



## THE EFFECT OF INTEGRATED QUALITY MANAGEMENT ON SERVICE QUALITY AND PATIENT SATISFACTION IN BOVEN DIGOEL REGIONAL PUBLIC HOSPITAL

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### Abstract

*The purpose of this study was to determine and analyze the effect of integrated quality management on service quality and patient satisfaction.*

*The type of research used in this research is quantitative research, in which to obtain objective, valid, and reliable data with the aim of being able to find, prove and develop knowledge, so that it can be used to understand, solve and anticipate problems that occur using the path analysis method. (path) using the Smart PLS 3.2.8 application*

*The results showed that integrated quality management had a positive and significant effect on service quality, integrated quality management had a positive and insignificant effect on customer satisfaction, service quality had a positive and significant effect on customer satisfaction, integrated quality management indirectly had a positive and significant effect on customer satisfaction. through quality service, at the Boven Digoel Regional General Hospital*

**Keywords:** *integrated quality management, service quality, patient satisfaction*

### INTRODUCTION

Currently, Indonesia has become one of the member countries in ASEAN with a large population. However, with this population, there are still health problems that must be balanced by maximum health services from the government. One of the needs of the community today is health services. Because basically everyone needs a healthy body in carrying out every activity so that they can do their activities well.

The preamble to the 1945 Constitution states that, "Protecting the entire nation and all spilled Indonesian blood, advancing public welfare, educating the nation's life and participating in implementing world order based on independence, eternal peace and social justice." From this description, information is obtained that the government is obliged to meet all the needs needed by the community. One of the needs of the community today is health services. Because basically everyone needs a healthy body in carrying out every activity so that they can do their activities well. At this time, many service companies have emerged to meet the needs of the community, such as healthcare companies in the form of hospitals.

Hospitals are one of the fastest growing health care industries in Indonesia. This is due to high private sector entry, changing disease patterns, medical tourism and demographic variations. On the other hand, the development of new and modern technology, increased awareness of patient safety, medical progress, increased availability of information, high concern from the community for quality and increased competition intensity, encourages hospital management to continuously improve cost efficiency, introduce consumer culture and increase effectiveness. quality of health services.

Hospitals are health facilities that play an important role in providing health services to those in need, such as patients, communities, community organizations, health care professionals, health offices and local governments (Imbalo, 2002). The provision of health services in hospitals is always closely related to health facilities, where complete health services certainly require complete facilities. To ensure that people can reach health services, the state creates a national health system by paying attention to integrated quality management and good quality services so that people can be satisfied with the services received.

In order to maintain the quality of service, a systematic, practical and strategic approach is needed in running an organization that puts customers first. This can be found in a system called Integrated Quality Management. Integrated Quality Management can be defined from the three words it has, namely: Total (overall), Quality (quality, degree / level of superiority of goods or services), Management (action, art, handling, control, direction) (Oganda, 2017)

Integrated quality management has been considered as a strategic and operational tool to gain a competitive advantage. Integrated quality management is expected to help overcome various changes such as advances in technology and medical information systems, service systems, health plans, partnerships, alliances and a better understanding of patients related to service quality (Kozak et al., 2007).

Ahmad, M. (2011) in his research states that in order to improve the quality of public hospital services, the management should try to carry out and synergize the integrated quality management of hospitals based on the availability of medical facilities and equipment that are supported by medical personnel who are quite reliable in their fields. With the existence of good integrated quality management, it will improve the quality of hospital services.

A hospital that has good quality will very much depend on the existing resources in the hospital such as the quality of services for doctors, nurses, staff, and employees as well as the available facilities and infrastructure. The description of nurses based on ped; Educations at the Boven Digoel Regional General Hospital can be seen in the following table.

Table 1. Number of Patients at the Boven Digoel Regional General Hospital

2019 year	Number of Inpatients (People)
August	431
September	441
October	468

Source: Primary Data (2019)

Based on table 1 above, it can be seen that from the last three months before the study, inpatients had increased. This is inseparable from the quality of services provided by the Boven Digoel Regional General Hospital to patients by paying attention to integrated quality management. To maintain the quality of service, it requires supporting facilities, a comfortable hospital environment and competent nurses. The number of nurses at the Boven Digoel Regional General Hospital can be seen in the following table.

