Change management and its relationship to health service quality Case study on Sebha Medical Center

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Abstract: *this study aims to identify the"Change management and its relationship on health service quality Case study of Sebha Medical Center"the community of study is Sebha Medical Center. Sebha is located in the south of Libya . The total of number of administrators, doctors, paramedical staff, and individuals working at Sebha Medical Center is "600" and in accordance with table "1970" by "Kregcic& Morgan " the sample number has reached "200" of the study community, the study sample was chosen by stratified random samplingand the data was collected by using self-developed questionnaire.Data analysis was done using statistical package for social sciences (SPSS). In the study it was found that,firstlyhospital seeks to keep pace with global technological developments in the world IT sector of activity,secondly there is a low level oforganizational culture,thirdly there is high level oftechnology variableon Sebha Medical Center,Fourthly there is high level of organizational structure, Fifthly there is high level of health service quality and lastly there is a statistical denotation between change management and health service quality on Sebha Medical Centre.*
Keywords: *Change management; health service quality; organizational culture.*

I. Introduction

Since humanity and the whole world have been in a permanent movement of change that does not calm or settle, changes in systems, relationships, human thought, development, lifestyles, forms of government, behavior, customs & traditions, and this is a comprehensive change in all aspects of life that may accelerate at times. Contemporary organizations are social systems that are governed by the same rules as humans. They can grow, develop, progress, face challenges, struggle and adapt, and thus change becomes a natural phenomenon that every organization goes through. Change in its simplest form, means moving from the current situation to a more efficient and effective future, so change is the process by which we learn and discover things on an ongoing basis, change management must be effective.(Scheer,2003:45)

The health institution is considered one of the most institutions that need to ensure and improve the quality of its services after progress in science, medical knowledge as well as successive scientific discoveries to limit the spread of diseases and treat them. Therefore, the issue of developing the service or searching for new services becomes a prominent feature in the work of the health institution to keep pace with changes in science and technology in medicine.

Thus, managing the change process has become one of the most important points that modern management focuses on. Everyone realized that preparing and planning for an ever-changing organization is much better than not planning and relying on the assumption that business development takes place through gradual growth without the need for intervention and change.(Peter,2019:98)

II. Literature review

Bass, J. (2016). conducted a research in 76 healthcare facilities across the US and statedthatchange managementis very important for giving the best service quality.

Armstrong (2009). defined change as any changes in structure, management, employees, processes, andother related activities. Consequently, organizational change is regarded as the empirical observation inan organizational entity of variations in shape, quality or state over time.

Mears, S& Le-Dao, H. (2021). The study finds Clinician engagement in the change process emerged as a critical factor for change to take hold and be sustained. Successful projects were often led by clinicians and/or positioned in terms of the benefits for patients or staff.Their findings confirmedthat existing evidence suggests that when patients or staff benefits are unclear, clinicians may be less engaged with the change activities leading to challenges in gaining and sustaining momentum with the change.

Sanjana Brijball, S. (2021). The result showed that the process of transformation significantly contributed to all the sub-dimensions of service quality (tangibles, reliability, responsiveness, assurance, empathy) except the process before restructuring which did not contribute to responsiveness, assurance and empathy respectively. Furthermore, all the sub-dimensions of the process of transformation significantly impact on the different sub-dimensions of service quality, although not optimally.

Macinati, Manuela .(2008). Their findings confirmed that the quality elements described in literature as "core values" could be considered as critical factors of the quality management systems adopted by Italian health-care providers. Unlike similar studies and models currently employed by the quality award organizations, this study considered the variables related to the existence and role of the quality department. The results highlighted that this element was an important underlying factor of the quality management systems adopted by Italian health-care providers.

III.   Statement of the problem

Every change has consequences and effects, one of the most important results of every change process is to bring about positive change. Health institutions have gone through a series of changes in organizational structure and change in technology and people. This makes the provided health services outdated over time, and these new services represent the vital area for the growth of health institution and its continuity in providing various health services, and this is what necessitated the presence of the rapid internal and external variables that follow the pace of the various paced developments .The problem of study can be illustrated in the following question:-

What is the role of change management on the quality of health service in the Sebha Medical Center?

IV.   Objectives of study

1- Studying the reality of change management in Sebha Medical Center.
2- Highlighting the entrances to change that contribute to improving the quality of the health servicein Sebha Medical Center.
3- To highlight the most important problems and obstacles that may face the change processesin Sebha Medical Center.
4- Identifying the areas of change management and its role in improving health servicesin Sebha Medical Center.

