

**DELMAR INTERNATIONAL**

FOR UNDERADUATE AND POSTGRADUATE  
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Professional Research

*The Role of Comprehensive Total Quality Management  
Systems in Improving Organizational  
Performance in Hospitals.*

The Researcher

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## **Dedication**

*To the Master of all creation and the mercy bestowed upon humanity, our  
Prophet Muhammad, peace be upon him.*

*To the tenderness that embraced me and the compassion that surrounded  
me...*

*...To my **mother**.*

*To the one who carried the torch and lit the path before me...*

*...To the one to whom I owe all that I have achieved, my **father**.*

*To the one who was both wife and companion...*

*...To the one who paved the way for this success, my **wife**.*

*To the joy of my heart, my greatest wish, and the adornment of my life...*

*...To those who bring happiness to my days and multiply my  
achievements, my **children**.*

**Salem Alhadi Elgelaib** 

## **Abstract**

Providing high-quality health services has become a measure of the success and excellence of health facilities that have used modern and advanced systems in the field of hospital management, through which the latest technologies and systems are used to help manage and provide medical services in an optimal manner. The scientific and technical development witnessed by the entire world in all fields has obliged governments, peoples and various societies to strive diligently to keep pace with this development in order for health institutions in all sectors, whether public or private, to be able to provide the latest and best services and adopt high-quality management systems that rely on comprehensiveness, development and continuous improvement of hospital management. Based on this growing interest in the issue of the quality of health services, Total Quality Management is a pioneering administrative approach that can support the advancement of the level of health services to the required quality standards. Therefore, this study comes to highlight the basic concepts of Total Quality Management, while addressing the requirements and stages of its application, and applying its principles and dimensions to the health services sector. The study concluded that implementing this approach would improve the quality of healthcare services and bring significant benefits to all stakeholders, whether inside or outside of medical service centers. The study also aimed to identify the role of the Total Quality Management (TQM) system in improving the organizational performance of hospital management and the relationship between healthcare workers in hospitals. It also aimed to achieve the highest performance rates for employees of various administrative, medical, and paramedical staff. It also aimed to achieve consistency among these staff to improve and raise the level of performance in hospital management and achieve services that

advance the goals of the healthcare institution. This can be achieved through the implementation of the TQM system. The study used a descriptive and analytical approach to achieve the study objectives. It utilized a database of hospital management systems to compare them with the TQM system. In light of this, the study reached several conclusions, the most important of which are the necessity of adopting the TQM system in the management of clinics and medical service centers, developing current administrative systems to comply with international standards for hospital management, and researching quality systems and international standards to select the most appropriate ones, while keeping pace with recent releases of the TQM system. The necessity of enacting laws and regulations that contribute to overcoming the obstacles that may prevent the implementation of comprehensive quality management, along with developing strategic plans to implement the comprehensive quality system in all health sector facilities.

## *the introduction*

*Over the past decades, the field of management has witnessed significant development, becoming one of the most important sciences in the modern era. Specialized scientific research confirms that hospital management is one of the key indicators used to measure a country's social and economic development. This necessitates the availability of creative, scientific management that aligns with anticipated environmental and demographic changes—both in quantity and quality—and adapts to evolving economic, social, and cultural conditions. Such management must be capable of addressing current and future challenges.*

*The World Health Organization (WHO), along with other specialized international organizations, has emphasized the importance of applying modern trends in hospital management as an advanced science and distinguished professional practice. Modern hospital management plays a critical role in improving performance efficiency and the effectiveness of healthcare quality. Experts in modern management unanimously agree that management is ultimately responsible for the level of service provided.*

*On the other hand, one of the main reasons for the deterioration of healthcare services and the growing number of patient complaints is the lack of transparency and disclosure. The failure to present accurate data and information reflecting the true financial situation has led to a loss of public trust in public hospitals. Consequently, the concept of hospital governance has gained increasing attention and is now considered a fundamental pillar upon which modern hospital management should be based.*

*The healthcare sector is one of the most vital sectors in any country and serves as a primary indicator used to assess levels of advancement and sustainable development. Healthcare services are among the most essential services provided to society, and therefore, the top management of all healthcare institutions must focus primarily on improving the performance of these facilities and the services they offer.*

