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Implementation of TQM in The Context of Patient Satisfaction in Various Hospitals in Indonesia



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ABSTRACT

Introduction: The quality of healthcare in Indonesia has become a crucial factor in ensuring the well-being and satisfaction of patients. In the face of complex challenges in organizing and improving the quality of services to meet the increasingly diverse needs of society, patient satisfaction is a key indicator in assessing service quality. Total Quality Management (TQM) has emerged as a promising approach to improving healthcare institutions' efficiency, effectiveness, and patient satisfaction. This review describes the relationship between TQM implementation and patient satisfaction levels in Indonesian healthcare institutions.

Method: Using the literature review method, this research systematically summarizes relevant findings, aiming to provide greater insight into the impact of TQM on patient experience. The literature examination included understanding the basic concepts of TQM, its principles, and experiences of its application in

the context of healthcare institutions. The literature analysis also focused on previous studies addressing the relationship between TQM implementation and patient satisfaction.

Result: Total Quality Management (TQM) implementation significantly improves the quality of healthcare services and, in an indirect context, contributes to improved patient satisfaction. Measures such as active patient participation, effective communication, and a continuous focus on quality improvement have been shown to play a crucial role in increasing patients' positive perceptions of healthcare services.

Conclusion: The implications of the results of this study provide direction for further research and contribute to the existing literature on healthcare management and quality improvement.

Keywords: TQM, Service, Satisfaction, Hospital, Effectiveness, Efficiency.

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INTRODUCTION

Indonesia's health system is undergoing a dynamic transformation in line with global changes and the increasingly complex needs of society. The quality of healthcare has become a crucial factor in ensuring the well-being and satisfaction of patients, as well as the survival of healthcare institutions themselves. In the current era, where global competition and the development of technology and medical science are constantly changing, healthcare institutions in Indonesia face pressure to improve the quality of their services continuously.¹

In the face of complex challenges in

organizing and improving the quality of services to meet the increasingly diverse needs of society, patient satisfaction is a key indicator in assessing service quality. In this context, Total Quality Management (TQM) has emerged as a promising approach to improve efficiency, effectiveness and patient satisfaction in healthcare institutions.^{1,2}

Although TQM has gained widespread recognition as a successful management model in various sectors, its implementation in healthcare still requires a deeper understanding. Healthcare institutions in Indonesia face the demand to implement TQM practices appropriately to achieve an optimal

balance between operational sustainability and providing high-quality services. In this context, fundamental questions arise about how TQM implementation in healthcare institutions can contribute to patient satisfaction.³

Therefore, this study aims to fill this knowledge gap by conducting a detailed literature review on implementing TQM in Indonesian healthcare institutions and its impact on patient satisfaction. Through an in-depth analysis of the relevant literature, this study is expected to provide better insight into how TQM principles can be adopted and effectively implemented to improve patient experience.

The meaningfulness of this study

lies in its contribution to the practical and conceptual understanding of the relationship between TQM implementation and patient satisfaction in the Indonesian healthcare environment. This study's results are expected to guide healthcare institutions in designing management strategies that focus on providing optimal services, being responsive to patient needs, and creating an environment that supports overall patient satisfaction.

METHOD

This research uses a literature review method. The data used in this research is secondary data. The secondary data sources are research journals and scientific articles correlated and relevant to this research topic. Search for data sources was done using academic databases, Google Scholar, and Researchgate. The researcher's inclusion criteria for secondary data sources are: 1) journals or articles have a time of publication in the last 10 years, 2) research journals used are international journals and national journals, 3) the subject of searching for secondary data sources has relevance to this topic, so the researcher searched the database with the keyword "implementation of TQM in Indonesia" and 4) the types of journals and articles obtained were original, full text.

From searches carried out through databases, researchers found many scientific articles and journals related to this research topic. However, researchers only determined 3 journals most relevant to the research topic. After collecting secondary data sources, the researcher carried out identification and in-depth study as reference material in writing this research.

RESULT

Based on the results of the search that the researcher carried out, it was found that 3 pieces of literature could be used as a presentation of data for this research, and the writer has reviewed, analyzed, and reviewed this literature to find similarities with this research.

