

Balancing Strategic Quality Management and Customer Focus: Case Studies at a Hospital in Purwokerto

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ABSTRACT

Purpose - The purpose of this study is to explore the critical factors influencing the successful implementation of Total Quality Management (TQM) in hospitals, with a specific focus on the healthcare sector in Purwokerto, Indonesia. The study aims to identify the impact of Top Management Commitment (TMC), Customer Focus (CF), and Continuous Improvement (CI) on healthcare quality and patient satisfaction.

Methodology -The research methodology employed a qualitative approach, utilizing direct interviews with 10 doctors from a hospital in Purwokerto. The interviews were semi-structured and focused on TMC, CF, and CI, with each informant providing insights over a 2-day period.

Findings - The study highlights the significance of TMC, CF, and CI in influencing the successful implementation of TQM in hospitals. It emphasizes the role of top management commitment in creating a culture of quality, the importance of customer focus in improving service quality and patient satisfaction, and the essential nature of continuous improvement in enhancing healthcare quality.

Practical Implications - The implications of the study suggest that psychological and behavioral factors play a significant role in the implementation of TQM in hospitals. Top management commitment, customer focus, and continuous improvement are identified as crucial elements in creating a culture of quality and improving hospital performance. The study provides practical insights for healthcare providers and managers to successfully implement TQM programs in hospitals, ultimately leading to improved healthcare quality and patient satisfaction.

Originality - This research contributes to the understanding of critical success factors for TQM implementation in the context of health services in Purwokerto, Indonesia. It offers a unique perspective on the impact of TMC, CF, and CI on healthcare quality and patient satisfaction, providing valuable insights for the development of more effective models for TQM implementation in the healthcare sector.

Keywords: Total Quality Management, TQM Critical Success Factors, Quality Improvement Initiatives, Quality Healthcare

I. INTRODUCTION

In this modern era, customer demands and expectations in services have experienced a dramatic upward trend (Halis et al., 2017; Baidoun et al., 2018; Aburayya et al., 2020; Al Kurdi et al., 2020; Suson et al., 2020b). Today's customers are not spared from the increasing demands and expectations on the healthcare sector. The healthcare sector is important for every member of society (Alshurideh et al., 2016; Alshurideh et al., 2017; Abu Zayyad et al., 2020). Therefore, ensuring efficiency and quality in service delivery is not only a demand but has become desirable for society (Alhashmi et al., 2020). In the past 25 years, operating costs in the healthcare sector, particularly in hospitals, have grown, and this trend is expected to continue (Aburayya et al., 2020b). In developed countries, hospitals take up the largest share of public health resources and absorb more government spending.

The hospital industry does not escape experiencing several challenges that need to be faced. The improvement of hospital standards needs to be adjusted to the development of science

and technology and even the economic situation and the development of health problems; the problem of uneven facilities and infrastructure between islands in Indonesia, and also on the other hand, the increase in the number of hospitals both from the private and government is an important point to note in the development of hospitals in Indonesia (Mutiarasari et al. 2021; Pasinringi et al. 2021). Moreover, in Banyumas alone there are 30 hospitals, not to mention the number of other health facilities.

Competition between hospitals in the present cannot be considered simple, if it is not organized based on regulations, it can result in unhealthy market competition and ineffectiveness that does not benefit both managers and the community as hospital clients (Castro Rodríguez et al. 2021, 2021). Changes for the better and being able to meet the expectations of the community according to the needs of the community in utilizing health services is an absolute thing that must be done by the government and the hospital management itself (Director General of Health Services of the Indonesian Ministry of Health 2020, 2021; Yimer Tawiye, Mekonnen Assefa, and GizeyatuZengye 2021).

The history of hospitals was originally a socially functioning institution, but along with the development of private hospitals, hospitals are more appropriately considered as a health service industry whose management is no different from an economically oriented business entity (Kim and Han 2012; Silalahi, Sihombing, and Isnaini 2021).

