Volume-3, Issue-11, Nov Special Issue -2014 • ISSN No 2277 - 8160

Research Paper HRM

A STUDY ON THE CRITICAL FACTORS OF TQM IN HOSPITAL SERVICES

BHAVANI. G Assistant Professor, Department of Commerce (Unaided), D.K.M.College for Women, Vellore, Tamil Nadu. India

ABSTRACT

In the present era Total Quality Management (TQM) has become a buzzword to sustain in the long run not only for Organisations but also for the service sectors. Refining the quality of products and services is in order to satisfy the customer's needs evaluation and expectations. Healthcare sector places a vital role in implementing TQM as a potential solution to improve their efficiency and effectiveness. This study highlights the critical factors of TQM and its impact in healthcare sector in Nalam Hospital in vellore.

KEYWORDS : *TQM, Healthcare Sectors, Critical Factors.*

INTRODUCTION

Total Quality Management (TQM) is a management philosophy that empowers every member of the organization. TQM encourage each individual to participate, contribute and offers to present suggestions for improvement. It is intended to promote continuous and sustained improvement in quality and performance, and develops an attitude of quality culture (Talib *et al.*, 2012). Its basic principle is that the cost of prevention is less than the cost of correction. TQM address overall organizational performance and recognizes the importance of processes (Seetharaman *et al.*, 2006). For TQM to be successfully adopted by an organization there needs to be a perceived need for change in that organization.

From past few decades, TQM has been extensively discussed in the literature and can be seen as a management philosophy characterized by its principles, practices, and strategies that emphasizes upon continuous improvement in quality, increased involvement of employees, commitment of top management, employee empowerment, teamwork, benchmarking, leadership, rewards and recognitions, feedback and relationship with suppliers (Dean and Bowen, 1994; Rönnbäck and Witell, 2008). Most of the studies on TQM have been undertaken in the manufacturing sector and have later spread to service organizations (Gustafsson *et al.*, 2003; Ronnback and Witell, 2008). The growth of service industries has resulted in an increased focus on the implementation of TQM principles in service organizations and in delivering high-quality service to customers (Schneider and White, 2004; Rönnbäck and Witell, 2008).

TQM IN HEALTHCARE SECTOR:

Quality has emerged as a major issue in healthcare sector and TQM has been accepted as a major long-term strategic initiative towatds continuously improving quality of healthcare. Key concepts of TQM start with top management leadership with emphasis on process and customer focus. Implementation of TQM in service hospitals will require quality management awareness, training and framework development as well as development of customer awareness. TQM is not a short term solution, it has to be understood and practiced as a long-term strategic commitment.

DEFINITION:

- **According to Ovretveit, 2000**. Defines TQM is a change for enabling personnel to learn and use quality methods, in order to reduce costs and meet the requirements of patients and other customers.
- **According to Ahire, Golhar & Waller (1996)**, developed twelve integrated quality management constructs through detailed analysis of literature to determine critical factors of quality management of organizations. Ahire et al, identified. Twelve factors. These are supplier quality management supplier performance, customer focus, statistical process control usage, benchmarking, internal quality information usage, employee involvement, employee training, design quality management, employee empowerment, product quality and top management commment.

OBJECTIVES OF THE STUDY:

1) To study the concept of TQM and its role in medical services in general.
2) To study the critical factors in the implementation of the TQM in Healthcare sector.
2) To assess the various critical factors in the implementation in Nalam Hospital, Vellore.
3) To analysis these critical factors and to find out the correlation between critical factor and TQM in healthcare services.
4) To summarize the findings and to offer suggestions for strengthening the existing status of TQM practices in Nalam Hospital in Vellore.

RESEARCH METHODOLOGY:

Data were collected from 50 respondents by simple random sampling method and a well designed questionnaire was prepared with 5 point likert scale. Primary data was collected through questionnaire and secondary data was collected from the various records maintained by the Nalam Hospital, Vellore.

LIMITATION OF THE STUDY:

- The study is confined to Nalam Hospital in Vellore only.
- The study limits to 50 samples only.

