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# KNOWLEDGE ON BLUE OCEAN STRATEGY AMONG MANAGERS AND ITS IMPACT ON SERVICE EXCELLENCE IN MILITARY HOSPITALS IN MALAYSIA

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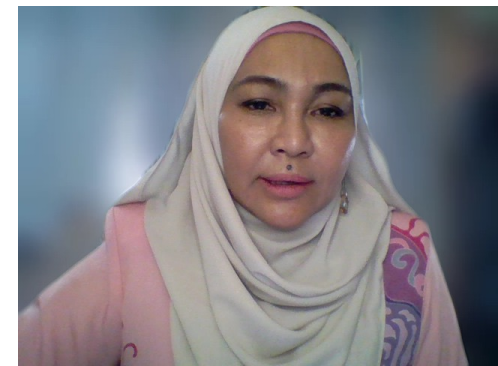
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# 1. INTRODUCTION: MANAGER IN HOSPITAL

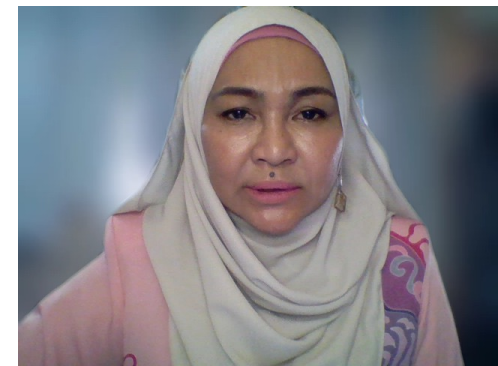
- In Hospital, managers not only to ensue the quality of care but also on management operations
- A competence manager are crucial in managing a smooth hospital management
- Knowledge is one of the key component to rate managers' competencies and excellence level
- Knowledge on BOS will help managers to achieve efficiency and excellence in services performance



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# INTRODUCTION : WHAT IS BOS AND ITS IMPORTANCE TO HOSPITAL MANAGEMENT

- It refers to knowledge that create efficiency
- BOS emphasise on Eliminate, Expands, Raise and Create internal resources
- It is important for hospital excellence
- As benchmark for quality ( rating and auditing by Authorities)
- To ensue the effectiveness of resources such as usage medical equipment, operating expenditure, Hospital Governance etc



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# INTRODUCTION: BOS – ERCC GRID

ELIMINATE

- Which factors that the industry has long competed on should be eliminated?

REDUCE

- Which factors should be reduced well the industry's standard?

RAISE

- Which factors should be raised well above the industry's standard

CREATE

- Which factors should be created that the industry has never offered?



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## 2. STUDY OBJECTIVE

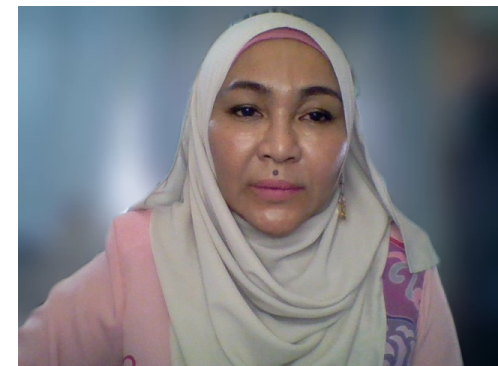
- To determine the level of knowledge on BOS amongst managers in Hospitals Military in Malaysia
- To determine factors influencing level of knowledge on BOS amongst Military Hospitals in Malaysia



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# 3. PROBLEM STATEMENT

## AUDIT'S FINANCE FINDINGS

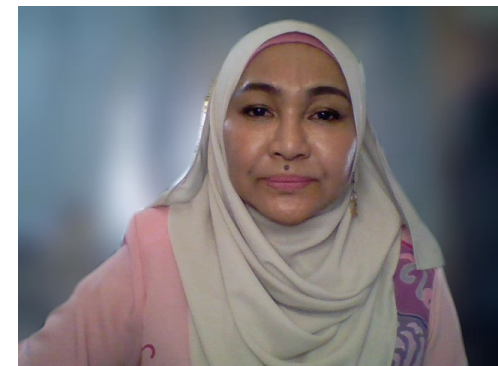
1. Weak management in government contracts
2. Not complying to financial procedures
3. Lack of optimizing in purchasing medical equipment

