service by implementing the five dimensions of service quality of reliability, responsiveness, assurance, empathy and tangibility. Quality care delivery in healthcare facilities largely depends on organizational, interpersonal, economic and environmental factors among others.

Keywords: factors, quality service, health care delivery, public hospitals, Enugu State.

INTRODUCTION

Quality in the delivery of goods or services is now accepted as a critical aspect of business management in all fields since it is realized that only by satisfying its customers can an organization hope to retain its customer base and indeed expand it for the future. Delivering quality service in healthcare is crucial for patient satisfaction, retention and behavioural intention. Patient satisfaction is the most important part of the quality of health care delivery and one of the strategic components of evaluating health care providers. Health quality is often measured by its traditional structure, process and results which includes stages as morbidity, mortality, and functional improvement.

Customer satisfaction in the hospital or the patient is also influenced by good health care promotion, physical evidence, process, and personal strategies. The provision of quality healthcare services has become a key concern for patients. Similarly, the delivery of superior quality services to their patients has become critical for healthcare providers (Al Owad, 2022). The quality of healthcare systems is central and key driver to the delivery of effective, efficient, and affordable healthcare. satisfaction is influenced by physical evidence, reliability, assurance, and empathy. This is also in line with (Rensiner, et al 2018) that reliability, responsiveness, confidence, empathy, and physical evidence influence patient satisfaction in the outpatient. Health services in hospitals are now required to serve patients quickly, accurately, quality, and affordable so as to provide satisfaction to patients. Patient satisfaction

is becoming a strategic component of evaluating healthcare providers and a market strategy to withstand both the present and future competitive advantage with the private hospital in Enugu state.

Patients' satisfaction with hospital services is influenced by their perceptions of the quality of care, including medical care, nursing care, organization, and overall impression. Patients' demographic characteristics such as age, marital status, visit status, insurance status, and level of schooling also play a role in determining satisfaction. Additionally, the provision of adequate information, attention from healthcare providers, and understanding of specific patient needs and concerns contribute to patient satisfaction. Overall, patient satisfaction is influenced by a combination of structural and qualitative characteristics of hospitals, as well as individual patient factors. Unfortunately, this has not been the case in most public hospitals in our country, including Enugu state, owing to its deficiency in its organizational structure, as well as to personal factor, economic, and environmental factors. Poor quality healthcare delivery is manifested in the low level of care obtainable in the health facilities.

Globally, Health is a very important aspect of human and societal life that Quality of health care has become an icon and predominant factor to human life especially with the quality of services or product. Consequently, providing quality services in healthcare organizations is gaining momentum in the recent literature that health is widely acknowledged, in both developed and developing countries as wealth and a universal right for every individual to access quality health care services. Quality in health service delivery is a key in ensuring patient satisfaction since delivering quality service has a direct influence on the customer satisfaction and management outcome. (Nketia-Amponsah and Hiemenz, 2009). Many health sector stakeholders, government agencies/institutions and healthcare consumers are now emphasizing service quality delivery (Nwankwo, 2014) as a mechanism to avoid adverse treatment outcomes and to meet consumer demand and value for money. Rational healthcare consumers prefer to use services that provide quality and best-value care (Lee and Gist, 2006). This suggests that, unless service users are expediently provided with best value care and adverse outcomes minimized, healthcare organizations could suffer operational setbacks.

Patient's service-quality perceptions and expectations are a significant driving force that explains the relationship between health service-quality and utilization. Quality has become an icon for the manufacturer or service providers and the customers. There has been a rapid growth in the service sector around the globe in the past decades. Service organization like other manufacturing organization are also focusing on the service that meet the customer needs in order to make customers happy. According to Boubling, (1993). Earlier studies on services quality provides evidence that there is a significant relationship between service quality and customer satisfaction and benefited the firm in terms of retention of customer satisfaction. And Boshoff, C. and B. Gray, (2004) supported the view that quality service also benefit the firm in terms of retention of customers, gain customer loyalty, cost of reduction, boost profitability, service guarantees, financial performance and competitive advantage.

Health care sector is considered to be the major service sector for a country as it plays a crucial role to develop and maintain a healthy human capital to achieve national goal. In many

countries around the globe, healthcare sector has also become a highly competitive and fast-growing industry where customers are the evaluator that plays a significant role in measuring the quality of services or product. (Job noun and M. Chacker ,2003). In the health care sector customers are the patients and the perceptions are considered to be the main indicator while assessing the service quality. Patient satisfactions are depending on their perception during the utilization of health service. On the other hand, it is also evident that some hospitals are providing same type of services to their patients but are not able to deliver the same quality of service. Similarly Barouch, (2011) expressed that patient's perception about the services quality of a healthcare organization helps to shape up their confidence and behaviuor for selecting a healthcare facility either from public or private hospital and patient provides this facility only as a measure of last alternative to get relief, sometimes patients had to travel long distances within the country or sometimes to other countries to avail the best health care services to such hospitals that provides them assurance, comforts, and relief from sickness and injuries.

