

## IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT (TQM) TO REDUCE PATIENT COMPLAINTS IN HOSPITALS: LITERATURE REVIEW

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### ABSTRAK : IMPLEMENTASI *TOTAL QUALITY MANAGEMENT* (TQM) UNTUK MENGURANGI KELUHAN PASIEN DI RUMAH SAKIT: *LITERATURE REVIEW*

Latar Belakang : Kualitas pelayanan kesehatan di rumah sakit sangat berpengaruh terhadap kepuasan pasien, yang semakin meningkat dengan ekspektasi masyarakat modern. Total Quality Management (TQM) adalah pendekatan sistematis yang diterapkan untuk meningkatkan kualitas secara menyeluruh di berbagai sektor, termasuk kesehatan. Implementasi TQM melibatkan seluruh anggota organisasi rumah sakit dengan fokus pada peningkatan proses, produk, dan layanan kepada pasien. Penurunan keluhan pasien menjadi indikator penting keberhasilan TQM, dengan upaya seperti perbaikan proses pendaftaran dan peningkatan komunikasi staf medis-pasien berpotensi mengurangi keluhan.

Tujuan: untuk melakukan tinjauan literatur tentang implementasi Total Quality Management (TQM) di rumah sakit dan menganalisis dampaknya terhadap penurunan keluhan pasien.

Metode : Penelitian ini menggunakan metode literature review untuk mengeksplorasi pengaruh implementasi Total Quality Management (TQM) terhadap keluhan di rumah sakit.

Hasil : Hasil penelitian menunjukkan bahwa implementasi Total Quality Management (TQM) di rumah sakit secara signifikan mengurangi jumlah keluhan pasien. Berbagai strategi TQM seperti perbaikan proses pendaftaran, peningkatan kecepatan dan akurasi diagnosis, serta pelatihan staf dalam keterampilan komunikasi telah terbukti efektif. Studi juga menyoroti pentingnya evaluasi dan analisis keluhan pasien sebagai sarana untuk terus memperbaiki kualitas pelayanan kesehatan dan meningkatkan kepuasan pasien secara keseluruhan.

Kesimpulan : Implementasi Total Quality Management (TQM) di rumah sakit terbukti efektif dalam menurunkan keluhan pasien dan meningkatkan kepuasan pelanggan. Pentingnya keterlibatan seluruh anggota organisasi, fokus pada kepuasan pelanggan, dan peningkatan kualitas layanan secara berkelanjutan membentuk lingkungan pelayanan yang lebih responsif terhadap kebutuhan pasien..

Saran : meningkatkan implementasi TQM meliputi komitmen manajemen yang kuat, pelatihan staf, evaluasi rutin, dan budaya inovasi untuk memastikan kualitas layanan yang optimal.

Kata kunci : Total Quality Management (TQM), keluhan, rumah sakit, kepuasan pasien.

### ABSTRACT

Background. The quality of healthcare services in hospitals significantly influences patient satisfaction, which is increasingly heightened by modern societal expectations. Total Quality Management (TQM) is a systematic approach applied to enhance overall quality across various sectors, including healthcare. TQM implementation involves engaging all hospital organizational members with a focus on improving processes, products, and patient services. Reduction in patient complaints serves as a crucial indicator of TQM success, with efforts such as improving registration processes and enhancing communication between medical staff and patients potentially reducing grievances.

Objective: To conduct a literature review on the implementation of Total Quality Management (TQM) in hospitals and analyze its impact on reducing patient complaints.

Methods: This study employed a literature review method to explore the influence of Total Quality Management (TQM) implementation on complaints in hospitals.

Results: Findings indicate that TQM implementation in hospitals significantly reduces the number of patient complaints. Various TQM strategies such as improving registration processes, enhancing speed and accuracy of diagnoses, and training staff in communication skills have proven effective. The studies also underscore the

importance of evaluating and analyzing patient complaints as a means to continually improve healthcare service quality and enhance overall patient satisfaction.

Conclusion: Implementation of Total Quality Management (TQM) in hospitals has proven effective in reducing patient complaints and enhancing customer satisfaction. The importance of engaging all organizational members, focusing on customer satisfaction, and continuously improving service quality shapes a healthcare environment more responsive to patient needs.

Suggestion: Enhancing TQM implementation includes strong management commitment, regular staff training, routine evaluations, and fostering an innovative culture to ensure optimal service quality.

Keywords: Total Quality Management (TQM), complaints, hospitals, patient satisfaction.