## FINDINGS ON HR MANAGEMENT

1. Turn over rate amongst non-military personals
2. Burnt- out



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# 4. CONCEPTUAL FRAMEWORK

1. BACKGROUND OF RESPONDENTS
2. SKILLS
3. COMPLIANCE TO PROCEDURES
4. LEADERSHIP STYLES
5. SERVICES EXCELLENCE



KNOWLEDGE ON BOS

- a. High
- b. Low



# 5. METHODOLOGY

- **Study Design**
  - ✓ Cross-sectional study
- **Study Setting**
  - ✓ 5 Military Hospitals
    - HAT Mizan
    - HAT Terendak
    - HAT Lumut
    - HAT Sepanggar
    - HAT Gemas



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# LOCATIONS

**HAT TUANKU  
MIZAN**



**HAT KEM TERENDAK**



**HAT LUMUT**



**HTD GEMAS**



**HAT SEPANGGAR**



# Methodology

- Study sample – 501 Hospital Managers
- Study Tool :
  - A self –administered questionnaire of 14 Items ( 5 likert scale)
  - Questionnaires are based on Theories, References on BOS, Government of Malaysia's policies
  - Validated through Pilot Test : Cronbach's Alpha .995/101 items



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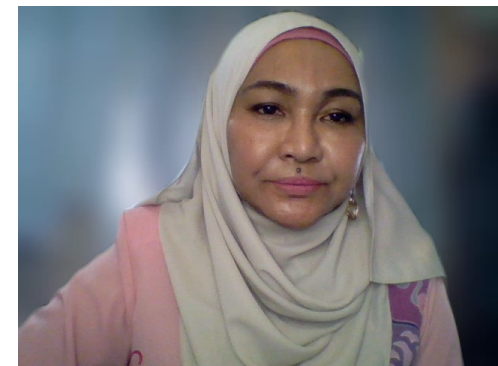
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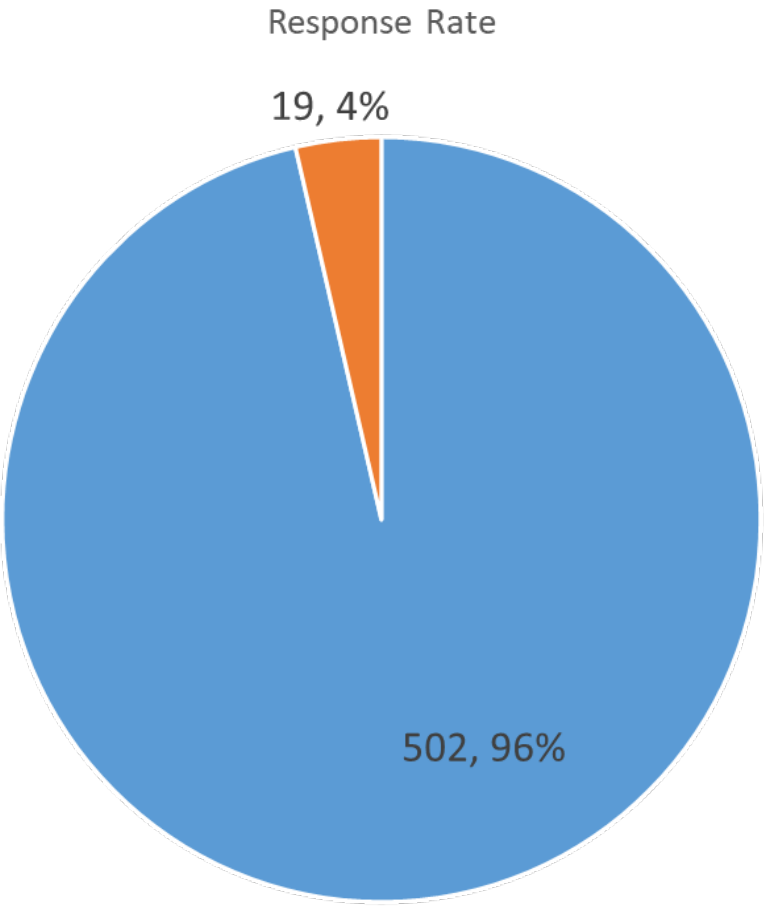
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# 6. RESULT

