

Total Quality Management and Human Resource Functions in the University of Benin Teaching Hospital (UBTH)

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Abstract

Total Quality Management (TQM), a core strategic management philosophy, is designed for quality of any organization based on the Human Resource and employees' participation for patients/customers/clients' satisfaction, and competitiveness. The paper examined the extent to which the Human Resource Department had implemented the TQM philosophy in ensuring that quality services are delivered to the employees and patients/clients and customers of the University of Benin Teaching Hospital (UBTH). The study adopted the GAP model which highlighted the main requirements for delivering high service quality. Data for this study were gathered through secondary sources such as academic books, journals, periodicals, internet as well as other relevant health related policy materials. The study revealed that the UBTH Human Resource Department was faced with a lot of challenges in the implementation of the TQM philosophy. Some of the challenges included poor compensation regime, time constraints, insufficient resources, frequent turnover of staff, and inadequate manpower. The study concluded that though the UBTH practices the TQM philosophy, the implementation of the philosophy in the establishment has not been too effective due to a myriad of challenges. Some policy recommendations were made to the management of the hospital to include matching the achievement of quality goals with appropriate reward and recognition; ensuring that there is proper planning by which sufficient time is allocated to different duties; and adequate budget should be channeled to the implementation of TQM by the HRD.

Keywords: Total Quality Management, Human Resource Department, Public Service, UBTH,

Introduction

One of the important functions of the Human Resource Department in public organizations is to ensure a qualitative management of organization's resources with a view to guaranteeing quality service to customers while sustaining productivity at a reduced cost. The core strategic management approach designed for quality control in organization is the Total Quality Management (TQM), which is a designed and established organizational effort to manage quality based on participation at every level, aiming to improve customers' satisfaction and performance of staff (Ozidal & Oyebamiji, 2018). Other strategies of delivering quality services according to Tom-Etinosa (2014) include Re-engineering, British Excellence Model, ISO 9000 Quality Management Series, Benchmarking, The Quality Delivery Infrastructure, Organizational Awareness and the Need for Change, Choosing the Quality Service Delivery Model, Training

and Achieving Buy-In, Deploying the Model, Performance Evaluation, Review and The Quality Delivery Infrastructure Model.

Quality is the key component and success factor to any organization to increase organizational performance, productivity and improved employees' performance. Due to the growing global competition in quality management principles in the health sector, active quality management becomes highly imperative for leadership and management of the University of Benin Teaching Hospital (UBTH), where meeting employees and patients/client's needs is the important key to the success of the establishment.

Quality products or services need not only to conform to consumers requirements; the products/service must be acceptable. Effective TQM strategy entails that the product/service must go beyond acceptability for a given price range. For example, rather leaving customers/clients satisfied that nothing went wrong with the product or service, a product/service should give the customers/clients some delightful surprises, or provide unexpected benefits (Collard, 2001). This means, therefore, that products/service quality assurance requires more than just meeting customers/clients minimum standards. The level of product quality is the degree to which a product/service is equal to or greater than customers/clients expectations,

That is $LPQ > CE$

Where LPQ = Level of Product Quality, and CE = Customer/Client Expectation.

Thus, organizations who desire to have TQM strategy in place and make it work effectively, should as a matter of principle endeavour to be positively disposed to the idea of quality management philosophy in their organization. According to Haigh and Morris (2002), quality management is an ingredient towards adequate quality service delivery to customers. Quality management involves management systems, delivery, quality, cost, technology and of course the employees, because according to Donaldson (2001), no matter how perfect a strategy might be, it depends on people for implementation. All these various components of quality management when effectively harnessed will result in customer satisfaction; where the intention is not to stop at a point in the process of implementation, but rather a continuous improvement of the mechanism for a sustainable competitive advantage (SCA), through the use of employees as organizations effective internal assets for a successful implementation (Haigh and Morris, 2002).

