

**IMPLEMENTATION OF *TOTAL QUALITY MANAGEMENT* (TQM) ON CUSTOMER JOURNEY IN HOSPITALS:
LITERATURE REVIEW**

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**ABSTRAK : IMPLEMENTASI *TOTAL QUALITY MANAGEMENT* (TQM) PADA CUSTOMER JOURNEY DI
RUMAH SAKIT: TINJAUAN PUSTAKA**

Latar Belakang : Total Quality Management (TQM) adalah pendekatan manajemen untuk meningkatkan kualitas organisasi dengan fokus pada kepuasan pelanggan, diperkenalkan oleh tokoh seperti Deming, Juran, dan Ishikawa dalam manufaktur. Di rumah sakit, TQM diterapkan untuk meningkatkan kualitas layanan dan efisiensi operasional melalui partisipasi seluruh staf dalam perbaikan proses dan pengambilan keputusan berbasis data. Keterlibatan pasien sebagai pusat aktivitas juga ditekankan, dengan penggunaan survei kepuasan dan umpan balik untuk memastikan pelayanan yang memenuhi harapan pasien.

Tujuan: Menganalisis pengaruh implementasi Total Quality Management (TQM) terhadap customer journey di rumah sakit.

Metode : Penelitian ini menggunakan metode literature review untuk mengeksplorasi pengaruh implementasi Total Quality Management (TQM) terhadap customer journey di rumah sakit, dengan fokus pada identifikasi pertanyaan penelitian utama, strategi pencarian literatur, seleksi kriteria inklusi dan eksklusi, serta analisis dan sintesis data untuk mengidentifikasi temuan utama, tren, dan kesenjangan penelitian terkait (Snyder, 2019).

Hasil : Hasil dan pembahasan dari literature review ini menyoroti bahwa implementasi Total Quality Management (TQM) di rumah sakit berpotensi signifikan untuk meningkatkan customer journey dengan memperbaiki kualitas layanan dan kepuasan pasien secara keseluruhan.

Kesimpulan : Implementasi Total Quality Management (TQM) di rumah sakit dapat secara positif mempengaruhi customer journey dengan fokus pada peningkatan kualitas layanan dan kepuasan pasien.

Saran : Menggunakan pendekatan gabungan kualitatif dan kuantitatif untuk mendalami implementasi TQM di rumah sakit, dengan fokus pada pengaruhnya terhadap customer journey dan pengalaman pasien.

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

ABSTRACT

Background . Total Quality Management (TQM) is a management approach aimed at improving organizational quality with a focus on customer satisfaction, introduced by figures such as Deming, Juran, and Ishikawa in manufacturing. In hospitals, TQM is applied to enhance service quality and operational efficiency through the participation of all staff in process improvement and data-driven decision-making. Patient engagement as the center of activities is also emphasized, using satisfaction surveys and feedback to ensure services meet patient expectations.

Objective : To analyze the impact of Total Quality Management (TQM) implementation on customer journey in hospitals.

Methods : This study employs a literature review method to explore the influence of Total Quality Management

(TQM) implementation on customer journey in hospitals, focusing on identifying key research questions, literature search strategies, criteria for inclusion and exclusion, and analyzing and synthesizing data to identify main findings, trends, and research gaps (Snyder, 2019).

Results : The results and discussion from this literature review highlight that implementing Total Quality Management (TQM) in hospitals has the potential to significantly enhance the customer journey by improving service quality and overall patient satisfaction.

Conclusion: Implementation of Total Quality Management (TQM) in hospitals can positively impact the customer journey by focusing on enhancing service quality and patient satisfaction.

Suggestion : Utilize a combined qualitative and quantitative approach to delve deeper into TQM implementation in hospitals, focusing on its influence on customer journey and patient experience.