• Response Rate : 501/520



■ Yes ■ No



# SCORE OF KNOWLEDGE ON BOS

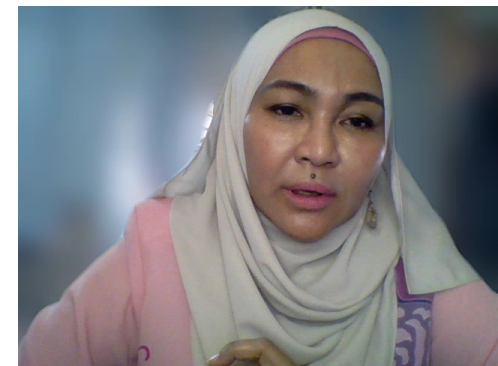
Level of Knowledge on BOS	Frequency	Score (%)
Higher on BOS	113	22.6%
Lower on BOS	388	77.4%
TOTAL	501	100%



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# Background on Demographic

## VARIABLES

## FREQUENCY

## PERCENTAGE

### GENDER

Male

157

31.3%

Female

344

68.7%

### AGE

Below 40

310

61.9%

40 and above

191

38.1%

### STATUS

Married

442

88.2%

Single

59

11.8%

### EDUCATIONAL LEVEL

Diploma and below

433

8

Undergraduate and above

68

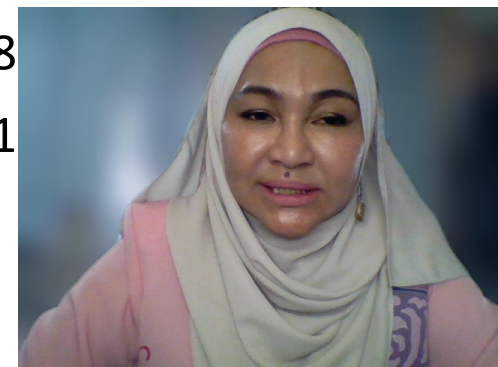
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Background/  
services

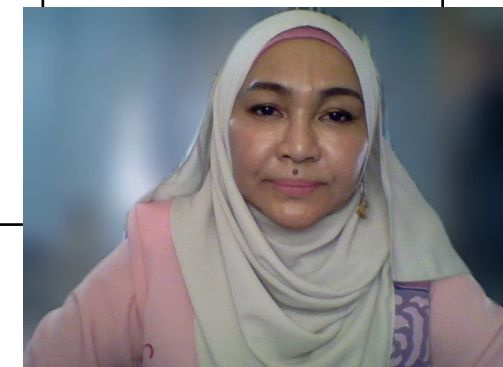
VARIABLES	FREQUENCY	PERCENTAGE
<b><u>EXPERIENCE</u></b>		
01-09	227	45.3%
10-19	159	31.7%
20-29	95	19.0 %
30-39	20	4.0%
<b><u>GRED</u></b>		
Higher (54 and above)	31	6.2%
Middle (44-52)	23	4.6%
Lower (41 and below)	447	89.2%
<b><u>SCHEME</u></b>		
Military	126	25.2%
Non-Military	375	74.9%
<b><u>TRAINING</u></b>		
Yes	210	
No	291	



