

An Analysis of Total Quality Management (TQM) Implementation on BPJS Patients at Hospital Royal Prima Medan

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Abstract

The quality of health services is essential in health service organizations in increasing public awareness about health and health services, encouraging every organization to be quality conscious in providing services to service users of health service organizations, Total Quality Management (TQM) is a customer-oriented approach that introduces changes in management that systematic and continuous improvement, which is suitable to meet the quality needs of customers, which is simply a quality product or service if it can satisfy its customers. This study aimed to analyze the implementation of Total Quality Management (TQM) for BPJS inpatients at Royal Prima Hospital Medan. The sample in this study were 133 nurses, data analysis used univariate, bivariate and multivariate analysis. with the level of relationship with the category enough, Respondents' assessment was based on the teamwork variable, the majority of respondents answered satisfactorily, the results showed that there was a relationship between the teamwork variable and the satisfaction of BPJS inpatients at Royal Prima Hospital Medan with a relationship level with a strong category, Respondents' assessment was based on the variable of periodic system improvement, the majority of respondents answered satisfactorily, the results showed that there was a relationship between the variable of irregular system improvement on the satisfaction of BPJS inpatients at Royal Prima Hospital Medan with a relationship level with a strong category.

Keywords

total quality; management; inpatients



I. Introduction

The hospital is a unique and complex organizational form with particular characteristics and functions because various professions are involved in producing medical service products. Provide health services (Bunga, 2019).

In hospitals, there are inpatient services for patients who require observation, diagnosis, therapy, or rehabilitation, stay overnight, use beds, and receive food and continuous nurse services. To provide services with good quality, it is necessary to improve services in all fields in an integrated, planned, and reasonable manner, so integrated quality management or Total Quality Management (TQM) is needed (Prenal et al., 2018).

The quality of health services is essential in health service organizations in increasing public awareness about health and health services, encouraging every organization to be aware of the quality of providing services to service users of health service organizations (Khaliza, 2018). The quality of health services is viewed not only

from the technical and medical aspects but also from the overall health service system, including administrative management, finance, equipment, and other health personnel.

Quality assurance of health services is a systematic and continuous effort in monitoring and measuring quality and making the necessary quality improvements so that the quality of health services follows agreed health service standards (Fitriarini, 2015). The term health service quality assurance includes all activities aimed at improving quality, such as the need for Total Quality Management (TQM) or integrated quality management, continuous quality improvement, or continuous quality improvement and quality management or quality management (Khaliza, 2018).

One of the best ways to make continuous improvement efforts is to implement Total Quality Management (TQM) (David et al., 2018).

Total Quality Management (TQM) is a customer-oriented approach that introduces systematic change management and continuous improvement, which is suitable for meeting customer quality needs, which is simply a quality product or service if it can satisfy its customers (Kafidzin, 2016). Total Quality Management (TQM) is also defined as a holistic management philosophy that seeks continuous improvement in all organizational functions. It can be achieved if the concept of total quality is used from resource acquisition to customer service after sales (Chiguvi, 2016).

Larina (2015) explains that total Quality Management (TQM) makes it possible to predict prospects, then solve problems that may occur, and find ways to achieve them (Larina, 2015). Total Quality Management (TQM), according to Ejionueme (2015), is a management philosophy and practice that aims to utilize each organization's human and material resources in the most effective way to achieve organizational goals. An organization is a system of continuous improvement to achieve customer satisfaction (Ejionueme, 2015).

The Social Security Administration (BPJS) for Health the agency that administers JKN, was formed by the government to address the health needs of the Indonesian people based on Presidential Regulation Number 12 of 2013 and began operating actively on January 1, 2014. Another legal basis for administering.

II. Review of Literature

2.1 Definition of Total Quality Management

Total Quality Management (TQM) is an organizational commitment to satisfy customers by continuously improving every business process related to the delivery of goods and services (Wibowo, 2016).

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MN Nasution (2015) states Total Quality Management "is an approach in running a business that tries to maximize the competitiveness of the organization through continuous improvement of products, services, workforce, processes, and the environment".

It can be concluded that Total Quality Management (TQM) is all forms of activities carried out by a company, which involves all aspects both inside and outside the company in order to always continue to make continuous improvements to improve the quality of products, processes, services, and management.

2.2. Characteristics of Total Quality Management

According to Kafidzin (2016), Total Quality Management (TQM) can only be achieved by taking into account the characteristics of Total Quality Management (TQM) as follows:

1. Focus on customers, both internal and external customers.
2. Have a high observation of quality.
3. Using a scientific approach in decision making and problem solving.
4. Have a long-term commitment.
5. Requires teamwork.
6. Continuously improve the process.
7. Organizing education and research.
8. Provide controlled freedom.
9. Have a unity of purpose

2.3 Benefits of Total Quality Management

The benefits that a company derives from providing good quality goods or services come from higher sales revenue and lower costs, the combination of the two resulting in profitability and company growth. According to MN Nasution (2015) the benefits of total quality management can be grouped into two, namely being able to improve the competitive position and increase output that is free from damage. The advantages of companies that implement total quality management are:

1. Total Quality Management develops the concept of quality with a totality approach. Quality when viewed from the consumer's point of view is defined as conformity.
2. There are continuous changes and improvements by implementing Total Quality Management, companies are required to always learn and change to improve or improve their capabilities.
3. The existence of prevention efforts means that from product design, process to final product, produce a good product without any defective products (zero defects) so that the company is able to reduce costs (cost reduction), avoid waste and produce products effectively and efficiently and at the same time. can ultimately increase profits for the company.