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

INTRODUCTION

Total Quality Management (TQM) is a management approach that aims to improve quality in every aspect of an organization, with the main focus on customer satisfaction (Permana et al., 2021). This concept was first introduced in the manufacturing sector by figures such as W. Edwards Deming, Joseph Juran, and Kaoru Ishikawa. Over time, TQM principles have been adapted and applied widely in various sectors, including healthcare. Implementation of TQM in hospitals aims to improve service quality, operational efficiency and patient satisfaction (Balasubramanian, M. 2016).

In the context of health services, hospitals are complex institutions with various functions and departments that must work synergistically to provide the best service to patients. The customer journey in hospitals includes various stages, from registration, diagnosis, treatment, to discharge and post-treatment follow-up. Each stage in this journey is a critical point that can impact patient experience and satisfaction. Therefore, implementing TQM in hospitals is very important to ensure that every aspect of the customer journey runs smoothly and meets high quality standards (Babu and Thomas, 2020).

Implementing TQM in hospitals involves principles such as total involvement of all staff, focus on customers (patients), a systematic approach to improving processes, and measurement and analysis of data for evidence-based decision making. All staff, from top management to operational staff, must actively participate in quality improvement efforts (Alzoubi et al., 2019). This includes training and development, effective communication, and appreciation for innovation and continuous improvement (Alshourah, S., 2021).

One important aspect of TQM is the involvement of patients as the center of all activities. In this context, hospitals must strive to understand patient needs and expectations, and proactively strive to meet and even exceed these expectations. The use of patient satisfaction surveys, focus groups, and other feedback mechanisms is part of the TQM approach to ensure that patient voices are heard and form the basis for service improvement (Al-Shdaifat, EA, 2015).

This research aims to explore how the implementation of TQM can influence the customer journey in hospitals. By using the literature review method, this research will collect and analyze various studies that have been conducted previously. Literature review is an effective method for compiling a general overview of various relevant research findings, so that it can provide comprehensive insight and support managerial decisions based on evidence. Through this literature review, it is hoped that best practices and challenges faced in implementing TQM in hospitals can be identified.

Implementing TQM in hospitals can also bring various benefits, including increasing operational efficiency, reducing medical errors, increasing patient satisfaction, and improving financial performance (Tejanegara et al.,

2022). Previous studies show that hospitals that implement TQM effectively tend to have higher levels of patient satisfaction, shorter waiting times, and better clinical outcomes. However, TQM implementation also faces various challenges, such as resistance to change, limited resources, and the need for continuous training and development.

Overall, this research seeks to analyze the implementation of TQM affecting the customer journey in hospitals. With this analysis, it is hoped that it can provide practical recommendations for hospital management to optimize the patient experience through effective implementation of TQM. It is hoped that the findings from this research can make an important contribution to improving the quality of health services and patient welfare in hospitals.

RESEARCH METHODS

This research uses a literature review method to explore the implementation of Total Quality Management (TQM) on the customer journey in hospitals. The first step in this process was to identify the main research question, namely "How does TQM implementation affect the customer journey in hospitals?" This question is the basis for determining inclusion and exclusion criteria for the literature to be reviewed. The literature search strategy involved the use of various academic databases such as PubMed, ScienceDirect, Google Scholar, and

ProQuest, with keywords such as "Total Quality Management", "TQM", "customer journey", "hospital", "healthcare", "patient satisfaction", and "quality improvement". Articles and dissertations included must have been published within the last 10 years, focus on the implementation of TQM in hospitals or health services, and discuss the impact on the customer journey or related aspects. The literature selection process begins with reading the title and abstract, followed by full selection by two independent researchers to reduce bias. Data were extracted using a standard format that included information such as title, author, year of publication, research methods, main findings, and study limitations. The extracted data is then analyzed and synthesized to identify key themes, trends and research gaps. The results of the literature review are arranged systematically, with the main findings, practical implications, and recommendations for further research clearly presented (Snyder, 2019).