## **INTRODUCTION**

The quality of health services in hospitals is a crucial aspect that greatly influences patient satisfaction and experience (Supartiningsih, 2017) . In this modern era, with increasing public awareness and expectations of health services, hospitals are required to continue to innovate and improve the quality of their services (Yanuarti et al., 2021) . One management approach that is widely adopted by hospitals to achieve operational excellence and customer satisfaction is Total Quality Management (TQM) (Tejanegara et al., 2022) .

Total Quality Management (TQM) is a systematic and structured management approach that focuses on overall and continuous quality improvement in every aspect of the organization. This concept was first developed in the manufacturing industry, but over time, TQM principles have been adapted to various sectors, including the health sector (Hendrani, DH, & Gorda, AES, 2021) . Implementing TQM in hospitals involves the involvement of all members of the organization, from top management to operational staff, with the aim of improving processes, products and services provided to patients (Purwanti, 2024) .

Implementation of TQM in hospitals can include various strategies and methods, such as quality control, performance measurement, employee training and development, as well as process improvement through the Plan-Do-Check-Act (PDCA) cycle (Sugiat, AP, & Atmawinata, MR, 2023) . This approach emphasizes the importance of customer orientation, in this case patients, as the main focus. Every activity and decision taken must be based on the patient's needs and expectations, with the ultimate goal of increasing patient satisfaction and providing the best service experience (Mangindara, 2022) .

However, one important indicator of the success of TQM implementation in hospitals is the reduction in the number of complaints from patients. Patient complaints often reflect problems in the quality of services provided, both in terms of facilities,

medical procedures, and interactions with hospital staff. Therefore, measuring and analyzing patient complaints can provide valuable insights for hospital management to evaluate and improve their service systems (Ambari et al., 2023) .

Several studies have shown that implementing TQM in hospitals can contribute significantly to reducing patient complaints. For example, improvements in the patient registration process, increasing the speed and accuracy of diagnosis, more efficient management of waiting times, and improving communication between medical staff and patients can reduce the potential for complaints (Ridwan, 2022) . In addition, employee training and development that focuses on communication and customer service skills can also help increase positive interactions between staff and patients, which in turn can reduce complaint rates (Amran, 2023) .

This article aims to conduct a literature review regarding the implementation of TQM in hospitals and its effect on reducing patient complaints. By reviewing various studies and research that have been carried out in various hospitals, it is hoped that a comprehensive picture can be obtained regarding the effectiveness of TQM in improving the quality of health services and reducing patient complaints. It is hoped that the results of this review will provide insight and practical recommendations for hospitals seeking to implement TQM as part of their service quality improvement strategy.

This research will explore various aspects of TQM implementation, including challenges faced, successful strategies, and best practices that have been proven effective. Thus, it is hoped that this article will not only be an academic reference, but also a practical guide for hospital management practitioners who wish to adopt a TQM approach to improve the quality of their services and patient satisfaction.

## **RESEARCH METHODS**

This research uses a literature review method to explore the implementation of Total Quality Management (TQM) in hospitals and its effect on reducing patient complaints. The main data sources used include scientific journals, conference articles, books, and research reports published in academic databases such as PubMed, Google Scholar, Scopus, and ScienceDirect. Inclusion criteria include studies that discuss the implementation of TQM in hospitals, research that evaluates the impact of TQM on service quality and patient complaints, as well as publications within the last 10 years and available in English or Indonesian. Articles that did not provide empirical data or in-depth analysis, as well as publications that were not peer-reviewed or only discussed TQM in general without a focus on the health sector, were excluded.

Once relevant literature is identified, data is collected and analyzed. The data includes information regarding the implementation of TQM in hospitals, methods for evaluating service quality and patient complaints, as well as main results related to the impact of TQM. The studies were classified based on TQM implementation method, hospital type, and geographic location. Data analysis is carried out to identify patterns, trends and key findings, including effective TQM implementation strategies and factors for TQM success or failure. The quality and validity of each study is evaluated using critical evaluation tools such as CASP or JBI Critical Appraisal Tools. The results of the analysis are prepared in a report that includes a summary of the main findings, discussion of the implications of the findings for hospital management practices, practical recommendations for implementing TQM to reduce patient complaints, as well as identification of research gaps and suggestions for further research. It is hoped that this literature review method can provide comprehensive insight into the implementation of TQM in hospitals and its impact on reducing patient complaints, thereby supporting improved quality management practices in the health sector (Andriani, 2021).

## RESEARCH RESULTS

Total Quality Management (TQM) is a systematic management approach to improve service quality on an ongoing basis by involving all members of the organization. Based on the literature reviewed, the implementation of TQM in various hospitals shows a positive impact on reducing patient complaints and increasing customer satisfaction.