In realizing a competitive hospital, public and private hospitals always strive to gain public trust by organizing an effective and high-quality health service system in the context of quality control and cost control in hospitals. In improving quality, safety, and patient satisfaction, hospitals refer to service standards based on hospital accreditation guidelines (KARS 2020; Ministry of Health of the Republic of Indonesia 2019; Kim and Han 2012; Silow-Carroll et al. 2007).

Therefore, the government has established several quality awards to reward institutions and organizations that demonstrate high quality standards such as Plenary Certification by KARS, Global Asia-Pacific Award, and other awards. In Indonesia, some healthcare organizations have started the implementation of quality requirements driven by scientific research to ensure the expected benefits can be measured from the implementation of a quality management system (QMS). Implementation of QMS by healthcare services can improve patient satisfaction (Al Attal, 2009; Lashgari et al., 2015; Schakaki& Watson, 2017). In

fact, implementing TQM will help save money by ensuring efficient use of available resources. Moreover, the implementation of TQM will help reduce errors and improve efficiency thereby not only saving money but also improving the quality of services provided to patients. According to Talib et al. (2019), improving healthcare outcomes requires improving the overall process of service delivery to patients to be efficient and effective.

Organizations looking to implement TQM should begin to understand the factors that influence its success. In particular, by understanding the potential factors, organizations will be more likely to predict problems that may arise in the implementation process and then develop mitigation measures. For TQM implementation to be successful, it is necessary to measure the organization's culture, attitudes, and values towards change (Aburayya et al., 2020). Therefore, organizations that successfully implement TQM seek to shape their culture and align it with new trends when introducing new philosophies.

Another factor identified as contributing to the failure of TQM implementation is the absence of improvements to health services. It has been proven that some hospitals go out of business if they do not make continuous improvements. In addition, failure to focus on strategic planning and lack of management commitment are also causes of failure (Aburayya et al., 2019).

This study is a contribution to help healthcare providers and managers implement TQM programs successfully in hospitals. In this regard, this study discusses these factors and their impact on healthcare services in hospitals. This research is unique in that it is the only research that attempts to systematically review the CSFs for TQM implementation in the context of health services in Purwokerto. This research will study the TQM factors that influence the implementation of TQM in hospitals. This provides future researchers with a broader and deeper understanding of these factors that can inform the development of more effective models for TQM implementation in the healthcare sector.

II. LITERATURE REVIEW

Top Management Commitment (TMC)

TMC is an important factor in the implementation of TQM in hospitals. TMC shows that top management commitment greatly influences the success of TQM implementation. Top management must be actively involved and support TQM initiatives and create a culture of quality throughout the organization. Studies also

show that the success of TQM implementation often depends on top management support and commitment in driving change and ensuring continuity of the TQM program. Dominic Cooper (2006) explains Top Management Commitment as the involvement of Top Management and the maintenance of behaviors that help others achieve goals. While Top Management Commitment according to the ISO:9000 definition is the responsibility of the company's management to set strategic objectives and quality objectives management must have a commitment in its implementation. Several studies have highlighted the importance of top management commitment in the implementation of TQM in hospitals. Studies show that the success of TQM implementation often depends on top management support and commitment in driving change and ensuring the sustainability of the TQM program.

Top management commitment plays an important role in creating an environment conducive to TQM practices. Top management should be the main driver in implementing TQM principles and creating a culture of quality throughout the organization. They should also be involved in strategic planning, overseeing TQM implementation, and providing motivation and support to employees. Studies show that top management commitment influences employee attitudes regarding TQM implementation. It is important for management to explain to employees that TQM is an ongoing process to gain their support in the implementation of TQM practices. Top management can also be a source of motivation and support for employees.

Top management commitment also plays a role in creating a climate of success for the TQM program. In this case, top management should create an environment that supports TQM implementation by setting policies, providing sufficient resources, and providing rewards and recognition to employees who perform well in TQM practices, it can be concluded that top management commitment is an important factor in the implementation of TQM in hospitals. Top management support and commitment play a role in creating a culture of quality, influencing employee attitudes, and creating a climate of success for the TQM program. Therefore, it is important for top management to be actively involved and support the implementation of TQM in hospitals.

