



ADMINISTRATIVE PRACTICES AND THE QUALITY OF SERVICE DELIVERY IN COTABATO REGIONAL AND MEDICAL CENTER

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Abstract

This study aimed to determine the administrative practices and the quality-of-service delivery in Cotabato Regional and Medical Center, Philippines. The study was a descriptive correlation utilizing a researcher-made questionnaire administered to 100 respondents using purposive sampling, employing mean and Pearson-r. The findings revealed that the administrative practices of Cotabato Regional and Medical Center in terms of physical resource development was interpreted as high. The human resource management, technical resource development, and financial resource management were all interpreted as moderate. The quality-of-service delivery of Cotabato Regional and Medical Center in the out-patient department and in the in-patient department (3.00) were both interpreted as satisfactory. The correlational analysis between the administrative practices and the quality-of-service delivery in Cotabato Regional and Medical Center revealed a significant relationship, thus the null hypothesis is rejected. The study concludes that the Cotabato Regional and Medical Center had administrative practices in managing the human, physical, technical and financial aspects of operations which contributed to good quality of service delivery. The study recommends for increasing support towards better resource development and service delivery.

Keywords— Social Science, Public Administration, administrative practices, quality-of-service, descriptive correlation, Philippines

INTRODUCTION

Hospital Administration is an important aspect of overseeing the provision of quality services to meet the health needs of the people. The administration of the different parts of the organization is a challenge towards harmonization and efficiency in the performance outcome of services. The reality that many organizations experience resources constraint reflects a hindering factor towards quality service. The key towards addressing this problem is through effective administration system practiced by organizational leaders (Sousa, 2017).

Service delivery is the part of a health care system where patients receive the treatment and supplies they are entitled to. (WHO, et.al 2018) made clear in their first-ever joint global report that poor quality health services are holding back progress on improving health in countries at all income levels.

They stressed that governments should lead the way with strong national health care quality policies and strategies and that the health care systems should focus on competent care and user experience to ensure confidence in the

system. Health care workers on the other hand should commit themselves to providing and using data to demonstrate the effectiveness and safety of health care.

Among the top issues concerning public health in the Philippines is the state of government hospitals which play significant roles in providing free and affordable medical services to the poor. The health care sector in the country has been experiencing a job and resource environment scarcity for a long time.

The country has recently experienced health care personnel brain drain due to labor migration since the motivation packages like salary, benefits and work environment becomes a factor why many of the healthcare providers aspire to go abroad affecting directly the health care system management in the country. Added to their burden in work is the lack of sufficient resources affected by the budget allocated to health. This becomes a great challenge to hospital administrators since efficient service delivery is affected by these factors (Jabonete and Concepcion, 2014).

The same scenario is reflected in Mindanao, specifically in the Bangsamoro Autonomous Region in Muslim Mindanao, reports revealed that it is the poorest and the most under-served region of the country in terms of health care services.

It has one of the least number of health professionals working in both the public and private health sectors. So, the health service delivery in the region is one of the worst in the country. In line with this situation, the challenge in the effectiveness of health administrators in the performance of their duty is one factor affecting the quality of services the hospitals provide in the region (Gunda, 2017).

In the local setting, more than a decade ago, people looked at CRMC as the last preferred hospital for their medical needs. More likely than not, many residents of the city where it is situated and even those who are in the neighboring provinces, including the poor, would resort to borrowing money just to avail of the healthcare services of the private hospitals.

Cotabato Regional and Medical Center was then viewed as a typical government hospital that is not truly responsive to the needs of thousands of individuals specifically the indigent patients. In the maiden issue of the Klaxon's Echo, the official publication of the said hospital, it was mentioned that during those years, CRMC was a struggling hospital when it comes to building its reputation and image to the public. Many casted out on its capacity to provide a pleasant patient experience and in improving the patients' conditions.

