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SERVICE QUALITY IN THE HEALTHCARE SECTOR: THE ROLE OF STRATEGIC HUMAN RESOURCES PLANNING**Samuel A. Adedoyin****Department of Business Administration**Benson Idahosa University**Benin City, Nigeria**ORCID 0000-0002-7542-4620***Elizabeth Fakorede***Department of Business Administration**Benson Idahosa University**Benin City, Nigeria***Victor A. Oyakhire***Department of Business Administration**Benson Idahosa University**Benin City, Nigeria**ORCID 0009-0005-8575-6193*

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Abstract. The study evaluated the influence of strategic human resources planning on service quality in selected healthcare organizations in Benin City, Nigeria. Specifically, it examined how succession planning, focused learning and development, and workforce audits influenced service quality in the healthcare sector. The study utilized a cross-sectional research design executed through a survey involving a sample of 275 respondents. This sample was derived from 860 employees being the total population of the three participating healthcare organizations purposively selected for the study. The research instrument was a well structured instrument designed in the Likert scale format. The validity of the instrument was assured through face and content validation techniques, while the reliability was assured through the Cronbach alpha statistic test, which yielded alpha values greater than 0.70 acceptable reliability value threshold for empirical studies. Three hypotheses in alignment with the study objectives were raised and tested using simple linear regression analysis, and at 5% level of significance. The findings revealed that succession planning, focused learning and development and workforce audits all had significant influence on service quality improvements in the sampled health organizations. The study concluded that the strategic human resource planning components examined positively influenced service quality in the healthcare organizations. It was recommended among other things that healthcare organizations should ensure continued policies and initiatives that support succession planning and uphold systematic, well-structured, focused learning and development programmes for employees to improve their service quality.

Keywords: strategic human resource planning, succession planning, focused learning and development, workforce audits and service quality.

JEL Classification: M10, M11, M30.

INTRODUCTION

Strategic human resource planning has emerged as a viable approach offering a critical framework for ensuring that healthcare organizations are staffed with an optimal mix of personnel, competencies and organizational structures necessary for delivering high-quality and sustainable healthcare services (Oni & Falola, 2025). Essentially, strategic human resource planning comprises several interrelated components that collectively strengthen the capacity of an organization's workforce and includes succession planning, human resource audits, learning and development, human resource analytics, etc. (Armstrong, 2024; Ingbale, 2024; Elugbaju, 2025). Okeah (2024) posits that succession planning is central to the strategic human resource planning process, as it supports the systematic identification and preparation of individuals who can assume leadership and other mission-critical roles. By proactively addressing potential leadership vacuums, succession planning reduces operational risks associated with knowledge loss and managerial instability. Equally important is learning and development initiatives, which offer continuous professional training and capacity-building opportunities (Armstrong, 2024; Ingbale, 2024). These programs enable healthcare professionals to stay current with evolving medical technologies, clinical guidelines and service-delivery standards, thereby promoting a culture of lifelong learning and professional excellence (Perscoping Performance of Tertiary Health Care Institution, 2024). Also, using workforce audits allow organizations to review existing human resource policies, assess compliance and evaluate the effectiveness of workforce management practices (Armstrong, 2024). This is to ensure alignment with industry benchmarks and healthcare best practices, strengthen organizational capacity, promote stable staffing environments and contribute to improved healthcare services delivery and patient satisfaction (Bamakhrama & Alqarni, 2024).

Literature emphasizes the imperatives of service quality in healthcare (Gile et al., 2018; Qin et al., 2023) as it contributes to improved patient outcomes, minimizes clinical errors, prevents complications, enhances patient satisfaction, and supports long-term health objectives. From an organizational standpoint, strong service quality strengthens institutional credibility, helps attract and retain skilled professionals, improve competitiveness and the financial fortunes of the organization. When services are delivered efficiently, costs related to avoidable re-admissions, operational delays, patient turnover and litigations are significantly reduced (Adedoyin et al., 2025). Ultimately, prioritizing service quality is essential for delivering effective, patient-centered care that aligns with clinical best practices and responds to changing patient needs. It is imperative therefore that health care organizations maintain high standards of care to enhance clinical outcomes and position themselves as reliable and resilient service providers in the healthcare system.