Most of the employees at the Bovend Digoel Regional General Hospital have an undergraduate and AMD level of education consisting of majoring in medicine, pharmacist, nursing, midwifery, dentistry, nutritionists and public health so that this can support the quality of services they provide to patients. Besides that, a quality hospital should be able to know what patients expect because patients have the right to judge the quality of service they receive. The results of research from Anjaryani (2009) found that the factors of nurse reliability, nurse responsiveness, nurse assurance and nurse empathy had an effect on patient satisfaction.

The importance of service quality when viewed from the point of view of operational management can be one of the important policies in increasing competitiveness that must provide satisfaction to patients that exceeds or is at least equal to the quality offered by patients (Nasution, 2005). On the other hand, the meaning of quality according to an external perspective is related to patient perceptions, patient expectations, patient satisfaction, patient attitudes and customer delight. Meanwhile, the meaning of quality from an internal perspective relates to zero defect or quality of conformance in the sense of conformity to specifications and costs (Sachdev

& Verma, 2004).

Patient demand that always causes the hospital to strive to maintain and improve service quality. According to Deming) in Wiyono (2006) emphasizes that patient satisfaction is the core or focus in the wheel of integrated quality management. To achieve patient satisfaction requires improvement and employee involvement in every process of organizational activities. Without these two activities, the desire to give satisfaction to patients will be difficult to achieve.

The purpose of this study was to determine and analyze the effect of integrated quality management on service quality and patient satisfaction directly and indirectly.

## LITERATURE REVIEW

### Integrated Quality Management

According to Tjiptono & Diana in Ahmad (2011) integrated quality management is an approach in running a business that tries to maximize organizational competitiveness through continuous improvement of products, services, people, processes and their environment. TQM is an organizational management pattern that contains a set of procedures that can be used by anyone in an effort to continuously improve performance.

The implementation of integrated quality management is not a straightforward approach or results obtained in an instant, but requires a systematic process. Goetsch and Davis (1994) in Tjiptono and Gregorius (2016) grouped them into several phases, namely as follows:

1. Preparation phase which consists of forming a steering committee, forming a training team, compiling a vision and principle statement as a guideline, developing general objectives, communication and publication.
2. Planning phase which consists of planning the implementation approach and using the PDCA cycle, identifying projects, team composition, team training.
3. Implementation phase consisting of team activity, feedback from customers, feedback from employees and infrastructure modification.

### Quality of Service

Wahyu Ariani (2009: 178) explains that service quality is a process that consistently includes marketing and operations that pay attention to the involvement of people, internal customers and external customers, and meet various requirements in service delivery.

Another opinion was expressed by Freddy Rangkuti (2003: 28), service quality is the delivery of services that will exceed the level of consumer interest. The concept of quality itself is basically relative, which depends on the perspective used to determine the characteristics and specifications. Basically, there are three quality orientations that should be consistent with each other: (1) Consumer perceptions, (2) Products / services, (3) Process. For the tangible, these three orientations can almost always be clearly distinguished, but not for services. For services, products and processes may not be clearly distinguished even if the product is the process itself. The consistency of the quality of a service for the three orientations can contribute to the success of a company in terms of customer satisfaction, employee satisfaction,

One service quality model that is widely used as a reference in marketing research is the ServQual (Service Quality) model as developed by Parasuraman, Zeithaml, and Berry as cited by Zeithaml and Bitner (2000: 82) in a series of their studies on six service sectors, repair, household appliances, credit cards, insurance, long distance telephone, automotive, retail and securities brokerage. ServQual (Service Quality) is built on the existence of a comparison of two main factors, namely customer perceptions of the actual service they receive (Perceived Service) with the actual service expected or desired (Expected Service).

There are five dimensions of the ServQual (Service Quality) model developed by Parasuraman, Zeithaml, and Berry as quoted by Zeithaml and Bitner (2000: 82), namely as follows:

1. **Tangible** (Tangible / Physical Evidence), namely the company's ability to show its existence to external parties. This is related to physical facilities that have visual appeal.