Furthermore, in a service industry, like healthcare, experience of the patient plays a crucial role in rating and assessment of quality of services. Quality in healthcare may comprise of newer technology, newer and effective medication, and higher staff to patient ratios, affordability, efficiency and effectiveness of service delivery (Shafig, et al,2017). The health sector comprises the public system with major players including the Ministry of Health and parastatals organizations, and the private sector, which includes private for-profit, Non-Governmental Organizations, and Faith Based Organizations facilities (World Health Organization, 2010). Health care delivery is amongst the most basic of all essential services. Their significance cannot be overemphasized. However, the general health of members of any society can be seen as part of an interrelated set of conditions which has to do with man's capacity to adjust to his immediate environment and to utilize available services to his optimum benefit. The concept of 'health' transcends mere absence of disease and infirmities in individuals. It incorporates adequate psychological and psychic balance, a decent housing and access to daily intake of nutritive and balanced diet (Lucas ,2018).

Provision of health care deliveries in Nigeria is the responsibility of the three tiers of government. However, because Nigeria operates in a mixed economy, private providers of healthcare have played visible roles in supporting healthcare delivery. Notwithstanding colonial and current efforts, health care problems still remain very much unsolved in Nigeria. According to (Onuoha, 1996) problems associated with the provision of healthcare delivery in public hospitals include: non-availability of healthcare facilities in the hospitals, inefficiency and poor supporting medical equipment, insufficient skilled medical personnel/physicians to the ratio of the patients.

A health system, also sometimes referred to as health care system or as healthcare system, is the organization of people, institutions, and resources that deliver health care services to meet the health needs of target populations. Service quality in health care is very complex as compared to other services because this sector highly involves risk. Health is clearly not the mere absence of disease. Good health confers on a person or groups' freedom from illness and the ability to realize one's potential. Health is therefore best understood as the indispensable

basis for defining a person's sense of well-being. The health of population is a distinct key issue in public policy discourse in every mature society often determining the deployment of huge society. They include its cultural understanding of ill health and well-being, extent of socio-economic disparities, reach of health services, quality and costs of care and current bio-medical understanding about health and illness. One widely accepted health definition is in the World Health Organization's (WHO's) constitution: "Health is a state of complete physical, mental and social well-being and not merely an absence of disease or infirmity" [WHO, (2011).

In recent years, this statement has been amplified to include leading a socially and economically productive life (Zady and Yusox, 2006). there is a serious need for restructuring of Nigerian health industry that has fallen below international benchmarks for physical infrastructure and manpower and even falls below the standards existing in comparable developing countries. Thus, India's healthcare sector needs to scale up considerably in terms of the availability and quality of its physical infrastructure as well as human resources so as to meet the growing demand and to compare favorably with the international standards. In healthcare industry, there is a need for improvement in customer service to meet up with standard of quality services.

The literature has many definitions of models concerning the measurement of service quality. However, the "SERVQUAL SCALE" which was developed by Zeithaml, Parasuraman and Berry and can measure five different dimensions of service quality comes into prominence among other scales developed to measure service quality. Service quality is a measure of difference between desires or expectations and perceptions. A study conducted by Parasuraman et al. indicated that service quality has five dimensions. They are; physical properties, reliability, eagerness, trust and empathy. It is crucial for an enterprise to place themselves in the customers' position, show personal interest to them and give them confidence (Parasuraman et al., 1988).

Conceptual Clarification

Quality health care delivery is care that is safe, effective, patient-centered, timely, efficient, and equitable. he ability of physician groups and health care systems to deliver on these elements goes a long way in determining the likelihood of positive outcomes and satisfactory care experiences for patients. Patient satisfaction is a measure of the extent to which a patient is content with the health care which they received from their health care provider.

