

Quality Performance of UNSOED Dental Education Hospital Based on the Criteria of Malcolm Baldrige

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Abstract. One of the key success factors in improving the quality performance of healthcare services is through organizational performance which begins with patient satisfaction in the hospital. To produce a quality management mechanism for good healthcare services, the hospital needs to apply an effective measurement method in order that can analyze and find dimension quality of performance which is needed to be fixed or improved in increasing the healthcare services. Measurement of quality performance in the hospital will always be associated with three main factors among others are objective, size, and assessment. To achieve the objective, it needs a clear and good measurement as a standard for each individual who plays a role in the organization. To ensure the organization of hospital is carried out with good quality performance, one of them can measure with all activities comprehensively through a collection of quality criteria which is referred as Malcolm Baldrige criteria which consist of a set of questions grouped into 7 criteria to assess the performance of healthcare service organization. This research used analytical observational study with cross-sectional approach which aims to see between the variables. The number of respondent in this study was taken using random sampling of 30 respondents which consist of structural and functional officers including the employees, and nurses at RSGM UNSOED. This study was carried out by using questionnaire with the measurement on the questionnaire using five-point Likert Scale from 1 (strongly disagree) to 5 (strongly agree). Data analysis using regression analysis. From the results of the research, conclusions, criteria, Malcolm, Baldrige, which proved positive and significant towards RSGM performance were Leadership, Strategic Planning, Customer Focus, Workface focus, and IResult. Hypothesis accepted. Variables measurement, analysis and knowledge management, and the focus of operations did not prove significant and negatively affected the support of RSGM performance. The hypothesis is rejected.

Keyword: Malcolm Baldrige, Quality Performance, Healthcare Services, Hospital Quality

1. INTRODUCTION

Hospital is one form of the organization engaged in health services. Health services are required to always improve. One of the key factors for success in improving health services through organizational performance begins with patient satisfaction from the hospital (Heryenzus, 2019). Hospital performance measurement is currently important in improving the quality of services to the community. Competition in hospitals is very tight, especially related to service performance, hence every hospital needs to always measure them (Haksama, 2016).

To create a hospital with superior performance, the hospital needs to implement a management system which oriented to customer satisfaction. The superior performance or Performance Excellence is one of the main factors that must be sought by every organization to win the global competition, as well as by health services companies. To produce a good service quality management mechanism, companies need to implement effective measurement methods to analyze and find the quality dimensions that need to be improved or enhanced to achieve high quality (Heryenzus, 2018).

To ensure that the hospital is carried out with good quality, all of its activities can be comprehensively through measured with quality criteria called Malcomb Baldrige Criteria or Baldrige Criteria. The Baldrige Criteria can be used in assessing health services. The Baldrige

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Criteria is a guide for an institution to achieve high-quality performance by improving its service quality. It consists of 7 criteria, of which 1) Leadership, 2) Strategic Planning, 3) Customer Focus, 4) Measurement, Analysis, and Knowledge Management, 5) Workforce Focus, 6) Operation Focus, 7) Result (Haris, 2005). The advantage of the Baldrige criteria is its ability to provide a comprehensive and integrated assessment. A quality measurement using Baldrige criteria is advantageous because it allows the institution to conduct self-assessment (Gaspersz and Fontana, 2011).

To improve the quality of health services in Indonesia, the Government has agreed to make accreditation of hospitals as an obligation. This is in line with Law Number 44 of 2009 verse (1) concerning Hospitals that "To improve the quality of hospital services, accreditation must be carried out periodically at least 3 (three) years". The attention of the Government to the hospital must be followed by all involved parties within the hospital. This is because, in reality, many complained that the hospital services in Indonesia are still not optimal, these complaints can be seen through media (Cahyono, 2012). This proved in previous studies according to Cahyono (2012) about quality studies of accredited hospitals that the Baldrige criteria analysis with 7 criteria shows that the hospital still needs to be improved because 4 criteria still have low scores.

UNSOED Dental and Mouth Hospital (RSGM UNSOED) is a state hospital that organizes fully-accredited dental and oral health services. Based on the description above, the authors are interested to evaluate the Quality of Service of RSGM UNSOED which has passed accreditation in terms of the criteria for Malcomb Baldrige. The study will be conducted at RSGM UNSOED as one of the fully-accredited hospitals.