2. **Reliability** (Reliability), namely the company's ability to provide services as promised accurately and reliably.
3. **Responsiveness** (Responsiveness), namely the ability and willingness of the company to help and provide fast (responsive) and accurate service to customers.
4. **Assurance** (Assurance), namely the knowledge, behavior and ability of company employees to foster customers' trust in the company and the ability to create a sense of security for customers.
5. **Empathy** (Empathy), namely giving sincere and individual or personal attention to customers and trying to understand customer needs and wants.

## Patient Satisfaction

The word satisfaction (satisfaction) comes from the Latin "satis", which means good enough and adequate, while "facio" means doing or making. Lupiyoadi (2001: 158) states that satisfaction is described as: "the level of feeling in which a person states the results of a comparison of the performance of a product or service received and expected".

Agents in Tjiptono (2004: 24) reveal that there are two things that determine patient satisfaction, namely customer complaints and expectations of the services they receive. If the patient receives a very good treatment, according to expectations and satisfies, the customer will feel fulfilled what his expectations are, which is marked by the creation of feelings of pleasure. Meanwhile, if the customer is treated poorly, is not appropriate, gives a negative and unsatisfactory impression, then it is considered that the service provided by the company to the customer is not as expected, which causes the customer to complain about the service obtained, where the complaint indicates that the customer is disappointed and not satisfied.

Tjiptono and Diana in Rohaeni & Marwa (2018), which reveals that customer satisfaction (Customer Satisfaction) in this study is a patient is an emotional response to an evaluation of the experience of consuming a product or service.

Hawkins and Lonney are cited in Tjiptono (2004: 101), the attributes of satisfaction consist of:

### 1) Conformity of expectations

Is the level of conformity between product performance expected by customers and perceived by customers, including:

- The product obtained matches or exceeds the expected.
- Services by employees obtained are in accordance with or exceeding expectations.
- Supporting facilities obtained are in accordance with or exceeding expectations.

### 2) Interest in returning to visit

It is the customer's willingness to visit again or make a re-purchase of related products, including:

- Interested in visiting again because the services provided by employees are satisfying.
- Interested in visiting again because of the value and benefits obtained after consuming the product.
- Interested in visiting again because the supporting facilities provided are adequate.

### 3) Willingness to recommend

It is a customer's willingness to recommend a product that he has felt to friends or family, including:

- Suggesting friends or relatives to buy the products offered because of the satisfying service.
- Advise friends or relatives to buy the products offered because the supporting facilities provided are adequate.
- Suggesting friends or relatives to buy the products offered because of the value or benefits obtained after consuming a service product.

## Framework of Mind

The framework in this research can be seen in the following figure:

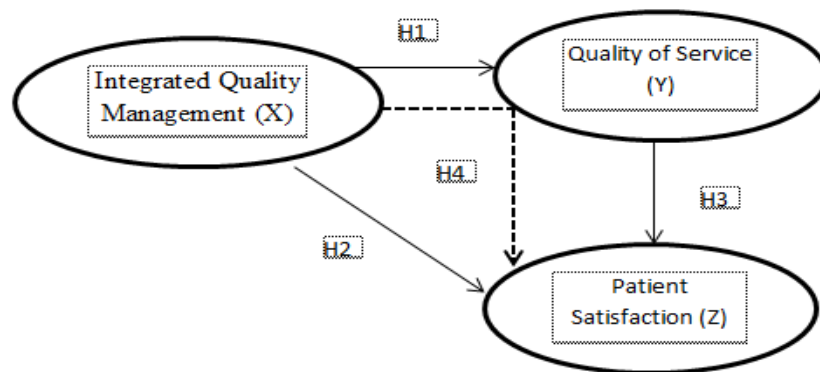


Image 1: Framework

## RESEARCH METHOD

### Research Location and Design

This research was conducted at the Boven Digoel Regional General Hospital, Tanah Merah Papua. This study uses a quantitative approach which aims to explain the position of the variables under study and the relationship between one variable and another.

### Population and Sample

The population in this study were all patients who were inpatient and outpatient at the Boven Digoel Regional General Hospital from November 2019 to January 2020, that is, at the time of the study it was not certain the number of patients who would be hospitalized. Determination of the sample using the number of indicators multiplied by a minimum of 5 (five) to 10 (ten) according to Hair in Sugiyono (2016) so that the number of samples in this study can be determined using the following formula: Number of indicators x 5 (five) = 15 x 5 = 75 respondents.

