

## QUALITY CULTURE OPTIMIZATION STRATEGY IN IMPROVING THE QUALITY OF HOSPITAL SERVICES

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### ABSTRACT

Quality culture is a fundamental element in improving the quality of healthcare services in hospitals. This study aims to analyze strategies for strengthening quality culture to enhance hospital service quality in South Tangerang. The research employed a qualitative approach with a case study design conducted at XX Hospital and YY Hospital. Data were collected through in-depth interviews, direct observations, and documentation involving hospital leaders, healthcare professionals, and supporting service staff. The collected data were analyzed thematically through stages of data reduction, data presentation, and conclusion drawing.

The findings reveal that the implementation of quality culture in both hospitals has not yet been fully optimized. Several indicators include inconsistent application of service standards, weak internalization of quality values among employees, delays in service delivery, low compliance with patient safety standards, and limited systems for continuous monitoring and evaluation. To address these issues, hospitals implemented several strategies, including strengthening leadership commitment, improving human resource competencies through continuous training programs, enhancing internal communication, developing integrated quality assurance systems, applying reward and punishment mechanisms, and optimizing hospital information technology.

This study concludes that systematic and sustainable strengthening of quality culture plays a significant role in improving hospital service quality and organizational performance.

**Keywords:** *quality culture, service quality, hospital, strengthening strategy, health services*

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## I. INTRODUCTION

Hospitals are healthcare institutions that play a strategic role in improving public health through promotive, preventive, curative, and rehabilitative services. In an increasingly competitive healthcare industry, hospitals are required to provide quality, safe, effective, and efficient services that are patient-centered. The quality of hospital services is a key indicator of a healthcare organization's success in creating patient



satisfaction and increasing public trust in healthcare services. Recent research shows that the quality of hospital services is significantly influenced by organizational culture, leadership, and the patient safety systems implemented within the healthcare organization (Liana et al., 2022).

Improving the quality of hospital services is not only influenced by the availability of facilities and infrastructure, but also greatly influenced by the organizational culture that develops within the hospital environment. One organizational culture that has a significant influence on improving service quality is quality culture. Quality culture is a set of values, beliefs, norms, and organizational behaviors that support the creation of continuous quality improvement throughout the healthcare process. Quality culture is not only oriented towards meeting administrative standards, but also reflects the commitment of all organizational elements to patient safety, service effectiveness, and patient satisfaction. According to the World Health Organization (WHO), a quality culture in healthcare is the main foundation in building a safe and sustainable healthcare system. Healthcare organizations with a strong quality culture tend to be able to reduce the number of service errors, improve patient safety, and strengthen the satisfaction of healthcare users.

Research (Liana et al., 2022) explains that hospitals with a proactive safety culture maturity demonstrate better service quality and patient safety implementation than hospitals with a low safety culture. Furthermore, a quality culture also plays a role in increasing organizational effectiveness by fostering disciplined, collaborative work behaviors oriented toward continuous improvement.

The concept of healthcare quality is theoretically reinforced by research (Avedis Donabedian 1988) through the Structure–Process–Outcome model, which explains that healthcare quality is influenced by three main components: structure, process, and outcome. Structure encompasses human resources, facilities, and the hospital's organizational system, while process relates to the implementation of healthcare services and the interaction of healthcare workers with patients. Outcome is the final result of healthcare services, which can be seen through the level of patient safety, service effectiveness, and patient satisfaction. From this perspective, quality culture is included in the organizational process aspect that greatly determines the success of healthcare services. Hospitals with a strong quality culture will be better able to create effective, timely, safe, and patient-oriented services compared to hospitals that only focus on meeting administrative standards.



Research (Reis et al., 2018) shows that patient safety culture has a significant relationship with the quality of hospital services. The study found that weak organizational communication, low reporting of patient safety incidents, and lack of management support are the main factors in the low implementation of quality culture in hospitals. Another study conducted by (Sammer et al., 2010) also explained that hospital quality culture is influenced by leadership, teamwork, communication, organizational learning, and management commitment to patient safety. These findings are reinforced by research (Wijaya et al., 2024) which shows that safety leadership has a significant influence on patient safety culture through interprofessional collaboration and the implementation of surgical safety checklists in hospitals.