The Nigerian healthcare system however continues to experience persistent declines in service quality, largely driven by inadequate human resource planning, structural challenges, skill mismatches, the absence of structured succession strategies for critical clinical and administrative roles, widespread skills shortages and persistent inefficiencies in service delivery (Okunnade et al., 2023; Alawode et al., 2025). These constraints undermine the overall quality of care and impede the system's ability to meet growing population health needs (Nigeria - WHO Case Study, 2020; Oni & Falola, 2025). Many hospitals operate reactively, responding to workforce challenges only after they arise. This reactive posture contributes to recurring staffing shortages, limited investment in employee development and suboptimal workforce utilization. These concerns are further exacerbated by the increased migration trends - japa syndrome - of health services workers overseas in search of greener pastures. Furthermore, the limited application of data-driven decision-making processes restricts the health organization's ability to optimize workforce performance and allocate resources efficiently.

A noticeable challenge in many healthcare institutions is their apparent lack or weakly structured succession planning arrangements. This is especially evident when senior medical or administrative staff retire or leave, and there are no prepared successors, creating leadership gaps that disrupt service continuity and affect patient care. Learning and development programs also receive limited attention, leaving many healthcare workers without the training needed to keep up with new

technologies or modern patient-centred care practices. This situation is made worse by the inconsistent use of workforce audits, which are essential for identifying policy weaknesses, ensuring compliance and improving workforce management. Together, these shortcomings if not addressed will contribute to declining patient satisfaction, reduced organizational effectiveness and poorer overall healthcare service delivery. This study sought to examine the influence of succession planning, targeted learning and development, and workforce audits as three core strategic human resource planning components on service quality in Nigerian hospitals. The objective in this study is to ascertain what results would hold true in the sampled Nigerian healthcare organizations. The following research questions were raised to guide the study:

I. What is the influence of succession planning on service quality in the sampled health institutions in Benin City, Nigeria?

II. How does focused learning and development influence service quality in the sampled health institutions in Benin City, Nigeria?

III. What is the influence of work force audits on service quality in the sampled health institutions in Benin City, Nigeria?

LITERATURE REVIEW

Review of theories

1. The service quality theory (servqual model) by Parasuraman, Zeithaml, & Berry (1985, 1988) is one of the most influential frameworks for assessing and understanding service quality across service-driven industries, including the healthcare sector. Parasuraman, et. al., (1985) proposed that consumers evaluate service quality based on the gap between expected service and the service actually rendered to clients. Over time, the model was refined into five core dimensions - reliability, assurance, tangibles, empathy, and responsiveness (Parasuraman et al., 1988). These dimensions provide a framework or structured pattern for evaluating how well an organization meets patient expectations. In healthcare settings, reliability reflects the consistency and accuracy of care; assurance speaks to staff competence and patients' trust; tangibles relate to the physical environment and equipment; empathy captures personalized attention; and responsiveness concerns timely, attentive service (Adedoyin & Igbinedion 2024; Igbinedion & Adedoyin, 2024). The servqual model aligns strongly with the study's focus on how strategic human resources practices influence service quality. Practices such as focused learning and development, human resource analytics, and workforce audits ensure that healthcare employees possess the competence, responsiveness, and interpersonal capacities required to meet patients' expectations across all the dimensions of the model. Thus, the servqual models offers a conceptual basis for linking human resource interventions to observable improvements in healthcare service quality.