PROFILE OF THE STUDY AREA:

Nalam medical centre and hospital had its humble beginning on 7th April 2008. Started on world health day, the mission was to give quality care at affordable price for the people of Vellore. Though on its inauguration many people had the doubt whether it was needed and will it survive? However, we did not have any such doubts as we felt we were not competitors but were providing an excellent secondary specialty service to the people and stabilization of critically ill patients would go a long way in the successful outcome. There was also a need in the society for a hospital with good infrastructure. It will not be an exaggeration to say Nalam has raised the standard of care provided by all hospitals in and around Vellore and its success paved the way for many such hospitals to be built in this area. The team also ensured that each of the speciality had consultants with vested interest in the projects thereby ensuring quality care to the people of Vellore. It had a humble beginning with 20 beds and now after 5 years it boasts itself of 50 beds and soon to become 90 bedded with completion of its 2nd and 3rd floors the construction of which has already started.

A wonderful breakthrough for Vellore in trauma and multispeciality care.

CHARTER OF THE ORGANISATION:

- It is an enterprise whose purpose is to enable the people of Vellore and travelers of the Bangalore highway to have a wonderful speciality trauma care.
- It provides speciality trauma care that will stabilize, revive and operate patients.
- It also specialises in providing multispeciality care.

MISSION OF THE ORGANISATION:

- Its mission is to have the expert care for all people.

VALUES:

- The opportunity to make a difference.
- Being responsible.
- Promise.
- Vision for serving the customers.

THE FACILITY AND ADVANTAGES OF THE HOSPITAL:

- Closeness and proximity to the people.
- Availability of good transport facilities.
- Affordable costs.
- Specialised and privatized quality care.
- 24 hours lab and emergency services.
- Multispeciality people- consultants in each department available 24 hours committed and dedicated with personal interest in the project.

REVIEW OF LITERATURE:

- **Dr. A.Alnofal (2009),** have identified the most important factors of TQM implementation often stressed by researchers and written by quality gurus. Various elements of TQM such as leadership, internal stakeholder's management including employee involvement, middle management role, training and education, rewards and recognition, team work and the role of employee unions, policy strategies, resource management, communication management, managing supplies, cost of quality, benchmarking, self-assessment, quality control techniques, organisational climate, culture, continuous improvement, innovation culture, and TQM sustainability have been focused.

- **Faisal Talib (et al., 2010),** have identified various critical lay factors for the success of TQM. "Pareto analysis" was used to sort and arrange the CSFS according to the order of criticality. The findings revealed there was successful implementation of TQM program in organizations. It was concluded that top-management commitment was listed as the top CSFS with customer focus and satisfaction.

- **Manish Kumar Sagar, Amit Singh Tomar (2014),** have reviewed and ranked the various critical success factors of total quality management (TQM) in favour of indian manufacturing industries for improving product and process quality. Analytic hierarchy process was used for ranking the identified critical success factors. Critical factors of TQM identified the criteria customer focus, leadership, people management, supplier focus, continuous improvement, performance measurement, quality management, knowledge management, process management.

- **Mustafa Dilber et al (2005),** have determined the critical factors of Total Quality Management in the Healthcare sector and the study was done to measure the effect of critical factors of total quality management on business performance in small and medium size hospitals in turkey. Data analysis indicated a positive correlation between the performance of the hospital and the four critical factors of quality management in turkish healthcare industry.

CRITICAL FACTORS OF TQM IN HOSPITAL SERVICES:

Factor-1: Top Management Commitment:

Management acts as the driver for TQM implementation creating values, goals and systems to satisfy customer expectations and to improve a hospital performance (Juran 1988, Dale and Plumtaff, 1990, Ahive, Golhar and Waller, 1996, Huq, 2005, Rad, 2006) and responsible for providing direction and encouragement to the hospital [shore, 1992]. Berman et al., (1996), recommend that top management needs to identify quality improvement areas, for example, improving teamwork (or) improving hospital quality services in order to achieve sustained TQM implementations.

Factor-2: Employee Involvement:

Employee involvement is a critical component of TQM. TQM requires Total Management Commitment to ensure employees include in quality work culture and hence create healthy corporate image by rendering quality services to the customers, (Huq, 2005, Schalle and Dijk, 2005). Increased employee's participation in the overall quality strategy brings an increased flow of information and knowledge and contributes to the wellness of the hospital for resolving problems (Schalle and Dijk 2005).