Table 1. The implementation of the 10 TQM Leader principles³

Variable	Mean	Percentage (%)
Establish a clear Vision and decision	4.10	82.00
Communicating Goals	3.80	76.00
Driving Change	4.00	80.00
Giving Motivation	4.30	86.00
Making Quality Planning	4.10	82.00
Encourage Teamwork	4.40	88.00
Encourage incremental Improvement	4.20	84.00
Providing Training and Education	4.00	80.00
Providing Rewards & Punishments	4.00	80.00
Implementing Operational Standardization	4.10	82.00
Overall average		82.00%

The Implementation of TQM Leader Principles at Yarsi Dental and Oral Hospital

Leadership in TQM is crucial to achieving organizational goals. Leaders are responsible for providing influence and motivation to subordinates. TQM theory states that leaders must be able to determine appropriate things to do and build organizational dynamics to achieve goals.³ According to the TQM concept, Leadership roles are essential to resolve challenges and achieve organizational goals. However, not all leaders can carry out leadership functions well, so organizational goals are challenging to achieve. Leadership is related to an individual's ability to influence subordinates to achieve goals through influence, example, and communication. Teamwork is essential in TQM because it influences employee performance in completing work. Good relations between employees produce closeness and cooperation to achieve organizational goals. Vision and communicating goals are the main factors in leadership success because they direct organizational change and strategy.³

The research was conducted at the Yarsi Dental and Oral Hospital using quantitative descriptive methods, and the research subjects were 50 health workers. The socio-technological respondents were dominated by age 30-49 years, female gender, length of work >2 years, and bachelor's degree. Measurement of TQM Leader implementation uses 10 variables with a Likert scale.³

Table 1 displays the results of measuring the implementation of the 10 Total

Quality Management Leader principles at Yarsi Dental and Oral Hospital based on respondents' assessments.³

Overall, the average implementation of TQM Leaders in these hospitals reached 82%, classified as very good.³ The variable that got the highest score was Teamwork, with an average score of 4.40 or the equivalent of 88%. This shows collaboration and cooperation between divisions and hospital health workers has gone well. Meanwhile, the variable with the lowest score is Communicating Goals, with an average score of 3.80 or the equivalent of 76%. These results indicate the need for management to improve communication regarding hospital goals. Implementing the TQM Leader at Yarsi Dental and Oral Hospital has gone well. However, to further enhance the quality of service, it is necessary to make improvements, especially in communicating objectives by management to all health workers. The general conclusion is that the implementation of TQM Leader is good, but needs to be updated on goal communication. Suggestions for regular communication management with health workers and communicating directly with patients.³

The Implementation of TQM at Tangerang District Hospital, Banten

At Banten's Tangerang District Hospital, research was carried out. Three months of research time, from August to October 2020. The research methodology combines hypothesis testing and associative quantitative methods to determine the relationship between variables. Up to 217 nurses are working in inpatient facilities.

The accidental sampling technique is employed to get samples from the current population. Both primary and secondary data were used in this study.⁴

This study aims to determine whether TQM has a positive impact on the achievement of clinical quality indicators, as mediated by nurse performance, and whether nurse performance has a positive effect on the achievement of clinical quality indicators in the Tangerang District Hospital's inpatient unit. According to this study, nurses' performance mediated by the TQM variable has an indirect positive influence of 98%12 on the attainment of clinical quality measures.⁴

Joseph M. Juran describes Strategic Quality Management as a three-part process centered on staff members at various levels who each contribute uniquely to quality improvement in his book.⁵ Employees are in charge of quality control, whereas intermediate managers have an operational perspective on quality, and senior managers have a strategic perspective of the company. This theory backs up the findings of previous studies that showed the TQM program indirectly impacted the hospital's customer's ability to achieve clinical quality metrics or the output of the services it offered.⁵