2.4 Principles of Total Quality Management

TQM is a concept in the form of implementing a world-class quality management system. This requires major changes in the culture and value system of an organization. According to MN Nasution (2015), there are four main principles in TQM. The four principles are:

1. Customer satisfaction
2. Respect for everyone
3. Management based on facts
4. Continuous improvement

The description of the quote above can be described as follows:

1. Customer satisfaction

The needs of internal customers and external customers must always be satisfied, both in terms of product, service, price, security, and timeliness. Customer satisfaction will occur if the services provided are in accordance with what customers expect, but what often happens is that there is a gap between the two, so that customers find it difficult to feel satisfied. A new product can be said to be of quality if it is in accordance with the customer's wishes, thus the product must be produced and the service must be provided

in accordance with the needs and desires of the customer. By being oriented to customer satisfaction, the company will improve its performance and improve the quality of its products and services continuously and quickly respond to the ever-changing demands of customers.

2. Respect for everyone

Everyone in the company must be seen as the most valuable resource because they have their own unique talents, therefore they must be treated well and given the opportunity to be involved and participate in the decision-making team. Sometimes companies only make repairs and maintenance of products and forget the existence of employees as the main key to success. Fostering good relations within the company will make employees feel trusted and dependable, thus spurring them to create new ideas and creativity which can later increase productivity and improve the quality of services provided to the community while still instilling an attitude of mutual respect.

3. Management based on facts

Every decision in the company must be based on facts that occur in the field, which have been confirmed to be true, not just based on feelings and experiences. Changes always occur continuously, so changes must continue to follow the times. By looking at the facts that have been collected and processed into data, accurate company conditions can be known, so that management can predict the results of each decision and action taken appropriately. With that data, the company can find out the parts that need improvement, so that repairs can be made to the parts that most need vitality first, because repairs cannot be carried out on all aspects at the same time due to limited resources.

4. Continuous improvement

Every company needs to make continuous improvement to achieve success. In continuous improvement, a product is said to fail if it deviates from customer expectations. To carry out continuous improvement, it is not only necessary to increase resources, but also to improve the system. In solving problems, companies must find the source or cause of the problem and the solution to the problem at once, should not only emphasize one of them. The most important thing in continuous improvement is communication, so that each part knows its job desk and reports to each other about progress and setbacks that occur, and continue to monitor changes. With the implementation of continuous improvement, it will have an impact on improving the quality of the company's products and services.

2.5 Concept of Total Quality Management

This TQM concept requires the commitment of all members of the organization to improve all aspects of organizational management. Basically, the TQM concept contains three elements (MN Nasution, 2015), the following elements:

1. Customer Value Strategy
2. Organizational System
3. Continuous Quality Improvement

The description of the quote above can be described as follows:

1. Customer Value Strategy

Customer value is the benefits that customers can get from using the goods/services produced by the company and the sacrifices customers make to obtain them. This strategy is a business plan to provide value to customers including product characteristics, service delivery methods and so on.

2. Organizational System

The organizational system focuses on providing value to the customer. This system includes labor, materials, machinery/process technology, methods of operation and work execution, work process flow, information flow, and decision making.

3. Continuous Quality Improvement

Quality improvement is needed to deal with the ever-changing external environment, especially changes in customer tastes. This concept demands a commitment to continuous product quality testing. With continuous improvement of product quality, it can satisfy customer desires.

III. Research Method

This type of research is quantitative research that is analytic. According to Djaali (2020), analytical research is research that seeks to find a relationship between one variable and another. The research design is cross sectional, where data collection and measurement of independent and dependent variables are at the same time.

This research was conducted at the Royal Prima Hospital, Medan, which is located on Jl. Ayahanda No.68A, Sei Putih Tengah, Kec. Medan Petisah, Medan City, North Sumatra 20118. This research was conducted since the author conducted a preliminary survey in November 2021 until data collection was followed by a results seminar.

Sources of research data can be classified into primary sources and secondary sources. In obtaining the data needed in the preparation of this research, it was carried out in the following way:

Primary data is data taken directly from the research to the source, without any intermediary. The research was conducted by giving a questionnaire. Questionnaire is collecting data by giving a set of statements to respondents to be answered. In this study, namely by distributing questionnaires. (Sugiyono, 2017).

Secondary data is data that is not collected by the researcher himself, for example from statistical bureaus, magazines, newspapers, information or other publications. Secondary data is primary data that has been further processed and has been presented by other parties, for example in the form of tables or in the form of diagrams. This research includes research through all written materials (library studies) in the form of books, literature, the internet and other written sources that are relevant to the title of the research and can be justified. (Sugiyono, 2017)

In this study, the data collection techniques used include:

3.1 Observation

Observation is direct observation on the object of research. Observations were made on the object of research. This method is used to obtain data regarding "Implementation of Total Quality Management (TQM) for BPJS inpatients at RSU Royal Prima Medan".