2. The strategic human resource management theory by Wright and McMahan (1992) argues that human resource systems must be deliberately aligned with organizational goals to create sustainable competitive advantage. They emphasized that human resource practices such as workforce planning, leadership development, training, and performance management should be proactive, integrated, and strategically oriented. Strategic human resource management posits that employees are a strategic asset, and that organizational performance is enhanced when human capital is developed and positioned in ways that support long-term objectives. Central to strategic human resource management is the idea that organizational success depends on the ability to recruit, retain, and develop a skilled and adaptable workforce. By embedding human resource activities within the strategic planning process, organizations can respond more effectively to environmental demands, improve efficiency, and strengthen quality outcomes.

Conceptual background

Understanding service quality in the healthcare sector

Mosadeghrad (2012, 2014) defined quality healthcare service as consistently delighting the patient by providing efficacious, effective and efficient healthcare services according to the latest clinical guidelines and standards, that meet the patients' needs and satisfies providers. It describes the capacity of health institutions to deliver safe, effective, timely, patient-centred and efficient care that meets or surpasses patient expectations. It is a central construct in healthcare management, as it captures both the technical and interpersonal dimensions of care that influence patient outcomes, organizational performance and overall system credibility (Wang et al., 2020; Adedoyin et al., 2025). High-quality healthcare services not only enhance individual well-being but also improve system-wide performance by reducing medical errors, minimizing inefficiencies and supporting adherence to clinical best practices (Adedoyin et al., 2025).

Using the service quality model hinged on five key dimensions - reliability, assurance, tangibles, empathy, and responsiveness (Parasuraman et al., 1985; Abolarinwa et al., 2024) - a core component of the service quality model is reliability, which reflects the consistency and accuracy with which healthcare providers deliver diagnoses, treatments and follow-up care. Reliable services are essential because lapses in accuracy or consistency can lead to severe health consequences. Equally important is responsiveness, which concerns the ability of healthcare institutions to provide timely care, minimize waiting periods and address patient needs promptly. Timeliness is closely linked to both patient satisfaction and clinical outcomes, making responsiveness a critical dimension of effective service delivery (Adedoyin & Igbinedion, 2024). Another vital component is assurance, which encompasses the competence, professionalism and ethical conduct of healthcare personnel. When patients perceive healthcare providers as knowledgeable and trustworthy, their confidence in the healthcare system increases, leading to improved adherence to treatment and better health outcomes. Empathy further strengthens the service experience (Adedoyin & Igbinedion, 2024), as compassionate and client-focused interactions build trust, enhance communication and foster emotional support, which contributes to improved patient satisfaction and engagement in care. The tangible aspects of the service delivery also shape service quality (Igbinedion & Adedoyin, 2024). The physical infrastructure, cleanliness, adequate facilities and the availability of modern medical equipment create an environment conducive to efficient and accurate care. Well-maintained facilities equipped with up-to-date technologies enhance diagnostic precision, support effective treatment and contribute to an overall atmosphere of professionalism and safety.

In the healthcare services sector multiple factors are known to interact to determine the quality of service rendered. Mosadeghrad (2014) 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 (Mosadeghrad (2014; Wang, et. al., 2020). From the literature, other prominent factors that influence quality health care service delivery would include calibre of the healthcare workforce, patient-centred care ie. patient focus and customer centricity, technological integration, regulatory compliance and operational efficiency (Edura Wan Rashid & Kamaruzaman 2009; Musyoka et. al., 2016; Wang, et. al., 2020). Well-trained professionals are better positioned to deliver high-quality care, while continuous training and development help them remain current with evolving medical innovations and clinical guidelines. Also, a patient-centred care approach characterized by effective communication, respect for patient preferences, emotional support and shared decision-making would play an essential role in shaping service quality. In recent times and in newer health facilities, there is the integration of new technologies and innovative practices such as electronic health records, telemedicine and automated diagnostic tools and these are poised to enhance service delivery by reducing errors, improving workflow efficiency and increasing overall operational efficiency through strategic resource allocation, streamlined administrative procedures

and reduced waiting times (Edura Wan Rashid & Kamaruzaman 2009; Musyoka et al., 2016; Wang et al., 2020).