A public hospital is a healthcare facility that is owned and funded by the government or a governmental agency in order to provide medical treatment, care, and services to the general public. Public hospitals play a crucial role in providing affordable and accessible healthcare to communities

LITERATURE REVIEW

The concept of quality emerged from the goal of minimizing the mistakes and reaching the perfect as a result of the mistakes made by people and systems. It was derived from the Latin word "Qualitas". Applications related to quality are not new. They date back to the

Hammurabi Laws in 2150, B.C. (Otani, 2021). Additionally in modern terms, the concept of quality appeared in the post-war Japan in the 1950s. With a principle called 'Kaizen' which means "better" in Japanese, the TQM applications stepped in. TQM is compared to an endless journey (Azzolini, 2018). The International Standardization Organization (ISO) defines quality as "sum of properties based on the capability of a product or service to meet specified or possible needs" (Muluk, 2000). In general terms it is possible to summarize the concept of quality as "compliance with specifications and meeting customer demands". The concept of quality has many definitions. Juran defines it as "suitability for use" and Crosby defines it as "compliance with conditions" (Okafor2014). The common ground in all definitions related to this concept is that quality is to be suitable for customer expectations and needs. No matter how it is defined, quality is specified according to how the customer perceives the goods and services offered to them.

Healthcare services comprise all services offered to individuals or society to protect from diseases and preserve and develop wellbeing. Within the frame of this definition healthcare services comprise preventive healthcare services, therapeutic healthcare services and rehabilitation services (Ghebreyesusetal, 2020). Healthcare services are services area which is of vital importance, will not accept any fault and directly concerns human life. In healthcare services which have a dynamic structure, human behaviour and qualifications matter. Reliability in human is of prime importance. Healthcare services have a face-to-face relationship and the feedback received from the patient may create differences in treatment (Endeshaw, 2021; Lagrosen and Lagrosen, 2022).

Patient satisfaction has been an important issue for health care managers. Many previous studies have developed and applied patient satisfaction as a quality improvement tool for health care providers. Following increased levels of competition and the emphasis on consumerism, patient satisfaction has become an important measurement for monitoring health care performance of health plans (young, 2000)

Various dimensions of patient satisfaction have been identified, ranging from admission to discharge services, as well as from medical care to interpersonal communication. Well-recognized criteria include responsiveness, communication, attitude, clinical skill, comforting skill, amenities, food services, etc. (Jatulis,1997). Determinants of patient satisfaction have been reported extensively. According to previous studies, patient characteristics such as age and education may influence a patient's assessment of hospital performance. A patient's health status and the severity of illness are also important predictors of the patient's overall satisfaction level. Hospital features such as hospital size have been reported to be associated with consumer assessment of hospital quality. The relationship between health care providers and patients (i.e. interpersonal skill) has been reported to be the most influential factor for patient satisfaction.

According to the theories revived there is a general agreement that Quality has become an increasingly predominant part of our lives. People are constantly looking for quality products and services. The existence of this desire for quality has caused firms and organizations throughout the world to consider it as an essential component of any service and production

process. According (Lagrosen & Lagrosen, 2005) Quality is a strategic differentiator tool for sustaining competitive advantage. Improving quality through improving structures and processes leads to a reduction of waste, rework, and delays, lower costs, higher market share, and a positive company image. Therefore, it is very important to define, measure and improve quality of healthcare services. Quality, because of its subjective nature and intangible characteristics, is difficult to define. Definitions vary depending on whose perspective is taken and within which context it is considered. No single universally accepted definition exists.

Quality, therefore, has been defined as 'value; excellence; conformance to specifications, 'conformance to requirements; 'fitness for use, 'meeting and/or exceeding because customer's expectations' (Jauran, 1988) and 'consistently delighting the customer by providing products and services according to the latest functional specifications which meet and exceed the customer's explicit and implicit needs and satisfy producer/provider. Healthcare service quality is even more difficult to define and measure than in other sectors (Gilmore, 1974). Distinct healthcare industry characteristics such as intangibility, heterogeneity and simultaneity make it difficult to define and measure quality. Healthcare service is an intangible product and cannot physically be touched, felt, viewed, counted, or measured like manufactured goods. Producing tangible goods allows quantitative measures of quality, since they can be sampled and tested for quality throughout the production process and in later use.

However, healthcare service quality depends on service process and customer and service provider interactions (Mc Laughlin CP, Kaluzny AD 2006). Some healthcare quality attributes such as timeliness, consistency, and accuracy are hard to measure beyond a subjective assessment by the customer. It is often difficult to reproduce consistent healthcare services. Healthcare services can differ between producers, customers, places, and daily. It is often difficult to reproduce consistent healthcare services. Healthcare services can differ between producers, customers, places, and daily. This 'heterogeneity' can occur because different professionals (e.g. physicians, nurses, etc.) deliver the service to patients with varying needs. Quality standards are more difficult to establish in service operations. Healthcare professionals provide services differently because factors vary, such as experience, individual abilities, and personalities (Mosadeghard, 2012**).** Healthcare services are simultaneously produced and consumed and cannot be stored for later consumption. This makes quality control difficult because the customer cannot judge 'quality' prior to purchase and consumption (Ladhari, 2009). Unlike manufactured goods, it is less likely to have a final quality check. Therefore, healthcare outcomes cannot be guaranteed.

