



TOTAL QUALITY MANAGEMENT IN HEALTHCARE ORGANIZATION

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ABSTRACT

This research examines the importance of Total quality management in hospitals and it can be achieved through friendly organizational culture, leadership skills, technical support and quality planning in hospital. For this purpose a survey has been conducted in which we selected 50 medical students as they have a best views and ideas regarding improvement of quality in healthcare organization. The hypothesis shown that, there is a significant relationship between technical skills and instrument in order to maximize the quality improvement in hospitals. The Overall finding highlights the importance of TQM that those hospitals are more cost saving which are highly involved in TQM activities. So in order to build the cost effective hospitals TQM strategies must should be followed.

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INTRODUCTION

Quality management refers to improved effectiveness of treatment and enhances patient satisfaction level with the quality services. TQM is based on basically three key principles.

- Continuous quality improvement (CQI)
- Customer focus
- Team work and collaboration.

Basically TQM seeks to "A systematic and organized principles which works like "road map" or "guideline" in order to cope-up with challenges and handles many threats coming from internal and even external factor so the final destination of successful quality improvement target may achieved effectively only with the implementation of three techniques. TQM practices and concepts have been extremely common and valuable. Its importance can't be ignored. If we glance around the all successful and high Quality hospital in all around the world so it is TQM practices which lead the

organization toward achieving its goals. Maximize patient satisfaction and safety while reducing the dissatisfaction level of patients if TQM practices implemented properly. Further the scope of this study highlights the "BEST TQM PRACTICES". That is really helpful and highly required for resolving issues in hospitals effectively. Quality improved services, improved employees performance and patient satisfaction will must be a returned back if TQM practices implemented properly and systematically. Several studies confirmed that there will be must superior outcomes if TQM practices are successfully implemented.

Following are the outcomes of TQM practices.

- Improved quality of services.
- Improved and upgrade performance and case quality.
- Employee motivation enhances and satisfaction level boosted.
- Increase patient safety and satisfaction.
- Reduce operating cost
- Minimize risk and maximize the profitability level.

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Number of studies shown that it is not possible to touch the height of total quality management until and unless strategic

planning and organizational cultural are not performed their share of efforts. Culture change is very essential element for successful implementation. If TQM practices not properly implemented which caused many organization have been fallen in billions of losses who did not cope-up with quality management effectively. Therefore the importance and applicability of culture change can't be ignoring for quality management. The benefits and advantages which arise from quality management process are: fewer defects, reduce rework and lead times, cost reduction enhanced business competitiveness, increased market share and profit, higher customer satisfaction, employee's satisfaction and flexibility.

Background

- The greatest part of the world's health care policy makers realized the greatest significance of quality in health care organizations in 1990's, which led to the initiation of respective actions. For instance, In 1992 Swedish hospitals started quality-related initiatives.
- Delivery of health care services and effective management has been given considerable attention in the Irish health care organizations.
- For health care organization a law was passed in 1996 which provided national quality requirement in the Netherlands.

Research purpose

The main aim of the study is to explore the benefits and importance of total quality management in hospitals. The problem of this research paper is implementation of total quality management in hospitals to ensure that to provide high quality patient care, improve efficiency and improve patient satisfaction.

Research objective

This research presents application of utilizing the strategies of TQM development and application of instrument designed to health care provider. This paper has two primary aims; first it examines and second is analysis. Examine means the need for improved assessment of continuous quality and analysis means current worldwide measures and studies of continuous quality improvement. The purpose of this research is to explore how the strategies of total quality management for continuous improvement are being used. In the area of assessing internal customer satisfaction is critically in health care providers to meet the challenges of the future and identification of problems and give information for a world-class continuous improvement program.

Literature Review

Maradegh Rad (2006) conducted a study on the "Impact of organizational culture on the successful implementation of total quality management". Basically the purpose of this study to examine and evaluate the implementation of total quality management techniques. In achieving the maximum continuous improvement and best performance in health care organization e.g. hospitals TQM practices really helps. TQM leads to strategic quality management, performance result and focus on material resource. A structured questionnaire and survey was conducted from hospital manager and employees. In short this paper shows that TQM refers to team working risk