The evolution of Total Quality Management dates back to the 1920s when the Naval Air System Command (NASC) used the term to describe its Japanese style management approach to quality improvement. Since the 1920s when Total Quality Management started, many countries across the globe have adopted the implementation of the philosophy in the operationalization of their public service. The implementation of TQM is relatively recent in Nigeria, as it was introduced in April 1992 with an open seminar by the Lagos Business School. Since then, many public service establishments, including the University of Benin Teaching Hospital (UBTH) Human Resources Department, have implemented the philosophy in the area of recruitment, selection, appraisal and development of reward systems to institutionalize a quality-based orientation package for her employee and patients/clients. However, despite the implementation of the TQM philosophy by the UBTH, there seems not to be any remarkable improvement in the delivery of quality services to the employees, patients/customers/clients of the hospital. It is against this

backdrop that this paper seeks to do a theoretical assessment of the extent to which the Human Resource Department of University of Benin Teaching Hospital has implemented the Total Quality Management philosophy in its managerial and operational functions. The study therefore aims to achieve the following objectives: define the profile of Total Quality Management practices, assess the extent of implementation of Total Quality Management in UBTH, examine the challenges facing Total Quality Management implementation in UBTH as well as proffer policy recommendations.

Review of Relevant Literature

Total Quality Management (TQM)

Total Quality Management (TQM) refers to management practices designed to improve the performance of organizational processes in business and industry. It is a management technique driven by continual improvement and responding to customers' needs and expectations (Robbins and Coulter, 2005). Weihrich & Koontz (2000) defined Total Quality Management to involve organization long term commitment to the continuous improvement of quality throughout the organization with active participation of all members at all levels to meet and exceed customers' expectations. Charantimath (2003) also defined Total Quality Management as the power to achieve and sustain long-term organizational success by making use of the employee involvement in the firm's day to day activities. Fajana (2002) posited that Total Quality Management involves a cultural change in organizational behavior with a central focus on customers.

According to Choi and Behling (1997), Total Quality Management (TQM) is an operational philosophy committed to customer satisfaction and continuous improvement. Total Quality Management (TQM) is committed to quality/excellence and to being the best in all functions. Total Quality Management is a designed and established organizational effort to manage quality based on participation at every level, aiming to improve customers' satisfaction and elements such as leadership, trust, ethics, communication, integrity, training and empowerment, human resource development and management policies and strategy are required. Total Quality Management is a designed and efficient process that creates participation of the entire organization in planning and implementation of continuous improvement in quality. (Ozidal & Oyebamiji, 2018).

According to Robbins and Coulter (2005), Total Quality Management refers to management practices designed to improve the performance of organizational processes in business and industry. It is a management technique driven by continual improvement and responding to customers' needs and expectations. Total Quality Management is a description of the culture, attitude and organization of a company that strives to provide products and services that satisfy customers' needs. The culture requires quality in all aspects of the company's operations with processes being done at the right time, and defects and wastages eradicated from operations (Padhi, 2008).

Human Resource Department

A Human Resource Department (HRD) of an organization performs human resource management functions of overseeing various aspects of employment, such as compliance with

labour law and employment standards, administration of employee benefits and some aspects of recruitment and dismissal (Wikipedia.org. 2024). The human resource department is the branch of an organization which is saddled with the responsibility of performing human resource functions like manpower planning, job analysis, recruitment and selection, discipline and discharge, etc.

Public Service

The meaning of Public service is contained in section 277 (91) of the Constitution of the Federal Republic of Nigeria of 1979 now section 169 of the 1999 Constitution as encompassing the civil service (Ministerial departments), statutory corporations or parastatals, judiciary, legislature, educational institutions, financially wholly or principally owned by government at the State, Local and Federal levels, Nigeria Police or Armed Forces and other organizations in which the Federal or state governments owned controlling share or interest. In Nigeria, the Country's government bureaucracy is the public service. This is because government at whatever level enunciates and implements its policies, programs and projects through the instrumentally of the public service. Most public services are service – oriented (Marshall & Murtala, 2015).

Evolution of Total Quality Management

A key objective of public sector reforms is to improve on the quality of service delivered to customers. In this regard, the reforms are aligned with modern thinking about the end results that any service delivery system should focus upon. This thinking derives from and is driven by the quality management revolution.

Quality management in simple terms can be expressed through the meaning of the term quality. In an organizational context, it is the application of certain practices and techniques which ensures that the end product or output of an organization, whether a product or service is of high standard. Accordingly, in simple terms, quality management represents a managerial discipline that fosters transformation or restructuring of both the internal and external variables that impact upon the organization.