2. LITERATURE REVIEW

Malcolm Baldrige is one method of improving organizational performance as a whole and continuously by using measurements and providing feedback on overall organizational performance in the provision of quality products and services. The Malcolm Baldrige criteria consist of a set of questions grouped into 7 criteria for assessing the performance of health service organizations.

a. Leadership

Leadership is the most important thing in organizational development. Senior leadership can involve the accreditation team. Duncan's theory mentions Vision, Mission formed by senior leadership, elected staff, and other important people who make leadership need to be committed to its implementation (Bachtiar, 2015).

b. Strategic Planning

Is a criterion for developing a strategic plan. Gaspersz (2007), one management concept that helps translate strategies into action is the balanced scorecard. If organization establishes a strategy, the strategy should be elaborated in an action plan with existing management tools.

c. Customer Focus

Customer focus criteria are about how organizations set goals to listen to consumer demands, expectations and trends and customer involvement (Sutikno, 2015).

d. Measurement, analysis, and knowledge management

It is a system of measuring organizational performance, including the voice of the customer, and the way the organization analyzes performance throughout all levels and parts of the organization (Haksama, 2016).

e. Workface Focus

It is an organizational way that enables employees to develop and use their potential to be tailored to the organization's goals to develop and improve the work environment (Sutikno, 2015).

f. Operation Focus

It is a key aspect for the management of organizational processes including designs that focus on work systems and work processes (Sutikno, 2015).

g. Organizational Performance Results (result)

It is the identification of organizational performance and increasing key business, customer satisfaction, financial performance, HR results, organizational performance, etc. (Haksama, 2016).

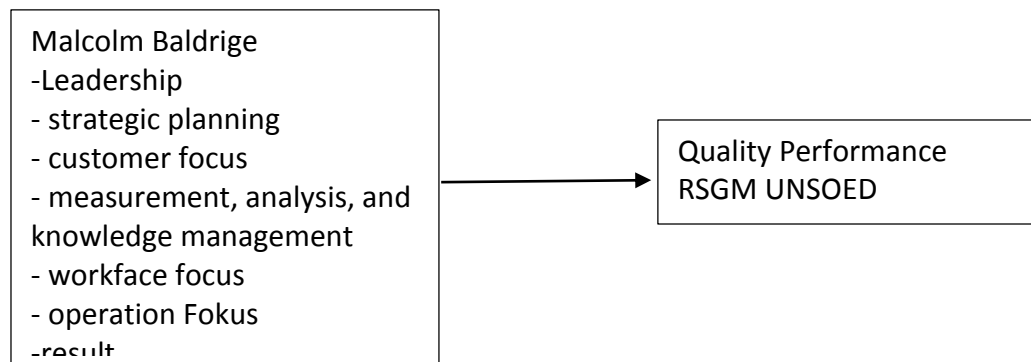


Figure 1. Research Model

3. RESEARCH METHOD

This study is an observational analytic with cross-sectional design which aims to evaluate between variables. The number of respondents in this study was taken by random sampling with a total of 30 respondents who are either structural or functional employees who work as employees, doctors, dentists, and nurses of RSGM UNSOED. This study was conducted using a questionnaire with measurements on using the 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The study was conducted in June-July 2019.

Data analysis used multiple linear regression analysis to evaluate the effect of the assessment criteria using the Malcolm Baldrige method on the quality of employee performance.

4. RESULT AND DISCUSSION

Validity test

Measurement of instrument validity was done by correlating between the value of each item with the total item, or comparing the value of r-value with the value of r-table. A variable was considered valid if r-value > r-table

Tabel 1 Validity test

Variabel	r hitung	r tabel	
Leadership	0,44	0,30	Valid
Strategic Planning	0,59	0,30	Valid
Customer focus	0,42	0,30	Valid
Measurement, analysis, and knowledge management	0,63	0,30	Valid
Workface focus	0,53	0,30	Valid
Operation focus	0,40	0,30	Valid
Result	0,44	0,30	Valid

Reliability Test

Reliability test is used to measure the consistency of study constructs/variable. A variable is said to be reliable if the respondent's answer to the question is consistent or stable over time. The reliability level of a study construct/variable can be evaluated from the results of Cronbach Alpha statistics. A variable is said to be reliable if it gives an alpha Cronbach value > 0.60 (Ghozali, 2005).