taking and collaboration. Al-shdaifat (2005) conducted a study on "implementation of total quality management in hospitals". The aim of this study has to identify and explore the total quality management variables. Data was collected from 332 nurses using self-developed questionnaire. The result of this study shows that if TQM principles implemented effectively the hospital saves from huge losses and gain high financial profitability. These all principles include continuous improvement, team working, training, top management commitment and customer focus. The highly implemented principle is continuous improvement. Moreover all struggle should apply on inspecting, Audit quality in the health care system. Talib; Rahman and Azam (2011) conducted a study on "best practices of total quality management implementation in health care setting". Basically this research is based on the importance and need of TQM in health care center and related issues of loss-effective implementation. Patient safety and preferences are the key basic factor for reducing obstacles of quality of care. The objective of this study to recognize and modify a set of TQM practice, that is really helpful and eligible for sort out issues. This study reveals that top management of the health care center are the basic players to puts their efforts in order to active the quality health care institutions. TQM practices are very effectively working which leads to customer focus and satisfaction as well.

Ramseook; Munhurrun and Panchoo (2011) conducted a study on "Total quality management adoption in a public hospital". The aim of this research is to define the extent to which Total Quality Management can be adopted in public hospitals. The objective of the research is to evaluate employees and management perceptions on the perilous factors influencing efficient TQM adoption in public hospitals. A questionnaire contains 5-point Likert scale used to record the perceptions and the data was examined using t-tests and descriptive statistics. The findings indicated that the Total Quality Management dimensions have an important impact on the perception of employees and management. Analysis of variance (ANOVA) was used. The results exposed that management observes total Quality Management adoption becomes an essential need for an effective health care activities. Baidoun; Salem and Omran (2011) conducted a study on "Assessment of TQM implementation Level in Palestinian Healthcare Organisations". The aim of this research is to evaluate the level of TQM implementation in Palestinian governmental and non-governmental hospitals using the Malcolm Baldrige National Quality Award (MBNQA) framework. The research is using survey questionnaire to collect data. The questionnaire was designed according to the MBNQA criteria. 363 questionnaires were collected from governmental and non-governmental hospitals working in Gaza Strip. The results exposed that the performance of Palestinian hospitals work in Gaza Strip are comparatively acceptable. The result exposed that the non-governmental hospitals performance is far better who do higher degree of TQM implementation than the governmental hospitals. This research advises that MBNQA Criteria can be used to recognize the weaknesses and strengths, so that can easy improve the performance of hospital, quality of services delivery and processes. Hasan Al-Zu'bi (2011) conducted a study on "Measuring the Implementation of Total Quality Management". This research aim is examining if there were any important differences in the respondents perception on TQM implementation because of demographic variables (age, gender, education, and experience). 250 questionnaires were

distributed to employees. 194 questionnaires were reimbursed which includes 77.6% of the target sample. The results showed that Ibn- Al-Haytham Hospital in Jordan is achieving a high level of TQM implementation. The results exposed that there were no differences in the respondents perception on TQM implementation because of gender or age. This result exposed that there were some differences in the respondent's perception on TQM implementation because of education level or years of experience. This research develops some recommendations about TQM implementation top management commitments plays an important role in hospitals to increase the performance of health care organizations.

Chiarini and Baccarani (2016) conducted a study on "Total Quality Management and strategy development in Italian hospitals". The aim of this research is to contribute to the debate concerning TQM-Lean strategy in public healthcare by examining the development path for implementation, the possible benefits that can be achieved and the encountered pitfalls. Three case studies are developing from three large Italian hospitals. The hospitals are situated in Tuscany, Italy. These three hospitals have contained TQM and starting from strategic objectives and their development. This research conduct interviews from managers of these three public hospitals. Results show that there is a definite development path for TQM-Lean implementation. The hospitals achieved patient satisfaction and improved organizations performance. Problems that are related to organizational and cultural issues such as staff management, senior managers' commitment, tools adaptation and manufacturing culture that affect the benefits. Qasim and Bahumayd (2015) conducted a study on "Total quality management in healthcare". Studies show that the healthcare sector is witness consecutive variables and the need of developing ongoing development and improvement in quality in order to advance the pace of new developments and management resources optimally to improve the quality of service to satisfy the customers and answering to their aspirations. The main reason is to implement the total quality management (TQM) is to increased competitive market advantage, high quality healthcare service at practicable costs and advancement of medical technology. The aims is that make a new different ways to give services to meet customer needs easily and total quality management that use the suitable application to help the sector in order to accomplished, where we discover that the concept was met with enormous achievement in other management services and manufacturing. The conclusion of this research refers to the framework for the application of total quality management gives to the improvement of trade performance in terms of the health care sector.