RESULTS AND DISCUSSION

After conducting a literature search and selection according to the method described, several articles and dissertations were found that were relevant to the implementation of Total Quality Management (TQM) in hospitals and its impact on the customer journey. These studies come from different countries and show variations in implementation methods as well as results obtained. From the analyzed literature, several main findings related to the implementation of TQM in hospitals include:

Increased Patient Satisfaction: Most studies report that implementing TQM has a positive impact on patient satisfaction. The use of patient satisfaction surveys, direct feedback, and patient involvement in the quality improvement process have improved the patient experience throughout their hospital journey. Lupioyadi (2016) states that satisfaction is a patient's response to the discrepancy between their previous level of interest and the actual performance they feel after use. A patient's satisfaction will influence a person's behavior, so that when a patient is satisfied it will tend to lead to loyalty.

Operational Efficiency: Implementation of TQM has also been proven to increase hospital operational efficiency. Using a systematic approach to process improvement, waste reduction, and resource optimization has reduced lead times, improved coordination between departments, and reduced operational costs. Process management plays a role in improving quality by using prevention and control mechanisms that ensure that production and operational processes run as error-free as

possible (Baird et al., 2011; Purbowo & Waluyowati, 2022). Effective process management helps achieve significant productivity and flexibility in operational performance (Baird et al., 2011). This research found a significant positive relationship between process management and operational performance, including inventory and quality control performance.

Quality of Service: TQM contributes to improving the quality of medical and non-medical services in hospitals. Continuous training of staff, use of standardized protocols, and ongoing monitoring of service performance have improved clinical outcomes and patient satisfaction. This includes the use of digital technology to make it easier for patients to access information related to health services (Hendrani and Gorda, 2021).

Staff Involvement: Studies show that active involvement of all levels of staff in the TQM process is essential. Staff participation in the development and implementation of quality improvement initiatives increases their motivation and commitment to organizational goals. Employee performance is reflected in the quality of service they provide to patients, which can then be used to evaluate the quality of that service. The key to providing better quality service is to meet or exceed expectations for the service itself. Syaifullah (2018) states that service quality is the expected level of excellence and mastery of the level of excellence to meet needs. According to Erri (2017), service quality is provided to customers in accordance with service standards implemented as guidelines for service provision. One of the determining factors for satisfaction is the perception of service quality which focuses on five dimensions: level of responsiveness, reliability, confidence, empathy, and direct evidence (Rizkan A., Konadi W., Musrizal; 2023). Furthermore, Aji's research (2018) states that employee performance as an intervening variable is able to mediate the influence of TQM on customer satisfaction.

Data Measurement and Analysis: The use of data for decision making is a key component in TQM. Studies show that hospitals that successfully implement TQM use data effectively to identify areas for improvement, monitor progress, and evaluate results (Agiwuhyanto et al., 2021).

The results of this literature review show that the implementation of TQM in hospitals has a significant impact on the customer journey and service quality. Increased patient satisfaction is one of the most prominent outcomes, indicating that the patient-centered approach in TQM is highly effective. Patients who feel heard and included in the care process tend to have more positive experiences and higher levels of satisfaction.

Improved operational efficiency was also an important finding. TQM helps hospitals identify and eliminate inefficient processes, reduce waste, and optimize the use of resources. This not only reduces costs but also speeds up services, which is especially important in the often busy and stressful hospital environment.

Improving the quality of medical and non-medical services shows that TQM can be applied holistically throughout the organization. Ongoing training and use of standard protocols ensures that staff have the knowledge and skills necessary to provide high-quality services. In addition, active involvement of staff in the TQM process increases the sense of ownership and responsibility for service quality.

The use of data for decision making is a critical aspect of TQM. Studies show that hospitals that use data effectively can identify problems more quickly, track progress, and make evidence-based decisions for continuous improvement. This shows the importance of strong information systems and an organizational culture that supports the use of data.

However, challenges in implementing TQM also need to be considered. Resistance to change, limited resources, and the need for ongoing training are frequently encountered barriers. Hospital management needs to develop effective strategies to address these challenges, including involving all levels of staff, providing adequate resources, and ensuring that ongoing training is available.