Total Quality Management philosophy is a brainchild of Walter Shewhart in the late 1920s but was popularized by and generally attributed to Edward W. Deming (1900-1993) while working as an employee at Western Electric Company, Chicago. Literature on quality management indicate that the contemporary application of quality management concepts has its roots in statistical quality control methods developed in the United States and Europe, with the concept of industrial revolution and mass production (Lindsay & Petrick, 1997). Over the past decades, quality management has become a managerial discipline that has been hailed for its many achievements. Deming teamed up with Walter A. Shewhart (1891-1967), a Bell Telephone Company to use statistical control techniques to supplant traditional management methods. He put his own philosophies and Shewhart's statistical quality control techniques to test during the World War II. In Japan, he found an enthusiastic reception for his management ideas in 1947 to revitalize their world devastated economy and introduced its statistical process control or statistical quality control. In response to the massive market share gains achieved by Japanese companies during the late 1970s and 1980s, United States producers adopted quality and

productivity techniques that could restore their competitiveness. Deming's management method thus became the model for many American industries eager to improve.

Total Quality Management gained acceptance as a management tool during the 1980s. Deming, Joseph, Juran and others developed the idea of quality beyond its prior emphasis on statistical control. By the early 90s, the United States manufacturing sector had achieved marked gains in quality and productivity. The popularity of the quality movement has spread from its manufacturing origin into the service sector and onward into public organizations (Reed, Lemark and Montgomery, 1996).

Objectives of Total Quality Management

Total Quality Management aims to reduce cost and improve quality; it can be used as a programme to implement an overall low cost or a differentiation business strategy (Choi and Behling, 1997). According to Schonberger (1992), Total Quality Management has four objectives, which include: better, less variable quality of the product and service, quicker, less variable response in processes to customer needs, greater flexibility in adjusting to customers shifting requirements and lower cost through quality improvement and elimination of non-value adding work.

The Human Element and Human Resource Department Functions

The Human Element in Human Resource Department

Mustapha (2018) was of the opinion that with human resource management, there is a growing awareness of the importance of the human beings in the organization. With the current trend, the human beings are seen as the most important aspect/element in the organization. The human element in the organization became recognized as the most important resource in the organization. It was when we started talking about human resources that human capital development came into being.

There is no doubt that a good management of people at work is very vital to the success of any organization. Human resources have become the most important resources to any organization. Thus, it is important to bear in mind that the entire responsibility of managing people at work does not belong to the personnel manager alone. Every manager who depends on other people in the realization of its organizational goals has a personnel responsibility which he cannot delegate to other departments or to the personnel department itself (Okoh, 2005).

Personnel and human resource management activities are carried out by all those in a leadership role in an organization. Every manager or team leader is necessarily involved in concerns about the way in which people are employed as well as about what they need to be doing, and how well. In most situations, such leadership fulfills their personnel/human resource responsibilities within a clear framework of human resource management policies (Cole, 2002).

The human beings in an organization make things work by combining and utilizing other factors towards the accomplishment of a set goals and objectives of the organization. Before this can

happen, there should be a good plan or strategic decision on how the human factors can adequately coordinate the activities of the organization for ultimate result (Aibieyi, 2010).

Human Resource Department Functions

In many organizations, if not all, personnel functions can be viewed from two perspectives. The first dimension refers to those functions formed by other line managers and supervisors who, by the nature of their functions are not personnel officers and the second dimension are those functions, performed by personnel specialists in the personnel department (Okoh, 2005).

Flippo (1984) interpolated the personnel functions into management functions and derived the definition of personnel management as: The planning, Organizing, Directing and Controlling of the procurement, development, compensation, integration, maintenance, and separation of human resources to the end that individual, organizational and societal objectives are accomplished. In the view of Mustapha (2018), there are two categories of human resource management functions. They are: managerial functions which include planning, organizing, directing and controlling and operational functions which include procurement, staff development, compensation, integration, maintenance and separation.