3.2 Questionnaire

Questionnaire is a method of collecting data by providing a list of questions in the form of statements to respondents, both closed and open questions. The questionnaire in the form of a statement was measured using a Likert scale of 1-4, namely strongly disagree, disagree, agree, and strongly agree.

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions. Based on this opinion, the population in this study

were all nurses implementing inpatient BPJS patients at RSU Royal Prima Medan, totaling 133 nurses.

According to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population. Sampling in this study using the total population technique, namely taking samples from the total number of populations in the research object. The sample in this study were all implementing nurses inpatient BPJS patients at RSU Royal Prima Medan, totaling 133 samples.

IV. Result and Discussion

4.1 Distribution of Respondents Characteristics

In this study, the characteristics of respondents can be seen based on age, gender, marital status, education and length of work. The following are the results of the characteristics of respondents based on age.

Table 1. Characteristics Of Respondents Based On The Age Of Respondents

Age	Frequency	Percentage (%)
20 – 30 Years	67	50,4
31 – 40 Years	52	39,1
> 40 Years	14	10,5
Total	133	100

Table 1 describes the characteristics of respondents based on their age of respondents. From the results of the study, it is known that for respondents aged 20 - 30 years, as many as 67 respondents with a percentage of (50.4%), and for respondents aged 31 - 40 years, as many as 52 respondents with a rate of (39.1%) and for respondents with age > 40 years as many as 14 respondents with a percentage of (10.5%) of the total respondents as many as 133 respondents.

4.2. Characteristics of Respondents Based on Gender

The following are the results of the characteristics of the respondents by gender.

Table 2. Characteristics Of Respondents by Gender

Gender	Frequency	Percentage (%)
A Man	58	43,6
Woman	75	56,4
Total	133	100

Table 2 describes the characteristics of respondents based on gender of the respondents. Where from the results of the study, it is known that for respondents who are male, as many as 58 respondents with a percentage of (43.6%) and for respondents with female sex, as many as 75 respondents with a rate of (56.4%) of the total respondents as many as 133 respondents.

4.3. Characteristics of Respondents Based on Education

The following are the results of the characteristics of the respondents based on their education of the respondents.

Table 3. Characteristics Of Respondents Based On Education

Education	Frequency	Persentase (%)
D3	47	35,3
S1	86	64,7
Total	133	100

Table 3 describes the characteristics of respondents based on their education of respondents, where from the results of the study, it is known that for respondents whose last education is D3, as many as 47 respondents with a percentage of (35.5%) and for respondents who have a previous education of S1 as 86 respondents with a percentage of (64.7%) of the total respondents as many as 133 respondents.

4.4. Implementation of Total Quality Management (TQM) through Patient Focus on BPJS Inpatient Satisfaction at RSU Royal Prima Medan

The results show the percentage of respondents' assessments based on the patient focus variable. From the results of the study, the majority of respondents answered well about the implementation of Total Quality Management (TQM) through focusing on patients with a total of 104 respondents with a percentage of (78.2%) and respondents who answered not okay. as many as 29 respondents with a percentage of (21.2%) of the total respondents as many as 133 respondents.

Implementing Total Quality Management (TQM) through a focus on patient satisfaction of BPJS inpatients at RSU Royal Prima Medan has a correlation coefficient (r) of 0.535 with a significance of 0.000. This shows a positive correlation or relationship if the implementation of Total Quality Management (TQM) through a focus on patients is well applied to the satisfaction of BPJS inpatients at RSU Royal Prima Medan with a moderate level of relationship.

This study's results align with research conducted by Khaliza (2018). Based on the study's results, it is known that the applied focus on customers shows a wrong category. The results of multiple linear regression analysis can be interpreted that the focus on the customer significantly influences the nurse's performance. However, this result is not in line with the research conducted by Prenal (2018), where the results show that focusing on the Patient has no positive and insignificant effect on the quality of patient care.

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V. Conclusion

The following are the conclusions of this study:

1. Respondents' assessment was based on the patient-focused variable. The majority of respondents answered satisfactorily. The results showed a relationship between the patient-focused variable and the satisfaction of BPJS inpatients at RSU Royal Prima Medan with a moderate level of connection.
2. Respondents' assessment was based on the teamwork variable. The majority of respondents answered well. The results showed a relationship between the teamwork variable and the satisfaction of BPJS inpatients at RSU Royal Prima Medan with the level of the relationship with a potent category.
3. Respondents' assessment based on the variable of periodic system improvement. The majority of respondents answered satisfactorily. The results showed a strong relationship between the variable of irregular system improvement on the satisfaction of BPJS inpatients at RSU Royal Prima Medan with a strong relationship category.
4. Respondents' assessment was based on education and training variables. The majority of respondents answered well. The results showed that there was a relationship between education and training variables on BPJS inpatient satisfaction at Royal Prima Hospital Medan with a strong level of connection.

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