Ramsook Munhurrun (2011) conducting a study on "The Impact of Organizational Culture on the successful Implementation of Total Quality Management (TQM)". The purpose of the paper is to analyze the TQM implementation on health care organization. Basically this research is based on how to apply the technique in order to get the maximum excellence management in the hospital. TQM has emerged as a possible answer to get better the efficiency and effectiveness of health care terms and is suitable more and more important for the successful operation of public hospitals. TQM had the most effect on the process management, focus on leadership, customer, performance result and material resources. Human resource problems and strategic problems were the most important obstacles to TQM. This paper shows that TQM

requires collaboration, team working and risk taking, continuous improvement, monitoring, evaluation of quality and customer focused both internally and externally. Hashmi (2010) conducting a study on "TQM implementation on Health Care Organization". Basically this offers the consumers with the services and products which they need. The study applied principles to achieve Total Quality Management (TQM) at healthcare institutions. TQM as a strategy to enhance flexibility, productivity, effectiveness, and competitiveness and defect-free work of a business to satisfy customers demands as the source of sustainable competitive advantage for business. The objectives of this research can be summarized as descriptive concepts of quality from the patients and employees. This section identify the chief and primary research methods utilize in this study to estimate the part to which the health service sector of employs TQM to achieve that goal.

Patient care

The belief that, TQM will lead to higher quality patient care, better employee morale and reduction in cost of service delivery.

Patient satisfaction

The patient satisfaction or dissatisfaction is an attitude derived from the disconfirmation and conformation of expectation. The product and services meet the needs of its customer satisfaction. In health care, attentiveness to patient leads to customer satisfaction which is to closely relate to perceived quality of care such as communication. Patient loyalty is a result of satisfaction with a service.

Success of failure

Failure is common when the wrong approach is taken to solve unrealistic situation and not to address. The Techniques is to approach the problem from linear verses a holistic. In literature review, it has been discussed about TQM failures where sometime managers use wrongly linear approach and fix it quickly temporarily and address this problem as an isolated event. The problem also can be solved by using holistic approach by involving the staff and to analyze the whole process. TQM is likely to fail when it seen as a quick fix, or because it is the newest fad, or in response to a new competition or a marketing gimmick to attract patient.

Quality planning

A universal approach to launching new product by determining customers need and developing it through quality process to meet the customers' satisfaction. Additionally, an audit should be conducted that how much work had to be redone and if customer needs were met the length of cycle time. There are two types of quality customer services quality and technical quality. The patients make the same assessment of health care quality by analyzing how it has been judged by the providers and administrators.

Quality control

In 1989, Juan further mentioned a three step process to tackle the problem and to understand the big picture to meet targeted goals, to evaluate the actual performance, to compare their

actual performance to targeted goals and to take action on if difference arises and how work relates to other quality. Data summary will need to be provided to managers to check on the goals affecting the vital processes and few can be incorporated into the process. The workers can achieve this through technical measurement and by using strategic quality management, they can finally bridge the differences.

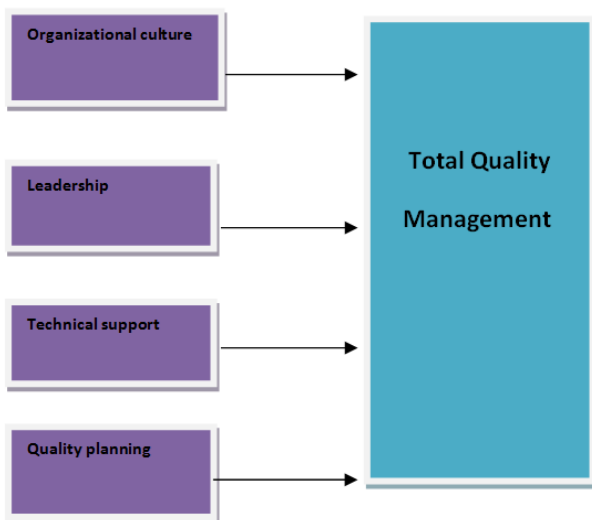
Significance of the study

Today, total quality management is very important for every hospitals. Most of the hospital implement the TQM in their hospital, this motivates us to do the research on implementation of TQM in hospitals. Hospital and other healthcare organization have been implementing to provide high quality patient care and improve efficiency. TQM is a very important for hospitals competitive strategy in quality of healthcare system. TQM also improved patient satisfaction. This research focuses what is the impact to implement the TQM in hospitals. In modern world the trend of total quality management is increasing day by day. Most of the hospitals implement the TQM in their hospitals.