He further stated that the general functions of the human resource management department are as follows: Manpower Planning, Job Analysis: Job Description and Job Specification, Recruitment and Selection, Posting/Transfer, Promotion and Layoff, Salaries and Wages Administration, Annual Performance Appraisal, Training and Development, Discipline and Discharge, Benefit and Welfare Service Administration and Union/Management Relations.

Human Resource Department and the Total Quality Management

Operationalization

In implementing Total Quality Management (TQM) processes in an establishment such as the University of Benin Teaching Hospital (UBTH), the Human Resource Department plays a major role: that of developing and communicating the TQM vision, of preparing the organizational details for the implementation of TQM procedures, the actual implementation and providing necessary support to maintain the enthusiasm about TQM. The Human Resource Department can act as a pivot agent in the change process with comparative analysis of the needs of the establishment. It may also develop and deliver training programmes that reflect the long-term mission and vision of the establishment. Human resource management can act as a tool with a major role in the implementation of TQM in two ways: By modeling the TQM philosophy and principles at operational level in the department, the Human Resource Department can serve as a launching point for the TQM process across the establishment. The human resources department, with help from the management team of the establishment can transfer this process from the department level to establishment level by creating an organizational culture necessary for the development and acceptance of TQM. The human resources department also has a major role in the recruitment, selection, appraisal and development of reward systems to institutionalize a quality-based orientation. An assessment of the capacity of the human resource department to institutionalize TQM starts with an understanding of the TQM philosophy. In other words, TQM relies on the involvement of the management team and that of the work force. Over the past

decades, Total Quality Management and Human Resource Management were important aspects of the business environment, being a subject of much research in the field due to the major impact that they may have on individual and organizational performance (Ooi, Teh & Chong, 2009).

Intensifying the efforts to increase competitiveness in organizations such as the UBTH, is a necessity nowadays and must be achieved through an approach in terms of Total Quality Management and human resources (Hataani & Mahrani, 2013). Total Quality Management is an approach whose goal is to maximize competitiveness through continuous improvement of product quality, human resources, services, processes and environment (Jumenez & Martinez-Costa, 2009). Total Quality Management can be explained as a relationship between systems and the implementation of quality, closely related to competitiveness and performance (Azizan, 2010). However, the role of both Human Resource Department and Total Quality Management is to create a culture/high performance-base system that is capable of sustaining the organizational goals and objectives in the long-run.

The Nigerian Public Service: A Brief History And Development

The origin of public service in Nigeria dates back to the colonial era. During this period, little attempts were made by Nigerians towards socio-economic transformation. The Nigerian public service evolved from the service, which was established by the British authorities as the administrative machinery for governing Nigeria. The amalgamation of the Northern and Southern protectorates as Nigeria in 1914 under the leadership of Lord Frederick Lugard, led to the establishment, for the first time, of what seemed like unified services. Europeans, on whom were concentrated executives, judicial and legislative powers, dominated the echelon of the colonial service and traditional rulers were also co-opted into the colonial administrative structure (Adegoroye, 2006, Ikelegbe, 1993). With the creation of the regions, North, East, West, in 1954, there emerged three regional Civil Services. A Public Service Commission was also established at the centre and in each of the three regions within the same period. The British officials were accountable to the authorities in Lagos rather than to the people. They created an impression that they were masters rather than servants to the people they administered. This indirect rule contributed in no small measure to a faulty philosophy of service and further enhanced ethnicity, corruption and apathy. The public service was made to serve authoritarianism interest up to the eve of independence (Ayodele, 2007).

Adamolekun (1983) posited that the period of Nigerianization spanned fifteen years from 1945 to 1960 and gave impetus to a rapid introduction of changes within the colonial bureaucracy. It also marked the emergence of Nigerians who participated in the Second World War. The development of political activities such as formation of political parties later began to question the status quo and agitated for rapid changes and strove towards self-reliance.

At independence, the role of the civil service shifted from the colonial mode of maintaining law and order to that of facilitating the realization of the nation's development aspirations. The period of the first and second republics witnessed a large scale of political intimidation and victimization of suspected officers to have opposing political law. Ikelegbe (1993) concluded that the public service was not oriented, guided and ruled by the need for performance. By the end of the third development plan, the Obasanjo regime rather than reenergize the public service, demoralized and battered the esteem of the civil servants greatly.