Premised on this, the researcher was motivated to conduct this study as a means to describe the administrative practices and the quality of service delivery in Cotabato Regional and Medical Center as a vital health facility that provides lifesaving services to the people towards better service delivery specifically that it is located in the Bangsamoro Autonomous Region.

METHODS

The study utilized the use of descriptive-correlational research design. The descriptive aspect of the study described the administrative practices and the quality of service delivery in Cotabato Regional and Medical Center. The study is

correlational because it described the relationship of the variables under study using appropriate statistical tools.

The subjects of the study were composed of one hundred (100) employees having either contractual or regular status of employment in Cotabato Regional and Medical Center for the calendar year 2020-2021.

The study made use of a survey questionnaire formulated with the assistance of the research adviser. It was used for data gathering that was made up of 2 main parts; Part 1 is composed of statements about the administrative practices of Cotabato Regional and Medical Center. The part 2 is composed of statements about the quality of service delivery in Cotabato Regional and Medical Center. The instrument used a four point Likert scale which served as the basis of the respondents in identifying the level of occurrence of the stated situations.

The researcher used the purposive sampling technique. It is a non-probability sampling technique that is commonly used when there is a need for certain criterion to be met in selecting the respondents. In this study, the selection criterion was employees having either contractual or regular status of employment in Cotabato Regional and Medical Center assigned in the hospital operation and patient support service for calendar year 2020-2021. This selection criterion was important for the respondents to answer the questions based on their actual working experience in the hospital. The 100 employees who served as respondents of the study were selected on a voluntary and non-coercive basis.

RESULTS AND DISCUSSIONS

The Administrative Practices of Cotabato Regional and Medical Center in terms of Human Resource Management

Table 1 presents the answers of the respondents on the administrative practices of Cotabato Regional and Medical Center in terms of human resource management with a grand mean of 2.86 interpreted as moderate. This means that the hospital is careful in evaluating the competencies and qualifications of personnel they are hiring since they will constitute their work force.

In the study of Sousa (2017), it was explained that the administration of an organization is a process of managing the different parts of the organization which includes human, materials, system, financial and other parts of the organization. The human resource is vital since it constitutes the major actors for service delivery.

Table 1
Mean Rating on the Administrative Practices of Cotabato Regional and Medical Center in terms of Human Resource Management
n=100

Item	Mean	Interpretation
1. Hires qualified personnel.	3.08	Moderate
2. Provides compensation commensurate for qualification.	2.94	Moderate

Item	Mean	Interpretation
3. Conducts needs assessment as basis for trainings of the staff and personnel.	2.98	Moderate
4. Provides teambuilding activities for personnel.	2.89	Moderate
5. Provides scholarship and leave grants for study.	2.34	Low
6. Monitors skills and behavior of personnel towards clients.	3.07	Moderate
7. Invites resource speakers for relevant in-house trainings and seminar-workshops.	3.06	Moderate
8. Subsidizes personnel sent for outside seminars and trainings.	3.05	Moderate
9. Reshuffles shifting schedules.	2.96	Moderate
10. Terminates inefficient personnel.	2.27	Low
Grand Mean	2.86	Moderate

Legend:

3.25 – 4.00	High	1.75 – 2.49	Low
2.50 – 3.24	Moderate	1.00 – 1.74	Very Low

In a statement pertaining to hiring of qualified personnel, the respondents rated it moderate as supported by the mean value of 3.08. It can be analyzed that CRMC has a standard hiring policy done through scrutinizing the qualification of personnel applying for any position to ensure that they possess the required competency.

According to Yambao (2018), hiring of the personnel passes through series of screening policy to ensure the selection of the most qualified among the applicants. This is a standard policy that helps in hiring only the qualified and competent personnel.

On the other hand, the answers revealed that the termination of inefficient personnel got the lowest mean of 2.27 interpreted as low. This means that there is a just a little application of this policy among the personnel. This may also mean that the hospital rarely has cases of having inefficient personnel due to their hiring standard.