In Indonesia, strengthening hospital quality culture is strengthened through the hospital accreditation system as stipulated in Law of the Republic of Indonesia Number 17 of 2023 concerning Health and Decree of the Minister of Health of the Republic of Indonesia Number HK.01.07/MENKES/1596/2024 concerning Hospital Accreditation Standards. The accreditation system aims to encourage hospitals to implement service standards oriented towards patient safety and continuous quality improvement. However, various studies have shown that achieving accreditation has not fully established a comprehensive quality culture within hospital organizations. (Purwanto et al, 2023) through a systematic review explained that hospital accreditation does improve patient safety culture, but its implementation still faces obstacles in aspects of communication, incident reporting, and coordination between service units.

Research conducted by Salsabila and Agustina (2023) shows that many hospitals still experience service quality issues despite having achieved full accreditation. These issues include service delays, poor service communication, suboptimal patient satisfaction, and weak patient safety implementation. This indicates that a culture of quality has not been fully internalized in hospital organizational behavior. Research by Afework et al. (2023) also found that leadership, open communication, teamwork, and incident reporting systems are the dominant factors influencing patient safety culture in hospitals.

A similar phenomenon was also found at XX Hospital and YY Hospital in South Tangerang City. Based on initial observations, various service issues were identified, including doctor delays, long waiting times for outpatients, low compliance with personal protective equipment (PPE), suboptimal patient safety implementation, and weak coordination between service units. Furthermore, some patients expressed



dissatisfaction with administrative services, delays in service information, and slow responses from healthcare workers to patient complaints.

Based on previous research, most studies on hospital quality culture still focus on patient safety, patient satisfaction, or partial implementation of accreditation standards. Previous research also tends to use a quantitative approach by measuring service quality indicators without deeply exploring the process of forming a quality culture within a hospital organization. Furthermore, previous research is still limited in integrating quality culture analysis with organizational strengthening strategies based on qualitative analysis and SWOT analysis. Thus, there remains a research gap regarding how a quality culture is formed in hospital organizational practices and how quality culture strengthening strategies can be implemented systematically and sustainably to improve hospital service quality.

Another research gap lies in the limited number of studies that combine quality culture analysis using a qualitative NVivo-based approach with organizational strategy analysis using a SWOT matrix in the context of hospitals in Indonesia. Most previous studies have focused on evaluating service quality outcomes, while research on the process of internalizing quality culture in hospital organizational behavior is still relatively limited.

Based on this research gap, this study offers novelty in integrating a qualitative NVivo-based analysis of hospital quality culture with a SWOT matrix analysis of quality culture strengthening strategies. This study not only analyzes the condition of hospital quality culture but also identifies the relationship between leadership, organizational communication, patient safety, and service quality in shaping a hospital's organizational quality culture. Furthermore, this study produces a strategic model for strengthening quality culture based on an organizational and healthcare approach that can be applied sustainably in hospitals.

Another novelty lies in the research's focus, which positions quality culture not merely as a means of meeting accreditation standards, but as an organizational culture that influences work behavior, patient safety, service effectiveness, and patient satisfaction. This research also provides practical contributions through recommended strategies for strengthening quality culture based on transformational leadership, organizational communication, organizational learning, and the integration of hospital service quality systems.



Based on this description, this study aims to analyze strategies for strengthening a culture of quality in an effort to improve the quality of hospital services in South Tangerang. This research is expected to provide theoretical contributions to the development of healthcare management science and provide practical recommendations for hospitals in building a sustainable culture of quality.

## II. LITERATURE REVIEW

### Quality Culture in Hospital Services

Quality culture is a crucial part of hospital organizational governance, oriented toward continuous improvement of service quality. Quality culture is understood not only as adherence to operational standards but also as the internalization of values, behaviors, and commitment of all organizational members to service quality and patient safety. In this study, quality culture is understood as a form of *institutionalized quality culture*, namely quality that has become part of the organizational system and daily work behavior

According to Edgar H. Schein (2021), organizational culture consists of artifacts, shared values, and underlying assumptions that influence the behavior of organizational members. In the hospital context, a quality culture requires a shared assumption that service quality is the responsibility of all organizational elements, not just management. Furthermore, when viewed from a SWOT analysis perspective, (Strengths, Weaknesses, Opportunities, Threats), strengthening a quality culture can be understood as a strategic effort that considers the organization's internal strengths, addresses existing weaknesses, capitalizes on external opportunities, and anticipates various threats in the healthcare environment. This approach emphasizes that a quality culture is not only built through continuous improvement, teamwork, and a systematic approach, but also through a comprehensive evaluation of the organization's internal and external factors to ensure the sustainability of service quality improvements.