The University of Benin Teaching Hospital Human Resource Department and Total Quality Management Implementation

The University of Benin Teaching Hospital (UBTH) is one of the institutions that have adopted the Total Quality Management (TQM) philosophy which aims to guarantee efficiency and quality in service delivery, in its operations. The Human Resource Department of the UBTH and the SERVICOM unit are both saddled with the responsibility of ensuring that the TQM philosophy is implemented in the hospital. The Human Resource Department carries out this responsibility through its managerial and operational functions as they relate to the staff of the hospital. These functions include planning, organizing, directing, controlling, compensation, training and development, performance appraisal, discipline and discharge, benefits and welfare service administration, posting/transfer, promotion and layoff, etc. The Human Resource Department of UBTH also ensures that the staff of the establishment regularly attends seminars, workshops, conferences and symposia, which will help to improve their efficiency. On the other hand, the SERVICOM unit helps to ensure efficiency and quality in service delivery by collaborating with some agencies like the National Agency for Food, Drug Administration and Control (NAFDAC), Standards Organization of Nigeria (SON), Pharmaceutical Council of Nigeria (PCN), etc. This collaboration is done in order to ensure that equipment and drugs that are supplied to the hospital meet the minimum required standard in the health sector. SERVICOM also achieves its aim by liaising with patients/customers to handle complaints relating to poor service delivery, as well as monitoring staff's punctuality to work.

According to the SERVICOM Index Report (2018), The SERVICOM index is predicated on the fact that:

- (a) The ultimate purpose of governance is to serve citizens.
- (b) Citizens have the right to be served right.
- (c) Service is well delivered only when citizens are satisfied.
- (d) The Federal Government is committed to the provisions of SERVICOM (Service Compact with Nigerians) as a programme to improve service delivery throughout the country.

Customer satisfaction is the overriding consideration of service delivery. Extensive research, consultations and surveys have shown that customer satisfaction is broadly driven by several drivers, listed further below. The Consultant Out Patient Department (COPD), UBTH has been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners, review of key documents and observations made at the service window. The overall index score for the COPD, UBTH has been calculated as weighted average for the scores evaluated for each driver. The weight of importance attached to each driver is as follows:

0. Service Delivery	-	30%
1. Timeliness	-	24%
2. Information	-	18%
3. Professionalism	-	16%
4. Staff Attitude	-	12%

Challenges Facing the UBTH Human Resource Department in the Implementation Of Total Quality Management

From the analysis in this paper, the challenges facing the University of Benin Teaching Hospital Human Resource Department in the implementation of Total Quality Management include:

Not linking the promotion and increments in pay with the achievement of quality goals. A number of factors have an impact on employees' satisfaction such as salary, promotion opportunities, recognition and reward system, and job security. According to Deming (1986), environment based on proper reward and recognition motivates employees and enhances their satisfaction.

Time constraints prohibit effective TQM implementation. Time constraints are usually given as a reason by the UBTH Human Resource Department for not incorporating quality into their programme guide. Time constraints become an issue due to lack of planning, Juran (1992) emphasized on the importance of quality planning by stating that it is the first step in quality management and TQM cannot be implemented without it. Proper planning results in smooth flow of processes and ensures that sufficient time and budget are allocated to every activity.

Insufficient resources to implement TQM. Implementation of TQM is expensive in terms of time, money and efforts. It is common observation that people who are impatient to see the outcome get disillusioned with TQM and usually abandon it (Venkatraman, 2007). The University of Benin Teaching Hospital does not have direct financial control and are required to spend the funds under the heads for which the funds were released. The UBTH management often finds it challenging to allocate substantial amount of funds for quality improvement initiatives. This lack of control over the resources leads to slow progress and disappointment when the expected results are not achieved in time (Evans and Lindsay, 2005; Sirvanci, 2004).

Frequent turnover of staff due to inadequate human development and management. Training and skill development of staff play a vital role in the successful implementation of TQM. In the absence of training, staff will lack knowledge and skills which will result in their frequent turnover. Turnover can hurt the hospital if the replaced staff is a fresh employee since less experienced staff are less effective at improving patients' health than experienced ones (Balu, Beteille& Loeb, 2009).