*At present, academics and researchers are increasingly focusing on studying management systems to enhance the quality of medical services. Total Quality Management (TQM) has proven to be an effective approach for achieving continuous improvement in functional performance and, consequently, institutional performance. The implementation of total quality management systems in the healthcare sector is a global objective, and its application continues to expand year after year due to the direct impact that healthcare service quality has on the lives and well-being of citizens.*

*Moreover, quality is essential to the success of healthcare activities in general and serves as a driving force in facing various challenges in political, social, environmental, health, and economic domains. The healthcare sector is considered the "safety valve" for maintaining the health of all members of society. Therefore, implementing quality systems is necessary as they are crucial tools for organizational change and gaining the trust of healthcare service recipients. Quality management is one of the fundamental principles of modern management that contributes to the advancement of work, especially in light of ongoing challenges and developments.*

*Based on the above, this thesis explores the impact of Total Quality Management on improving organizational performance in hospitals in Libya.*

*Among the most important modern management systems is Total Quality Management, which prioritizes improving institutional performance and focuses on monitoring and managing business performance using modern, structured approaches. TQM offers a new approach that develops and addresses traditional management methods. It emphasizes the necessity of meeting the needs and expectations of service recipients by understanding the required quantity and quality of services and evaluating their outcomes, while continuously improving and developing those services to reach the highest performance levels and apply best standards.*

*Total Quality Management plays a fundamental role in improving and developing organizational structures and employee performance in the healthcare sector. This is achieved through performance measurement and enhancing staff competencies to ensure high-quality healthcare services that meet international standards, thus ensuring patient safety and satisfaction.*

*Given that organizational performance is crucial for the administrative structure of institutions, healthcare leaders must understand the factors affecting hospital performance to fully benefit from them and take appropriate actions. Ensuring the quality of healthcare services should be a top priority for hospital management and staff.*

*To achieve this goal, Total Quality Management must be applied, as it is particularly well-suited for healthcare institutions compared to other service sectors. Hospitals and medical centers must ensure the provision*

*of high-quality services by adopting a TQM system that includes essential elements such as:*

- ***Top Management Commitment (TMC)***
- ***Customer Focus (CF)***
- ***Continuous Improvement (CI)***
- ***Human Resource Focus (HRF)***
- ***Information Technology (IT)***

*Numerous studies have been conducted to assess the impact of TQM on operational processes in hospital management. Findings indicate that TQM plays a significant role in performance. However, some results suggest that only specific dimensions of TQM have a positive correlation with institutional performance.*

## The study Problem.

*Hospitals strive to adopt Total Quality Management (TQM) as a managerial approach to enhance performance in healthcare and the medical services provided. The ultimate aim is to achieve patient satisfaction, ensure optimal utilization of human and material resources, and keep pace with scientific progress in healthcare facility management. Despite the crucial role of management in the success of any endeavor, hospitals face several challenges in implementing TQM. These include a lack of knowledge regarding the concepts and philosophy of TQM, insufficient employee motivation, and a lack of necessary training. Additionally, hospitals encounter problems such as adherence to outdated administrative systems, resistance to change, weak administrative and technical oversight, and the failure to use modern methods or conduct studies, statistics, and research that highlight the importance and impact of TQM on hospital performance.*

*With the ongoing development witnessed by both developed and developing countries, as well as increased openness among nations and rapid population growth, the demand for social services in general—and healthcare services in particular—has surged. This has intensified pressure on the public sector responsible for meeting these demands.*

*In Libya, the issue of healthcare and the quality of services provided by hospitals—both preventive and curative—has drawn the attention of officials, citizens, and media at all levels. Public satisfaction with these services varies, and frequent visits by government officials to public hospitals clearly indicate a deficiency in performance efficiency. Undoubtedly, healthcare services hold special significance due to their*

*necessity for citizens and their role in addressing the needs of diverse segments of society.*