V.   Important of study

The importance of the study comes from the fact that it deals with a very important topic in business management, which is the management of change in organizations, this is the only way for its development and continuity as well as the rapid changes and developments taking place in the health sector in the world pushes the institution to raise the challenge and keep pace with the changes. The study also provides an explanation of the reality of change management in the center Sebha Medical Center, and assessing the quality of the service provided and presenting the results of the study and proposals to benefit from them by the institution under study.

VI.   Hypothesis of study

On the light shed by the study problem and its aims, the hypothesis of the study were arranged as follows:-
Prime hypothesis:-there is no relation of statistic denotation between Change management and health service quality.

Alternative hypothesis:- there is a statistical denotation between Change management and health service quality.

VII.   Methodology of study

The community of study is Sebha Medical Center. Sebha is located in the south of Libya. The total numberof administrators, doctors, paramedical staff, and individuals who work in other jobs at the Sebha Medical Center is"600" and in accordance with table "1970" by "Kregcic& Morgan " the sample number reached "200" of the study community the study sample was chosen by stratified random samplecause I would like give same chance for all community to showed.

First: analysis data related with variable of change management .
In the following, we review the answers of the study sample members to identify the extent to which the areas of change management are applied, this is done by analyzing the data obtained by means of questionnaire.

1. **Obvious results related to the dimension of the technology variable.**

Table (1):
shows the trend of the sample members in terms of change in technology

variable	NO	barograph	Average	Standard deviation	approval level	level
Technology	1	The organization is working to change the methods of presenting Services using the latest technologies	3.48	1.123	highly	3
	2	The organization is working to change devices used and developed to keep pace with quality desired services.	3.68	1.130	highly	2
	3	There is a special section that monitors the hardware and software used by the workers of the establishment and treats them immediately when any malfunctions occur.	3.87	1.166	highly	1
	4	The technological capabilities in which the organization operates are highly efficient	3.37	1.198	highly	4
			3.79	**1.326**		

We note from Table No. (1) where the highest average was for the second and third paragraphs, the hospital is working to change devices used and developed to keep pace with quality desired services and there is a special section that monitors the hardware and software used by the workers of the establishment and treats them immediately when any malfunctions occur, due to the nature of the activity sector. It is completely dependent on technology. then follows the first paragraphthe average (3.48) and a standard deviation (1.12) and the last one isthe fourth barographthe average (3.37) and a standard deviation (1.19).

The over-all average of technologyvariable is (3.79) with a standard deviation (1.32) which suggests that the hospital seeks to keep pace with global technological developments in the worldits sector of activity.

2. **Obvious results related to the dimension of change in the organizational structure.**

Table (2)
shows the trend of the sample members in terms of change in the organizational structure

variable	NO	barograph	Average	Standard deviation	approval level	level
organizational structure	5	The organization makes changes in its organizational structure constantly to keep abreast of various developments.	3.81	1.155	highly	2
	6	The organization has merged some departments and sections with each other.	3.13	1.128	medal	3
	7	The organization made fundamental changes in the organizational structure to improve service quality.	3.97	1.255	highly	1
	8	The organization reviews its organizational structure periodically.	3.21	1.198	medal	4
			3.59	**1.225**		

From table (2)it was observed thatthe over-all average of organizational structure is (3.59) with a standard deviation (1.22).Paragraph No. 7 ranked first, with average (3.97)and standard deviation (1.25), which means that the hospital has made fundamental changes in the organizational structureto improve the quality of the services provided, as it appears from the table that the average for most of the items cameHigh or close to high, which indicates the institution's interest in this dimension.

3. **Obvious results related to the dimension of change in the organizational culture.**

Table (3):
shows the trend of the sample members in terms of change in the organizational culture.

variable	NO	barograph	Average	Standard deviation	approval level	level
organizational culture	9	The organization seeks to develop its own culture.	3. 12	1.241	medal	1
	10	The culture of the organization is changed according to the general objectives.	2.87	1.221	low	2

	11	individuals are flexible and adaptable when changes are necessary.	2.53	1.315	low	3
			2.79	**1.105**		

From table (3) it is observed that the over-all average of organizational culture is (2.79) with a standard deviation (1.10)is low which means that the culture of the hospital is not changed according to the general objectives, andindividuals are not flexible and adaptable when changes are necessary,cause changing an organization's culture is one of the most difficult leadership challenges. That's because an organization's culture comprises an interlocking set of goals, roles, processes, values, communications practices, attitudes and assumptions.