In the study of Hulst (2016), it was explained that human resource management is responsible in ensuring that personnel perform efficiently in their task and duty and that personnel that are found to be inefficient through evaluation should be addressed properly by means of termination or warning.

The Administrative Practices of Cotabato Regional and Medical Center

in terms of Physical Resource Development

Table 2 describes the answers of the respondents on the administrative practices of Cotabato Regional and Medical Center in terms of physical resource development with a grand mean of 3.26 interpreted as high. This implies that the hospital is managing and allocating its resources properly based on needs and priorities to ensure wise use of resources.

Table 2
Mean Rating on the Administrative Practices of Cotabato
Regional and Medical Center in terms of
Physical Resource Development
n=100

Item	Mean	Interpretation
1. Has pharmacy services and supplies.	3.40	High
2. Has ambulance for transport of emergency cases.	3.52	High
3. Has isolation room for contagious cases.	3.41	High
4. Has operating rooms for emergency cases.	3.44	High
5. Has food cafeteria for food services.	2.84	Moderate
6. Has enough space for parking area.	2.53	Moderate
7. Has functional clinical laboratory.	3.37	High
8. Has its own ultrasound apparatus.	3.47	High
9. Has its own x-ray apparatus.	3.45	High
10. Has complete clinical wards.	3.18	Moderate
Grand Mean	3.26	High

Legend:

3.25 – 4.00	High	1.75 – 2.49	Low
2.50 – 3.24	Moderate	1.00 – 1.74	Very Low

This corroborates with Ibot (2019), who cited that material resource management is an important aspect of organizational administration. The wise use of resources can lead to efficiency of the organization to provide high quality services but cost effective expenditure. This is a means to manage the resources based on the needs of the organization.

Similarly, the respondents rated the statement about the presence of ambulance for transport of emergency cases with the highest mean of 3.52 interpreted as high. This means that the hospital has provided important services that can help in transporting patient from home or any place they are to be transported. This is an important resource that hospitals must have.

In the study of Buabeng (2016), it was mentioned that provision of much needed material resource for hospital operation is essential in prompt and quality service delivery. The presence of ambulance can mean lifeline of patients that needed to be transported to hospital for emergency needs.

On the other hand, the lowest mean of 2.53 was rated to having enough space for parking area interpreted as moderate. This means that they have available parking space which is an essential part of hospital operation. However, due to the number of patients and clients they cater, the space is not sufficient for all those parking needs.

The said view was expressed by Szalma (2014) who mentioned that many hospitals are experiencing problems of parking due to space constraints. Some of the big hospitals are located in the center of urban areas which often results to constraints in having enough space for parking, however, they manage this by providing only drop off places for their clients and that they have to find parking space near the area. Though, this makes the services less convenient for people.

The Administrative Practices of Cotabato Regional and Medical Center in terms of Technical Resource Development

Table 3 describes the answers of the respondents on the administrative practices of Cotabato Regional and Medical Center in terms of technical resource development with a grand mean of 2.99 interpreted as moderate.

Table 3
Mean Rating on the Administrative Practices of Cotabato Regional and Medical Center in terms of Technical Resource Development
n=100

Item	Mean	Interpretation
1. Follows the civil service guidelines on promotion and competency development.	3.04	Moderate
2. Provides open opportunities for all personnel to undergo trainings and seminars.	2.91	Moderate
3. Integrates performance rating in salary standardization and promotion.	2.97	Moderate
4. Conducts in service trainings for developing personnel competencies.	3.11	Moderate
5. Requires upskilling and reskilling of personnel.	2.93	Moderate
Grand Mean	2.99	Moderate

Legend:

3.25 – 4.00	High	1.75 – 2.49	Low
2.50 – 3.24	Moderate	1.00 – 1.74	Very Low

The table shows that the hospital is complying with the standards mandated by law to ensure that the system implemented in hospital operation is in place for quality service delivery.

