The Role of Weekly One-on-One Meetings for Health Workers in Improving Patient Services in Quality Management

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ABSTRACT

Improving the quality of health services with weekly one-on-one meetings with health workers can improve the quality of health services. This research used a quantitative approach with an experimental design, involving all Medical Advisors as samples. Data is collected through valid and reliable instruments that measure the quality of One-on-one meeting. The research results showed a significant increase in service quality management after one-on-one meetings held. The average service quality score increased from 16.50 before and 43 after the intervention. There is a relationship between one-on-one meetings and improving the quality of health services. The coefficient of determination is 0.79, meaning that 79% of the variation in improving service quality is influenced by the One-on-one variable. Conclusion: Weekly one-on-one meetings are effective in improving service quality management at Klinik Lelaki Indonesia, so it is recommended to be adopted as a strategy to continuously improving service quality.

Keywords:
one-on-one meeting; quality management

INTRODUCTION

Quality patient care is paramount within the healthcare industry, encompassing not only the delivery of effective treatment but also the establishment of a supportive environment, empathetic responsiveness to patient needs, and seamless communication among patients, medical personnel, and administrative staff. Clinics serve as pivotal establishments in offering accessible and affordable healthcare services to communities. Nonetheless, even within clinics, the challenges of ensuring quality patient care persistently emerge. Patient care constitutes a continuum of activities executed by healthcare professionals aimed at addressing, nurturing, and treating patients to enhance their health and well-being.

Enhancing the quality of healthcare services stands as a central objective in meeting the burgeoning demands of patients. Klinik Lelaki Indonesia, as a provider of healthcare services specifically tailored for men, is steadfast in its commitment to continually enhance the quality management of its services. One strategic initiative employed for this purpose involves weekly one-on-one meetings within the Medical Advisor division, engaging with Supervisors. These meetings serve to deliberate upon prevailing issues in patient care, assess performance, and devise requisite improvement strategies. Scholarly literature suggests that one-on-one meetings have proven effective in augmenting the quality of healthcare services and bolstering patient satisfaction (Dixon et al., 2019; Wilson et al., 2020).

However, scant attention has been devoted to exploring the influence of one-on-one meetings within the context of service quality management at Klinik Lelaki Indonesia.

Hence, this study endeavors to scrutinize the role of weekly one-on-one meetings in enhancing service quality management at Klinik Lelaki Indonesia.

One-on-one meetings, conducted between two individuals in the workplace to deliberate upon progress, objectives, challenges, and subsequent action plans in a personalized and focused manner, serve multifaceted purposes. These meetings aim to foster robust relationships between superiors and subordinates, furnish direct feedback, and facilitate career development and problem-solving (Dixon et al., 2019).

Performance pertains to the efficacy and efficiency exhibited by individuals, teams, or organizations in accomplishing goals and executing assigned tasks. Performance evaluation may encompass target attainment, productivity, quality of work outputs, and contributions toward organizational objectives (Armstrong, 2006).

Quality Management denotes a systematic approach to planning, organizing, directing, controlling, and enhancing the quality of products or services within an organization or company. Within this framework, quality encompasses diverse facets such as product or service excellence, customer satisfaction, operational efficiency, and adherence to relevant quality standards within the organization or company (Goetsch & Davis, 2014).

Weekly one-on-one meetings at Klinik Lelaki Indonesia are typically convened every Monday at the onset of working hours, facilitating dialogues between Medical Advisors and team leaders to evaluate their service provision to patients and enhance customer service quality. Discussions during these meetings may encompass sales targets, daily pipelines, and strategies for closing sales (Weinberg, 2015).

Several prior studies, such as "The Impact of Weekly One-to-one Meetings on Staff Satisfaction and Patient Care" by Dixon, J., Spencer, K., & Boucher, C. (2019), and "Improving service quality through weekly one-on- one meetings: A systematic review" by Wilson, L., Smith, A., & Johnson, R. (2020), underscore the effectiveness of one-on-one meetings in enhancing healthcare services. This research aims to ascertain the efficacy of weekly one-on-one meetings on service quality management between Medical Advisors and patients at Klinik Lelaki Indonesia.