Second: analysis data related with variable of health service quality.
Health service quality in this study is dependent variable, the study gauge by likert scales in this study I given (9) question to sample studyas the following.

Table (4):
analysis data related with variable of health service quality.

variable	NO	barograph	Average	Standard deviation	approval level	level
health service quality	1	Commitment to providing health services on time.	2.78	1.21	low	7
	2	Availability of all medical specialties in the hospital	2.56	1.24	low	9
	3	Simplifying work procedures to ensure speed and ease in providing service.	3.31	1.00	highly	3
	4	Inform patients of service delivery dates	3.37	0.91	highly	2
	5	Etiquette and good treatment with patients.	3.03	1.16	medal	5
	6	There is confidentiality of patient information.	3.44	1.08	highly	1
	7	The hospital has all the modern financial and human capabilities to provide the service.	3.37	1.04	highly	4
	8	Suitability of medical examination times for all patients	3.10	1.33	medal	6
	9	Knowledge and awareness of the needs and desires of patients on the part of the staff.	2.73	1.54	low	8
			3.25	**0.986**		

From table (4) shows that the over-all average of health service quality is (3.25) with a standard deviation (0.98)which means that this average is closer to the agree than disagree.the sample members agreed to a large extent that there isconfidentiality of patient information in Sebha Medical Centre with average is (3.44) and standard deviation (1.08), and what was concluded is that the hospital does not have many medical specialties as well asnon-commitment confidentiality of patient information, but what was noticed is the inability of hospital staff to know the needs and desires of patients with average (2.73).

VIII.   Testing of the Hypotheses
The test approved hypotheses in this study was done by using Pearson's Correlation Coefficient. Thevalue of statistical error moral contrast will accept to (0.01).
Prime hypothesis:- There is no relation of statistic denotation between change management and health service quality on Sebha Medical Centre.
Alternative hypothesis:- There is a statistical denotation between change management and health service quality on Sebha Medical Centre.

Table (5)
Correlation Coefficient between change management and health service quality

variables	change management
health service quality	**0.724

From Table(5) It is obvious thatthe strength of association between the variables is very high (**0. 724)
and that the correlation coefficient is very highly significantly different from zero ($P < 0.01$).

Based on the above accept the following: -
• Alternative hypothesis "There is a statistical denotation between change management and health service quality on Sebha Medical Centre.

IX.   Findings and recommendations
Findings Based on the field study conducted by the researcher on the relationship between change management and health service quality on Sebha Medical Centre, the study concluded with a set of results through the data collected by the researcher through the questionnaire the study found the following.

1-   Findings
• The current study found that the average technology variable is (3.79) with a standard deviation(1.32) which explains that the hospital seeks to keep pace with global technological developments in the world its sector of activity.
• The average of organizational structure is (3.59) with a standard deviation (1.22) is higher than general average (3) this proves there is well organizational structureon Sebha Medical Center.
• The average of organizational culture is (2.79) with a standard deviation (1.10). is low that is meaning there is some obstacles such as the culture of the hospital is not changed according to the general objectives, and individuals are not flexible and adaptable when changes are necessary, cause changing an organization's culture is one of the most difficult leadership challenges. That's because an organization's culture comprises an interlocking set of goals, roles, processes, values, communications practices, attitudes and assumptions.
• The average of health service quality is (3.25) with a standard deviation (0.98) which means that this average is closer to agree than disagree.
• There is a statistical denotation between change management and health service quality on Sebha Medical Centre.

2-   Recommendations
By the statistical analysis for related data in this study and findings wesuggest the recommendation as follows.
• Determining precisely the nature of the technology to be used.
• Determining what the training needs are for the change process, objectively.
• The administration must work to raise the culture of the hospital by developing a Clear Strategy.The first thing an organization must do is to develop a clear strategy that everyone can understand. Something as important as changing culture requires thoughtful planning from all top influencers within the organization. Everyone must recognize their responsibilities during this transformation and how their actions will affect the organization as a whole.
• The administration must work to raise the health service quality of the hospital byCommitment to providing health services on time.Availability of all medical specialties in the hospital, Knowledge and awareness of the needs and desires of patients on the part of the staff.

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