Research by Kurnia Deswita et al (2021) at Hospital X found that the implementation of TQM through discussion forums, observations and

interviews was effective in reducing the number of patient complaints. Patients become more aware of registration procedures and other services, which reduces errors and dissatisfaction that are often the source of complaints. Meanwhile, Rohmad Kafidzin (2016) used Importance Performance Analysis at Kumalasiwi Mijen Kudus Hospital to find that services that meet patient expectations can reduce the risk of complaints. Customer satisfaction was assessed based on the hospital's managerial performance which was evaluated through a questionnaire filled out by 15 respondents from various managerial positions.

Najmuddin et al (2023) in a cross-sectional study at RS X Makassar found that excellent and quality service contributed to patient satisfaction and loyalty. Through questionnaires, interviews and observations of 286 samples, this research shows the importance of service quality in reducing patient complaints. At Charitas Palembang Hospital, research by Manurung et al (2017) using the Six Sigma and TQM integration approach found that variables such as leadership, strategic planning, and customer focus significantly influenced hospital performance. Multivariate analysis shows that this approach can reduce the decline in customer loyalty that occurred from 2013 to 2015.

Estie Yonasari et al (2018) at Tugurejo Hospital Semarang showed that handling customer complaints effectively can reduce complaints. In his research, the Customer Service unit that handled customer complaints proactively was able to reduce the level of complaints through a "close handling" approach. Meanwhile, Andre Septian Saragih et al (2020) at Eria Hospital Pekanbaru showed that TQM which involves customer orientation, teamwork, continuous system improvement, and employee involvement significantly improves nurse performance. These results were measured using questionnaires and interviews.

Research by Suparlan and Harianto (2019) at the Semen Gresik Hospital Pavilion found a significant relationship between TQM implementation and customer satisfaction, which in turn reduced the number of complaints. This study uses a questionnaire and Spearman Rank analysis to evaluate patient satisfaction. Linta Meyla Putri et al. at the Undaan Eye Hospital in Surabaya using the customer windows method to analyze outpatient polyclinic services. The results show that speed of service, waiting time, and clarity of information are important aspects that influence the reduction in complaints.

M. Idham Masuku et al (2015) at Dr. Hospital. H. Chasan Boesoerie Ternate shows that rude

communication, long waiting times, and inadequate infrastructure are the main factors for patient dissatisfaction. This study emphasizes the importance of time management and good communication in reducing patient complaints. Nathasya GP Mewengkang et al (2023) at Dr. TNI AL Hospital. Wahyu Slamet Bitung shows that a focus on customer satisfaction, teamwork, long-term commitment, and continuous improvement significantly improves service quality. Multiple analysis shows that these factors have a positive and significant effect on reducing patient complaints.

From this literature review, it can be concluded that the implementation of TQM in hospitals consistently shows a positive influence on reducing patient complaints. A TQM approach that focuses on customer satisfaction, improving service quality, and involvement of all hospital staff is the key to success in reducing patient dissatisfaction. However, TQM implementation also faces several challenges.

TQM success requires long-term commitment from all levels of hospital management and staff. Without this commitment, quality improvement efforts are likely to be unsustainable and may result in only temporary changes. In addition, ongoing training and education for staff is essential to ensure a good understanding of TQM principles and their application in daily practice. Staff need to be trained to identify quality problems, find solutions, and implement necessary improvements effectively.

Ongoing evaluation and feedback is also necessary to identify areas that require improvement and ensure that quality improvement efforts are effective. Critical evaluation tools such as the Critical Appraisal Skills Program (CASP) or the Joanna

Briggs Institute (JBI) Critical Appraisal Tools can be used to assess the quality and validity of studies conducted (Long et al., 2020) . By using this tool, hospitals can monitor the progress of TQM implementation and make necessary adjustments to achieve desired results.

In addition, effective communication between staff and management is very important in the implementation of TQM. Staff must feel heard and supported by management, and have access to the information and resources they need to do their jobs well. Open and transparent communication can help build the trust and collaboration necessary for successful TQM (Arif et al., 2023) .

Time management is also an important factor in reducing patient complaints. Long waiting times are often the main source of patient dissatisfaction, so efforts to reduce waiting times and increase service efficiency are very necessary. This can be achieved through process improvements, use of information technology, and increased coordination between departments (Reitandi et al., 2023) .

Overall, these studies show that with appropriate and sustainable implementation of TQM, hospitals can improve the quality of their services, reduce patient complaints, and increase patient satisfaction and loyalty. This is very important in creating a positive image and competitiveness for hospitals in an era of increasingly competitive health services. Effective implementation of TQM can help hospitals achieve their strategic goals, improve patient well-being, and build a reputation as a provider of high-quality health services.

