

“Lean” management and its impact on customer satisfaction: applied study in the Governmental Hospitals Sector

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Abstract

This study aimed to identify the effect of lean management on customer satisfaction in the governmental hospital sector . This study included a broad review of lean management literature to present the theoretical framework covering concepts and methods of lean management and their impact on customer satisfaction.

To achieve the objectives of the study, the study model and related hypotheses were formulated. There are four dimensions of lean management as a independent variable: lean leadership vision, organizational flexibility, lean teams and lean culture. The customer satisfaction as a dependent has three dimensions: encouraging customer participation, reducing customer complaints and returning the customer.

The study population consists of 32 hospitals in Jordan, which are classified into three categories: large, small and medium hospitals. While the study sample was a random stratified sample consisting of nine hospitals as follows: three large hospitals (Al-Bashir Hospital, Prince Hamzah Hospital, National Center for Mental Health Hospital) and three medium (Al-Hussein Salt Hospital, Prince Al-Hussein Bin Abdullah II Hospital, Al-Nadim Hospital) and three small (Queen Rania Al-Abdullah Hospital, Al-Mafraq Hospital, Princess Iman Hospital / Maadi). The study sample was taken from the health personnel (Physicians, general practitioners, pharmacists, nurses, administrators, and supportive medical professions). The number of distributed questionnaires reached (260) and retrieved questionnaires were (233).

The results of the study confirmed the existence of a statistically significant effect of the lean management on the dependent variable customer satisfaction. On the level of individual dimensions, there is a clear variation in the effect of the four dimensions of lean management (lean leadership vision, organizational flexibility, lean teams and lean culture) on the customer satisfaction dimensions as follows:

1. Lean leadership vision has no statistically significant effect on both encouraging customer participation and customer return, while it had a positive effect of statistical significance on reducing customer complaints in the government hospitals sector.
2. Organizational flexibility has no statistically significant effect on encouraging customer participation and reducing customer complaints. However, it had a positive, statistically significant effect on customer assistance in the government hospital sector.
3. There is no statistically significant effect of the lean teams on encouraging customer participation and reducing customer complaints, while it has a positive effect of statistical significance on the customer's return in Jordanian government hospitals.
4. Lean culture plays an important role and has a statistically significant effect on customer satisfaction .

Finally, all these results were thoroughly discussed and In light of these findings, some conclusions, recommendations, and implications were provided.

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