Research by Braithwaite et al. (2020) shows that quality culture and patient safety culture are significantly related to improving hospital service quality and reducing medical incidents. This study confirms that healthcare organizations with a strong quality culture tend to be more adaptive to change and more effective in implementing patient safety systems. Furthermore, Weaver et al. (2021) state that a



strong quality culture can improve healthcare worker compliance with operational standards and strengthen interprofessional coordination in hospitals.

Hospital quality culture is also closely related to organizational values, which guide the behavior of all healthcare workers. Quality culture serves as a means of translating the organization's vision into concrete behaviors in healthcare services. Therefore, the success of a quality culture is greatly influenced by leadership, organizational communication, human resource involvement, and consistent implementation of quality standards. Research by Mannion and Davies (2018) confirms that transformational leadership plays a crucial role in creating a work environment that supports a quality culture and organizational learning in hospitals.

In healthcare practice, a culture of quality is realized through adherence to standard operating procedures (SOPs), quality control, internal audits, patient safety, and regular service evaluations. Furthermore, a culture of quality also requires a work environment that supports fearless incident reporting, enabling the organization to continuously learn and improve. Other research (Al Ma'mari et al., 2022) shows that implementing a patient safety culture based on open incident reporting can improve the effectiveness of hospital quality systems and reduce the risk of medical errors.

### **Hospital Service Quality**

Hospital service quality is the degree of excellence in healthcare services that meet patient needs in accordance with professional standards, service standards, and hospital accreditation standards. Good service quality will increase patient satisfaction, loyalty, and a positive image of the hospital in the community.

According to (Haryoso and Ayuningtyas, 2019), service quality and patient safety are primary public demands and crucial elements in hospital accreditation assessments. Meanwhile, (Salsabila and Agustina, 2023) state that service quality improvement strategies are crucial for enhancing care quality, patient safety, operational efficiency, and patient satisfaction.

The quality of health services is often associated with the approach *patient-centered care*, namely services that focus on patient needs and experiences. Research by (Doyle, Lennox, and Bell, 2019) shows that improving patient experience has a positive relationship with clinical effectiveness and patient safety in hospitals. Furthermore, other research (Mosadeghrad, 2020) states that the quality of healthcare services is influenced by human factors, service processes, facilities, technology, and organizational management.



The quality of healthcare services is not only assessed from the medical aspect, but also from service dimensions such as timeliness, communication, empathy, patient safety, facility comfort, and fairness of service. This study found that several indicators of service quality in hospitals are still suboptimal, such as patient waiting times, patient identification compliance, use of PPE, response to complaints, and patient satisfaction with services. Research (Aiken et al., 2021) showed that communication quality and the ratio of healthcare workers significantly influence service quality and patient satisfaction in hospitals.

Furthermore, quality healthcare services require the support of professional human resources and an integrated service system. Hospitals are required to build effective, efficient, safe, and patient-centered service systems. Therefore, service quality is a crucial indicator in determining the competitiveness and sustainability of hospital organizations. Research by Kruk et al. (2018) confirms that healthcare quality is a key element in developing a sustainable healthcare system oriented toward patient safety.

### **Quality Culture Strengthening Strategy**

A quality culture strengthening strategy is a set of organizational policies, values, and practices aimed at making quality and patient safety core values of the hospital. This strategy focuses not only on administrative accreditation requirements but also on changing the behavior and mindset of all hospital personnel.

Based on the research results, the strategy for strengthening quality culture at XX and YY Hospitals includes internalizing quality and patient safety values, implementing *continuous quality improvement*, strengthening patient-oriented services, and integrating quality systems into daily operational activities.

This strategy is implemented through an offensive or aggressive approach that leverages the organization's internal strengths to improve competitiveness and service quality. This offensive strategy emphasizes transformational leadership, human resource competency development, quality system integration, an organizational learning culture, and patient-centered care. Research by Kaplan et al. (2020) shows that implementing a quality strategy integrated with transformational leadership can improve the effectiveness of healthcare services and strengthen the hospital's organizational culture.

Strengthening a quality culture also requires the involvement of all organizational elements, from top management and medical personnel, nursing staff,



and support staff, to patients and their families as partners in evaluating service quality. Thus, a quality culture becomes a collective responsibility for the entire hospital organization. Other research (Santos et al., 2021) shows that healthcare worker participation in quality improvement programs significantly influences the successful implementation of a patient safety culture in hospitals.