RESULT RESULTS

Author	Title	Journal name	Method (design, population, sample, variables, instruments, analyses)	Results
Reinold Glory Masinam, Merlyn	Analysis Of The Application Total Quality Management In	Journal of Economic, Management, Business and	Descriptive qualitative	The implementation of Total Quality Management at Siloam GMIM Sonder Hospital has quality standards in service,
Mourah Karuntu	Siloam Gmim Sonder Hospital	Accounting Research ,		way to assess patient satisfaction is contact advice and training to improve service
Najamuddin, Achmad Indra Awaluddin, Haslinah Ahmad, Nurmiati 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 other health workers . SAMPLE: 286 VARIABLE: hospital performance. INSTRUMENT: questionnaires, interviews and observations ANALYSIS: univariate	Based on MNQA calculations, Hospital Therefore, proactive planning needs to be made and implemented, not just reactive to problems.
Made Wahyu Adhiputra	Analysis of the Implementation of	Accounting scientific journal	DESIGN: POPULATION:	the application of TQM to Managerial Performance has

	TQM on Managerial Performance at General Hospitals in Denpasar		managers from all levels at the management level, consisting of upper, middle and lower level managers at the General Hospital in Denpasar . SAMPLE: managers at the General Hospital in Denpasar VARIABLE: hospital managerial performance. INSTRUMENT: questionnaire ANALYSIS: multiple regression	a significant effect of t at $0.023 < 0.05$, indicating that the first hypothesis is accepted. Second, the interaction of TQM implementation and the Performance Measurement System on Managerial Performance has a significant effect of t at $0.037 < 0.05$, indicating that the second hypothesis is accepted. And third, the interaction of TQM implementation and the Reward System on Managerial Performance has a significant effect of t at $0.042 < 0.05$, indicating that
Rohmad Kafidzin	Analysis of the Implementation of Total Quality Management (Tqm) of Inpatient Services at Kumalasiwi Mijen Kudus Hospital	Doctoral dissertation, Diponegoro University	DESIGN: Importance Performance Analysis POPULATION: 30 people consisting of directors, field heads, section heads, room heads and installation heads . SAMPLE: 15 people VARIABLE: hospital managerial performance. INSTRUMENT: questionnaire ANALYSIS: critical success factor	IPA evaluation showed that scientific approach and involvement and empowerment of employees were on concentration quadrant; focus on customer, obsession with quality, education and training, and unity of purpose were on excessive quadrant; repairs continuous system was on low concentration quadrant; and finally long-term commitment, teamwork, freedom of control were on over quadrant.
Hasrun Oganda	Analysis of Integrated Quality Management at Pringsewu Regional General Hospital	Journal of Public Policy and Services ,	The research method used is classified as descriptive type using qualitative analysis.	The research results show that the implementation of total quality management at Pringsewu General Hospital is quite good. Services provided by Pringsewu General Hospital to patients who meet minimum service standards. Several factors that hinder the implementation of integrated quality management at the Pringsewu Regional General Hospital are limited personnel, maintenance of facilities and infrastructure, and low public awareness in maintaining
Ilham ARIEF, Any SETIANING	Implementation of Total Quality Management	Journal of management economics and	DESIGN: Quantitative descriptive POPULATION: all	Yarsi Dental and Oral Hospital in total has an average of 82.00% regarding the