Conceptual Framework of total quality management in healthcare organization

Following drawn is conceptual framework which indicates the four independent and one dependent variable. This will highlight the concept of our research more clearly that how these four variable support the total quality management to be implemented effectively in healthcare organization.

Conceptual Framework



MATERIALS AND METHODS

Research design and Methods

The quantitative research is used in this type of research. Quantitative research is used to collect data through questionnaire. In this research we use 50 questionnaires. These questionnaires are developed for medical students.

Respondents of the study

There are 50 questionnaires developed for this research. The questionnaires were self-administered; this questionnaire was

in form of paper so respondents can easily fill it. We ensure the respondents that this research paper is developed for educational purpose only. We are giving 100% confirmations to the respondents that this information would be private and confidential. The questionnaires were distributed to medical students.

Hypothesis

In order to prove our research we developed following hypothesis:

- H1: There is a relationship between organizational culture and total quality management.
- H2: There is a relationship between leadership and total quality management.
- H3: There is a relationship between technical advancement and total quality management.
- H4: There is a relationship between quality planning and total quality management.

Research instrument

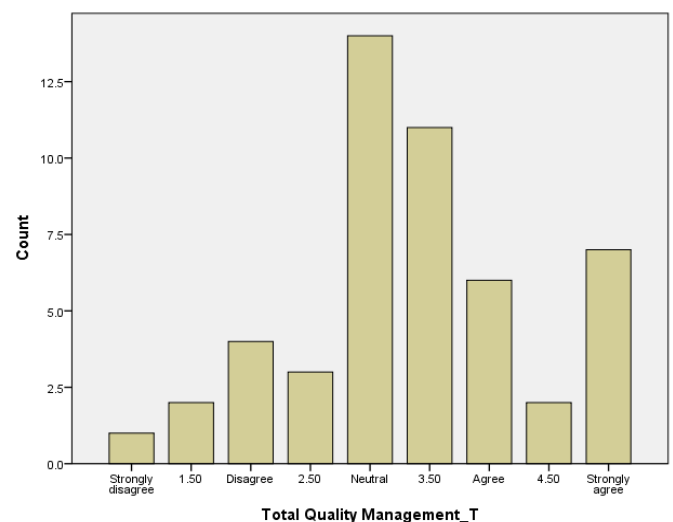
SPSS 22 (Statistical Package for Social Sciences) is used in this research to observe the responses collected on the questionnaire.

Source of the data

In research two types of data are used. Primary data (collected from surveys and questionnaire) and secondary data (collected from articles and journals). The data are collected on February 2018. In this research the data was saved in SPSS 22 and analyzed by using Alpha cronbach's to check the level of significance and statistical test.

ANALYSIS OF DATA

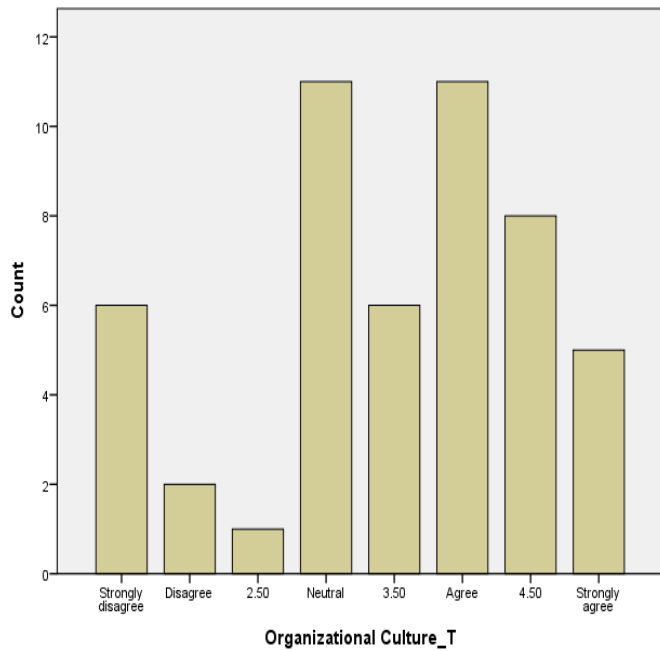
Total quality Management Graph



Interpretation

This graph indicates that many candidates out of 50 were neutral that total quality management offers a method for solving quality issues and patient safety in hospital while few were strongly agreed on these views.