Quality healthcare is a subjective, complex, and multidimensional concept. Donabedian defined healthcare quality as '*the application of medical science and technology in a manner that maximises its benefit to health without correspondingly increasing the risk* (Donabedian, 1980). He distinguishes three components of quality: 1) technical quality, 2) interpersonal quality, and 3) amenities. Technical quality relates to the effectiveness of care in producing achievable health gain. Interpersonal quality refers to the extent of accommodation of patient needs and preferences. Amenities include features such as comfort of physical surroundings and attributes of the organization of service provision (Donabedian, 1988). Kara (2005) defines

quality care as the *'Provision of care that exceeds patient expectations and achieves the highest possible clinical outcomes with the resources available'* (Kara,2005) He developed a system for improving the quality of healthcare based on three dimensions of quality: professional, client, and management quality. Professional quality is based on professionals' views of whether professionally assessed consumer needs have been met using correct techniques and procedures. Client quality is whether or not direct beneficiaries feel they get what they want from the services. Management quality is ensuring that services are delivered in a resource-efficient way.

According to Schuster *et al*. good healthcare quality means *"providing patients with appropriate services in a technically competent manner, with good communication, shared decision making and cultural sensitivity"* (Miller,2002). For Lohr, quality is "*the degree to which healthcare services for individuals and population increases the likelihood of desired healthcare outcomes and is consistent with the current professional knowledge"* (Endeshaw, 2021). Mosadeghrad (2012) defined quality healthcare as "*consistently delighting the patient by providing efficacious, effective and efficient healthcare services according to the latest clinical guidelines and standards, which meet the patient's needs and satisfies providers*" (Mosadeghrad, 2013). He identified 182 attributes of quality healthcare and grouped them into five categories: environment, empathy, efficiency, effectiveness and efficacy. Quality healthcare includes characteristics such as availability, accessibility, affordability, acceptability, appropriateness, competency, timeliness, privacy, confidentiality, attentiveness, caring, responsiveness, accountability, accuracy, reliability, comprehensiveness, continuity, equity, amenities, and facilities.

Various healthcare stakeholders' perspectives, desires and priorities must be considered in any effort to define, measure, and improve quality of healthcare. While several empirical studies have been carried out to assess the quality of healthcare organizations few researches have been conducted to identify factors that affect quality of healthcare services. Very limited studies have addressed this issue in Iranian healthcare organizations (Padma , et al, 2009) studies were limited to one or at the most two healthcare stakeholder perspectives. The key strategy for survival and success of any industry or any business is aimed to deliver superior quality of services to their customers. This section outlines past studies touching on factors influencing delivery of quality of health care. In particular, the studies focus on organizational factors, interpersonal factors, environmental factors, and economic factors in relation to delivery of quality health care.

SERVQUAL is a multi-dimensional research instrument designed to capture consumer expectations and perceptions of a service along five dimensions that are believed to represent service quality. SERVQUAL is built on the expectancy–disconfirmation paradigm, which, in simple terms, means that service quality is understood as the extent to which consumers' pre-consumption expectations of quality are confirmed or disconfirmed by their actual perceptions of the service experience. When the SERVQUAL questionnaire was first published in 1985 by a team of academic researchers, **A. Parasuraman, Valarie Zeithaml and Leonard L. Berry** to measure quality in the service sector(Parasuraman,1991) It represented a breakthrough in the measurement methods used for service quality research. The instrument which was developed over a five-year period; was tested, pre-tested and

refined before appearing in its final form. The instrument's developers, Parasuraman, Zeithaml and Berry, claim that it is a highly reliable and valid instrument.

Customer satisfaction and quality is closely related, as higher levels of quality will result in higher levels of customer satisfaction. quality services delivery is among the key elements that determines what will make or break every organizational reputation and success. Customers judge the performance of a service based on their expectations of the service, and researchers have identified five specific dimensions of service quality that customers base their judgement on regarding the performance. The five dimensions of service quality are: reliability, responsiveness, assurance, empathy and tangibles. People from different cultures are likely to judge the same service differently based on differences in the perceived quality. The details are as follows:

Reliability: Reliability is regarded as the most important determinant of customers' perceptions of service quality and refers to the service provider's ability to deliver the service accurately and dependably, e.g. delivering the service in time (Kotler & Keller, 2016). In other words, reliability means that the company keeps its promises, e.g., in terms of delivery of the service, problem resolution and pricing (Wilson et al., 2016).