In addition, the approach *continuous quality improvement* Quality Assurance (CQI) is a crucial strategy for strengthening a hospital's quality culture. CQI emphasizes continuous evaluation of service processes through systematic problem identification, root cause analysis, and corrective action. Research (Ahmed et al., 2022) shows that consistent implementation of CQI can improve service efficiency, reduce medical error rates, and strengthen a hospital's organizational quality culture.

### **Factors Inhibiting Quality Culture**

The implementation of a quality culture in hospitals still faces various obstacles. One major factor is the inconsistent commitment of leadership to implementing quality service principles. Furthermore, the limited understanding of quality culture among human resources often leads to administrative and temporary implementation.

Other barriers include weak internal communication, low reporting of patient safety incidents, suboptimal quality monitoring and evaluation, and minimal patient involvement in the service evaluation process. These conditions hinder organizational learning and reduce the effectiveness of continuous quality improvement.

Research (Pfeiffer et al., 2020) shows that resistance to organizational change is a major obstacle to implementing a quality culture in hospitals. Furthermore, other research (Nguyen et al., 2021) states that limited human resources, high workloads, and a lack of quality training contribute to suboptimal implementation of a quality culture in many hospitals in developing countries.

Other inhibiting factors include weak information technology support and an unintegrated quality monitoring system. Research by Carayon et al. (2020) confirms that ineffective health information systems can hinder service coordination and quality-based decision-making in hospitals.

## **III. METHODS**

### **Research Design**

This research uses a qualitative approach with a case study method supported by strategic analysis using the IFAS, EFAS, and SWOT matrices. The qualitative approach is used to explore the implementation of quality culture in improving the



quality of hospital services, while strategic analysis is used to formulate appropriate strategies for strengthening quality culture.

### **Informants and Data Sources**

Informants were selected using purposive sampling based on their involvement in the implementation of the hospital's quality culture. Informants included the hospital director, quality team, doctors, nurses, administrative staff, and patients.

Data sources consist of:

1. Primary data obtained through in-depth interviews, observations, and Focus Group Discussions (FGD).
2. Secondary data obtained from hospital quality documents, SOPs, accreditation documents, and related scientific literature.

### **Data Collection Techniques**

Data collection is done through:

1. Semi-structured interviews
2. Direct observation
3. Documentation study
4. Focus Group Discussion (FGD)

Interviews focused on aspects of leadership, patient safety, quality culture, service quality, and obstacles to implementing hospital quality culture.

### **Data Analysis Techniques**

Qualitative data analysis uses the interactive model of Matthew B. Miles, A. Michael Huberman, and Johnny Saldaña which includes data reduction, data presentation, and drawing conclusions.

This study also utilized NVivo 14 for coding, categorization, thematic analysis, and data visualization. The analysis phases included open coding, axial coding, and selective coding to identify key research themes.

Strategic analysis is conducted using:

1. IFAS (*Internal Factor Analysis Summary*)
2. EFAS (*External Factor Analysis Summary*)
3. SWOT Matrix

The IFAS and EFAS matrices are used to identify the internal and external factors of the organization, while SWOT analysis is used to formulate alternative strategies.



## IV. RESULTS

### Research result

#### Overview of Hospital Quality Culture Implementation

The research results show that the implementation of a quality culture at XX Hospital and YY Hospital has become part of the hospital service system through the implementation of standard operating procedures (SOPs), patient safety programs, internal quality audits, and periodic evaluation of service quality indicators. The quality culture is realized through the organization's commitment to improving service quality, patient safety, and patient satisfaction.

Interview results indicate that leadership plays a dominant role in building a hospital quality culture. The hospital director and quality team actively monitor services, evaluate quality, and provide guidance to healthcare workers regarding patient safety implementation and compliance with standard operating procedures (SOPs).

Analysis using NVivo 14 showed that the most dominant themes emerging in the interviews were patient safety, leadership, SOP compliance, communication, and patient-oriented care. Word frequency analysis revealed that the terms "quality," "service," "safety," and "patient" were the most frequently encountered words in the interviews.

### IFAS and EFAS analysis

#### Matriks IFAS (Internal Factor Analysis Summary)

Table 1. Strength Factors

No	Internal Factors – Strengths	Weight	Rating	Weighted Score
S1	Top management commitment to quality culture	0,12	4	0,48
S2	Availability of SOPs and service quality standards	0,10	4	0,40
S3	Professional and certified healthcare human resources	0,11	3	0,33
S4	Hospital accreditation experience	0,09	4	0,36
S5	Quality reporting and patient safety system	0,08	3	0,24
Total Strengths		<b>0,50</b>		<b>1,81</b>

Source: Processed by the author (2025)

Based on the calculation results, it shows that the rating assessment is in the high category, this means that the strength factor provides a positive value for future development.