Inadequate manpower. Shortages in the supply of skilled labour often result in the overburdening of the few available staff to perform the job schedules that are beyond their capacity. This often results in fatigue and reduction in efficiency, service quality, productivity and even the death of such staff, a case in point is the recent death of a surgeon and senior registrar in the Surgery Department of UBTH, Dr. OkeogheneEdigba, who was said to have slumped and later died on duty after performing four surgeries back-to-back (Sahara Reporters, 2018). It also results in a gap between the expectation and the actual experience of patients/customers in terms of service delivery to them.

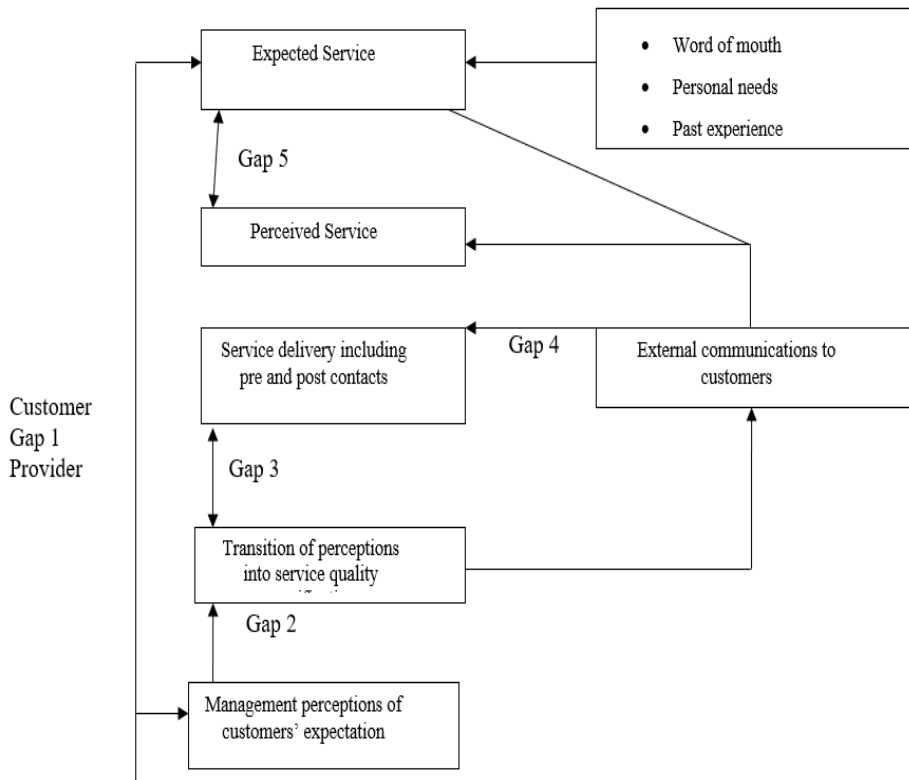
Theoretical Framework

Many scholars have produced quite a number of models in local and international publications, informing the populace on the importance and relevance of service quality in the face of the challenging economic realities of our time. However, this paper adopted the GAP model as its theoretical framework.

The GAP model, developed by a group of authors, Parasuraman, Zeithaml and Berry at Texas and North Carolina in 1985, highlights the main requirement for delivering high service quality.

It identifies five “gaps” that cause unsuccessful delivery. Customers generally have a tendency to compare the service they ‘experience’ with the service they ‘expect’. If the experience does not match the expectation, there arises a gap.

Ten determinants that may influence the appearance of a gap were described by Parasuraman, Zeithaml and Berry in the model. They are: Reliability, Responsiveness, Competence, Access, Courtesy, Communication, Credibility, Security, Understanding the customer and Tangibles. .



Source: Gorji (2018)

Gap 1: This is the distance between what customers expect and what management thinks they expect. Clearly, survey research is a key way to narrow this gap.

Gap 2: This is between management perception and the actual specification of the customer experience. Management needs to make sure the organization is defining the level of service they believe is needed.

Gap 3: This is from the experience specification to the delivery of the experience. Managers need to audit the customer experience that their organization currently delivers in order to make sure it lives up to the specifications.