Responsiveness: Responsiveness refers to the company's willingness to help customers and deliver the service in a timely manner (Kotler & Keller, 2016). According to Wilson et al. (2016), the process of service delivery and the handling of requests must be approached from the customers' point of view in order to ensure that the customers' requirements, e.g., in regard to speed and promptness of the service, will be met.

Assurance: Assurance refers to the knowledge and courtesy of the company's employees, as well as their ability to provoke trust and confidence (Wilson et al., 2016). This dimension is particularly important for services that the customers perceive as high risk, e.g. insurance services.

Empathy: Empathy refers to the ability of providing caring, personalized attention to the customers (Kotler & Keller, 2016), which will ensure that the customers feel like they are unique and special (Wilson et al., 2016).

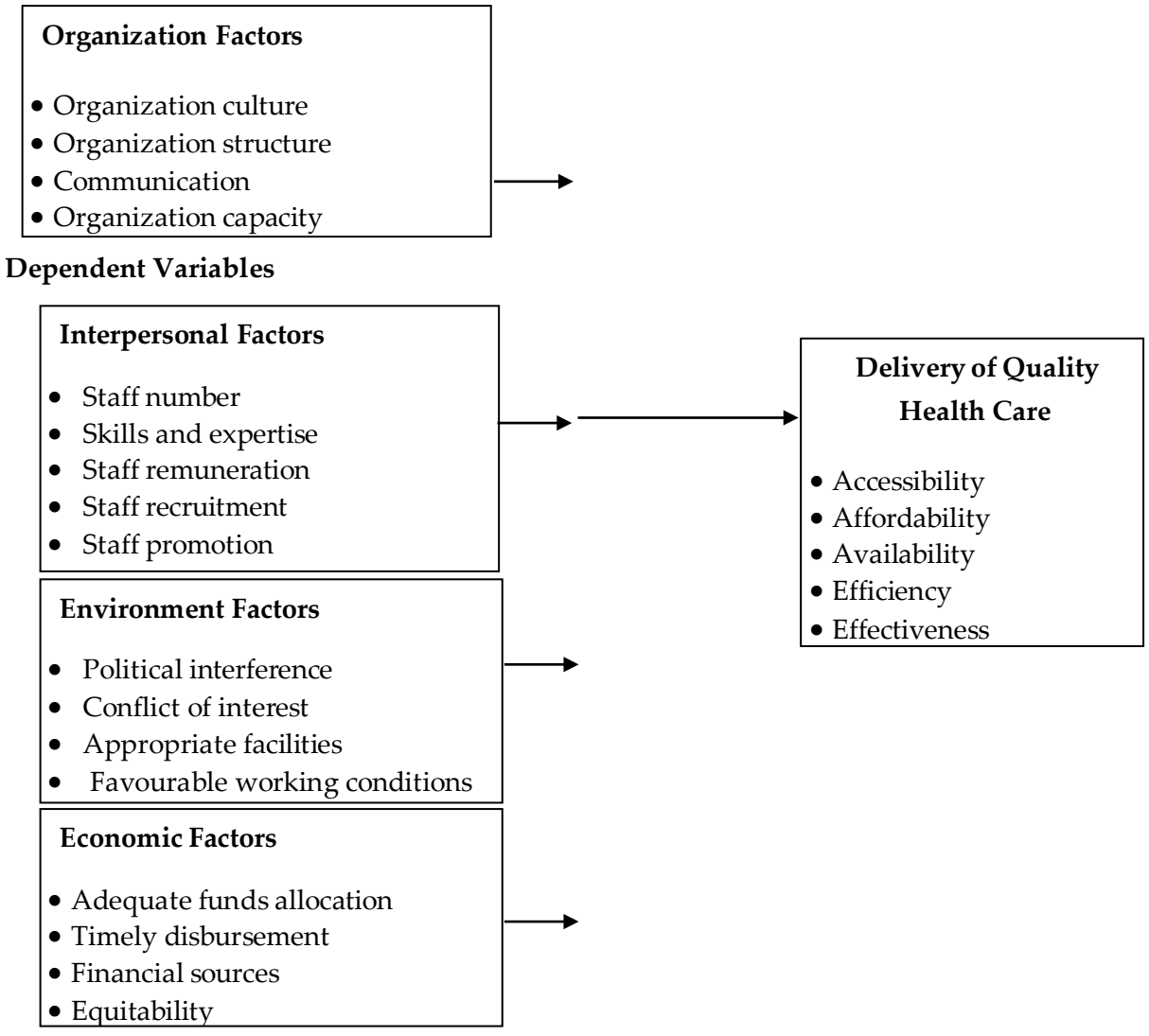
Tangibles: Tangibles are defined as the appearance of the company's physical facilities, e.g. the company's buildings and equipment, or website and mobile phone apps (Wilson et al., 2016). For instance, a customer can judge a company's service based on the availability of modern equipment (Kotler & Keller, 2016).