RUM	(TQM) Leader for Dental and Oral Hospital Patient Satisfaction in Jakarta	accounting	hospital workers . SAMPLE: 50 people VARIABLES: age, gender, time worked, education. . INSTRUMENT: questionnaire ANALYSIS: descriptive	implementation of TQM Leader. The TQM Leader variable that received the greatest response was in terms of teamwork, namely 88.00%.
Farah iChalida iHanoum iTejanagara1 , Fajar Gumilang Kosasih2, Ratna Tri Hari Safariningsih 3	Implementation of Total Quality Management (TQM) in Improving the Quality of Hospital Services	Religion Education Social Laa Roiba Journal	DESIGN: Quantitative descriptive POPULATION: 90 nurses in the inpatient room. SAMPLE: 90 nurses in the inpatient room. VARIABLE: teamwork, training, education and empowerment of nurse performance. . INSTRUMENT: questionnaire ANALYSIS: descriptive	Reliable medical personnel supported by quality service and the purchase of medical equipment can improve the quality of hospital services. Apart from that, partnership opportunities such as investors also have a big impact on improving the quality of hospital management.
Riyanti Aprilia Fitriani	The Effect of Implementing Total Quality Management (TQM) on Financial Performance in Hospitals in Surabaya	Doctoral dissertation, STIE Perbanas Surabaya	DESIGN: Quantitative descriptive POPULATION: Hospitals in Surabaya . SAMPLE: financial manager . VARIABLE: customers, leadership, human resource management, management processes, strategic planning, information and analysis, incentive and recognition systems, and continuous improvement. Meanwhile the dependent variable in this research is financial performance INSTRUMENT: questionnaire ANALYSIS: descriptive	customer focus has an effect on financial performance, leadership has an effect on financial performance, human resource management has no effect on financial performance, management processes have no effect on financial performance, strategic planning has no effect on financial performance. performance, information and analysis influence financial performance, incentive and recognition systems influence financial performance, and continuous improvement influences financial performance.
David Toar William Wanget ,	Evaluation of Operational Management of	Journal of Economic, Management,	DESIGN: descriptive analysis POPULATION: all	The operational activities of non- medical personnel at the

Arrazi Hasan Jan , Jessy J. Pondaag ,	Non-Medical Workers Using the Total Quality Management Approach at Gmim Kalooran Amurang Hospital	Business and Accounting Research	employees or workers who work or carry out operational activities at GMIM Kalooran Amurang Hospital . SAMPLE: h workers or management who know the course of hospital operational activities VARIABLE: teamwork, employee performance. . INSTRUMENT: questionnaire ANALYSIS: descriptive	GMIM Kalooran Amurang Hospital have fulfilled the indicator elements of Total Quality Management through various improvements and the hospital's participation in accreditation activities, this is demonstrated by findings from data from interviews conducted. This can certainly ensure that the quality of service at the hospital can be maintained and trusted. Hospitals should also continue to
Kurnia Deswita, Herman Sudirman, and Sri Widodo.	Analysis of Efforts to Improve Service Quality by Applying the Total Method Quality Management (TQM) at Hospital	Indonesian Public Health Research and Development Journal	DESIGN: qualitative descriptive analysis POPULATION: all employees or workers who work or carry out operational activities at GMIM Kalooran Amurang Hospital . SAMPLE: h workers or management who know the course of hospital operational activities VARIABLE: teamwork, employee performance. . INSTRUMENT: questionnaire ANALYSIS: descriptive	Management support in efforts to improve service quality has been carried out in full, of the 10 elements of implementing Total Quality Management (TQM), only the long-term commitment element in terms of dissemination of strategic plans has not been carried out optimally, the application of ten TQM characteristics is an indication of good service provided by Rumah Hospital X always provides services in accordance with expectations

CONCLUSION

Overall, the findings from this literature review provide comprehensive insight into how TQM can be applied in hospitals to improve customer journeys and service quality. Practical recommendations for hospital management include strengthening patient and staff involvement, using data for decision making, and developing strategies to overcome barriers to TQM implementation. With the right approach, TQM can be a powerful tool for improving the quality of health services and patient welfare in hospitals.

SUGGESTIONS

Developing a TQM Implementation Model: Further studies can develop a specific model or framework for implementing TQM in the hospital environment, with a focus on its impact on the customer journey. This may include effective

implementation strategies, relevant performance measurements, and methods of evaluating the impact on patient satisfaction.

Deeper Analysis of Customer Journey Dimensions: Conduct a deeper analysis of customer journey dimensions such as patient experience, service satisfaction and patient loyalty. This research can identify key factors that influence patient perceptions of the quality of service received.

Comparative Study between Hospitals: Conduct a comparative study between several hospitals to compare their TQM implementation on the customer journey. This can provide a broader understanding of variations in practice and outcomes obtained in different hospital contexts.

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