### Method of collecting data

The collection method in this research is 1) Interview, which is the technique of collecting data by direct questioning with authorized officials who are related to the object of research. 2) Questionnaires, which are data collection techniques by distributing a list of questions to obtain written answers to the problems. faced.

### Data analysis method

The analytical methods used in this research are: 1) Descriptive analysis. Descriptive analysis is used to analyze data by describing or describing the collected data as it is without intending to make generalized conclusions or generalizations. 2) To achieve the quality of the data, it is done by testing the validity and reliability testing using the Smart Partial Least Square (PLS) 3.2.8 software. The data validity test is used to measure whether something is valid or not

## EMPIRICAL RESULTS

### Descriptive statistics

Based on the research data that has been collected, data about the amount is obtained

There are 43 questionnaires that have been distributed, the descriptions of the responses of the respondents can be described as follows

.Table-2: Description of Respondents' Responses About Organizational Culture

Statement	AVE
The officers of the Boven Digoel Regional General Hospital have worked well together in providing the best service and in solving problems related to patient needs	4.53
The treatment process provided by medical officers at the Boven Digoel Regional General Hospital has been satisfactory	4.44
The Boven Digoel Regional General Hospital has met the needs and desires of patients	4.48
The Boven Digoel Regional General Hospital already has medical and non-medical employees who are responsive and the availability of good facilities and infrastructure to support the patient care process.	4.52
The environment of the Boven Digoel Regional General Hospital has a positive culture to support the patient care process	4.46
<b>Total Average</b>	<b>4.49</b>

Source: Smart PLS output

Based on the table above, it can be seen that in general the respondents gave their responses to the integrated quality management variable, namely 4.49 with the very satisfied category. The statement with the highest average response score was "the officers of the Boven Digoel Regional General Hospital have worked well together in providing the best service and in solving problems related to patient needs" with an average response value of 4.53. This shows that in general the patient is very satisfied with the control of the Boven Digoel Regional General Hospital of the services provided to patients.

Table 3 Description of Respondents' Responses About Service Quality

Statement	AVE
The Boven Digoel Regional General Hospital already has good service facilities, equipment / equipment, human resources, and good company communication materials.	4.21
The Boven Digoel Regional General Hospital was able to provide the promised services accurately from the first time I was treated	4.23
The officers of the Boven Digoel Regional General Hospital are	4.34

responsive in handling patient requests	
I believe in the quality of service and human resources who will serve me at the Boven Digoel Regional General Hospital	4.31
The Boven Digoel Regional General Hospital has understood my problem by providing good personal attention during my treatment	4.25
<b>Total average</b>	<b>4.27</b>

Source: Smart PLS output

Based on the table above, it can be seen that in general the respondents gave responses to the service quality variable, namely 4.27 with the very satisfied category. The statement with the highest average response score was "the officers of the Boven Digoel Regional General Hospital are responsive in handling patient requests" with an average response value of 4.34. This shows that in general the patient is very satisfied with the responsiveness of the nurses at the Boven Digoel Regional General Hospital in serving the patients.

Table 4. Description of Respondents' Responses About Customer Satisfaction

Statement	AVE
The cost offered is according to ability	4.43
I am satisfied with the health facilities received	4.36
I feel satisfied with the service I received during the nursing process	4.39
I am interested in returning to the hospitalization process	4.37
I recommend to my relatives to do the treatment process at this hospital	4.42
<b>Total average</b>	<b>4.39</b>

Source: Smart PLS output

Based on the table above, it can be seen that in general the respondents gave responses to the customer satisfaction variable, namely 4.39 with the very satisfied category. The statement with the highest average response value was "I recommend my relatives to carry out the treatment process at this hospital" with an average response value of 4.42. This shows that in general patients are very satisfied with the quality management system that has been implemented and the quality of services provided to patients so that they have a good experience after carrying out the care process at the Boven Digoel Regional General Hospital so that the patients make recommendations to friends, and their families to make the Boven Digoel Regional General Hospital a priority place when they want to carry out the treatment process.