In the study of Sailaja (2014), it was mentioned that part of effective hospital management is ensuring that technical resource development programs are provided in which personnel are guided properly towards work performance. The provision of a 5-year professional development plan that includes educational and skills development activities makes a road map on improving peoples' efficacy in the work area.

In the statement pertaining to the conduct of in service trainings for developing personnel competencies, the respondents rated it as moderate as supported by the highest mean value of 3.11. It can be analyzed that CRMC has been providing activities to enhance personnel competencies. This can be a measure towards proficient performance of services of the personnel as well as increasing their knowledge and skills towards proper work performance which can improve the delivery of services to the people.

The same opinion was expressed by Mukuma Kyambi (2015) when he stated that in service training for employees are effective at work in an enabling environment. The conduct of skills in service training made them learn the updates and current trends in hospital service delivery. This can enhance the provision of quality services.

Meanwhile, the statement pertaining to providing open opportunities for all personnel to undergo trainings and seminars got the lowest mean of 2.91 interpreted as moderate. This signifies that the hospital has been providing many kinds of career development activities but it is on selected slots only depending on the field of specialization and needs. This is the reason why not everyone was able to avail of the aforementioned opportunities.

According to Yambao (2019), the hospital is providing different types of trainings, updates and in service trainings to ensure that personnel are updated and are given competency development opportunities. However, not all of the staff can avail of the said offerings since the trainings depend on the demand and situations of each department.

The Administrative Practices of Cotabato Regional and Medical Center in terms of Financial Resource Management

Table 4 describes the answers of the respondents on the administrative practices of Cotabato Regional and Medical Center in terms of financial resource management with a grand mean of 3.08 interpreted as moderate.

This means that the hospital has efficient financial management system which sustains its operational needs but with some limitations due to the voluminous number of patients which they handle more than their bed capacity.

Table 4
Mean Rating on the Administrative Practices of Cotabato

**Regional and Medical Center in terms of
Financial Resource Management
n=100**

Item	Mean	Interpretation
1. Allocates budget for modern equipment.	3.15	Moderate
2. Allocates budget for hazard fee of personnel.	3.11	Moderate
3. Apportions budget for patients' meals and other needs.	3.09	Moderate
4. Allots budget for mobilization and operation.	3.28	High
5. Allots budget for infrastructure and development.	3.18	Moderate
6. Allocates budget for community medical missions.	3.00	Moderate
7. Apportions budget for repairs and maintenance.	3.06	Moderate
8. Allocates budget for health programs.	3.15	Moderate
9. Apportions budget for trainings and development.	2.89	Moderate
10. Apportions budget for office supplies.	2.97	Moderate
Grand Mean	3.08	Moderate

Legend:

3.25 – 4.00	High	1.75 – 2.49	Low
2.50 – 3.24	Moderate	1.00 – 1.74	Very Low

As shown on the table, the respondents rated the item which states the allocation of budget for mobilization and operation with the highest mean of 3.28 interpreted as high.

It can be analyzed that the hospital had ensured the financial allocations for the operation of the hospital which is the lifeline of services of each department to sustain good services.

In the study of Toussaint (2015), it was mentioned that the financial sustainability of health organizations is an essential component for quality service delivery. The budget allocated to improve the human and material resource can boost the type of facilities and services it can provide to people and society.

The answer agrees with Woods (2018), who pointed out that the essence of budget allocation and utilization to sustain the needs of personnel and supplies are part of efficiency programs that help in quality services improvement of organizations.

Likewise, the statement that pertains to the apportioning of budget for trainings and development got the lowest mean of 2.89 interpreted as moderate.

This means that there is a budget for human resource development programs since these are essential measures in improving personnel performance.

Budget allocation to sustain professional development programs is recommended for better services of the personnel. This can help enhance their knowledge and skills towards the responsibilities assigned to them. This can also be a means towards being updated to current trends in providing services.