FACTORS AFFECTING QUALITY SERVICES DELIVERY IN THE GENERAL HOSPITAL IN ENUGU STATE

Quality service delivery in the public hospitals in Enugu state faces challenges common to many tertiary healthcare facilities in Nigeria. The key issues include: inadequate funding, staff shortages and skill gate, overcrowding, poor infrastructure, limited access to advanced technology, management and policy issues, high cost of services, periodic strike, patient to

provider communication. Efforts to address these issues should focus not only on the government funding but on a better workforce planning , improved hospital management and governance systems. The perception of service quality arises from a comparison between consumer's expectations and the actual service performance. Evaluation of quality is not only based on the outcome of a service but also in those process of providing service which includes: the organizational, personal, economic and environmental factors (Rajiani etal.., 2018)

Independent Variables



The above diagram is a representation of the structure- process – outcome approach model developed by Donabedian that carries those factors affecting quality service delivery. The relationship between the independent and dependent variables is shown in the form of a diagram that connect both the internal and external factors such as the organizational factor, personal factor, environmental factor and economic factor that affect the promotion of the quality service delivery and patient's satisfaction in the public hospitals' vis -a-vi general hospital in Enugu.

Delivering quality service in healthcare is crucial for patient satisfaction, retention and behavioural intention. Expanding on management strategies for quality service delivery in healthcare will provide a deeper understanding of how these strategies can be effectively implemented. Here are the factors for quality service delivery: organizational factor, personal factor, economic factor and environmental factor. Below is the detailed explanation for each management factors:

The Organizational Factors

The quality of services rendered in healthcare hospitals are largely dependent on some organizational factors which includes: the organizational culture, structure, communication capacity, that influence the workings of the healthcare system.

i. **Organizational culture**: Organizational culture is foundational to the delivery of high-quality healthcare services. It encompasses the shared values, beliefs, norms, and behaviors that shape the organization how work and how people interact within an organization. A positive organizational culture can significantly enhance the quality of healthcare services, while a negative organizational culture can hinder performance and patient outcomes. A positive culture that emphasizes patient-centered care, safety, teamwork, continuous improvement, employee satisfaction, strong leadership, communication, and inclusivity can significantly enhance the quality of care provided. Healthcare organizations should actively cultivate and maintain a supportive culture to ensure the best possible outcomes for both patients and staff. This includes the altitude of staff which measures the relationship between the healthcare facility staff and patients in the hospital. It shows the extent of the patients' experience to the quality of healthcare received from doctors, nurses and paramedical staff (Ross & Venkatesh, 2015). The relationship between doctors, nurses and paramedical staff plays a significant role in enhancing the quality of healthcare delivered to patients. Where doctor and nurse interaction with patients is not intensive to meeting patients' needs, patients' satisfaction is likely not to be met (Ross & Venkatesh, 2015).

ii. **Organizational structure**: Organizational structure in a healthcare system refers to the way in which a healthcare organization is arranged, including the roles, responsibilities, and relationships among the various members and departments within the organization. The organizational structure of a healthcare system profoundly impacts the quality of service by influencing efficiency, communication, accountability, resource allocation, specialization, and adaptability (Ross & Venkatesh, 2015). A well-designed structure promotes better coordination, higher standards of care, and continuous improvement, ultimately leading to enhanced patient outcomes and satisfaction.

iii. **Organizational capacity** refers to the ability of a healthcare organization to effectively manage its resources, processes, and systems to achieve its goals and provide high-quality services. It encompasses a range of factors: including human resources, infrastructure, financial management, information systems, and organizational processes. Essentially, it is the overall capability of the organization to perform and sustain its operations efficiently and effectively. Organizational capacity is crucial for the delivery of high-quality healthcare services. It affects various aspects of service delivery, including efficiency, access, quality, safety, staff morale, innovation, and

financial stability. By building and maintaining strong organizational capacity, healthcare organizations can ensure that they are well-equipped to meet patient needs and provide excellent. Example is the Physical Environment: The physical environment of a hospital determines the aesthetic value of the healthcare facility. As such, the quality in the lobby, out-patient clinics, inpatient rooms, operating rooms, examination/procedure rooms, support areas, reception counters, and administrative areas contributes to patient satisfaction for medical care (Ross & Venkatesh, 2015). Ross and Venkatesh (2015) opined that keeping the hospital environment clean has a more significant impact on hospital quality and includes "environmental cleanliness, hygiene, hand washing techniques among others." Physical environment cleanliness, therefore, helps in influencing care consumers' satisfaction in attaining quality services.