Table 2. Weakness Factors

No	Internal Factors – Weaknesses	Weight	Rating	Weighted Score
W1	Quality culture has not been evenly implemented across all units	0,10	2	0,20
W2	Human resource resistance to change	0,09	2	0,18
W3	Continuous quality training has not been optimal	0,08	2	0,16
W4	High employee workload	0,07	2	0,14
W5	Quality-based reward system is not yet strong	0,06	1	0,06
Total Weaknesses		<b>0,40</b>		<b>0,74</b>

Source: Processed by the author (2025)

The calculation results show that the rating is in the low category, indicating that the weaknesses present opportunities for future development. Thus, the total IFAS score is as follows:

#### **Matriks EFAS (External Factor Analysis Summary)**

Table 3. Opportunity Factors

No	External Factors – Opportunities	Weight	Rating	Weighted Score
O1	Government regulations related to quality and patient safety	0,12	4	0,48
O2	Public demand for high-quality healthcare services	0,11	4	0,44
O3	Development of hospital technology and digitalization	0,10	3	0,30
O4	National accreditation and quality assessment programs	0,09	4	0,36
O5	Collaboration in healthcare education and training	0,08	3	0,24
Total Opportunities		<b>0,50</b>		<b>1,82</b>

Source: Processed by the author (2025)

Based on the calculation results, it shows that the rating assessment for opportunities is in the high category, this means that the opportunity factor provides a positive value for future development.

Table 4. Threat Factors

No	External Factors – Threats	Weight	Rating	Weighted Score
T1	Intense competition among hospitals	0,10	3	0,30
T2	Changes in healthcare financing policies	0,09	2	0,18
T3	Limited budget for quality improvement development	0,08	2	0,16
T4	Increasingly complex patient demands	0,07	3	0,21
T5	Risk of healthcare human resource turnover	0,06	2	0,12
Total Threats		<b>0,40</b>		<b>0,97</b>

Source: Processed by the author (2025)

EFAS Score = Total Opportunities – Total Threats = 1.82 – 0.97 = +0.85

Conclusion Internal conditions External environment: has great opportunities.

Based on SWOT calculations (IFAS and EFAS), the SWOT Quadrant coordinate positions can be determined as follows:

X-Axis Position (Internal) = + 1.07

Y-Axis Position (External) = + 0.85

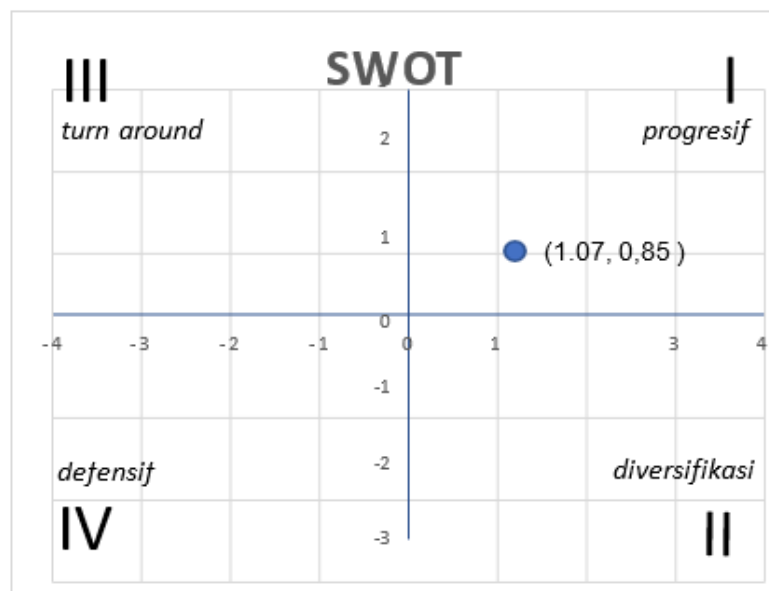


Figure 1 SWOT Quadrant Matrix of Research Results

Based on Figure 1 of the SWOT Quadrant Matrix, the position is in Quadrant I (SO). The grand strategy is a Growth Oriented Strategy or Progressive Strategy.

