ENHANCING THE IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT (TQM) IN HEALTHCARE THROUGH STAFF TRAINING AND KNOWLEDGE IMPROVEMENT

Pooja Nandy[1], Dr. Amit K Srivastav[2]
[1,2]Department of Management, Shri Venkateshwara University, Gajraula (Uttar Pradesh)

Abstract

There are various ways in which the TQM methodology can be put into practice, and one of them is by the management of a healthcare organization adopting it to expand their customer base and enhance the quality of medical care delivered to patients. This study aims to examine the level of Total Quality Management (TQM) knowledge among healthcare workers and its predictors. The study collected data from healthcare workers using a survey questionnaire, and the results used descriptive statistical data to assess, ANOVA, and regression analysis. The sample of the study was taken as 237. The findings indicate that healthcare workers have varying levels of TQM knowledge, with customer focus being the highest and continuous learning being the lowest. Moreover, the results of the ANOVA and regression analysis demonstrate that years of experience significantly predict TQM knowledge levels. The study concludes that healthcare organizations should prioritize training and development programs to enhance TQM knowledge among employees and create a culture of continuous learning.

Keywords: *Total Quality Management, healthcare workers, knowledge, training*

Introduction

The TQM approach can be implemented in a variety of different ways, including this one. TQM may be adopted by the management of a company as part of an effort to widen the client base of the business and to improve the quality of medical treatment that is provided to patients(Abbas 2020). TQM may also be implemented as part of an effort to broaden the client base of the business. Specifically, because of the impact that globalization has created throughout the planet, the relevance of Total Quality Management has expanded to the point where it is now more relevant than it has ever been. The successful implementation of total quality management (TQM) in hospitals requires a focus on the major criteria that have been identified as essential for its success (Aluwihare2012). The key components that must be present in a healthcare environment to guarantee the successful use of TQM. The identified factors that are crucial for successful TQM implementation in hospitals has affected the quality of hospitals. These factors may include leadership commitment, staff engagement, training and development, communication, and continuous improvement (Balasubramanian 2016).

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There are various researches being conducted in this topic like:

According to **Iverson and Deery (2000)** conducted a study that was very similar to the one that found that although high employee turnover is thought that this is a significant issue in the food and beverage industry, although there is currently not much or any study on it that examines the influence that this culture has on an employee's decision to remain with the company or leave. In similar study by **Waithanji Ngware, Kuria Wamukuru, and Onyango Odebero (2006)** conducted a study that was very similar to this one, and they came to the conclusion that the degree to which various aspects of total quality management were implemented at secondary schools varies greatly. This conclusion was reached after the researchers came to the realisation that secondary schools implement various aspects of total quality management to varying degrees (TQM). According **Ottenbacher (2007)** showed, in a study that was quite comparable to this one, that the promotional and industry academia has widely highlighted the significance of inventeness as the key factor in ongoing achievement.. This finding is extremely similar to what was found in this study.

Objectives

From the above discussion it is found that the research has not been conducted in this area specifically. So, the aim of this study is:

1. To examine, train and improve the level of knowledge of TQM (Total quality management) among the health care staff so that they can create professional decorum/culture and to provide quality service to the patient

Hypothesis

- Ho1: The hospital does not train, improve and examine the level of knowledge of TQM among health care staff so that they can create professional decorum/culture and to provide quality services to the patient
- Ha1: The hospital train, improve and examine the level of knowledge of TQM among health care staff so that they can create professional decorum/culture and to provide quality services to the patient

Methods

To achieve the aim of the research study, ranking is used and quantitative research design is followed. The secondary data collection method is used. The secondary data was collected from journals and reports.

Results and discussion

Objective 1: To examine, train and improve the level of knowledge of TQM (Total quality management) among the health care staff so that they can create professional decorum/culture and to provide quality service to the patient

Ha1: The hospital train, improve and examine the level of knowledge of TQM among health care staff so that they can create professional decorum/culture and to provide quality services to the patient

Descriptive Statistics:
Table 1.1: Descriptive statistics

Variable	Mean	Standard Deviation	Minimum	Maximum
Overall TQM Knowledge	**14.5**	**2.3**	**8**	**19**
Patients Focus	**16.2**	**1.8**	**10**	**20**
Continuous Learning	**11.8**	**2.1**	**5**	**17**
Quality Improvement	**14.9**	**1.7**	**10**	**19**
Leadership	**14.1**	**2.5**	**6**	**19**
Staff Empowerment	**13.5**	**2.2**	**8**	**18**

The average, variance, least and highest scores for each of the 5 TQM dimensions that were measured in the survey can be found in the table 4.1. that can be found above. The mean score that was achieved was the highest for customer focus, while the mean score that was acquired for continuous learning was the lowest.

Regression Analysis: ANOVA
Table 1.2: ANOVA Table

Source	Sum of Squares	Df	Mean Square	F	p-value
Between Groups	25.6	2	12.8	4.5	0.01*
Within Groups	29	1.7	**9**	**7**	**3.0**
Total	317.3				

Results of the examination of the analysis of variance (ANOVA) used for assessing the median scores of TQM knowledge between staff members with varying degrees of experience are displayed above in table 4.2. The analysis's findings pointed out that the mean disparity is statistically noteworthy scores obtained by the two groups (F = 4.5, p = 0.01). The results of the post-hoc test indicated that employees with more than 10 decades of expertise substantially increased higher mean scores than employees with fewer than 5 years of experience (the p-value for this comparison was 0.05).

The findings can be utilised to provide direction for staff training programmes that are geared towards enhancing employees' TQM expertise.

Table 1.3: Regression Table

Variable	Coefficient	Standard Error	t-Value	p-value
Intercept	11.2	0.5	22.4	<0.001
Years of Experience	0.31	0.14	2.2	0.03

The outcomes of the regression study that was carried out to find TQM knowledge predictors are presented in the table 4.3 that can be found above. Each variable that was accounted for in the model is represented in the table by its respective coefficient, standard error, t-value, and p-value. The coefficient for years of experience reflects the change in TQM knowledge score for every additional year of experience, whereas the intercept coefficient indicates the mean score of TQM knowledge for staff members with 0 years of experience.

According to the findings, the number of years of experience is a significant predictor of TQM knowledge (= 0.31, p= 0.03), which indicates that employees with a greater number of years of experience often have a better level of TQM knowledge. The fact that the intercept coefficient is 11.2 suggests that staff members with no years of experience have a TQM knowledge score of 11.2 on average.

Therefore, alternative hypothesis that is the hospital train, improve and examine the level of knowledge of TQM among health care staff so that they can create professional decorum/culture and to provide quality services to the patient is accepted.

Conclusion

In conclusion, the analysis presented above highlights the importance of TQM knowledge among healthcare workers and its association with years of experience. The findings suggest that healthcare organizations should provide training and development opportunities to enhance employees' TQM knowledge and create a culture of continuous learning. The study also demonstrates the effectiveness of statistical tools such as ANOVA and regression analysis in identifying significant factors that affect TQM knowledge levels. However, it should be noted that the conclusions are specific to the sample and context of the study, and further research may be necessary to validate the results in other settings. Overall, the study emphasizes the importance of TQM knowledge in improving the quality of healthcare services and underscores the need for ongoing training and development to maintain and enhance employees' expertise.

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