Every nurse on the inpatient unit will undoubtedly perform better due to TQM's direct influence on their performance, resulting in the provision of high-quality services in compliance with current standards.⁴ This study demonstrates that the TQM variable positively affects clinical quality indicator accomplishment by 49%. These findings confirm that TQM is critical to the operation of a hospital that prioritizes service quality. Management must prioritize three of the ten TQM components: customer focus, long-term commitment, and employee involvement in all activities. Which is carried out.^{4,6} The present study is consistent with earlier research indicating that process quality management improves product performance in Indonesian manufacturing firms.^{6,7}

The investigation showed that the nurse's performance positively impacted the accomplishment of clinical quality measures by 51%. Based on these findings, it can be concluded that clinical quality

indices improve with nurse performance. Furthermore, the study's findings support the hypothesis that performance is defined as one's degree of task completion success and capacity to meet predefined objectives. When the intended goals are successfully attained, performance is deemed excellent and successful.²

The findings of this study show that TQM has a 94% positive impact on nurse performance. These findings explain why nurses perform better when the TQM approach is applied more effectively. Because Total Quality Management (TQM) is a quality-based system approach that engages every organization member, including nurses, it has a 94% effect on nurse performance.⁴ Patient happiness and staff performance can be impacted by TQM implementation in hospitals in several ways. For instance, putting TQM into practice can assist in altering operational procedures, organizational structures, habits, and culture. Employee performance, including productivity, performance, and job quality, may be enhanced by this.⁸

Hospitals can guarantee that patients receive the best care possible based on their needs by implementing TQM concepts. This includes providing courteous, prompt, effective, and high-quality service, among other things. The performance of the hospital as a whole will improve when patient satisfaction levels rise. Employees will feel more driven and dedicated to giving the finest care possible, and patients will feel happier with the services they receive. This could enhance the hospital's standing, foster more public confidence, and raise the standard of care. Thus, it is critical to apply Total Quality Management to promote a favorable relationship between patient and hospital staff satisfaction levels. Hospitals can enhance service quality and gain a competitive edge in the healthcare sector by prioritizing patient satisfaction.⁹

The Implementation of TQM Leader Principles at Siloam GMIM Sonder Hospital

A qualitative technique was used in this descriptive study on adopting Total Quality Management at Siloam GMIM Sonder Hospital. Purposive sampling

was the sampling strategy used, in which predetermined standards chose samples for implementing comprehensive quality management.³ Siloam GMIM Sonder Hospital's directors, physicians, nurses, and patients served as informants for this study.

According to this study, Siloam GMIM Sonder Hospital has improved patient satisfaction through Total Quality Management (TQM).³ There are various methodologies used in the implementation of TQM. Prioritizing patient satisfaction is the first tactic. The hospital allows patients to voice complaints and suggestions via a call center and suggestion boxes. The second tactic is ongoing system enhancement. Every six months, the hospital assesses the quality of its services and continuously improves its infrastructure. Training and education make up the third tactic. Healthcare personnel have access to various training programs designed to enhance their competencies. Teamwork is the fourth tactic. The hospital's medical staff works well together to provide patients with the finest care possible. Unified aims are the fifth tactic. Enhancing service quality is the common objective of all hospital medical staff. The hospital places healthcare personnel in roles that match their competencies and offer possibilities for their development as part of its sixth strategy, involvement, and empowerment.

Several obstacles must be overcome for TQM to be implemented at Siloam GMIM Sonder Hospital, including the high expense of training and the requirement for infrastructural improvements.³ However, this institution has found that TQM helps boost patient satisfaction. By incorporating essential components of Total Quality Management (TQM), including fulfilling patient satisfaction, delegating tasks effectively, fostering strong cooperation, providing training and education for healthcare personnel, and continuous improvement, Siloam GMIM Sonder Hospital has successfully implemented TQM.

CONCLUSION

TQM is necessary to improve service quality and achieve desired quality standards, aligning with the hospital's

vision and mission. Despite obstacles such as limited facilities and involvement of patient families, support from committed healthcare professionals serves as a driving force in implementing TQM. The physical and social environment also plays a crucial role in improving service quality, necessitating enhancements to physical facilities and fostering supportive relationships with the surrounding community.

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CONFLICT OF INTEREST

The author declares no conflict of interest related to the material presented in this article.

AUTHOR CONTRIBUTION

All authors contributed equally contribute to the study.

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