Several studies regarding TQM have been carried out by Kurnia et al (2021) and others as listed in the table below .

Author	Title	Journal name	Method (design, population, sample, variables, instruments, analyses)	Results
Kurnia Deswita , Herman Sudirman , Sri Widodo	Analysis Effort Enhancement Quality Service with Application Total Quality Management (TQM) method at Hospital	Journal Research and development Health Indonesian society	Qualitative (Forum Group Discussion, observation , etc interview )	The results achieved (Outcome) can be assessed from change behavior patient , like initially No know How procedure registration patient new after given the knowledge process patient know every mandatory procedures done so that reduce amount complaints received

Rohmad Kafidzin	Analysis of the Implementation of Total Quality Management (TQM) for Inpatient Services at Kumalasiwi Mijen Kudus Hospital	Thesis University Diponegoro	DESIGN: Importance Performance Analysis POPULATION: 30 people consisting from director , head field , head sexy, chief space , and head installation . SAMPLE: 15 people VARIABLE: performance managerial House Sick . INSTRUMENT: questionnaire ANALYSIS: critical success factor	Customer satisfaction is a form of customer evaluation of the results of the purchase interaction of a product or service compared to the expectations they have. When service meets their expectations, this will reduce the risk of complaints from patients.
Najmuddin , Achmad Indra Awaluddin , Haslinah Ahmad, Nurmia Aminuddin	Implementation of Total Quality Management at Hospital	The Indonesian Journal of Health Promotion	DESIGN: cross sectional POPULATION: 314 people with 67 doctors , 140 paramedics , and 65 staff health other . SAMPLE: 286 VARIABLE: performance House Sick . INSTRUMENT: questionnaire , interview And observation ANALYSIS: univariate	Excellent service and quality will impact on satisfaction patient And impact on increase customer loyalty to That service offered by That serve industry . One size from achieved quality something service is loyalty consumer .
Manurung , Jessihana Morgan; Puput Oktamianti , supervisor; Adang Bachtiar , examiner; Retired Junadi , examiner; Suprijanto Rijadi , examiner; Syahrul Muhammad	Study implementation quality with approach integration of six sigma and TQM through evaluation Malcolm baldridge at home Sick Charitas Palembang = Integration of six sigma and TQM through Malcolm baldrige assessment in Charitas Palembang Hospital	Journal Administration House Indonesian Pain	DESIGN: Sequential Explanatory POPULATION: all employee House Sick . SAMPLE : 30% of all over population VARIABLE: quality service health based on Baldrige criteria . INSTRUMENT: questionnaire , interview And observation ANALYSIS: multivariate	Decline loyalty customer from 2013 to in 2015 it was 80. From the results research , found all over variable Leadership, Planning Strategy , Focus Customer , Focus Source Power human , Focus Process, Measurement-analysis And management knowledge own connection which is significant in influence performance House Sick . Got it from seven criteria Malcolm Baldridge , there are 3 variables that have mark above the total average , and 4 criteria have mark below the total average .
Estie Yonasari , Septo Pawelas Arso , Wulan Kusumastuti	Description Handling Complaint Customers at the Home Customer Service Unit Sick Tugurejo	Journal Health Public	DESIGN: Qualitative Descriptive POPULATION: Coordinator and Customer Service Staff. Informant triangulation is Head of TU Sub- Division , Law And Public	In handling complaint customers at the Tugurejo Regional Hospital Customer Service Unit , handled "close handling" complaints ie if customers who complain accept explanation or answer from top