Factor-3: Customer Satisfaction:

In a Total Quality Context customer satisfaction is the driving force for a hospital to improve its performance [Moore, Hoptains, 1998, Zairi, 2000]. Juran (1993) argues that there are two different kinds of customers: the external (clients, government regulatory bodies, and the public) that defines the quality of the service delivered and the internal (employees, different department) that defines the quality of the processes associated with the delivering of services. Both external and internal customers have needs.

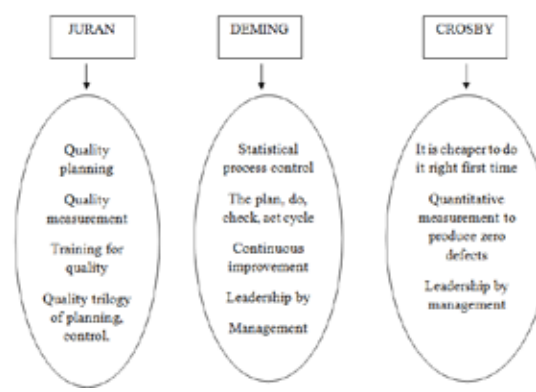
Factor-4: Continuous Improvement:

According to TQM theory the best way to improve hospital output is to continually improve performance (Dale, 1996, Goetsch & Davis, 1994, Ho & Fung 1994). Quality improvement is not a task that has an end, as it is not static. The emphasis is on seeking improvements opportunities, not just holding the status quo.

Factor-5: Training:

Training is a very important tool for promoting and developing skills related to an hospital benefits and values to change to a culture that places high value on quality. Once management has the skills to lead the TQM process, the rest of the hospital should be trained to ensure a systematic, integrated, consistent hospital-wide effort (Rad, 2005). Providing training to employees in problem solving skills is one of the most important activities for hospital climate change (Taylor and Wright, 2003).

CRITICAL FACTORS BASED ON QUALITY GURUS:



(source :www.google.com)

HYPOTHESIS TESTING

TABLE 1: TOP MANAGEMENT SUPPORTS A LONG-TERM QUALITY IMPROVEMENT PROCESS EDUCATIONAL QUALIFICATION

No of respondents	UG	PG	Diploma	Total
Strongly agree	10	5	5	20
Agree	10	5	15	30
Total	20	10	20	50

(Source: primary data- questionnaire)

Application of Chi-Square Test:

Calculated Value: $\frac{(O-E)^2}{E} = 3.095$

Table Value at 5% level of significance = 5.99

Inference:
The table value is greater than the calculated value. So the null hypothesis is accepted hence it can be interpreted that top management supports a long-term quality improvement process in the Nalam Hospital.

TABLE 2: TQM HAS CREATED AN ENVIRONMENT WHERE QUALITY OF PERFORMANCE IS RECONGIZED AND REWARDED
EXPERIENCE

No of respondents	Less than 5 years	5-10 yrs	10-15 yrs	Total
Strongly agree	5	5	2	12
Agree	15	3	2	20
Partially agree	11	5	2	18
Total	31	13	6	50

(Source: primary data- questionnaire)

Application of Chi-Square Test:
Calculated Value: $\underline{(O-E)}^2 = 3.729$
E

Table Value at 5% level of significance = 9.49

Inference:
The table value is greater than calculated value. So the null hypothesis is accepted hence TQM has created an environment where quality of performance is recognized and rewarded

TABLE 3: EMPLOYEE EMPOWERMENT IS ASSURED BECAUSE OF CRITICAL FACTORS OF TQM
EXPERIENCE

No of respondents	Less than 5 years	5-10 yrs	10-15 yrs	Total
Strongly agree	5	5	2	12
Agree	12	6	2	20
Partially agree	15	2	1	18
Total	32	13	5	50

(Source: primary data- questionnaire)

Application of Chi-Square Test:
Calculated Value: $\underline{(O-E)}^2 = 5.714$
E

Table Value at 5% level of significance = 5.99
Inference:
The table value is greater than calculated value so null hypothesis is accepted. Thus employee empowerment is assured because of critical factors of TQM.

TABLE 4: CONTINUOUS IMPROVEMENT HELPS THE HOSPITAL TO GROW GLOBALLY
EDUCATIONAL QUALIFICATION

No of respondents	UG	PG	Diploma	Total
Strongly agree	12	5	3	20
Agree	5	3	12	20
Partially agree	3	2	5	10
Total	20	10	20	50

(Source: primary data- questionnaire)

Application of Chi-Square Test:
Calculated Value: $\underline{(O-E)}^2 = 39.50$
E

Table Value at 5% level of significance = 9.49
Inference:
The table value is lesser than the calculated value, so null hypothesis is rejected. Hence continuous improvement helps the hospital to grow globally.