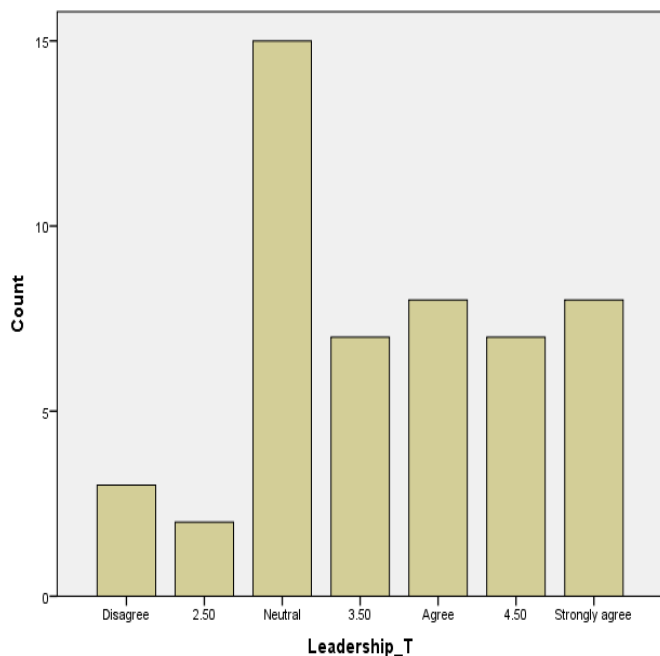
Graph of organizational culture



Interpretation

This graph shows that 25 respondents out of 50 were agreed upon this view that organizational culture significantly important factor for employee’s satisfaction as it provides the friendly environment to work effectively and efficiently and rest of 25 respondents was neutral.

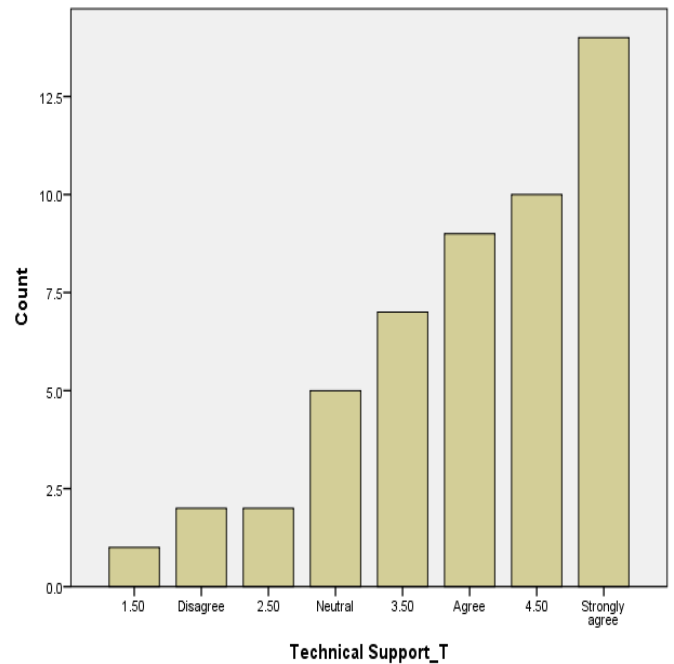
Graph of leadership



Interpretation

This graph indicates that many candidates out of 50 were neutral that Leadership skills really required for involving all employees toward one direction in order to achieve the desired quality management goals and many were strongly agree on this view while disagree respondents were very less.