Strategic human resource planning in the healthcare sector

Strategic human resource planning is a broad and systematic approach to managing employment relationships, focusing on aligning human resource policies with organizational objectives (Mello, 2014; Armstrong, 2024). It involves designing and implementing human resource systems that support the organization's overall strategy, ensuring that human resource practices contribute to achieving long-term goals. Strategic human resource planning entails a structured process where management integrates strategic business objectives with human resource functions, emphasizing the alignment of workforce activities with the company's mission (Mello, 2014; Armstrong, 2024). In the healthcare sector, strategic human resource planning is crucial for addressing industry-specific challenges such as workforce shortages, changing patient needs, and regulatory shifts (Sparkman, 2025; Pesqueira & Almeida, 2025). Today there is a global scarcity of healthcare professionals, including physicians, nurses, and allied health workers and to mitigate these shortages, strategic workforce planning through recruitment, succession planning and employee retention strategies (Bamakhrama & Alqarni, 2024). Adopting proactive workforce planning will help healthcare organizations anticipate staffing needs and develop targeted strategies to attract and retain skilled personnel to ensure continuity and efficiency in patient care (Sparkman, 2025; Pesqueira & Almeida, 2025). In healthcare, where service quality is critical, practices such as succession planning, continuous quality improvement, leadership development, and team collaboration are essential for optimizing organizational efficiency. Healthcare institutions therefore are to invest in their workforce to foster a culture of excellence and improve patient outcomes (Bamakhrama & Alqarni, 2024). This study argues that strategic practices such as succession planning, focused learning and development; and employee audits, can all be tailored to address specific challenges within Nigeria's healthcare system with the fundamental goal of improving service quality.

Empirical review and hypotheses development.

Strategic human resource planning and service quality in the healthcare sector:

Bamakhrama and Alqarni (2024) in Saudi Arabia examined strategic human resource management practices and the efficiency of healthcare service delivery with 230 healthcare workers in participation. The study found that the healthcare sector was supported by effective human resource strategies, but highlighted concerns as only about 13% of respondents acknowledged availability of staff development programs. The study concluded that strategic human resource management contributed to enhanced healthcare service delivery and that gaps in staff development and resource availability should be addressed. Stephen and Bula (2017) from their study in Kenya, corroborated the position that quality healthcare service delivery is linked to human resources management practices. Tandika and Dominic (2020) established from their study on strategic human resource management practices and quality health services in Tanzanian referral hospitals, with 333 staff members as participants that appropriate application of strategic human resource management practices enabled employee competencies and influenced quality health services. Earlier the study by West et al. (2006) in hospitals in United Kingdom revealed that, after controlling for ancillary factors engaging relevant human resources management systems in health care organizations upgraded service quality and patient care. Omer et al. (2022) studied human resource planning and health care quality improvement in the Eastern Province of Saudi Arabia and established a positive correlation between human resources planning and increased health service quality, speed of response and provision of quality customer support. Earlier a study in Iranian private hospitals found that perceived service quality accounted for 45% of the variance in patient satisfaction, emphasizing its importance in healthcare settings (Zarei et al., 2014).

Succession planning and service quality in the healthcare sector.

Succession planning ensures that organizations have a pipeline of qualified individuals ready to fill key positions, thereby maintaining service continuity and quality. Ali and Mehreen (2019),

findings depict that succession planning provides job security and creates positive career attitude with resourceful employees, support higher employee engagement, reduces turnover and contributes to better service outcomes. Olalekan and Bienose (2021) affirmed that the absence of structured succession strategies contributes to inefficiencies in management, staff turnover, and reduced service quality. Their study emphasized that organizations with a well-defined leadership transition framework experience better workforce stability, improved outcomes, and enhanced operational efficiency. Olanipekun and Taiwo (2021) concluded that there was a significant positive relationship between human resource planning and service delivery, and that healthcare institutions that actively train and prepare employees for leadership roles minimize disruptions in service delivery and create a sustainable healthcare system. In view of the above the study hypothesizes that:

H1: there will be a significant influence of succession planning on service quality in the sampled healthcare organizations in Benin City, Nigeria.