## DISCUSSION

Table 4. Path Coefficient Value

No.	Hypothesis	Coefficient	T Statistics	P Values	Information
1	Integrated Quality Management -> Quality of Service	0.450	5,325	0.00	Received
2	Integrated Quality Management -> Customer Satisfaction	0.195	1,889	0.059	Rejected
3	Service Quality -> Customer Satisfaction	0.496	4,381	0.00	Received
4	Integrated Quality Management -> Service Quality -> Customer Satisfaction	0.223	3.02	0.003	Received

Source: Smart PLS (2020)

Based on the table above, namely the results of path analysis data processing with SmartPLS 3.2.8, it can be described as follows:

1. The direct effect of integrated quality management on service quality

Based on table 4.7, the path coefficient of the direct effect of integrated quality management on service quality is 0.450. It can be said that integrated quality management has a positive effect on service quality, where the better the integrated quality management, the better the service quality at the Boven Digoel Regional General Hospital.

Then the t statistical value is obtained 5,325 which is greater than 1.98 and a p value of 0.000 which is smaller than 0.05. It can be said that integrated quality management has a significant effect on service quality, so that the research hypothesis is accepted.

2. The direct effect of integrated quality management on customer satisfaction

Based on table 4.7, the path coefficient of the direct effect of integrated quality management on customer satisfaction is 0.195. It can be said that integrated quality management has a positive effect on customer satisfaction, where the better the integrated quality management, the better customer satisfaction at the Boven Digoel Regional General Hospital.

Then the t statistical value is obtained 1,889 that is smaller than 1.98 and a p value of 0.059 that is greater than 0.05. It can be said that integrated quality management has no significant effect on customer satisfaction, so that the research hypothesis is rejected.

3. The direct effect of integrated service quality on customer satisfaction

Based on table 4.7, the path coefficient of direct effect of service quality on customer satisfaction is 0.496. It can be said that service quality has a positive effect on customer satisfaction, where the better the quality of service, the better customer satisfaction at the Boven Digoel Regional General Hospital.

Then the t statistical value was 4.381 which was greater than 1.98 and a p value of 0.000 which was smaller than 0.05. It can be said that service quality has a significant effect on customer satisfaction, so that the research hypothesis is accepted.

4. The indirect effect of integrated quality management on customer satisfaction through service quality.

Based on table 4.7, the path coefficient of the indirect effect of integrated quality management on customer satisfaction through service quality is 0.223. It can be said that integrated quality management has a positive effect on customer satisfaction if it is mediated by service quality, where the better the integrated quality management, the better the quality of service, which has implications for increasing customer satisfaction at the Boven Digoel Regional General Hospital.

Then the t statistical value is obtained 3.02 which is greater than 1.98 and p values of



0.03 which are smaller than 0.05. It can be said that integrated quality management has a significant effect on customer satisfaction if it is mediated by service quality, so that the research hypothesis is accepted.

The results of data processing summarized in the tables above can then be discussed to determine the effect of the independent variables on the dependent and mediating variables.

**1. The direct effect of integrated quality management on the quality of services at the Boven Digoel Regional General Hospital.**

Integrated quality management has a positive and significant effect on service quality, where the better the integrated quality management, the better the service quality at the Boven Digoel Regional General Hospital. Currently, the effect of integrated quality management is significant on service quality. This can be seen from the responses of respondents about the variable quality of service which shows the category very satisfied / good according to the patients who became the study sample. The existence of integrated quality management such as good cooperation from nurses and the recruitment of employees / nurses who are responsive and have competence according to their field of work makes the quality of services at the Boven Digoel Regional General Hospital even better.

The results of this study are in line with the opinion of Wahyu Ariani (2009: 178) which states that service quality is a process that consistently includes marketing and operations that pay attention to the involvement of people, internal customers and external customers, and meet various requirements in service delivery. Integrated quality management supervision is needed to maintain the quality of services of a hospital. According to Tjiptono & Diana (2004) integrated quality management is an approach in running a business that tries to maximize organizational competitiveness through continuous improvement of products, services, people, processes and their environment. The results of research by Ahmad, M. (2011) found that in order to improve the quality of public hospital services, the management should try to carry out and synergize the integrated quality management of hospitals based on the availability of medical facilities and equipment that are supported by medical personnel who are quite reliable in their fields. The steps taken by the hospital include working with the government, opening opportunities for partnership relationships for foreign investors to develop this hospital to be better in the future so that the results of this study support the results of previous studies.