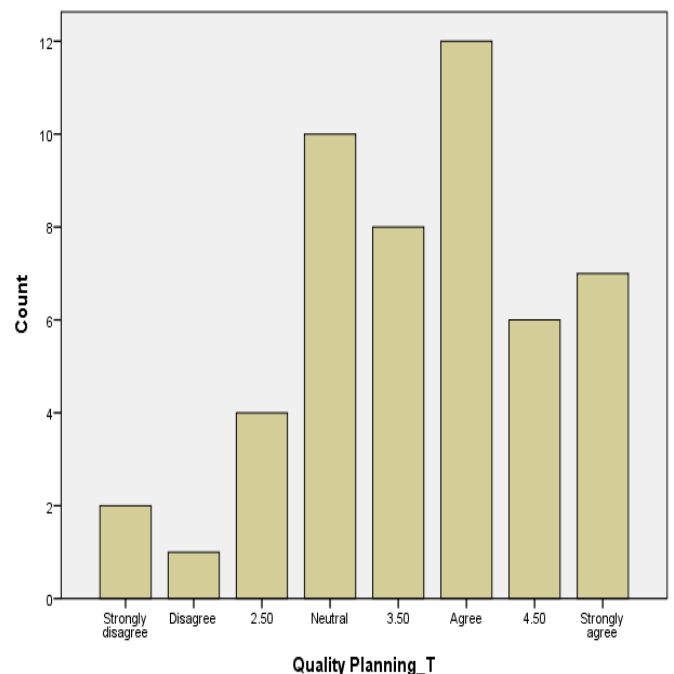
Graph of technical Support



Interpretation

This graph clearly indicates that almost whole respondents were strongly agreed upon this view that technical skills and instrument are really helps in enhancing the total quality management practices.

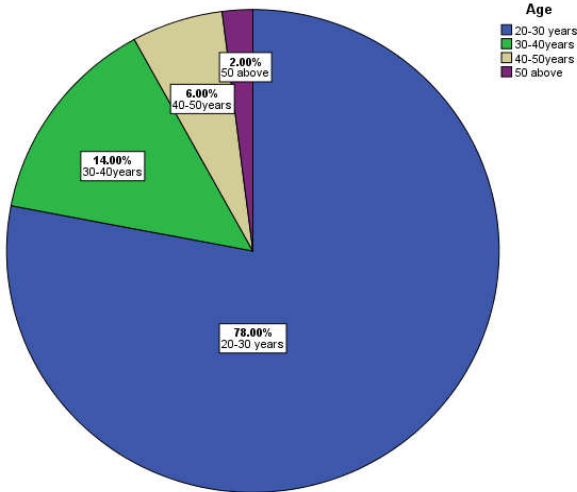
Graph of quality planning



Interpretation

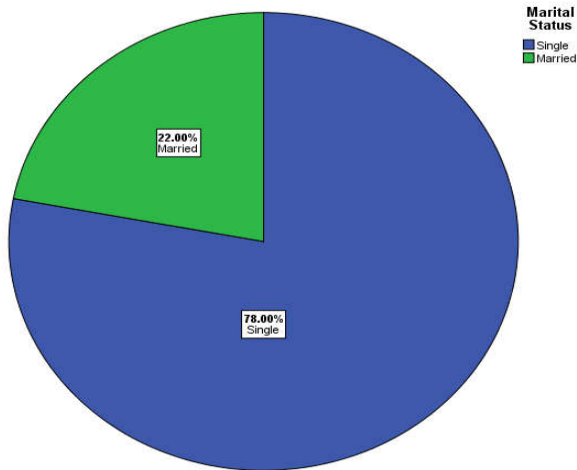
This graph clearly indicates that almost whole respondents were agreed upon this view that Strategic quality planning enables the hospital staff to achieve the competitive advantage over competitors.

Graph of Age



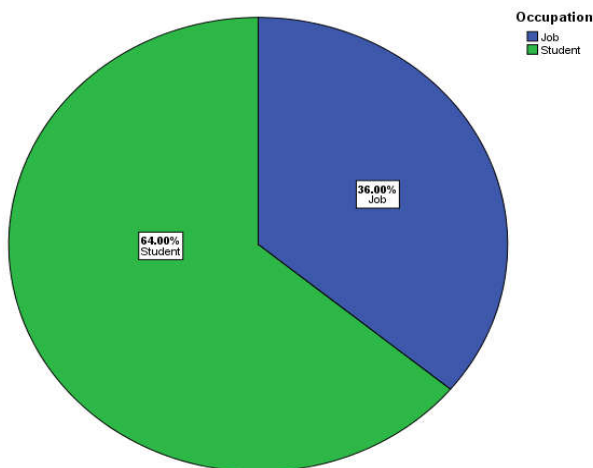
This pie-chart shows that most of our respondents were age of 20 to 30 and rest of were age of above 30.