Focused learning and development and service delivery in the healthcare sector.

Prosper et al. (2025) established by their research findings that training and development significantly contributed to work engagement, positively influences service quality and improves outcomes. Boutros et al. (2023) reported that limited learning and training opportunities presented significant challenges for health professionals across disciplines. Focused learning and development initiatives are pivotal in enhancing employee competencies, which directly influence service quality. Sonnino (2016) submitted that hospitals that invest in staff training and professional development programs experience higher patient satisfaction rates and improved healthcare service delivery. Similar results were established earlier by Khatri et al. (2006). While specific empirical studies on the direct effect of focused learning and development on service quality in Nigerian healthcare institutions are limited, the literature suggests that targeted training programs lead to improved employee performance and quality service delivery. In view of the above we hypothesize that:

H2: there will be a significant influence of focused learning and development on service quality in the sampled health organizations in Benin City, Nigeria.

Workforce audits and service quality in the healthcare sector.

Workforce audits involve systematic evaluations of employee competencies and organizational structures. Regular audits help organizations align their workforce capabilities with service objectives, thereby enhancing overall service quality. They are essential for assessing human resource policies, compliance, and overall human resource effectiveness in hospitals. While direct empirical studies on the impact of workforce audits on service quality especially in the Nigerian healthcare sector are limited, the practice is generally linked to identifying areas for improvement in service delivery. Empirical studies report positive associations between workforce audit activity and improved employee performance, engagement and managerial clarity (Ebeye et al., 2024). Studies of private hospitals and healthcare organizations have found that systematic human resource audits/structured reviews correlate with better performance management and higher employee performance scores (Karthika & Sasikumar, 2020). Also, Glenngård et al. (2021) from their study on how human resource audits and feedback support change and quality improvement in healthcare organizations established that human resource audits with accompanying feedback drives measurable process improvements in healthcare settings especially when incorporated with feedback and action planning systems. The study by Rotea et al. (2023) on the link between human resource practices and performance in healthcare demonstrated that improvements in human resources systems in healthcare had effect on patient outcomes indirectly through enhanced staff competence, reduced errors and better teamwork. Although, workforce audits are often recommended as a governance tool, empirical evidence specifically documenting their effects in Nigerian hospitals is limited suggesting a need for focused empirical research in the healthcare sector. Related studies show that human resource audits and systematic reviews can improve compliance, staff performance and quality of service delivery. In view of the above we hypothesize that:

H3: there will be a significant effect of workforce audit on service quality in the sampled health organizations in Benin City, Nigeria.

METHODOLOGY

The research design adopted for this study is the cross-sectional design and implemented by means of a survey. The population of the study comprised all the staff of three selected public and private hospitals in Benin City, Edo State, including Merry Ehanire Mother and Child Hospital, Benin Medical Center (BMC) and Edo Specialist Hospital (ESH), with a staff population of 150, 189 and 521 employees respectively. The total population of the study was 860 employees. A sample size value of 275 employees was utilized for the study by adopting the Taro Yamane, 1967 statistical formula and the distribution is given below.

Table 1

Sampling Distribution

S/N	Name of Hospital	Population	Sample size
1	MEMACH	150	48
2	BMC	189	60
3	ESH	521	167
Total		860	275

Source: Researchers field visits and computation, 2024.

The respondents for this study were the senior and junior medical, paramedical and administrative personnel of the sampled hospitals. Being a heterogeneous population, the study used stratified sampling technique for disaggregating the sampled population into different strata to obtain adequate representation for each of the strata / departments. Accordingly, copies of the research instrument were administered to the different strata of the participating hospitals using proportionate allocation techniques to achieve adequate representation.

The research instrument, validity and reliability measures.