The Quality of Service Delivery of Cotabato Regional and Medical Center in the Out –Patient De partment

Table 5 describes the answers of the respondents on the quality of service delivery of Cotabato Regional and Medical Center in the out-patient department with a grand mean of 2.97 interpreted as satisfactory.

Table 5
Mean Rating on the Quality of Service Delivery of
Cotabato Regional and Medical Center in the
Out-Patient Department
n=100

Item	Mean	Interpretation
1. Has clean, well ventilated and comfortable clinics.	2.83	Satisfactory
2. Has modern technology equipment like computers and internet connections.	3.12	Satisfactory
3. Has enough space for patients' waiting area.	2.61	Satisfactory
4. Has sufficient material resources and supplies like hospital beds and medicines.	2.93	Satisfactory
5. Has sufficient staff and personnel.	2.83	Satisfactory
6. Has accessible and available services Monday to Friday.	3.21	Satisfactory
7. Has established queuing method for patients.	2.83	Satisfactory
8. Gathers feedback through a customer satisfaction survey.	3.13	Satisfactory
9. Ensures confidentiality of patients' records.	3.20	Satisfactory
10. Provides programs for health education and formation.	3.03	Satisfactory
Grand Mean	2.97	Satisfactory

Legend:

3.25 – 4.00	Very Satisfactory	1.75 – 2.49	Fair
2.50 – 3.24	Satisfactory	1.00 – 1.74	Poor

The data shown on this table confirms that CRMC has been giving adequate and good consultation healthcare services to the people. This reflects that the hospital had provided services for the people to avail many services needed from medical, surgical, ob-gyne, pediatric and other services.

According to Manaois (2019), CRMC had been recognized by the Department of Health as center of excellence in terms of service delivery. This means that the hospital had complied with the mandated standards ensuring their services provided are safe for the people.

The statement pertaining to having accessible and available services from Monday to Friday was rated satisfactory with the mean value of 3.21. It can be analyzed that the hospital had been compliant with the mandate of law that services should be available to the public during office hours from Monday to Friday so that people can avail of their services needed for medical consultations.

Similar to this situation, Albon (2019) explained that CRMC had been diligent in improving their outpatient services for many of the people in the city come for consultation. The availability and accessibility of these services every day from Monday to Friday can be a means to improve the health status of the people.

On the other hand, the statement about having enough space for patients' in the waiting area got the lowest mean of 2.61 interpreted as satisfactory which means that there is a place where clients wait for their turn to be catered, however due to the large number of patients, there were instances that the area becomes insufficient.

In the study of Jensen (2020), the conclusion connected the provision of good working environment as an indicator for quality service delivery. This means that if there were sufficient facilities to provide comfort to the clients, this can mean quality services. However, sometimes due to a large number of patients, many hospitals cannot provide this need satisfactorily.

The Quality of Service Delivery of Cotabato Regional and Medical Center in the In -Patient Department

Table 6 describes the answers of the respondents on the quality of service delivery of Cotabato Regional and Medical Center in the in-patient department with a grand mean of 3.00 interpreted as satisfactory. This result shows that CRMC has been giving good quality services and medical assistance to the people that need hospitalization from simple to complicated and specialized health care services.

This result aligns with the Vision -Mission of CRMC to provide excellent and quality health care services to the people. This also means that services are accessible and available to the people including doctors from different fields of specialization so that people who need medical attention will be given good services.

Table 6

**Mean Rating on the Quality of Service Delivery of
Cotabato Regional and Medical Center in the
In-Patient Department
n=100**

Item	Mean	Interpretation
1. Has clean and comfortable rooms and wards for patients.	2.80	Satisfactory
2. Has complete laboratory and radiology services.	3.19	Satisfactory
3. Has sufficient number of competent and trained medical and auxiliary staff to provide services.	3.22	Satisfactory
4. Has pharmacy and sufficient medication supplies for patients.	2.93	Satisfactory
5. Provides food for the dietary requirements of the patients.	3.14	Satisfactory
6. Has efficient records management system.	3.15	Satisfactory
7. Has efficient records management system.	2.99	Satisfactory
8. Has enough space for patients' watchers.	2.51	Satisfactory
9. Has efficient payment mechanism.	2.94	Satisfactory
10. Adheres to the protocols set for the recent medical situations.	3.19	Satisfactory
Grand Mean	3.00	Satisfactory

