

Reflection Of Total Quality Management On Nursing Performance In Organizations: Review Article

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Abstract

Background: The relationship between Total quality management (TQM) and nursing performance has become a significant issue over the past few decades. The increase implementing and focusing TQM on nursing field is due to Nurses have a critical role in successful of any organization.

Objective: The current review was aimed at discussing and analyzing reflections of TQM in improving nurses performance and enhancing satisfaction regarding organizational.

Method: Data was collected through a comprehensive electronic search, including google scholar, nurses lab, PubMed and Midline. The articles include were last 10 years, free-full articles, English language included and using following keywords: TQM, Nursing performance and organization quality.

Results: This review article offer a scientific results revealed a positive reflection between TQM and nurses performance. There was also offers excellent evidence about impact of implement TQM on organization.

Conclusion: This study concludes that TQM improves nurses performance and organization satisfaction. TQM implementation in nurses needs awareness about quality management and development in both models and frameworks.

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I. Introduction

Through globalization, there is a growing concentration on quality management that is an essential unit at all organizations (Sahputra et al.,2021). Quality management (QM)is a notable concern for the healthcare organization,cause there are numerous issues related to the existence of an organization. For example, health care providers necessity applies a professional standard to avoid legal and ethical accountability(Grossu&Kalkis, 2022).

Regrettably, they face countless challenges that can be classified into four major areas: acceleration in the cost of health services, invasion of technology dependence, pressure on health organizations to provide higher quality with low cost and lastly satisfying patients needs, and it is a critical demand that organizations requiring to elevate quality services(Al-Shdaifat,2015). As these challenges drive health managers to apply a system that can manage health care in a measurable method to achieve a high-quality outcome.

Over the decades, development organizations have steadfastly great efforts to adopting QM practices(Alshourah,2021).The system that will deal with all of these challenges and work out through all health organizations problems is Total Quality Management (TQM).Whyte&Witcher(1992) give an explanation of TQM as an approach with a holistic perspective on Total, Quality and Management. *Total*, due to TQM takes input from every department and individual; *Quality*, due to TQM helps attain standard on customer service and end-user satisfaction; *Management*, due to TQM brings to fore innovative new forms and practices on Management(Balasubramanian,2016).

TQM initial develop in private factory enterprises and recent decade was applied to other sectors such as education and health care sector (Mahgoub& Ahmed, 2020). Owing to the lack of a costume definition of TQM, defining is a quite difficult . For examples , Rahman on 2005 defined a TQM as management approach for improving organizational performance that encompasses a variety of both technical and behavioral topics” (Zehir et al.,2012). Another definition of TQM was described as "A comprehensive strategy of organizational and attitude change for enabling personnel to learn and use quality methods, in order to reduce costs and meet the requirements of patients and other customers"(Ghanemet al.,2021).Several studies have assured that TQM implementation is have a significant reflection to enhance health care providers performance on any organisation particularly nurses' staff.

Nurses drive a critical role in the successful health care service of organization (Alzoubi et al.,2018). They represent approximately 27 million men and women make up the global nursing workforce. This accounts for nearly 50% of the global health organization(WHO,2022). Furthermore, nurse performance remains well

established determinants of quality service for patients on organization (Alzoubi et al.,2018).Moreover There is a direct relationship between nurses' performance and organization improvement. If it is implementedTQM will guide to increase of nurse performance at every aspect(Hidayahet al.,2022).

In addition, recently researchers focus on reflection of total quality management in the healthcare sector, considering the general principles of quality management as a productive method of the healthcare sector(Abu-Rumman et al., 2021).

Aim of the study

The current review was aimed at discussing and analyzing important literatures concerning the reflections of TQM in improving nurses performance and enhancing satisfaction regarding organizational services.The last section discuss the findings andprovides recommendations for future studies.