The research instrument was a well-structured questionnaire designed in two sections. The first section was devoted to demographic characteristics of the respondents such as gender, age, academic and professional qualifications, employment status etc., while the second section focused on statements items for capturing respondents’ opinions on the dependent and independent variables of the study. The instrument used a 5-point Likert scale questionnaire to collect data for the study. The validity of the instrument was ascertained using face and content validity technique by engaging five experts from industry and the academia. The reliability of the instrument was determined by a reliability test executed through a pilot study. The results yielded a Cronbach alpha value of 0.846. The individual constructs all gave alpha values ranging from 0.79 - 0.88.

The copies of the questionnaires retrieved were processed and the three hypotheses were evaluated using simple linear regression analysis at 5% level of significance and with the aid of SPSS V20. The decision rule is based on the computed p-value to accept the null hypothesis if the computed p-value is greater than significance level at 5% otherwise reject the null and accept the alternate hypothesis.

RESULTS AND DISCUSSIONS

Of the 275 copies of the questionnaire distributed 235 were returned and found useful. A mean performance index was applied to summarize the data and is presented below.

Table 1

Mean index of sampled variables

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Succession planning	235	1	5	3.29	0.94
Focused learning and development	235	1	5	3.14	1.01
Workforce audits	235	1	5	3.47	0.91
Service quality	235	1	5	3.72	0.89

Source: Researcher compilation, 2024.

The table above presents the descriptive statistics for the sampled variables. The sample size (N) for the study is 235. All variables were measured on a 5-point scale, ranging from 1 (lowest) to 5 (highest). Succession planning had values (Mean = 3.29, SD = 0.94); focused learning and development (Mean = 3.14, SD = 1.01); and workforce audit had values (Mean = 3.47, SD = 0.91); while service quality had values (Mean = 3.72, SD = 0.89).

The result of Table 1 above shows that all variables recorded mean scores slightly above the midpoint of the 5-point scale, suggesting moderate positive perceptions among respondents. Service quality had the highest mean value (M = 3.72), followed by workforce audits (M = 3.47), implying these areas are more strongly perceived. Succession planning (M = 3.29) shows moderate implementation, while focused learning and development had the lowest mean value (M = 3.14), indicating it is the least emphasized human resource practice. The standard deviations (0.89 - 1.01) reflect moderate variability in responses.

Hypothesis testing

The summarized results of the hypotheses tested is presented below:

Table 2

Extracted results for Hypotheses one to three

	Hypothesis	R ²	F value	T statistics	P value	Decision
H1	There is a significant influence of succession planning on healthcare service quality.	0.188	64.565	8.035	0.000	supported
H2	There is a significant influence of focused learning and development on healthcare service quality.	0.190	65.044	8.065	0.000	supported
H3	There is a significant influence of workforce audits on healthcare service quality.	0.134	43.098	6.564	0.000	supported

Source: Researcher compilation, 2024.

Interpretation

Simple linear regression analyses was used to examine the influence of key human resource practices on healthcare service quality. Results show that all three variables showed statistically significant influence on healthcare service quality. Succession planning significantly influenced healthcare service quality, R² = .188, F(1, 233) = 64.565, p = .000, with a strong positive influence (t = 8.035). Focused learning and development also showed a significant influence, R² = .19, F(1, 233) = 65.044, p = .000 (t = 8.065). Workforce audit also significantly influenced service quality, though at a lesser level of R² = .13, F(1, 233) = 43.098, p = .000 (t = 6.564). Overall, the regression results

demonstrate that the investigated strategic human resource practices significantly influenced healthcare service quality.

Discussion of findings

With respect to hypothesis one, the finding shows that succession planning influenced service quality significantly. This is supported by Patidar et al. (2016) who affirmed that structured succession planning supports organizational stability and directly influences hospital performance. Other scholars have reported that organizations with robust leadership demonstrate better coordination and higher-quality service outcomes and that by preparing capable personnel to assume leadership and critical roles, hospitals can reduce service disruption and ensure continuity, which is essential in sensitive environments like the healthcare sector (Groves, 2007; Egwuagu et al., 2024).