Tabel 2 Reliability Test

Variabel	Chronbach's Alpha	
Leadership	0,796	Reliabel
Strategic Planning	0,823	Reliabel
Customer focus	0,830	Reliabel
Measurement, analysis, and knowledge management	0,796	Reliabel
Workface focus	0,719	Reliabel
Operation focus	0,830	Reliabel
Result	0,606	Reliabel

Based on Table 2 above, the results of all question instruments about the study variables are reliable, so that all question instruments can be used for study.

Research Hypotheses Testing

Test Results (T -test)

Tabel 3 Results (T -test)

Variabel	Sig
Leadership	0,000*
Strategic Planning	0,003*
Customer focus	0,021*
Measurement, analysis, and knowledge management	0,164
Workface focus	0,339
Operation focus	0,032*
Result	0,003*

Based on table 3, the results of the t test in this study can be explained as follows:

1. In the Leadership variable with a significance level ($\alpha = 0.05$). The number of significance (P Value) in the Leadership variable is $0,000 < 0,05$, then the Leadership variable has a significant effect on the variable quality of performance.
2. In the Strategic Planning variable with a significance level ($\alpha = 0.05$). The number of significance (P Value) in the Strategic Planning variable is $0,003 < 0,05$, so the Strategic Planning variable has a significant effect on the variable quality of performance
3. In the Customer focus variable with a significance level ($\alpha = 0.05$). The number of significance (P Value) in the Customer focus variable is $0,021 < 0,05$, so the Strategic Planning variable has a significant effect on the variable quality of performance
4. In the variables of measurement, analysis, and knowledge management with a significance level ($\alpha = 0.05$). The number of significance (P Value) in the Customer focus variable is $0,164 >$

- 0.05, then the variable Measurement, analysis, and knowledge management has no significant effect on the variable quality of performance
5. In the Measurement variable, Workface focuses on the level of significance ($\alpha = 0.05$). The number of significance (P Value) in the Customer focus variable is $0.339 > 0.05$, then the Workface focus variable does not have a significant effect on the variable quality of performance.
 6. The Operation focus variable has a significance level ($\alpha = 0.05$). The number of significance (P Value) in the Operation focus variable is $0.032 < 0.05$, then the Operation focus variable has a significant effect on the variable quality of performance
 7. In the Result variable with a significance level ($\alpha = 0.05$). The number of significance (P Value) in the Result variable is $0.003 < 0.05$, then the Result variable has a significant effect on the variable quality of performance

Simultaneous Test Results (F-test)

Table 4 Test Results (F-test)

Model	Sun of Squares	df	Mean square	Sig.
Regression	1021.731	6	170.289	.000*
Residual	436.756	73	5.983	
Total	1458.488	79		

Based on Table 4 above, it was shown that the F-value was $28.462 >$ from the F-table value and the significance of F was $0.000 <$ significance value (0.05). Thus, it was found that leadership, strategic planning, customer focus, measurement, analysis, and knowledge management, workface focus, operation focus, and results had a significant effect on the quality of performance.

Coefficient of Determination

Table 5. Coefficient of Determination

Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	.655	.379	.340	1.486

Seen in table 5 how the influence of independent variables of leadership, strategic planning, customer focus, measurement, analysis, and knowledge management, focus on work, focus of operations, results) on the increase variable (performance support) by 37%, depending on other variables that are not included in the study

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std Error			
Leadership	.233	.059	.288	3.764	.000*
strategic planning	.259	.85	.360	3.063	.003*
Customer focus	.137	.058	.160	2.368	.021*
Measurement, analysis, and knowledge management	.193	.138	.191	1.401	.164
Workface focus	.199	.124	.094	.961	.339
Operation focus	.162	.074	.153	2.188	.032*
Result	.122	.055	.153	2.238	.003*

Based on table 6, we find the following multiple linear regression equation:

1. A value of 0,000 on leadership variables can be said to affect the level of quality of hospital performance.

2. A value of 0.003 on the strategic planning variable can be said that the value will affect the quality of hospital performance.
3. A value of 0.021 in the Customer focus variable can be said that will affect the quality of hospital performance.
4. A value of 0.164 on the measurement, analysis, and knowledge management variables can be said that the value does not affect the quality of hospital performance.
5. A value of 0.339 in the Workforce variable can be said that the value does not affect the quality of hospital performance.
6. A value of 0.032 in the Operation focus variable can be said that will affect the quality of hospital performance.
7. A value of 0.003 in the Result variable can be said that will affect the quality of hospital performance.