## Level of Knowledge on BOS by social demographic factor



VARIABLES	LOW	%	HIGH	%	P - VALUE
<b>Gender</b>					
Male	115	73.2%	42	26.8%	0.129
Female	273	79.4%	71	20.6%	
<b>Age</b>					
Below 40 yr/o	246	79.4%	64	20.6%	0.193
40 yr/o and above	142	74.3%	49	25.7%	
<b>Marital Status</b>					
Married	342	77.4%	100	22.6%	0.919
Single	46	78.0%	13	22.0%	
<b>Educational Level</b>					
Diploma & below	348	80.4%	85	19.6%	<0.001
Degree & above	40	58.8%	28	41.2%	
<b>Working Experience</b>					
1-09	190	84.1%	36	15.9%	<0.001
10-19	126	79.2%	33	20.8%	
20-29	56	58.9%	39	41.1%	
30-39	15	75.0%	5	25.0%	



## Level of BOS by Services Factor



VARIABLES	LOW	%	HIGH	%	P - VALUE
Military	89	70.6%	37	29.4%	<b>0.035</b>
Non Military	299	79.7%	76	20.3%	
Grade					<b>0.600</b>
41 below	345	77.2%	102	22.8%	
44-48	16	84.2%	3	15.85	
51-53	4	100%	-	-	
54 and above	23	74.2%	8	25.8%	
<b>In Service Training</b>					<b>&lt;0.001</b>
No	250	85.9%	41	14.1%	
Yes	138	65.7%	72	34.3%	



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**\*\* (Significant at p<0.05)**



# Stepwise Multiple Linear Regression Result:

Model	t	Significant
Working Experience (20-29 yrs)	-3.298	.001
Grade (44 -48)	-2.305	.005
Scheme ( Military Medical)	-5.283	<.001
Training (yes)	-3.603	<.001
Leadership style (T)	10.487	<.001
Skills (High)	4.373	<.001
Excellence Services ( High)	4.784	<.001



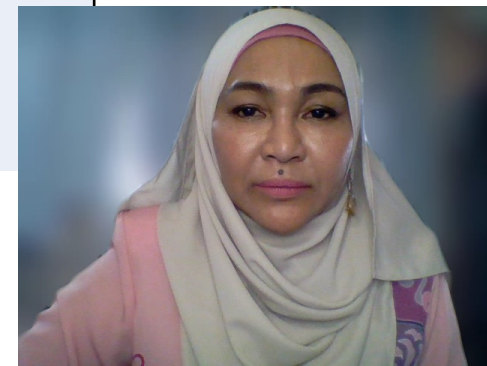
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# CONCLUSION

- BOS has been adopted as one of the strategy to strengthen the management of public service in Malaysia
- Having managers that are well versed in BOS is one of the factors tht may contribute to the excellence of services rendered.
- It was found that 22.6% of managers Military Hospitals had high knowledge of BOS



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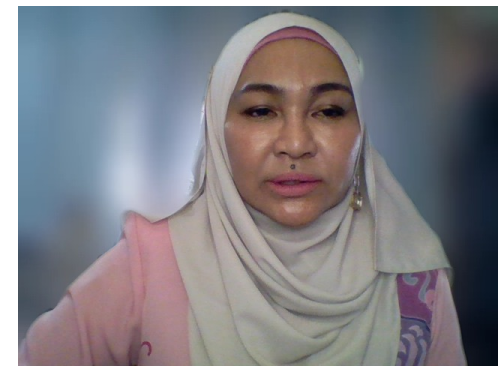
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# Conclusion

- Managers with knowledge on BOS are able to use their management skills to provide excellent service in the Military Hospitals.
- It is recommended that the Military Hospitals administration should look at the needs for trainings on BOS and
- Suitable courses to military and senior managers to enhance their skills, knowledge, leadership style and organisational compliance in achieving excellence services.



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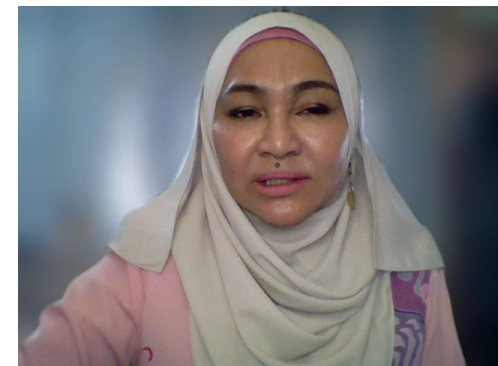
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