II. Method

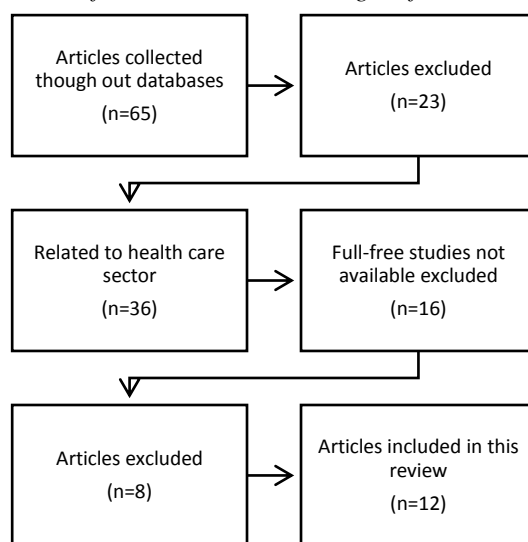
Search methods

Data was collected through a comprehensive electronic search, including Google Scholar, Nurses Lab, PubMed, and Midline. The studies included in this paper were: (1) these articles in the last 10 years; (2) free-full articles (3) English language, and (4) using the following keywords: TQM, nursing performance, and organization quality (5) discuss TQM and nurses' performance in organizations.

Search outcome

The analysis of 13 Google Scholar, 7 Nurses Lab, 34 PubMed, and 11 Midline databases gives a total of 65 studies. Initially, 23 were excluded through keywords, and the names of articles were collected. When alerting for related to health care sector, 36 stayed. In the quick review, eight studies were excluded since the abstracts were reviewed. Sixteen other studies were excluded because a full-free study was not available. In-depth summary: 12 studies were analyzed in further detail. It appears that these studies are consistent with the inclusion criteria as described.

Figure1: Flow of data across various stages of the review process.



III. Results and Discussion

A thorough examination of approximately 12 papers has been conducted, involving an in-depth review that considers both the research focus and the outcomes of each paper. The comprehensive list of reviewed papers is detailed in Table 1. Several papers in the review highlight the successful application of TQM across various organizational sectors. The emphasis on quality and the adoption of total quality management (TQM) in organizations have become crucial for achieving industry excellence and maintaining a competitive edge. This has prompted numerous researchers to conduct studies on the relationship between TQM and performance in the field.

This review compiled papers from various countries, revealing a noteworthy trend: the majority of research on TQM tools, service quality, and nurses' performance is concentrated in the Middle Eastern and South Asian regions, with less attention given to developed nations.

Sr.No	Title	Journal	Findings of study	Citations
1	An Empirical Study of the Contribution of Total Quality Management to Occupational Safety and Health Performance in Saudi Organizations	International Journal of <i>Environmental Research and Public Health</i>	Significant and positive impact of TQM organizations	[2]
2	Total quality management practices and their effects on the quality performance of Jordanian private hospitals	Management Science letters	TQM as the most crucial factor for ongoing improvements	[4]
3	Total quality management tools and techniques for improving service quality and client satisfaction in the healthcare environment: A qualitative systematic review.	EDP sciences	Positive impact of TQM on the healthcare industry	[8]
4	Implementation of total quality management in hospitals	Journal of Taibah University Medical Sciences	Complete value of TQM might not have been fully recognized.	[3]

Table 1: for evidence of Reflection of TQM on performance

5	Total Quality Management in the Healthcare Industry Challenges, Barriers and Implementation Developing a Framework for TQM Implementation in a Healthcare Setup.	Science Journal of Public Health	Integrated TQM framework can be achieving successful implementation.	[6]
6	Total Quality Management and Innovation in Nursing Service Organizations	Ecronicon journal	TQM evolved into a central element to enhancing competitive advantage.	[7]
7	The impact of integrated quality management-based health services on general hospital quality	Journal Frontiers in Public Health	Implementation of TQM in organizational will enhancement in the performance levels	[9]
8	Total quality management practices' effects on quality performance and innovative performance.	Procedia - Social and Behavioral Sciences	Significant correlation between TQM tools and quality performance	[13]
9	Assessment of the quality of nursing practice in Indonesia based on total quality management indicators.	<i>Belitung Nursing Journal</i>	TQM positively influences independent nursing practice.	[11]
10	Total Quality Management Intervention for Enhancing Nursing Commitment and Performance in Jordanian Hospital: Protocol of a Quasi-Experimental Study	International Journal of <i>Advanced Scientific Research & Development</i>	TQM is statistically significant increase in the levels of performance among nurses.	[5]