	Semarang Regional General		Relations as well as Tugurejo Regional Hospital patient . SAMPLE: Customer Service Unit officers totaling 7 ( seven ) people VARIABLE: Source Power people , budget , SOP INSTRUMENT: questionnaire , interview And observation ANALYSIS: purposive sampling	Customer Service officer the complaint he submitted as well as willing sign form solution complaint . Whereas For repair from incoming complaints No become indicator resolved complaint . This matter possible For decline complain on patient .
André Septian Saragih , Restu , Anggia Paramitha	The Effect Of Total Quality Management Practice On The Performance Of Nurses At The Eria In Hospital Pekanbaru	JOM FEB	DESIGN: Qualitative Descriptive POPULATION: all nurse at home Sick Eria Pekanbaru , numbering 73 person. SAMPLE: sample census VARIABLE: orientation on customers , work The same team (team work), repair system continuous , involvement and empowerment employee to performance nurse . INSTRUMENT: kuisiонер dan waawancara ANALYSIS: skala ordinal	The results of this study indicate that Total Quality Management which consists of variables focused on customers, improvement of the cooperation system, and employee involvement and empowerment has a positive and significant effect on performance. is 72.1% while the remaining 27.9% is influenced by other variables that are not included in this regression model. Nurses at Eria Hospital Pekanbaru, either simultaneously or partially
Suparlan, Harianto	Total Quality Management with Customer Satisfaction	Journals of Community Nurses	DESIGN: cross sectional POPULATION: The population is patients and nurses who work at the Semen Gresik Hospital Pavilion. SAMPLE: The total sample of TQM and customer satisfaction was 29 respondents VARIABLE: customer satisfaction INSTRUMENT: questionnaire ANALYSIS: Spearman Rank statistics	The research results show that there is a significant relationship between the implementation of Total Quality Management (TQM), which is a central factor, with customer satisfaction ( $\rho = 0.013$ ), from information and analysis ( $\rho = 0.026$ ), from planning factors ( $\rho = 0.023$ ), from resources humans ( $\rho =$ 0.000). Customer satisfaction with health services reduces the number of patient complaints against hospitals.

Linta Meyla Daughter , Stephen Supriyanto	Analysis Of Service Gaps In Outpatient Polyclinic Using Customer Window	Journal Administration Indonesian Health	DESIGN: observational customer analytics windows POPULATION: general patients of the outpatient clinic of Undaan Eye Hospital. SAMPLE: Total 98 VARIABLE: responsiveness, reliability, empathy INSTRUMENT: questionnaire ANALYSIS: customer windows	Results customer window analysis in polyclinics take care The road at Undaan Eye Hospital , Surabaya shows that aspect speed service , time Wait And clarity information is at on quadrant . Aspect This produce decline Complaint from Undaan Eye Hospital on in 2015.
M. Idham Come on in , Lutfan Blue , Mubasysyir Hasanbasri	Health Service Factors Affecting The Satisfaction Of Patients In The Dr. H. Chasan Boesoirie Regional Public Hospital Ternate	Journal Management Service Health	DESIGN: research qualitative explorative (case study) POPULATION: BPJS card holders, PBI and non-PBI, patients with chronic diseases and patients with acute diseases, and gender differences SAMPLE: 12 people from the population VARIABLE: patient complaints INSTRUMENT: questionnaire ANALYSIS: triangulation	Being dissatisfaction patient like silent just , angry And rage , commit protest , complain And compare with House Sick others , as well choose treatment to House Another pain . Factors reason dissatisfaction to staff that is rude communication , making things difficult patient , and No discipline time . To management namely , time Wait And information no schedule Certain . To environment that is , means And infrastructure , as well equipment medical yet adequate .
Nathasya GP Mewengkang , Indrie D. Palandeng , Shinta JC Wangke	The Effect Of Total Quality Management On The Quality Of Services At Tni Al Dr. Revelation Slamet Bitung Hospital During The Covid-19 Pandemic	Journal Research Economics , Management , Business and Accounting ,	DESIGN: quantitative descriptive POPULATION: 68 patients SAMPLE: 40 patients VARIABLE: customer focus, teamwork, long- term commitment, continuity improvement. INSTRUMENT: questionnaire ANALYSIS: multiple analysis	Focus on satisfaction customer And subtraction complaints , teamwork , long-term commitment, simultaneous continuous improvement has a significant effect on the quality of service at the TNI AL Dr. Hospital. revelation slamet bitung, apart from that partial focus on customers, teamwork, long-term commitment, continuous improvement are influential positive and significant impact on the quality of service at the TNI AL Dr. Hospital. revelation slamet bitung.

## CONCLUSION

Implementation of Total Quality Management (TQM) in hospitals has proven effective in reducing the number of patient complaints and increasing customer satisfaction. From the various studies that have been analyzed, it appears that TQM which involves all members of the organization, focuses on customer satisfaction, and continuously improves service quality can create a better service environment that is responsive to patient needs. Overall, these studies show that appropriate and sustainable implementation of TQM can improve the quality of hospital services, reduce patient complaints, and increase patient satisfaction and loyalty. Therefore, hospitals that are committed to implementing TQM systematically and sustainably will be better able to meet patient expectations and create a positive image as a provider of high-quality health services.

## SUGGESTIONS

Implementation of Total Quality Management (TQM) in hospitals can be improved with strong management commitment, regular training for staff, regular evaluations, and effective communication. A focus on improving processes and time management, as well as a culture of innovation and involvement of all members of the organization, is also important for reducing patient complaints and improving the overall quality of service.

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