*The importance of TQM remains underdeveloped and not widely recognized across many production and service sectors in general—and particularly in Algerian hospitals. Due to the researcher’s academic affiliation with the University of Jordan for three years as a postgraduate student, along with his personal experience as a patient and visitor at Jordan University Hospital (a hospital adopting TQM both philosophically and practically), he perceived a noticeable disparity in the quality of healthcare services provided compared to Algerian hospitals.*

*In this context, the research problem has been formulated as follows:*

*Hospitals and healthcare facilities also suffer from the squandering of public funds and the depletion of material and human resources due to the absence of proper management. Naturally, this has adversely affected the performance and quality of services provided, yielding little to no tangible outcomes in the medical field. This situation is largely due to the lack of desire for administrative development in the management of hospitals and health centers—a failure observed in both the public and private healthcare sectors. Although the private sector may have relatively structured management systems, the absence of TQM application and the obstacles to its implementation have contributed to weak management and its repercussions.*

***Accordingly, the research problem can be framed as follows:***

*What is the impact of implementing Total Quality Management on hospital performance, and what role do TQM systems play in improving organizational performance in hospitals?*

## The importance of studying:

### *Significance of the Study*

*The importance of this study lies in the pivotal role that Total Quality Management (TQM) plays in improving both administrative and medical operations in hospital management. Practically, the study aims to contribute to the development of healthcare services through advanced and organized management of health facilities. Theoretically, it enriches the Libyan academic literature with a new and vital topic on the application of TQM in hospital administration.*

*From a field-based perspective, the significance of the study is reflected in its focus on the quality level of the health services provided, which is the cornerstone of hospital success and excellence. The key points highlighting the study's importance can be summarized as follows:*

- 1. The concept of TQM is crucial for researchers in administrative fields and business organizations in general—and hospitals in particular—as it is one of the modern approaches that ensures quality in activities and processes, especially in healthcare services delivered to patients.*
- 2. The study seeks to fill a research gap by addressing a topic of critical importance that directly impacts the health and lives of all citizens.*
- 3. The Libyan hospital sector is one of the most essential service sectors, as it provides healthcare services to the entire local community. This necessitates a high level of attention to the quality of services provided.*

4. *The findings and recommendations of this study could help improve the quality of health services in Libyan hospitals and support the adoption of TQM as a guiding philosophy.*

*From a scientific standpoint, the study contributes by providing decision-makers with a comprehensive overview of TQM levels in the healthcare sector and demonstrating how TQM can significantly improve the efficiency of medical service performance. It also emphasizes the optimal use of state-allocated financial resources and the effective investment in human resources, including medical, paramedical, and administrative staff, to achieve institutional goals.*

*The significance of the research can be divided into the following theoretical and practical aspects:*

***Theoretical Importance:***

- *Focusing on the study of TQM and its role in ensuring the quality of healthcare institutions, thus aiding in the formulation of public policies related to the quality of hospital programs and services, and in the efficient development and implementation of those services.*
- *Opening new avenues for researchers to conduct further studies on TQM and its role in guaranteeing the quality of hospitals and healthcare institutions.*

***Practical Importance:***

- *The research emphasizes TQM concepts, particularly its role in ensuring quality within hospitals and healthcare institutions,*

*through strategies aimed at improving programs and services in hospitals and health centers.*

- *The research findings can assist policymakers and stakeholders in developing policies to improve the quality of medical services and enhance hospital administrative performance.*
- *The study contributes to enriching the Libyan academic library with new research on hospital quality management, particularly given the scarcity of Arabic studies in this field.*

### ***Reasons and Significance Behind Choosing the Topic***

*The topic was selected for the following reasons:*

1. *The crucial role of TQM in improving healthcare services in hospital institutions.*
2. *To highlight the importance of the healthcare sector.*
3. *The vital role that hospitals play in society due to their impact on the human element, which is the foundation of economic development and the primary driver of production.*
4. *To promote the advancement of healthcare service quality.*

#### ***A. Personal Importance:***

- *Completing this research as part of the academic and scientific journey, driven by a personal interest in the healthcare sector and a desire to improve the quality of services for the benefit of patients and society as a whole.*