Legend:

3.25 – 4.00	Very Satisfactory	1.75 – 2.49	Fair
2.50 – 3.24	Satisfactory	1.00 – 1.74	Poor

As shown on the table, the statement which pertains to the provision of sufficient number of competent and trained medical and auxiliary staff to provide services, the respondents rated it as satisfactory with the mean value of 3.22. This means that the hospital has enough manpower to provide services and to cater the needs of the patients. However, there are still instances wherein due to the many patients being referred by other hospitals from the nearby municipalities, the personnel encountered shortage in terms of the ideal ratio.

Amoc (2019) mentioned that CRMC had complied with the mandate of the law on the number of personnel to handle the 300 bed capacity services of their facility. However, since patient sometimes exceed the total number of admissions

and the hospital cannot refuse them, then there are shortages in terms of the number of personnel over the number of patients being catered.

The table also shows that in terms of enough space for patients' watchers, it got the lowest mean of 2.51 interpreted as satisfactory. This means that the hospital had been providing good quality services to patients based on their hospital capacity of 300 beds and has allocated enough space for patients' watchers. But, sometimes patients exceed the maximum capacity which results to having insufficient space for watchers.

This was confirmed by Yambao (2019) who explained the reasons why sometimes the space allotted for the patients' watchers is not enough due to the influx of patients which is are beyond the hospital's capacity.

Correlational Analysis Between the Administrative Practices and the Quality of Service Delivery in Cotabato Regional and Medical Center

Table 7 illustrates the correlational analysis between the administrative practices and the quality of service delivery in Cotabato Regional and Medical Center. To determine the significant relationship, the Pearson r Product Moment Correlation Coefficient at 0.05 level of significance was used.

Table 7
Relationship Between the Administrative Practices and the Quality of Service Delivery in Cotabato Regional and Medical Center

Administrative Practices of CRMC	Quality of Service Delivery				OVERALL ATTAINMENT	
	Out-Patient Department		In-Patient Department		r	Sig
	r	Sig	r	Sig		
Human Resource Management	.379**	.000	.321**	.001	.362**	.000
Physical Resource Development	.445**	.000	.497**	.000	.490**	.000
Technical Resource Development	.473**	.000	.325**	.001	.412**	.000
Financial Resource Management	.656**	.000	.532**	.000	.615**	.000

** . Correlation is significant at the 0.01 level (Highly Significant)

* . Correlation is significant at the 0.05 level

Results show that the correlation between the administrative practices of Cotabato Regional and Medical Center in terms of human resource management; physical resource development; technical resource development; and financial resource management and that of the quality of service delivery in the out-patient and in-patient departments yielded the overall ratings of .362**, .490**, .412**, and .615** respectively. All of which show highly significant relationships at 0.05 level of significance.

Since all the p-values are lower than 0.05, therefore, the null hypothesis of no significant relationship between the administrative practices and the quality of service delivery in Cotabato Regional and Medical Center was rejected. This means that there is a highly significant relationship between the administrative practices and the quality of service delivery in Cotabato Regional and Medical Center.

The result also means that the higher is the implementation of the administrative practices, the more satisfactory is the quality of service delivery.

The table also reveals the correlation of human resource development to the quality of service delivery in the out-patient department which obtained a rating of .379**; and in the in-patient department with a rating of .321**. The overall rating showed .362** which clearly indicates a highly significant relationship. The findings denote that the proper development program for human resource contributed in improving the quality of services they provide to the patients.