iv. **Interaction and Communication:** Communication between caregivers is another key element in increasing patient satisfaction. These results demonstrate that hospitals should acknowledge their patients' feelings and concerns and let them know they understand and are actively paying attention to their needs. How healthcare providers interact and communicate with patients plays a vital role in shaping their experience. Personal interaction and effective communication can make patients feel valued, respected and well cared for. Simple gestures such as maintaining eye contact, actively listening to patients and displaying genuine concern can profoundly impact building trust and alleviating patient anxiety. Conversely, inadequate communication and a lack of interpersonal skills can create obstacles and result in a negative patient experience.

THE PERSONAL FACTORS

The quality of healthcare services can be influenced by other various personal factors such as the unsupportive staff behaviuor (coldness, impatience, annoyance), service delays, impersonal behavior, problems with their bills or insensitive handing of financial questions etc.

The following personnel factors may impact how individuals perceive and experience healthcare:

i. Staff number: in the healthcare industry, a variety of factors have a role to play in the overall quality of care provided. Perhaps the most important of these factors is the engagement level of employees. In fact, a recent Gallup study showed that the number one predictor of mortality variation was the nursing staff's level of engagement. It beat out other key factors, such as nurse/patient ratio and percentage of overtime hours worked. Much of the turnover in the hospitals are attributed to job stress and burnout linked to insufficient staff. Many "hospitals are diverting patients, losing revenues and compromising patient care due to inadequate staffing levels.

Skills and expertise: As the industry becomes more competitive, leaders are increasingly feeling the pressure to manage costs and provide new treatments and better outcomes for patients. Much of the industry's success is now being driven by patient satisfaction scores, and retention of top talent is essential to meet the demand for quality patient care. But nowhere is the talent staffing problem more severe, with

health care organizations continuing to find it difficult to recruit and retain high-quality professionals. The health administrator should put eye on the following qualities the health care giver in skill building.

ii. **Staff Remuneration** is a pivotal tool for ensuring quality care delivery in the healthcare system, influencing various aspects of healthcare provision. It influences motivation, job satisfaction, retention, recruitment, performance, training, morale, and overall quality of care in the health system. Adequate and fair remuneration not only benefits the staff but also leads to better patient outcomes and a more efficient and effective healthcare delivery system.

iii. **Staff recruitment** is fundamental to improving the quality-of-service delivery in healthcare. By ensuring that the right individuals are hired, healthcare organizations can enhance patient care, operational efficiency, staff morale, and overall organizational reputation, ultimately leading to better health outcomes for the communities they serve. Staff recruitment plays a crucial role in improving the quality-of-service delivery in healthcare systems. By effectively attracting and selecting the right personnel, healthcare organizations can significantly enhance patient care and operational efficiency

iv. Staff Promotions serve as recognition of employees' hard work and competence, motivating them to maintain and improve their performance. Being promoted enhances job satisfaction as employees feel valued and acknowledged for their contributions, leading to a more engaged and committed workforce.

ECONOMIC FACTORS

The economic factors have a very significant influence on delivery of quality health care in general hospital in Enugu. Due to the fact that there was no equality in the distribution of funding to health facilities. The monies were not disbursed on time, and the funds were insufficient to cover the hospital's budget. The poor health financing arising from lean budget have made the general hospital a "mere consulting clinics without drugs, dressings, water and electricity. Under the economic factors we shall be talking about the adequate fund allocation, timely disbursement, financial sources, equitability.

i. **Adequate fund disbursement** refers to the appropriate allocation and distribution of financial resources within a healthcare system to ensure all necessary services, infrastructure, and personnel are sufficiently funded. Proper management and distribution of funds are crucial for maintaining and improving the quality-of-care delivery.

ii. **Timely disbursement of funds** is essential for maintaining and improving the quality of healthcare delivery. It ensures operational stability, supports staff morale and retention, guarantees the availability of necessary resources, enables prompt implementation of health programs, enhances patient care and safety, facilitates accurate financial planning, supports staff training, builds organizational reputation, promotes research and quality improvement, and strengthens crisis management capabilities. All these factors contribute to a more effective, efficient, and reliable healthcare system, ultimately leading to better patient outcomes.