#### ***B. Academic and Scientific Importance:***

- *Contributing new references and research to the Libyan academic library.*

***C. Social Importance:***

- *Demonstrating how TQM contributes to the enhancement of healthcare services.*
- *Investigating the extent of TQM implementation in the health sector.*
- *Gaining deeper insight into the reality of healthcare services provided by staff in health institutions.*

## Objectives of the study:

*The aim of this study is to introduce the Total Quality Management (TQM) system and its role in improving organizational performance in hospitals by exploring the system's components and pillars, as well as the improvements it brings to medical services and its relationship with hospital management performance.*

*TQM has become a major topic of interest over the past two decades. Numerous studies, research papers, writings, and various activities such as seminars and conferences have focused on it. While this growing interest is evident in academic institutions and research centers, it has also expanded into practice—where many organizations have adopted TQM slogans, and companies have competed to obtain various quality certifications.*

***The specific objectives of this research can be outlined as follows:***

- 1. To define the TQM system and its methods of application in hospital management.*
- 2. To examine the impact of TQM on improving the quality of healthcare services in hospitals and on supporting top management in the administration of health facilities.*
- 3. To present previous experiences in the application of TQM and the results derived from these experiences in enhancing performance levels in the delivery of medical services.*
- 4. To propose modern management models through the implementation of the TQM system.*

5. *To highlight the importance of applying TQM in the healthcare services sector as a modern managerial approach that plays a significant role in improving service quality, benefiting both patients and hospital staff.*
6. *To identify the requirements for implementing TQM in healthcare institutions.*
7. *To discuss the concept of healthcare institutions and enumerate their various functions.*
8. *To emphasize the objectives of healthcare service quality.*
9. *To highlight the success factors for implementing TQM in healthcare institutions.*

## Study hypotheses and questions.

*The desire to implement Total Quality Management (TQM) has emerged as a fundamental goal to achieve excellence and creativity. However, applying it at the required level to realize the desired objectives necessitates attention to intangible resources, a set of skills, scientific knowledge, and the expertise of human resources, alongside focusing on the hospital's infrastructure and information systems. Through the preparation of this study, data collection, and defining the research sample, the following hypotheses were formulated:*

- 1. **First Main Hypothesis:** There is a significant correlation between the application of TQM and the success of hospitals and medical centers in Libya in advancing the quality of medical services. In other words, the implementation of TQM will contribute to enhancing the effectiveness of hospital management systems.*
- 2. **Second Main Hypothesis:** The integration between TQM and hospital management systems leads to achieving the primary goal of the healthcare organization, which is to improve the level of health services and patient satisfaction to ensure survival, growth, and continuity.*

*Derived from these are the following sub-hypotheses:*

*(a) There is a statistically significant effect of the dimension of senior management support, and hospital staff—as one of the dimensions of TQM—on improving the quality of health services in hospital management within the study area.*

*(b) There is a statistically significant effect of the dimension of focusing on beneficiaries of medical services—as one of the dimensions of TQM—on improving the quality of health services in hospital management within the study area.*

*(c) There is a statistically significant effect of the dimension of continuous improvement—as one of the dimensions of TQM—on improving the quality of health services in hospital management within the study area.*

## Study Approach.

*The study methodology relied on steps aimed at achieving its objectives, following the methodological procedures outlined below:*

***Descriptive Method:*** *This method was employed to describe and diagnose the research phenomenon through collecting data and information from books, references, academic knowledge gained from university studies, as well as relevant studies and sources related to the research. The goal was to extract concepts related to Total Quality Management (TQM), health services, and the relationship between them.*

- *Reviewing previous studies related to the research topic and the business environment of the study community to form a comprehensive knowledge framework that enables the researcher to grasp all aspects of the research problem and understand the latest findings in the field of TQM.*
- *Defining the theoretical framework of the study in line with the research problem and its objectives.*
- *Formulating the study hypotheses, which represent proposed solutions to the research problem linking its variables.*
- *Collecting the necessary data and information to measure the study variables and test the hypotheses.*

***Analytical Method:*** *This method was adopted to gather scientific material, analyze data, and comment on the information and data relevant to the study.*