## Discussion

The results of the study show that quality culture has a significant influence on improving the quality of hospital services. Transformational leadership, organizational communication, and implementation *patient safety* is a key factor in the success of a hospital quality culture. These findings support research (Jeffrey Braithwaite et al., 2020) which states that a strong organizational culture is significantly associated with improved service quality, patient safety, and the effectiveness of the hospital healthcare system. Furthermore, research (Kaplan et al., 2020) also confirms that transformational leadership plays a crucial role in driving organizational change, increasing healthcare worker engagement, and strengthening the implementation of a quality healthcare culture.

The findings of this study also support the concept *continuous quality improvement* Developed by W. Edwards Deming (2021), it emphasizes that service quality improvement must be carried out continuously through systematic evaluation, teamwork, and organizational quality control. Consistent with this, research by Mannion and Davies (2018) explains that the successful implementation of a hospital quality culture is greatly influenced by organizational culture, leadership, and the involvement of all human resources in the service quality improvement process.

The SWOT analysis shows that the hospital is in a strategic position that supports an aggressive strategy (*growth strategy*) This condition indicates that the organization has good internal readiness and significant external opportunities to increase the competitiveness of healthcare services. This finding aligns with research (David, 2020), which states that organizations in the aggressive quadrant have the ability to leverage internal strengths to optimally respond to external opportunities through organizational growth strategies and service innovation.

The study also identified several barriers to implementing a quality culture, such as high workloads among healthcare workers, low reporting of patient safety incidents, and suboptimal IT-based quality monitoring. These findings are supported by research (Nguyen et al., 2021), which states that limited human resources, high workloads, and weak quality evaluation systems are the main obstacles to implementing a quality culture in hospitals. Furthermore, research (Carayon et al., 2020) confirms that an unintegrated health information technology system can hinder the effectiveness of quality monitoring and coordination of hospital healthcare services.



Therefore, hospitals need to strengthen quality control systems, human resource development, and digitalization of healthcare services to support the sustainability of an organizational quality culture. Research (Santos et al., 2021) shows that improving human resource competency, strengthening organizational communication, and effectively utilizing information technology can improve the implementation of a patient safety culture and the quality of hospital services sustainably..

## V. CONCLUSION AND SUGGESTION

### Conclusion

1. This study shows that implementing a quality culture plays a crucial role in improving the quality of hospital services. The quality culture at Hospital XX and Hospital YY has been implemented through strengthening patient safety, adherence to standard operating procedures (SOPs), internal quality audits, and regular service evaluations. Transformational leadership, organizational communication, and human resource involvement are key factors in supporting the successful implementation of a hospital quality culture.
2. The results of the analysis using NVivo 14 show that the dominant themes in the implementation of quality culture include patient safety, leadership, organizational communication, and patient-oriented services. The IFAS and EFAS analysis show that the hospital has greater internal strengths and external opportunities than weaknesses and threats, so that the organization is in an aggressive strategic position (*growth oriented strategy*).
3. Based on the results of the SWOT matrix analysis, XX Hospital and YY Hospital are in Quadrant I (*Growth Oriented Strategy*), which shows that the hospital has significant internal strengths and external opportunities in developing a quality culture and improving the quality of health services. This condition supports the implementation of an aggressive strategy through strengthening *patient safety*, improving service quality, human resource development, service innovation, and digitalization of quality systems to increase the competitiveness and sustainability of hospital organizations.

### Research Suggestions

Based on the research conclusions, several suggestions can be formulated as follows:



1. There is a need to continuously strengthen a culture of patient safety through increased compliance with standard operating procedures (SOPs), enhanced incident reporting, and optimized data-driven internal quality audits. Furthermore, hospitals need to strengthen transformational leadership and effective organizational communication to drive cultural change, enhance coordination between units, and strengthen the commitment of all human resources to support service quality improvements.
2. Regarding human resource development and quality management systems, hospitals are advised to improve the competency of healthcare workers through continuous training and development, as well as strengthen their routine and structured quality evaluation and audit systems. This is crucial to ensure that every service process meets standards and consistently responds to the need for quality improvement.
3. The need to develop innovation and digitalization strategies in hospital services. As organizations pursuing a growth-oriented strategy, hospitals need to promote patient-centered care innovation and accelerate the implementation of digital systems for quality management, service indicator monitoring, and reporting. These efforts are expected to improve hospital efficiency, competitiveness, and sustainability amidst the increasingly competitive healthcare industry.

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