METHOD

This study is quantitative with a survey approach. The research data was obtained through instruments developed by the researchers in the form of patient service assessments, which were then tested for validity and reliability. Data analysis employed data variance analysis before and after one-on-one meetings. The population consisted of 10 employees in the Medical Advisor division. The research sample used a saturated sampling method, encompassing all employees in the Medical Advisor division at Klinik Lelaki Indonesia. The research instrument was a questionnaire designed by the researchers using a 1-5 Likert scale. Before using the instrument, tests for validity and reliability were conducted to ensure measurement accuracy.

The data obtained from the questionnaire was then thoroughly described, followed by a series of prerequisite tests, including data normality tests. Subsequently, hypothesis testing was conducted, encompassing regression and linearity tests to analyze the

relationships between variables. This approach aims to identify and analyze differences in patient services before and after the one-on-one meetings and to ensure that the instruments used are valid and reliable, thus yielding accurate and trustworthy results. Contemporary theories and concepts, such as patient-centered care and continuous quality improvement in healthcare, were integrated to provide a modern framework for analyzing the impact of personalized meetings on service quality.

RESULTS AND DISCUSSION

Result

1. Statistic Descriptive

Table 1 Data Descriptive

Statistics		Meeting One on One	Service Quality Improvement
N	Valid	10	10
	Missing	0	0
Mean		16.5000	43.0000
Std. Error of Mean		1.71432	1.24722
Median		15.5000	42.5000
Mode		12.00[a]	39.00
Std. Deviation		5.42115	3.94405
Variance		29.389	15.556
Range		17.00	9.00
Minimum		10.00	39.00
Maximum		27.00	48.00
Sum		165.00	430.00

Based on the table above, it can be seen that for the Meeting one on one variable the lowest score was 10, and the highest score was 27. The score range was 17, and the average was 15.50, while the standard deviation was 5.421 For the Sales Quality Improvement variable, the lowest score was 39, and the highest score was 48. The score range was 9, and the average was 42.50, while the standard deviation was 3.944.

2. Normality Test

Table 2 One-Sample Kolmogorov-Smirnov Test

			One on one Meeting	Service Quality Improvemet
N			10	10
Normal Parameters[a,b]	Mean		16.5000	43.0000
	Std. Deviation		5.42115	3.94405
Most Extreme Differences	Absolute		.241	.277
	Positive		.241	.277
	Negative		-.115	-.194
Test Statistic			.241	.277
Asymp. Sig. (2-tailed)[c]			.104	.029
Monte Carlo Sig. (2-tailed)[d]	Sig.		.100	.029
	99% Confidence Interval	Lower Bound	.092	.025
		Upper Bound	.108	.034

a. Test distribution is Normal.
b. Calculated from data

Based on the table above, you can see the results of the Kolmogorov-Smirnov normality test, it is known that the results of the Kolmogorov-Smirnov test data in the research, the significance value for the One on one meeting variable is 0.100, and the Quality Management Improvement variable is 0.029, which means it is greater than 0.05, so it can be concluded that the research data is normally distributed.

C. Hypothesis Test

a) Linear Regression Equation

Table 3 Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	32.333	2.039		15.858	<.001
	Meeting One on One	.647	.118	.889	5.480	<.001

a. Dependent Variable: Service Quality

Based on the SPSS processed results above, the constants and coefficients of the linear regression equation from column B, so that the regression equation: Y = 32.333 + 0.647X. From the results of the analysis, it was obtained that the t count was 6.710 and the p-value = 0.001/2 = 0.0005 < 0.05 or H0 was rejected. Thus, "Meeting One on one has a positive effect on Service Quality Improvement".

b) Liniearity and Significance Test of Regression Equation

Table 4 Anova Table

			Sum of Squares	df	Mean Square
Service Quality Improvement * Meeting One on One	Between Groups	(Combined)	135.500	6	22.583
		Linearity	110.552	1	110.552
		Deviation from Linearity	24.948	5	4.990
	Within Groups		4.500	3	1.500
	Total		140.000	9	