Discussion

Malcolm Baldrige Criteria that Are Not Proven to Significantly Influence Quality Performance

Hypothesis 4 which states the implementation of the Malcolm Baldrige criteria on employee quality performance at the RSGM from the negative test results, is not significant and does not have an effect so that the hypothesis is rejected. This is not in accordance with the results of study by Sunil C. D'Souza and AH Sequeira (2011) that measurement analysis has influential results. Effective use of information and analysis will help an agency improve its performance and competitive level. In terms of performance measurement in all RSGM, it is necessary to make improvements regarding the performance appraisal and giving criteria to customers efficiently so that all employees can what needs to be considered in the work.

Hypothesis 5 obtains insignificant results, so the results can be drawn that the Malcolm Baldrige criteria workforce focus variable does not have a significant effect on performance quality. This is contrary to the results of study by Sunil C. D'Souza and AH Sequeira (2011) that the focus of the workforce has significant and very influential results. Competencies possessed by RSGM generally have good recruitment competency standards, but discussions need to be held more frequently either directly or indirectly through seminars which discuss the needs and disadvantages of doing service to patients, so that there is a responsive response and focus of the workforce on the performance of the RSGM will experience a significant increase.

Malcolm Baldrige Criteria Proven Significant Effect on Quality Performance

Hypothesis 1 regarding the implementation of the Malcolm Baldrige criteria leadership variables have the results have a significant effect on performance quality. RSGM always views the importance of quality and hospital services that care about customer orientation. This is very influential on improving the quality of hospital performance on an ongoing basis, besides that the policies formulated by management must be able to be effectively communicated throughout hospital staff and transformational leadership characters will be able to give positive ideas in improving hospital governance, so that they are able become a driver and driver throughout the hospital element.

Hypothesis 2 regarding the implementation of the Malcolm Baldrige criteria for strategic planning variables has a significant effect on RSGM performance quality. From the results of research conducted by researchers, it can be concluded that RSGM as a whole has been able to formulate and implement long-term and short-term goals well, but in an evaluation decision that is carried out objectively as well as long-term goals and short-term goals regarding improving strengths and weaknesses is very necessary more attention and improvement are made, this will affect the RSGM strategy in competing with its competitors.

Hypothesis 3 regarding the implementation of Malcolm Baldrige customer focus variable is a variable that has a significant effect on RSGM performance quality. One important orientation of the implementation of a quality management system in the health service is the orientation that

is no longer the product, but on customer satisfaction to get customers who have high loyalty. The success of customer focus can be seen from the two factors applied, namely that the agency has market and customer knowledge. This means that there is a system and information that supports the hospital database. The hospital must also seriously build strong relationships with customers to maintain customer trust and satisfaction. Maintaining this relationship is done by continuing to improve and pay attention to customer complaints, as well as to all criticisms and suggestions, so that the hospital can use it as an evaluation of quality improvement.

Hypothesis 6 regarding the implementation of Malcolm Baldrige criteria process management variables are variables that have a significant effect on the performance of RSGM. The process management at RSGM is very good, this can be seen from the achievements that have been achieved, which are fully accredited. The hospital service process always ensures efficiency and effectiveness, so that service performance to consumers runs quickly and well.

Hypothesis 7 regarding the implementation of Malcolm Baldrige results variable is a variable that has a significant effect on the quality of RSGM performance. The results of the study state that overall RSGM business results are good, can be seen from the productivity of hospital work continues to increase but it should be noted that the number of customer complaints continues to increase along with the increasing number of patients from year to year.

5. CONCLUSION

The results of the research conclusions, criteria Malcolm, Baldrige which proved positive and significant towards RSGM performance were Leadership, Strategic Planning, Customer Focus, Workforce focus, and Result. Hypothesis accepted. Variables measurement, analysis and knowledge management, and the focus of operations did not prove significant and negatively affected the support of RSGM performance. The hypothesis is rejected.

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