Concerning hypothesis two, the results showed that focused learning and development had a positive influence on healthcare service quality. This highlights the value of targeted training and continuous professional development in equipping hospital staff with the skills required to deliver high-quality care. This is especially pertinent in an era defined by rapid medical advancements and evolving patient expectations. Prior research affirms that structured learning initiatives improved service outcomes in healthcare settings like Saxena and Rai (2015) who found that investment in staff training improves care quality by strengthening professional competence. Aiken et al. (2017) showed that better-trained staff would likely deliver higher quality care, reduce errors, and improve patient satisfaction.

For hypothesis three on the influence of workforce audits on healthcare service quality, the finding showed a moderate positive influence. Routine audit processes help healthcare facilities monitor compliance, identify resource gaps, and enhance accountability. Protiviti's (2024) healthcare internal audit survey report underscored that regular audits reduce operational risks and support better-quality care. Similar conclusions are drawn by Venkatesh et al. (2019), who noted that periodic workforce assessments strengthen organizational readiness and service quality and reliability across organizations (Glenngård et al., 2021; Rotea et al., 2023).

CONCLUSION

Overall, the study concludes that strategic human resource planning is central to improving how hospitals deliver care. The results make it clear that for healthcare organizations aiming to improve outcomes, progress would require a combination of strategies. The study concludes that all the strategic human resource planning components examined positively influence service quality in hospitals. The following recommendations are proffered:

- I. The healthcare organizations should ensure continuity using succession planning.
- II. There should be continued policies and initiatives supporting systematic, well-structured, focused learning and development programmes for employees.
- III. The healthcare organizations should frequently conduct workforce audits for assessment of staff competencies to ensure alignment with organizational goals and improved overall service quality.
- IV. Management should combine all strategic human resource practices synergistically to sustain and enhance overall service quality in healthcare delivery.

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ЯКІСТЬ ПОСЛУГ У СЕКТОРІ ОХОРОНИ ЗДОРОВ'Я: РОЛЬ СТРАТЕГІЧНОГО ПЛАНУВАННЯ ЛЮДСЬКИХ РЕСУРСІВ

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У дослідженні оцінювався вплив стратегічного планування людських ресурсів на якість послуг у вибраних організаціях охорони здоров'я в Бенін-Сіті, Нігерія. Зокрема, було розглянуто, як планування наступництва, цілеспрямоване навчання та розвиток, а також аудит робочої сили впливають на якість послуг у секторі охорони здоров'я. У дослідженні використовувався поперечний дослідницький дизайн, проведений шляхом опитування, в якому взяли участь 275 респондентів. Ця вибірка була отримана з 860 співробітників, що становлять загальну сукупність трьох організацій охорони здоров'я, що брали участь у дослідженні. Інструмент дослідження був добре структурованим інструментом, розробленим у форматі шкали Лайкерта. Валідність інструменту була підтверджена за допомогою методів перевірки обличчя та змісту, тоді як надійність була підтверджена за допомогою альфа-статистичного тесту Кронбаха, який дав альфа-значення, що перевищує 0,70, що є прийнятним порогом надійності для емпіричних досліджень. Три гіпотези, що відповідають цілям дослідження, були висунуті та перевірені за допомогою простого лінійного регресійного аналізу на рівні значущості 5%. Результати показали, що планування наступництва, цілеспрямоване навчання та розвиток, аудит робочої сили мали значний вплив на покращення якості послуг у вибірці медичних організацій. Дослідження дійшло висновку, що досліджені компоненти стратегічного планування людських ресурсів позитивно вплинули на якість послуг в медичних організаціях. Серед іншого, було рекомендовано, щоб медичні організації забезпечували постійну політику та ініціативи, що підтримують планування наступництва та підтримували систематичні, добре структуровані, цілеспрямовані програми навчання та розвитку для співробітників з метою покращення якості їхніх послуг.

Ключові слова: стратегічне планування людських ресурсів, планування наступництва, цілеспрямоване навчання та розвиток, аудит робочої сили та якість послуг.