- *Conducting appropriate statistical tests to verify the validity of the data for statistical analysis and to test the study hypotheses, ultimately leading to suitable conclusions and recommendations.*
- *Performing comparisons and identifying the results and successes in applying the system.*

## Research Methods and Study Stages

The research will be conducted in three stages, covering both the theoretical and practical aspects related to the thesis topic:

**Stage One:** a) Collecting data and information, defining quality systems, and reviewing global standards in this field, with a focus on the Total Quality Management (TQM) system. Extracting results and experiences from the application of TQM in hospital management.

b) Reviewing previous studies as well as the outcomes of TQM implementations in this area.

**Stage Two:** a) Defining the Total Quality Management (TQM) system.

b) Explaining the principles and importance of TQM.

c) Identifying the steps to achieve quality in medical administration through the implementation of TQM.

**Stage Three:** a) Studying the impact of applying TQM on improving the quality of health services in hospitals.

b) Analyzing the dimensions of TQM in optimizing the use of hospitals' material and human resources.

## The limits of the study:

- **Time Boundaries:** *This refers to the period during which data and information were collected from the study sample based on the research objectives and needs. It also includes the timeframe covered by previous studies referenced in this research. The time boundaries span from 2018 to 2025.*
- **Spatial Boundaries:** *These include the hospitals and medical service centers studied for the feasibility of implementing the system, along with an examination of the administrative systems currently in use. The study area is limited to the city of Misrata in Libya.*
- **Human Boundaries:** *These pertain to the administrative and technical staff involved in the hospital and medical service center management systems, as well as the medical and auxiliary medical personnel.*
- **Subject Boundaries:** *These focus on topics related to the research, specifically the current hospital management system and the potential for applying the Total Quality Management (TQM) system.*

## **Study plan:**

### ***Chapter One: Theoretical Framework and Scientific Concepts***

*This chapter addresses the fundamental concepts related to Total Quality Management (TQM) and its applications in healthcare institutions. It is divided into the following sections:*

#### ***Section One: Introduction to Total Quality Management***

- *Definition of the Total Quality Management System*
- *Principles of the Total Quality Management System*
- *The concept of Total Quality Management in hospital administration*

#### ***Section Two: Healthcare Institutions and Centers***

- *Definition and characteristics of healthcare institutions and centers*
- *Basic services provided by healthcare institutions and centers*
- *The importance of applying Total Quality Management in hospitals*
- *Dimensions of Total Quality Management in healthcare service management*

#### ***Section Three: Concepts of Total Quality Management in Healthcare Services***

- *The importance of Total Quality Management in hospital administration*
- *Characteristics of Total Quality Management in medical facilities*
- *Standards for applying Total Quality Management in hospital management*
- *Measuring the quality of medical services*

## ***Section Four: The Contribution of Total Quality Management to Improving Healthcare Services***

- *The role of top management in achieving Total Quality Management in hospitals*
- *Obstacles to applying Total Quality Management in healthcare institutions*
- *The need to adopt a Total Quality Management system in healthcare institutions*
- *Steps to implement and adopt the Total Quality Management system in hospitals*

## ***Chapter Two: Experimental and Practical Framework for System Implementation***

*This chapter covers the field study and practical application of Total Quality Management in hospitals and clinics. It includes the following sections:*

### ***Section One: Requirements for System Implementation and Success Factors***

- *Requirements for applying Total Quality Management in healthcare institutions*
- *Success factors for Total Quality Management in healthcare institutions*
- *The general strategy for implementing the Total Quality Management system*

### ***Section Two: Experimental Study of the Application of Total Quality Management***

- *The first application model: Jordan University Hospital*
- *The second application model: Tripoli Medical Center*
- *Comparison between the two application experiences of Total Quality Management*
- *Essentials for implementing the Total Quality Management system*

### ***Section Three: Application of Total Quality Management in Consulting Clinics***

- *Overview of consulting clinics for oral and maxillofacial surgery*
- *Stages of applying the practical experience of the system in the clinics*
- *Proposal for applying Total Quality Management in consulting clinics*
- *Essentials for implementing the Total Quality Management system*