Continuous Improvement

The term Continuous Improvement or commonly shortened to CI refers to the concept of

Kaizen which can be interpreted as continuous improvement or continuous improvement. Kinlaw (1992) states, continuous improvement activities are activities aimed at meeting customer satisfaction, work processes, and supplier performance that can be designed and implemented and done in team work.

Continuous Improvement is a fundamental principle of TQM that emphasizes the importance of continuous improvement in all aspects of an organization. In the context of hospitals, continuous improvement can include improving service quality, operational efficiency, and patient health outcomes. Studies show that successful TQM implementation in hospitals involves the adoption of continuous improvement attitudes and practices by all members of the organization. This involves using TQM tools and techniques to identify and address problems, and ensuring that improvements are made on an ongoing basis.

According to ImImai (1986), continuous improvement is something that is considered important for companies that have aspirations to achieve world-class companies. Continuous Improvement (CI) is one of the important factors in the implementation of Total Quality Management (TQM) in hospitals. The concept of CI is central to the concept of TQM and is often the most cited aspect in TQM-related literature. CI, when combined with a quality management system, can help improve patient care. CI involves integrating quality into the day-to-day operations of the organization, which in turn helps maintain a continuous cycle of improvement. This results in the delivery of better value and quality services to customers. In the context of hospitals, CI plays an important role in improving efficiency and reducing defects. CI involves identifying and implementing continuous improvement in organizational processes to improve quality and efficiency. The study also highlights the importance of effective process management practices in the implementation of TQM in hospitals.

In TQM implementation, involving employees in the continuous improvement process is also an important factor. Employee involvement is at the center of TQM implementation and they should be empowered and involved in the entire TQM implementation process. In addition, the establishment of a team of experts who can provide assistance in the implementation of TQM programs can also reduce the risk of failure and increase the chances of successful TQM implementation therefore CI is identified as one of the important factors in TQM implementation in hospitals. CI

helps to increase efficiency, reduce defects, and ensure continuous improvement in organizational processes. Involving employees and the formation of expert teams are also important steps in successful TQM implementation.

Customer Focus

Customer Focus is another important factor in the implementation of TQM in hospitals. Customer focus involves understanding and meeting the needs and expectations of patients and other stakeholders. Studies show that hospitals that successfully implement TQM have a customer-oriented culture, where quality service and customer satisfaction are top priorities. Customer focus can also drive innovation and improvement in health services. Customer Focus (CF) is an important factor in the implementation of Total Quality Management (TQM) in hospitals. Customer focus is a key aspect of TQM implementation in the healthcare industry. Studies show that customer focus is an important factor that contributes to the successful implementation of TQM in hospitals.

Customer focus is driven by the need to deliver quality and value seen from the perspective of customer satisfaction. Research shows that hospitals that successfully implement TQM have a customer-oriented culture, where quality service and customer satisfaction are top priorities. Customer focus can also drive innovation and improvement in health services. By understanding and meeting customer needs and expectations, hospitals can increase customer satisfaction and create better value. In addition, research also shows that customer focus is an important factor in achieving successful TQM implementation. The study found that hospitals that have a strong focus on customers tend to achieve better performance in TQM implementation. It can be concluded that customer focus is an important factor in TQM implementation in hospitals. Customer focus helps create a customer-oriented culture, encourages innovation, and increases customer satisfaction. By understanding and meeting customer needs and expectations, hospitals can achieve success in TQM implementation.

In this literature review, previous studies have shown that TMC, Continuous Improvement, and Customer Focus are key factors that influence the successful implementation of TQM in hospitals. Top management support and commitment, continuous improvement, and customer focus are important elements in creating a culture of quality and improving hospital performance.

Method Research

The research method used in this research is qualitative method. Researchers use data collection techniques in qualitative methods in the form of direct interviews. The qualitative interview research method aims to answer research questions that require an in-depth understanding of the context, process, and meaning associated with the research subject. An in-depth interview is a dialog conducted by an interviewer to obtain in-depth information about local content learning of embroidery from the interviewee (SuharsimiArikunto, 2010). In this study, researchers interviewed 10 informants who were doctors at one of the hospitals in Purwokerto.