TABLE 5: ORGANATIONAL CULTURE IS SUCH THAT NALAM HOSPITAL IS ABLE TO ACHIEVE THEIR GOALS
GENDER

No. of respondents	Male	Female	Total
Strongly Agree	10	20	30
Agree	5	5	10
Partially agree	5	5	10
Total	20	30	50

(Source: primary data- questionnaire)

Application of Chi-Square Test:
Calculated Value: $\underline{(O-E)}^2 = 1.389$
E

Table Value at 5% level of significance = 5.99
Inference:
The table value is greater than the calculated value. So the null hypothesis is accepted. Hence organizational culture such that Nalam Hospital is able to achieve their goals.

MAIN FINDINGS OF THE STUDY:
- Top Management supports a long-term quality improvement process.
- TQM has created an environment where quality of performance is recongized and rewarded
- Employee empowerment is assured because of critical factors of TQM.
- Continuous improvement helps the hospital to grow globally.
- Organizational culture such that Nalam Hospital is able to achieve their goals.

SUGGESTIONS:
- More training programmes may be conducted by the hospital management so that employees skills are developed for advancement of the hospital.
- Steps may be taken to solve the problems due to lack of communication in hospital management.
- Steps may be taken to bridge the gap between the present and future status of the hospital.

CONCLUSION:
To conclude that the critical factors of Total Quality Management in the healthcare sector TQM stands for a way of life of the organization, which introduces constant improvement of hospitals on all levels and activities, creating the appropriate environment through collaborative work, trust and respect. As the factors which are carried out are significant, it is suggested that there should be used for improving the overall performance.

REFERENCES

1) Monish Kumar Sagar, Amit Singh Tomar "Ranking Critical Success Factor of Total Quality Management by HP". International Journal of Mechanical and Production Engineering, ISSN: 2320-2092, Vol-2, Issue-1, Jan-2014. | 2) Dr.A.Al Nofal, Dr.N.Al Omaim, Prof. M.Zairi "TQM Critical Factors. The recipe for successful implementation". International Journal of Applied Quality Management, Vol-2, Issue-2, ISSN:1742-2647. | 3) Faisal Talib, Zillur Rahman, M.N.Qureshi "Pareto analysis of Total Quality Management Factors Critical to success for service Industries". International Journal for Quality Research, UDK-005.6, Original Scientific paper (1.01), Vol-4, No-2, 2010. | 4) Mustafa Dilber, Nizamettin Bay Yurt, Selim Zaim, Mehres Tarim "Critical Factors of Total Quality Management and its effect on performance in Healthcare Industry: A Turkish Experience" problems and perspectives in management, 4/2005. | 5) Hug, Ziaul (2005), "Managing Change: A Barrier to TQM Implementation in Service Industries", Managing Service Quality, Vol-15(5), P. 452-469. | 6) Juran, J.M., (1988), Juran on planning for Quality, New York: The Free Press. | 7) Schalk, R. & Dijk, W.V., (2005), "Quality Management and Employee Commitment Illustrated with examples from dutch Healthcare", International Journal of Healthcare Quality Assurance, Vol-18(3), p. 170-178. | 8) Rad, A.M.M., (2005), "A survey of Total Quality Management in Iran Barriers to Successful Implementation in Healthcare Organizations", Leadership in Health Services, Vol-18(3), p. 12-34. | 9) Shores, R.A., (1992), "Improving the Quality of Management Systems", Quality Progress, p. 53-57. | 10) Taylor, W.A & Wright, G.H., (2003), "The Impact of Senior Managers' Commitment on the Success of TQM Programs: An Empirical Study", International Journal of Manpower, Vol-24(5), p. 535-50. | 11) Westphal, J.D., Gulati, R., & Shortell, S.M., (1997), "Customization or Conformity? An Institutional and Network Perspective on the content and consequences of TQM Adoption", Administrative Science Quarterly, Vol- 42, p. 366-394. | 12) Yang, C-C., (2003), "The Establishment of a TQM system for the Healthcare Industy", The TQM Magazine, Vol-15(2), p. 93-98. |