Graph of marital status



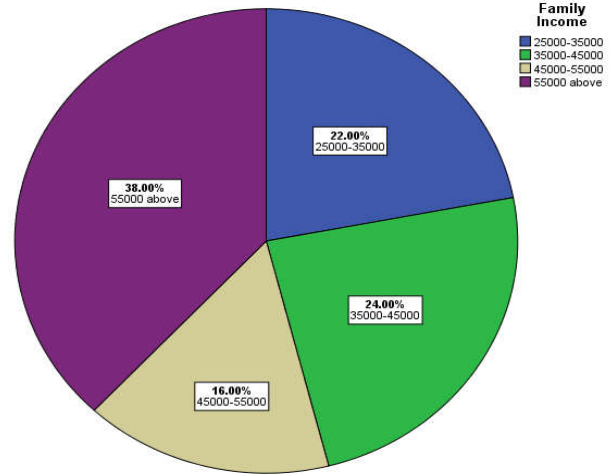
This pie-charts show that many of the respondents were single and rest were married.

Graph of occupation



This pie-chart shows that many of our respondents were students only few were job holder.

Graph of Family income



Interpretation

The 38% Of our respondents having the family income 55000 and above, 22% respondents family income lies under 25000 to 35000, 24% of respondents family income lies under 35000 to 45000 and only 22% of the respondents 25000 to 35000.

Reliability Statistics

Cronbach's Alpha	No of Items
.354	5

Interpretation

Reliability estimates: Cronbach's Alpha was used to analysis instruments reliability. An Alpha value of 0.354 was considered as acceptable reliability for group. But this model is not that much sufficient in order to meet all TQM requirements. overall research indicates that total quality management is really important for health organization.

Lack of Management: Due to lack of system of a systematic and structured approach many organization fail to implement all quality. New infrastructure adopting culture changes, giving training to manager level increase quality in hospital can only be possible to achieved if there will be proper management.

Implementation of TQM: Proper implementation of all techniques of quality management in order to achieve patient satisfaction, better employee morale and lower cost service delivery. The basic aim of implementing of quality management techniques to get employees involved , build team work and create strong communication network between employees. This will not only improving quality and satisfying patient but focuses on solving problems instead of assigning blame.

FINDINGS

- This research found that customer satisfaction really matter in order to achieving health care organization mission and vision.
- Continuous monitoring evaluation of process and provide good feedback are playing vital role in total quality management as nothing is quick fix.

- Strategy planning, quality planning areas should be strongly considered in order to cope-up with challenges.
- Involvement of all employees in maintaining quality must should be considered.
- Leadership and management commitment is highly appreciable it leads toward successful total quality management.
- Train the employees and nurses so they will be able to treat the patient politely and sympathetically. Overall finding highlights the importance of TQM that those hospitals are more cost saving than hospitals. Which are not involved in TQM activities. So in order to be become on cost effective hospital TQM strategies must should be followed.

Conclusion

Total quality management (TQM) is a firm-wide management philosophy of continuously improving the quality of the products, services, processes by focusing on the customers' needs and expectations to enhance customer satisfaction and firm performance. There is a significant relationship between total quality management practices and performance. Organizational culture has a significant effect on the successful TQM implementation. For a successful TQM practices a collaborative and corporate organizational culture is most important element by long-term management and employee's commitment and involvement which is also highly responsible for the successful total quality management. Study results suggest that hospital administration must should an emphasized teamwork which enables the employees to work in good environment where leadership exists. It become really easy to achieve all desired goal related to quality management because it is teamwork which motivate the employees toward their desired quality goals to be achieved. It is the TQM which generate competitive advantage of one hospital over another hospital. In short study conclude that developing TQM model and implementing over TQM practices enable the health care organization to work effectively ,efficiently and successfully.

Recommendation

- TQM is a key success factor of achieving competitive advantage that's why hospital administration must should implement the total quality management strategies properly.
- The involvement of top management really matters so healthcare administration also gets the employees involved in necessary required practices in order to achieve maximum outputs.
- Hospital management should to make Strategic quality planning which really helps to save hospital from big disasters and huge losses.
- Management of healthcare must should follow the strategies which enhances the qualities and leads to maximum customer satisfaction.
- Healthcare institution must should focus on Scientific skills and instrument which enables the health care toward fast continuous improvement.
- All instruments must should be clean and germfree as it satisfies the patient and protected from further diseases. They feel reliable and save.
- Monitoring and evaluation of quality of hospital activities must should taken under consideration for the sake of patient safety improvement.

- Healthcare organization also need to focus on the strategies that how to cope-up with barriers in implementing TQM.

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