Data analysis in qualitative research is carried out during data collection, and after completion of data collection within a certain period. The interviews that researchers conducted were semi-structured for 2 days with each informant lasting 40 to 45 minutes. The questions asked by researchers were about Top Management Commitment (TMC) with 5 questions, Customer Focus (CF) with 5 questions, and Continuous Improvement (CI) with 5 questions.

III. RESULTS

Finding 1: Top Management Commitment (TMC) affects the success of TQM implementation in hospitals

1) Why is top management commitment (TMC) considered important in the implementation of Total Quality Management (TQM) in hospitals?

Top management commitment is important because they hold the reins of the organization, providing the direction, resources, and support needed to change the culture and work processes to conform to TQM principles.

2) How does top management commitment affect employee attitudes regarding TQM implementation? What is the role of top management in creating a culture of quality in hospitals?

Top management commitment motivates employees by setting a positive example, creating an environment where employees feel supported and encouraged to actively participate in TQM implementation. Top management's role includes defining quality values, establishing incentive systems, and reinforcing a culture of quality through communication and employee engagement.

3) How can top management support TQM implementation through their commitment?

Top management can support TQM implementation by providing resources, training, and financial support, as well as ensuring that quality objectives are integrated in the organization's strategy.

4) How can top management ensure the sustainability of the TQM program in the hospital?

Top management can ensure the sustainability of TQM by establishing a sustainable structure, integrating TQM principles in organizational policies and procedures, and continuously involving employees in continuous improvement programs.

5) What are real-life examples of hospitals that have successfully implemented TMC and achieved success in TQM implementation?

Concrete examples of hospitals implementing Self-Registration Platforms to break up queues of BPJS Kesehatan patients who have booked through the JKN mobile application and integrated with SEP, then implementing spiritual guidance for postoperative patients in hospitals, and implementing good complaint management have achieved significant improvements in service quality and patient satisfaction through the TQM approach in hospitals.

Finding 2: Continuous Improvement affects the success of TQM implementation in hospitals

1) How does continuous improvement contribute to the successful implementation of Total Quality Management (TQM) in hospitals?

Continuous improvement encourages hospitals to constantly evaluate processes of care, diagnosis, and treatment. Hospitals that implement continuous improvement are also better equipped to deal with changes in the healthcare environment, such as new regulations, advanced technologies, and medical developments. They can respond quickly and effectively to these changes.

2) How can hospitals engage employees in the continuous improvement process and encourage their participation?

Initially, the hospital will provide education/training to employees about the continuous improvement process. The hospital also opens communication with employees in the form of employee participation or special assignments according to employee interests and expertise. Employees who feel they have a role in improvement will be more motivated and contribute to the success of continuous improvement efforts.

3) How can continuous improvement contribute to improving healthcare quality and customer satisfaction in hospitals?

Through continuous improvement, hospitals can continuously improve diagnosis and treatment procedures that can increase the accuracy of diagnosis and effectiveness of treatment. Continuous improvement also allows hospitals to respond to patient feedback and address any complaints or issues that may arise.

4) How can hospitals ensure the adoption of continuous improvement in day-to-day operations?

Ensuring the adoption of continuous improvement in day-to-day operations requires time, commitment, and cooperation from the entire hospital organization. By defining improvement projects, hospitals can then collect relevant data and analyze the root causes of problems and potential improvements that can be made. Continuous improvements that have been implemented also need to be monitored and evaluated so that feedback can be obtained that must be carried out by the hospital.

5) What challenges might the hospital face in implementing continuous improvement in TQM practices?

The challenges that hospitals often face in implementing continuous improvement are limited resources and changes in regulations or policies. The implementation of continuous improvement requires investment in training, technology, and evaluation, which is difficult to do in situations of limited resources. In addition, hospitals must also be able to adapt to changes in regulations or policies while still focusing on continuous improvement.

Finding 3: Customer focus affects the success of TQM implementation in hospitals

1) What is the importance of customer focus in the implementation of Total Quality Management (TQM) in hospitals?