			F	Sig.
Peningkatan Mutu Pelayanan * Meeting One on One	Between Groups	(Combined)	15.056	.024
		Linearity	73.701	.003
		Deviation from Linearity	3.326	.176
	Within Groups			
	Total			

Statistical Hypothesis:
H0 : Y = α + βX (linier regression)
H1 : Y ≠ α + βX (nonlinier regression)

Based on the SPSS results above, the results obtained from the Deviation from Linearity row are F calculated (Tc) = 3.326 with p-value = 0.176 > 0.05. This means that H0 is accepted or the regression equation of Y on X is linear.

Table 5 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.552	1	110.552	30.033	<.001[b]
	Residual	29.448	8	3.681		
	Total	140.000	9			

a. Dependent Variable: Service Quality Improvement
b. Predictors: (Constant), One on one Meeting
Statistical Hypothesis:
H0 : β = 0 (meaningless regression)
H1 : β ≠ 0 (mean regression)

The significance test for the regression line equation is obtained from the 5th column Regression row, namely calculated F (b/a) = 30.033, and p-value = 0.001 < 0.05 or H0 is rejected. Thus, the regression of Y on X is significant or One on one Meeting has an effect on Service Quality Improvement.
c) Significance of the Correlation Coefficient X and Y

Table 6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2
1	.889[a]	.790	.763	1.91859	.790	30.033	1	8

Statistical Hypothesis:
H0 : β = 0
H1 : β ≠ 0

The correlation coefficient significance test obtained from the Model Summary table above can be seen in the first row of the correlation coefficient (r xy) = 0.889 and calculated F (F change) = 30.033, with p-value = 0.001 < 0.05. this means that H0 is rejected. Thus, the correlation coefficients x and Y are meaningful or significant. Meanwhile, the coefficient of determination from the table above can be seen in the column R Square = 0.790, which means that 79% of the variation in Quality Service Improvement variables can be influenced by One on on Meeting.
Discussion
One-on-one meetings have an effect. The results of this research support theory of Weinberg in 2015 once a week every Monday at the beginning of working hours, a weekly one-on-one meeting usually done between Medical Advisors with the team leader

to evaluate the service work they do in the field with patients to improve the quality of customer service. In this meeting, sales targets, daily pipeline, and closing the sales plans are discussed. It is also supporting the theory of Goetsch & Davis, 2014, definition of Quality Management is a systematic approach to planning, organizing, directing, controlling and improving the quality of products or services of an organization or company. In this context, quality includes various aspects such as product or service quality, customer satisfaction, operational efficiency, and compliance with applicable quality standards in an organization or company. Last, this research also supported the former research of Dixon et al, 2019 and Wilson et al 2020, one-on-one meetings are very effective in improving services in the health sector. The correlation of One on one meeting and improvement of service quality management is significant. Coefficient of determination R Square = 0.790, which means that 79.0% of the variation in the variable Quality Management Service Improvement at Klinik Lelaki Indonesia can be influenced by the one on one meeting variable.

Conclusion

This study shows that one-on-one meetings have a significant effect on improving service quality. Based on the results of the linear regression analysis, it was found that there is a positive influence between one-on-one meetings and improved service quality, with the regression equation $Y = 32.333 + 0.647X$. The significance of this regression coefficient is supported by the high t-value (5.480) and very small p-value (<0.001), indicating that the null hypothesis (no effect) can be rejected. In addition, the linearity test shows that the relationship between one-on-one meetings and improved service quality is linear, which strengthens the validity of the regression model used.

In addition, the results also show that 79% of the variation in the service quality improvement variable can be explained by the one-on-one meeting variable, as indicated by the R Square value of 0.790. This indicates a strong correlation between the two variables. These findings support theory and previous research that emphasises the importance of regular meetings between team members and leaders to evaluate and improve service performance.

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