According to Sailaja (2014) human resource is the main actor in hospital service delivery. The good administration of human resource through the provision of development program in skills and knowledge advancement means improved and highly skilled personnel. This is known to boost service delivery.

The table also shows that the correlation value between physical resource development and the quality of service delivery in the out-patient department got a rating of .445**; and the in-patient department got a rating of .497**. The overall rating showed .490**. The findings imply that the adequate resource provided to the hospital operations improves the quality of services provided to the patients.

In the study of Adinkrah (2014), it was highlighted that in the hospital services, the adequacy of resources is an important aspect of quality care delivery. The ability of the staff to perform the procedures will be affected by the resources they have. Therefore, the presence of these resources sustains effective delivery of medical services.

Similarly, the correlation value between technical resource development and the quality of service delivery in the out-patient department shows a rating of .473** showing significant relationship and for the in-patient department is .325**, also showing significant relationship with an overall rating of .412** indicating highly significant relationship. The findings denote that the efficient implementation of technical assistance and support to personnel helped in improving the quality of health services provided to the patients and the public in general.

DOH (2015) claimed that sufficient technical assistance was provided to the hospitals to equip their personnel with the needed skills. This is one way of enhancing their competencies in providing the quality services needed. The technical assistance provided is one of the most effective actions to upgrade the quality of services provided by the personnel since the healthcare system evolved.

Finally, the table shows that the correlation value between financial resource management in the out-patient department got a rating of .656** and in the in-patient department is .532**, both show highly significant relationships with an overall rating of .615** indicating a highly significant relationship. The findings reveal that the adequate budget allocated to operations contributes to quality service performance of the hospital.

Among the resources, the Financial Resource Management yielded the highest correlation value which means that the administrative practices of Cotabato Regional and Medical Center in the management of finances is highly significant in the delivery of quality services both in the Out-patient and In-patient departments.

According to Genzon (2019) the allocation and provision of adequate budget in sustaining the operation of the hospital contributed in the provision of satisfying services. The resources are the main aspects of services which are directly affected by financial allocations. Therefore, this can sustain adequate endorsements for hospital services.

Summary

Based on the gathered data, the following are the major findings of the study:

The administrative practices of Cotabato Regional and Medical Center in terms of physical resource development (3.26) was interpreted as high. The human resource management (2.86), technical resource development (2.99) and financial resource management (3.08) were all interpreted as moderate.

The quality of service delivery of Cotabato Regional and Medical Center in the out-patient department (2.97) and in the in-patient department (3.00) were both interpreted as satisfactory.

The correlational analysis between the administrative practices and the quality of service delivery in Cotabato Regional and Medical Center revealed a highly significant relationship which resulted to the rejection of the null hypothesis.

Conclusions

The study concluded that Cotabato Regional and Medical Center had moderate administrative practices in managing the human, physical, technical and financial aspects of operations. Although the hospital caters a large number of patients, still the administrators are able to utilize and allocate the resources to meet the needs.

The quality of service delivery revealed to be satisfactory due to the implementation of the administrative practices. The provision of adequate out-patient services had helped to give access to the people on check-ups and consultations for their health needs.

The adequate services also for the in -patient department in providing basic and specialized care for the admitted patients facilitated a satisfactory quality of healthcare delivery to the people. The administrative practices of the

hospital administrators made the hospital a center of quality service delivery in making health services available and accessible to the people.

Recommendations

Based from the findings and conclusions of the study, the following are recommended:

The Department of Health must provide sufficient provisions for scholarship and leave grants for employees' professional development in reskilling and upskilling to better ensure quality service delivery both in the out-patient and in-patient departments.

The hospital administrators must have firm guidelines and policies in terminating inefficient personnel to ensure having highly qualified hospital workers.

In the same manner, it must also provide opportunities for a variety of trainings and seminars for professional development to equip the employees with competencies needed to deliver quality services.

The other stakeholders must continue to extend their support to help capacitate and sustain the quality of services provided by the hospital to the public specially to the poor and the indigent.

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