**2. The direct effect of integrated quality management on patient satisfaction at the Boven Digoel Regional General Hospital.**

Integrated quality management has a positive but not significant effect on customer satisfaction, where the better the integrated quality management, the better customer satisfaction at the Boven Digoel Regional General Hospital. Currently, the effect of integrated quality management is not significant to customer satisfaction.

The results of this study are in line with the opinion of Arasali (2004) which states that integrated quality management is defined as the satisfaction of patients, doctors, nurses and suppliers (such as shareholders) and other interested groups, which is achieved by implementing effective planning, programs, policies and strategies. (hard issue) and people and all other assets (soft issue) efficiently and sustainably. As in this study, integrated quality management has had a direct positive effect on customer satisfaction although not significantly. The research results from Efendidan Mandala found that the total quality management variable had a significant effect on customer satisfaction so that the results of this study supported the results of previous studies.

**3. The direct effect of service quality management on patient satisfaction at the Boven Digoel Regional General Hospital**

Service quality has a positive and significant effect on customer satisfaction, where the better the quality of service, the better customer satisfaction at the Boven Digoel Regional General Hospital. Currently, the effect of integrated quality management is significant on customer satisfaction.

The results of this study are in line with the opinion of Parasuraman (1985) in Purnama (2006) which defines service quality as a concept that accurately represents the essence of service performance, namely the comparison to excellence in service encounters conducted by consumers. Parasuraman states that there are two factors that affect the perceived service quality. If the service received or felt is in accordance with expectations, then the service quality is perceived as good and satisfying. The results of research from Marzawenydan Hadiwidjojo (2012) found that the quality of health services has a positive and significant impact on patient satisfaction so that the results of this study support the results of previous studies.

#### **4. The indirect effect of integrated quality management on patient satisfaction through the quality of services at the Boven Digoel Regional General Hospital.**

Integrated quality management indirectly has a positive and significant effect on customer satisfaction through service quality, where the better the integrated quality management, the better customer satisfaction at the Boven Digoel Regional General Hospital. Currently, the effect of integrated quality management has been significant on customer satisfaction through service quality. The results of this study are in line with the opinion of Arasali (2004) which states that integrated quality management is defined as the satisfaction of patients, doctors, nurses and suppliers (such as shareholders) and other interested groups, which is achieved by implementing effective planning, programs, policies and strategies. (hard issue) and people and all other assets (soft issue) efficiently and sustainably. As in this study, integrated quality management has had a direct positive effect on customer satisfaction although not significantly. The results of research from Mahami, C. (2015) found that total quality management and service quality had a significant effect on customer satisfaction at the Sala View Hotel in Surakarta so that the results of this study support the results of previous studies.

## **CONCLUSION**

Based on the results of research and discussion, the conclusions of this study can be described as follows:

- 1) Integrated quality management has a positive and significant effect on service quality, where the better the integrated quality management, the better the service quality at the Boven Digoel Regional General Hospital.
- 2) Integrated quality management has a positive and insignificant effect on customer satisfaction, where the better the integrated quality management, the better customer satisfaction at the Boven Digoel Regional General Hospital.
- 3) Service quality has a positive and significant effect on customer satisfaction, where the better the quality of service, the better customer satisfaction at the Boven Digoel Regional General Hospital.
- 4) Integrated quality management indirectly has a positive and significant effect on customer satisfaction through service quality, where the better the integrated quality management, the better customer satisfaction at the Boven Digoel Regional General Hospital.

Based on the above conclusions, the suggestions from the researchers can be described as follows:

- 1) It is suggested to the Boven Digoel Regional General Hospital to further improve quality management such as the treatment process provided by medical officers of the Boven Digoel Regional General Hospital. The nurses would be encouraged to be more responsive in serving patients.
- 2) It is recommended to the Boven Digoel Regional General Hospital to maintain service facilities and equipment / equipment by carrying out routine checks and replacing facilities that are not functioning as well as improving the quality of human resources such as conducting training and providing rewards for nurses who have excellent performance.

- 3) It is recommended to the Boven Digoel Regional General Hospital to always maintain customer satisfaction by using the latest facilities or facilities that are maintained for maintenance.
- 4) It is suggested to further researchers to develop this research using more samples in order to see the impact of quality management on changes in service quality and customer loyalty.

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