Gap 4: This is the gap between the delivery of the customer experience and what is communicated to customers. All too often, organizations exaggerate what will be provided to customers or discuss the best case rather than the likely wise, raising customer expectations and harming customer perceptions.

Gap 5: This is the gap between a customer perception of the experience and the customer's expectation of the service. Customer expectations have been shaped by words of mouth, their personal needs and their own past experiences.

Routine transactional surveys after delivering the customer experience are important for an organization to measure customer perception of service.

However, this model was considered suitable as a framework for this paper because of the fact that in reality, the effective implementation of Total Quality Management philosophy by the Human Resource Department in the delivery of quality service in the health sector like the University of Benin Teaching Hospital, can only be measured with a reasonable level of certainty and accuracy, by the patients and customers/clients whom the employees of the hospital deliver services to on a daily basis. These patients and customers/clients leave their homes to the hospital with the expectation that they would get quality and efficient services from the staff of the hospital and any service they get that falls short of their expectation creates a gap between expected service delivery and actual service delivered. In the same vein, most employees (both new and existing) of the establishment go to the hospital daily to partner with the management of the Human Resource Department in rendering quality services to the patients and customers/clients of the hospital with the expectation that the management of the Human Resource Department will in turn design a compensation regime that would be commensurate with the service rendered, which would in turn motivate the employees to improve in their delivery of quality services to the patients and customers/clients. When the expectation of the compensation regime falls short of the actual compensation received by the employees, the employees will be dissatisfied and this may lead to a drop in the quality of services they render to the patients and customers/clients, thereby resulting in a gap between expected service delivery and actual service delivered.

Methodology

This paper adopted a qualitative research design in which data were gathered through secondary source. The source included consultation of books, journals, periodicals, internet as well as other relevant health-related policy materials. This source of data collection was considered appropriate

because it provided a wide range of data collection as it is related to this topic under study. Desk analysis was adopted in which materials gathered were synchronized, critically scrutinized and arranged to meet the objectives of this paper.

Conclusion and Recommendations

The implementation of Total Quality Management (TQM) philosophy by the Human Resource Department of the University of Benin Teaching Hospital (UBTH) has not yielded the desired results of quality in service delivery to the employees and patients/customers, due to the myriad of challenges facing the successful implementation of the philosophy, such as poor compensation regime, time constraints, insufficient resources, frequent turnover of staff and inadequate manpower. From the challenges facing the UBTH Human Resource Department in the implementation of TQM as highlighted above, the following recommendations can be made:

The Human Resource Department should ensure that there is proper planning by which sufficient time is allocated to different duties. Timing of work schedules should be a key element when the Human Resource Department of UBTH carries out its managerial functions of planning, organizing, directing and controlling.

The management of the University of Benin Teaching Hospital should ensure that the hospital maintains optimum staff strength at every point in time. This will help to ensure that the implementation of TQM is not hindered as a result of shortage of manpower to carry out the implementation of TQM philosophy. The maintenance of optimum staff strength can be achieved by the Human Resource Department of the UBTH through proper planning and forecasting of the quality and quantity of staff required in the hospital both at present and in the future.

Reward and recognition should be matched with the achievement of quality goals. Performance appraisal of the staff of UBTH should be carried out regularly and those who are found to have contributed significantly in the achievement of the goals of TQM should be rewarded accordingly. This will serve as a form of motivation to the staff involved and encourage them to even perform better.

There should be regular training and retraining as well as skills development of staff of the UBTH, in the area of TQM implementation, in order to reduce or eliminate the incidences of frequent turnover of staff in the hospital. When the staff are regularly trained and developed in TQM implementation, it will result in the garnering of the experience needed in guaranteeing quality in service delivery to the patients and customers/clients.

The management of UBTH should ensure there is adequate budgetary allocations channeled towards the implementation of TQM by the Human Resource Department. The operationalization of the TQM principle cannot be effective without adequate and timely funding and mobilization of the Human Resource Department which is saddled with the responsibility of ensuring that TQM is effectively practiced in the UBTH. To this end, it is recommended that the resources to implement TQM should be autonomous and easily accessible to the Human Resource Department of the UBTH.

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