## Conclusion.

*The primary task of hospitals and medical centers is to provide health services to citizens, making them a refuge for patients seeking wellness and for healthy individuals demanding prevention. With unprecedented pressures increasing on all public and private health service institutions, these institutions are compelled to be in constant pursuit of quickly responding to the demands and needs of citizens, alongside improving the quality of health services provided to them. All of this necessitates that those responsible for managing these services find the means and ways to meet and respond to these demands.*

*Total Quality Management (TQM) has become one of the effective administrative approaches that can strengthen the active role of hospitals by starting from the patient's needs and working to provide high-quality health services through the optimal utilization of available resources, especially human resources.*

*Through this study and the results obtained, a set of topics can be proposed as potential fields of research, summarizing the efforts exerted to advance the health sector. This includes emphasizing the necessity of transitioning towards Total Quality Management, extracting results on its impact in achieving quality health services, encouraging the application of TQM requirements in Libyan hospitals, and addressing and mitigating obstacles to implementing Total Quality Management in healthcare institutions.*

*Total Quality Management is considered a modern concept based on a set of principles and dimensions that any institution can apply in its field of activity to achieve the best performance and fully meet quality*

*requirements. Since health services in Algerian healthcare institutions have yet to meet the aspirations of patients and their companions, which has led to numerous criticisms and questions, it is essential to address this humanitarian demand with special attention, moving towards adopting this approach and establishing its dimensions in our hospitals. This is to keep pace with global developments in the field of health service quality, which has become linked to one of the most important aspects of human life: health.*

## Results.

- *The study concluded that Total Quality Management (TQM), through its principles, positively impacts the improvement of hospital performance. This supports the study's hypotheses as the results were expected and consistent with previous studies.*
- *The study also found that the hospital under study is in the process of opening up to understanding and accepting the principles of Total Quality Management, which is encouraging for further adoption towards achieving the system's implementation.*
- *There is a positive relationship between top management support, customer focus, continuous improvement, employee participation in decision-making aimed at applying the principles of Total Quality Management, and organizational performance in the healthcare institutions under study.*
- *The Total Quality Management system plays a role in creating a competitive advantage among hospitals.*
- *There is a relationship between demographic variables, such as experience, educational level, and job position, and the dimensions of TQM. The results indicate that personal variables are related to the application of TQM principles, and the findings are consistent with...*
- *Transitioning towards Total Quality Management in healthcare institutions providing health services is a fundamental step to improving performance and developing health services therein.*
- *The application of Total Quality Management achieves many benefits in hospitals, primarily represented in simplifying and improving procedures and achieving efficiency.*

## Recommendations:

*Based on the study, a set of suggestions and recommendations have been proposed as follows:*

- 1. It is essential to adopt the concept of implementing the Total Quality Management (TQM) system and to strive to prepare and qualify the dental and oral surgery outpatient clinics, according to the significant benefits that the study has revealed, which will positively impact both the clinics and their visitors.*
- 2. The top management of the Ministry of Health must be more committed and supportive of applying this system in all hospitals and medical centers to improve the quality of health services and to take various measures and policies that would strengthen efforts in system implementation.*
- 3. Benefit from previous experiences where Total Quality Management has been applied in the healthcare sector.*
- 4. Support health research focused on improving the working environment within healthcare institutions.*
- 5. Involve all parties and work according to the principle of one team to reach a high level of quality.*
- 6. Provide material resources and develop the infrastructure of hospitals, including medical devices, equipment, and supporting service facilities to create a suitable environment for service delivery and to raise the quality level.*
- 7. Emphasize teamwork and promote a team spirit culture, reconsider the existing incentive system, allocate material and moral incentives for distinguished performance, and encourage teamwork.*

8. *This study is limited by spatial and temporal boundaries; therefore, it is recommended to conduct future research on a larger scale and to consider using a greater number of variables in the research model.*
9. *It is necessary for the institution and its employees to understand the culture of Total Quality Management and to raise awareness of the system through training and capacity building, as without support for the culture of total quality, TQM remains merely a program.*

## The reviewer:

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