Recent findings from a study involving health care institutions underscore the positive influence of TQM fundamental pillars on health program performance. Another study the statistical results indicate a significant and positive impact of total quality management practices on surveyed organizations (Aichouni, 2023). In a separate study conducted in a private hospital in Jordan, TQM factors were assessed for their impact on performance, highlighting TQM as the most crucial factor for ongoing improvements (Alshourah, 2021). Similarly, in another study, the study holds significance for policymakers, regulators, practitioners, and managers as it comprehensively presents recent trends in TQM within the healthcare sector. The findings show that a substantial positive impact of TQM on the healthcare industry (Grossu & Kalkis, 2022).

Conversely, certain earlier studies suggest a subpar implementation of TQM. A 2015 study pointed out that the complete value of TQM might not have been fully recognized or embraced (Al-Shdaifat, 2015). While the correlation between TQM practices and performance remains ambiguous, the persistent pursuit of continuous development, consumer satisfaction, and fostering an open culture stands as fundamental shared objectives of TQM. Additionally, research, such as (Balasubramanian, 2016), indicates that utilizing the SERVQUAL model and an integrated TQM framework can be instrumental for healthcare organizations, aiding them in overcoming obstacles and achieving successful implementation of TQM concepts and practices. Therefore, the interconnection between TQM can significantly influence organizational performance and advancement.

Furthermore, TQM has evolved into a central element in establishing and enhancing competitive advantage (Ghanemet al., 2021). Similarly, another study has indicated that the implementation of TQM in organizational processes consistently results in enhancements in the performance levels of the organization, supported by both theoretical research and real-world data (Hidayahet al., 2022). Simultaneously, certain studies reveal a significant correlation between TQM tools and quality performance, as highlighted in (Zehir et al., 2012). These studies elaborate on the substantial impact of TQM as a quality-oriented approach on overall quality performance.

Concerning the widespread adoption of TQM across various disciplines to ensure clients receive reliable, accurate, and timely care, nurses hold significant roles in hospitals, playing a key part in TQM implementation. The nurse manager serves as a crucial facilitator of TQM programs, and the success of these programs hinges on their active involvement. This requires the nurse manager to provide leadership to nurses and acknowledge their responsibility for maintaining quality as outlined in their quality focus. In Indonesia, a study investigated the effects of TQM on nursing performance, confirming that TQM positively influences independent nursing practice. The cross-performance was assessed favorably based on MBCfPE criteria (Sahputra et al., 2021). On another study, in Jordan, the study posits that the introduction of TQM is expected to result in a statistically significant increase in the levels of commitment and performance among nurses in the intervention group compared to those in the control group (Alzoubiet al., 2018).

Moreover, hospitals and other healthcare providers are advised to adhere to the guidelines established by the International Organization for Standardization. Embracing these practices enables hospitals to decrease costs by improving efficiency, ultimately enhancing overall performance. Subsequent research endeavors should

delve into expanding the scope of this report, elucidating varied research methods employed, and investigating the reasons behind the effectiveness of TQM.

IV. Conclusion and Recommendations

This study concludes that the implantation of TQM in organizations has the potential to enhance the quality of the organization and healthcare performance, provided it is implemented correctly. Similarly, many nursing institutions have predominantly embraced TQM in their practices,

leading to improvements in cost containment, efficiency, and staff performance. However, this integration necessitates conscientious and collaborative efforts among nursing professionals and practitioners. A well-informed, connected, and adaptive network and linkage among nursing practices will be essential. The study recommends Future research should pay attention to this topic. More research needs to extend our understanding of the constructs used in this study by exploring them in different ways. Further research may look into preparation and development of both frameworks and models of evaluation TQM on performance.

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