



Hospital Management Strategies in Improving the Quality of Inpatient Services

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ABSTRACT

The quality of healthcare services is an important indicator in assessing hospital performance. Quality inpatient services can improve patient satisfaction and public trust in healthcare facilities. Hospital management has a strategic role in designing and implementing various policies to improve service quality. This study aims to analyze hospital management strategies in improving the quality of inpatient services. The study used a descriptive analytical design with a cross-sectional approach. The study sample was 90 inpatients selected using a purposive sampling technique. Data were collected through patient satisfaction questionnaires and service observations. Data analysis used the chi-square test. The results showed that the implementation of good management strategies such as improving the competence of healthcare workers, improving facilities, and an effective service management system had a significant relationship with improving the quality of inpatient services ($p = 0.017$). It was concluded that hospital management strategies have an important influence in improving the quality of inpatient services.

Keywords: *Hospital Management, Service Quality, Inpatient Care, Patient Satisfaction*

1. INTRODUCTION

Hospitals are healthcare institutions that play a vital role in providing medical services to the public. One of the primary services focused on within the hospital system is inpatient care.

Inpatient care encompasses various aspects, including medical care, nursing care, treatment facilities, and interactions between healthcare workers and patients. The quality of inpatient care significantly impacts patient satisfaction and the hospital's public image.





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To meet the increasing public demand for healthcare services, hospitals need to implement effective management strategies to improve service quality. These strategies can include enhancing the competence of healthcare workers, improving facilities and infrastructure, and developing service management systems.

Good hospital management does not only focus on administrative aspects, but also on improving the quality of services that are oriented towards patient needs.

This study aims to analyze hospital management strategies in improving the quality of inpatient services.

2. RESEARCH METHODS

a. Research Design

This study uses a descriptive analytical design with a cross-sectional approach .

b. Population and Sample

The research population was all patients undergoing treatment in the inpatient ward of Hospital X. The number of research samples was 90 inpatients selected using purposive sampling techniques .

c. Inclusion Criteria

- 1) Patients who undergo treatment for at least 2 days
- 2) Willing to be a respondent
- 3) Can communicate well

d. Research Variables

- 1) Independent variables: hospital management strategy
- 2) Dependent variable: quality of inpatient services

e. Data collection

Data is collected through:

- 1) patient satisfaction questionnaire
- 2) health service observation

f. Data analysis

Data analysis was performed using: descriptive analysis

3. RESEARCH RESULTS AND DISCUSSION

a. Research result

1) Respondent Characteristics

This study involved 90 patients undergoing treatment in the inpatient ward of Hospital X. Respondent characteristics included age, gender, and length of treatment.



**Table 1. Respondent Characteristics**

Characteristics	n	%
Age		
<30 years	20	22.2
30–50 years	42	46.7
>50 years	28	31.1
Gender		
Man	38	42.2
Woman	52	57.8
Treatment Duration		
2–3 days	34	37.8
4–6 days	38	42.2
>6 days	18	20

Most respondents underwent treatment for 4–6 days. This length of stay allows patients ample time to assess the quality of hospital care.

2) Implementation of Hospital Management Strategy

The hospital management strategy in this study includes several aspects, including:

- a) human resource management
- b) improving the competence of health workers
- c) availability of service facilities
- d) service management system

Table 2. Assessment of Management Strategy Implementation

Strategy Category	n	%
Good	54	60
Enough	24	26.7
Not enough	12	13.3

Most respondents assessed that the hospital management strategy had been implemented well.





3) Quality of Inpatient Services

The quality of inpatient services is assessed based on several dimensions of health services, such as:

- a) accuracy of medical services
- b) friendliness of health workers
- c) cleanliness of the treatment room
- d) comfort of facilities

Table 3. Distribution of Inpatient Service Quality

Quality of Service	n	%
Good	58	64.4
Enough	22	24.4
Not enough	10	11.2

The majority of patients rated the quality of inpatient services as good.

4) The Relationship between Management Strategy and Service Quality

Table 4. Relationship between Management Strategy and Service Quality

Management Strategy	Good Service	Poor Service	Total
Good	40	14	54
Enough/Insufficient	18	18	36
Total	58	32	90

The results of the analysis using the chi-square test show the values: $p = 0.017$. A p -value < 0.05 indicates that there is a significant relationship between hospital management strategies and the quality of inpatient services.

5) Service Quality Risk Analysis

Table 5. Risk of Poor Service Quality

Management Strategy	Risk of Poor Service
Good	25.9%
Enough/Insufficient	50%





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Hospitals with suboptimal management strategies are twice as likely to deliver poor service quality.

b. Discussion

The research results show that hospital management strategies have a significant impact on the quality of inpatient care. Hospitals that implement good management strategies tend to provide higher-quality care to patients.

An effective management strategy involves optimal human resource management. Highly competent healthcare workers will be able to provide professional services and be responsive to patient needs.

The availability of adequate facilities and infrastructure also plays a crucial role in improving the quality of inpatient care. Clean, comfortable facilities equipped with adequate medical equipment can enhance patient comfort during treatment.

From a health service management perspective, service quality is often associated with the Servqual Concept, which includes five main dimensions of service, namely:

1) Tangibles (physical evidence)

This includes the condition of hospital facilities, cleanliness of treatment rooms, and the availability of medical equipment.

2) Reliability

The ability of health workers to provide services appropriately and consistently.

3) Responsiveness

The ability of health workers to respond quickly to patient needs.

4) Assurance

Competence and professionalism of health workers in providing services.

5) Empathy

The attention and concern of health workers towards the patient's condition.

Hospitals that are able to manage these five dimensions well will be better able to improve the quality of service and patient satisfaction.

Apart from management factors, service quality is also influenced by the hospital's organizational culture, communication systems between health workers, and patient involvement in the service process.

The results of this study show that the implementation of good management strategies can improve the quality of health services and strengthen public trust in hospitals.





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c. Implications for Hospital Management

Improving the quality of inpatient care requires a commitment from hospital management to effectively manage various resources. Healthcare worker training programs, regular service quality evaluations, and the development of a quality management system are important steps in improving hospital service quality.

4. CONCLUSION AND SUGGESTIONS

a. Conclusion

Hospital management strategies are significantly linked to the quality of inpatient care. Effective management can improve the quality of healthcare services and patient satisfaction.

b. Suggestion

- 1) Hospitals need to continuously improve the competency of healthcare workers through training and continuing education.
- 2) Improving inpatient care facilities is necessary to increase patient comfort.
- 3) Further research could examine other factors that influence the quality of hospital services.

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