iii. **Financial sourcing** in the healthcare system involves a comprehensive approach to securing, managing, and allocating financial resources to ensure that healthcare

organizations can provide high-quality, efficient, and sustainable care. It encompasses identifying funding needs, securing diverse sources of funding, managing finances effectively, and maintaining transparency and accountability to stakeholders.

iv. **Financial equitability** is essential for ensuring that all individuals have access to high-quality healthcare services, regardless of their socio-economic status or geographic location. By promoting fair and just distribution of financial resources, healthcare systems can reduce health disparities, improve health outcomes, enhance patient satisfaction, and build more resilient and efficient healthcare infrastructures.

ENVIRONMENTAL FACTORS

The institution's external and internal environment should be able to create an enabling, and favorable tools of motivations to both the health care providers and patients' satisfaction. external environments include various factors such as the cleanliness and comfort of the hospital environment also play an important role in influencing patient satisfaction. This implies that the cleanliness of the inpatient room had a significant influence on the patient's interest. A clean environment, free from dirt and odors, creates conditions that support healing, increases patient confidence, and gives a positive impression of the hospital. The organization has limited control over these factors despite the impact it has on the efficiency of an entity. The external environment forms a critical influencing factor in the performance of an organization and is usually beyond the firm's control (Kandampully and Batler, 2001).

i. **Political interference** can significantly undermine the quality of healthcare delivery by influencing resource allocation, policy decisions, public health programs, access to care, workforce management, transparency, and public trust. Addressing these conflicts through strengthened governance, evidence-based policymaking, transparency, public participation, and equitable resource allocation is essential to ensure high-quality, fair, and effective healthcare services.

ii. **Conflict of interest** (COI) in healthcare occurs when individuals or organizations involved in decision-making processes have personal or financial interests that could influence or appear to influence their professional judgment and actions. Healthcare providers with conflicts of interest may make decisions that benefit themselves financially rather than prioritizing patient well-being. For example, recommending unnecessary tests or treatments because they receive kickbacks or commissions.

DELIVERY OF QUALITY HEALTH CARE

To deliver a quality health care the following are the windows of measurement:

Affordability of quality service delivery in healthcare refers to the ability of individuals to access high-quality healthcare services without experiencing financial hardship. It involves ensuring that healthcare costs are manageable for all segments of the population, enabling everyone to receive necessary care when needed. The goal is to balance cost with quality, ensuring that cost-effective measures do not compromise the standard of care.

Accessibility in health care delivery refers to the ability of individuals to obtain necessary health services promptly and without unnecessary barriers. Ensuring accessibility means that healthcare services are available, affordable, culturally appropriate, and geographically

reachable for all individuals. Accessibility is a critical component of delivering high-quality care and improving health outcomes across populations.

Effectiveness in healthcare refers to the extent to which healthcare services achieve the desired outcomes and improve the health of individuals and populations. It involves providing care that is based on the best available evidence, tailored to individual patient needs, and delivered in a way that maximizes health benefits. Here are some key concepts and strategies to achieve effectiveness in the healthcare system.

Efficiency in the healthcare system refers to the optimal use of resources to achieve the best possible health outcomes. It involves delivering high-quality care in a cost-effective manner, minimizing waste, and ensuring that resources are used appropriately to maximize benefits for patients and the healthcare system as a whole. Here are the key components and strategies to achieve efficiency in healthcare.

CONCLUSION

The public hospitals in Enugu state has been experiencing a lot of decadence in health care services delivery because of poor attention from the managements that has resulted to the high rate of mortality and morbidity due to the poor state of health facilities, inefficiency and poor supporting medical equipment, lack of medical personnels to patient's ratio. inadequate resources, incompetent personnel, poor leadership. In medical establishments customer/patient satisfaction is very crucial. A variety of factors which include both the organizational, personal economic, and environmental factors can facilitate effective service delivery and patient satisfaction (Olapojoye, 2017).

This paper suggests that adequate quality of healthcare delivery is essential to curtail the number of people who suffer annually from poor treated diseases that result in increased morbidity and mortality rates. Quality care delivery in healthcare facilities largely depends on organizational treatment factors and procedures, such as level of care provider's training, nature of the physician- patient relationship, treatment, procedures, diagnostic machines (Olapojoye,2017).

The state government should Implement a transformational leadership approach that emphasizes employee engagement, empowerment, and continuous improvement that will foster a culture of accountability, transparency, and teamwork where every staff member understands their role in delivering quality care.

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