Customer focus is essential in the implementation of Total Quality Management (TQM) in hospitals as it helps improve customer satisfaction and service quality. By understanding and meeting customer needs and expectations, hospitals can create better value and ensure customer satisfaction.

2) What benefits can a hospital gain by having a customer focus?

Hospitals can gain benefits such as increased customer satisfaction, higher customer loyalty, good reputation, and competitive advantage by having a customer focus. It can also improve the image of the hospital and gain trust from the public.

3) What are some practices or strategies that hospitals can use to improve customer focus?

Some practices or strategies that hospitals can use to improve customer focus include involving customers in planning and decision-making, providing training to staff in customer service, ensuring accessibility and availability of clear information for customers, and providing responsive and personalized service.

4) What is the role of customer focus in creating a culture of quality in hospitals?

Customer focus plays an important role in creating a culture of quality in hospitals. By prioritizing customer satisfaction and service quality, hospitals can create a customer-oriented culture, where quality service becomes the main focus and is upheld by all members of the organization.

5) How can customer focus contribute to the successful implementation of TQM in hospitals?

A focus on customers can contribute to the successful implementation of TQM in hospitals by creating a culture of quality, increasing customer satisfaction, and improving overall hospital performance.

IV. DISCUSSION AND CONCLUSION

Discussion of Main Results

In this study, Top Management Commitment has been shown to play an important role in leading and supporting quality management initiatives in hospitals. This includes support from top-level leadership, resource allocation, and strategic decision-making. In practice, top management must understand the importance of healthcare quality and be committed to implementing the necessary changes.

Customer focus is a key factor in quality management in hospitals. In this study, an emphasis on deeply understanding the needs and expectations of patients has been found to be an important factor. Hospitals need to ensure that the services provided fully meet the needs of patients, provide adequate attention, and respond well to feedback from patients.

Continuous improvement efforts are essential in the context of quality management in hospitals. This includes using Total Quality Management (TQM) tools to identify and address problems, minimize imperfections, and improve efficiency. Continuous improvement also requires a culture that supports innovation and continuous learning.

Limitations

Qualitative research using interviews is a useful method to understand the perspectives and experiences of individuals in the research context. This study only interviewed informants / sources from 1 hospital, so it cannot be generalized to a wider population. The results of this qualitative interview research are also influenced by the views, values, and interpretations of both the researcher and the interviewees.

Implications for Behavioral Science

Quality management in hospitals can be influenced by psychological and behavioral factors. Top Management Commitment (TMC) shows the importance of the role of top-level leadership in creating a culture of quality in hospitals. Top management support and commitment can influence employee attitudes and behaviors related to TQM implementation. In addition, customer focus is also an important factor that contributes to the successful implementation of TQM in hospitals. Understanding customer needs and expectations and responding accordingly can increase customer satisfaction and create a culture of quality in the hospital. Continuous improvement also has important implications in quality management in hospitals. Involving employees in the continuous improvement process can increase their participation and encourage continuous improvement in health services. These implications suggest that psychological and behavioral factors have a significant role in the implementation of TQM in hospitals and can help improve healthcare quality and patient satisfaction.

Conclusion

Based on the findings in this study, the conclusions that can be drawn are as follows. This study confirms that quality management in hospitals is a must. With top-level management commitment, customer focus, and continuous improvement efforts, hospitals can improve service quality and meet patient expectations. Top-level leadership must be committed to creating a culture of quality in the hospital. They must support change, allocate resources, and provide the necessary strategic direction. Patients should

always be the primary focus of quality management efforts. Understanding patients' needs and expectations and responding accordingly is the key to success. Continuous improvement is the cornerstone of effective quality management. Using appropriate tools and techniques, as well as fostering a culture of innovation and continuous learning, will help hospitals to continuously improve the quality of care.

Thus, this study shows that managing quality management in hospitals through a balance between strategic management, customer focus, and top-level management commitment with an emphasis on continuous improvement can bring significant benefits in improving healthcare quality and patient satisfaction.

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