

Analysis of the Implementation of Integrated Quality Management at the Regional Public Hospital Maria Walanda Maramis

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ABSTRACT

This study aims to determine the implementation of integrated quality management at Maria Walanda Maramis Regional General Hospital after achieving full accreditation status from a hospital accreditation agency. The research method used in this study is descriptive research. The type of data used in this study is qualitative. The data collection techniques in this study were observation and documentation. The results of the study indicate that the characteristics of integrated quality management such as: 1) customer focus; 2) obsession with quality; 3) long-term commitment; 4) continuous improvement; 5) education and training; 6) teamwork; and 7) unity of purpose are still well implemented. Maria Walanda Maramis Regional General Hospital also needs to create a written document related to standard operating procedures that discuss rewards for individuals who do not provide services in accordance with the predicate of completeness in providing health services at the hospital.

INTRODUCTION

Total quality management (TQM) is an application to improve the provision of raw materials and services for an organization that strives for all processes within the organization at a certain level so that customer needs are met now and in the future. Total quality management is a strategic approach that encompasses all organizational functions, from top to bottom management, with the aim of meeting customer needs and satisfaction. This approach involves continuous improvement of processes, products, services, people, and the environment. Total quality management is also oriented towards improving the quality, efficiency, and effectiveness of production in various sectors, both goods and services. The implementation of total quality management is a strategic decision that aims to improve overall organizational performance and provide a strong foundation for sustainable development initiatives. Therefore, total quality management is important in the context of improving organizational quality and efficiency. The implementation of total quality management can provide various benefits to the organization, such as providing products and services consistently that meet customer needs, facilitating opportunities to improve customer satisfaction, helping the organization in identifying and addressing risks and opportunities related to its context and objectives, as well as enhancing the organization's reputation and building customer trust. Things that can support the implementation of total quality management include leadership, education and training, support structures, communication, rewards and recognition, and measurement. By understanding and applying these characteristics and supporting elements, organizations can be more effective in implementing total quality management and achieving their goal.

Integrated quality management in hospitals aims to improve the quality of quality and affordable health services according to the community's capabilities, as well as to increase awareness, willingness, and ability to live a healthy life for everyone in order to realize an optimal level of public health. Integrated quality management in hospitals also aims to anticipate changes that occur quite quickly in the health sector and adapt to the desires and needs of the community by always referring to consumer/patient satisfaction. The implementation of integrated quality management requires measuring the quality of service in hospitals based on the principles of integrated quality management, namely customer focus, leadership, involvement of all employees/people, process approach, improvement, evidence-based decision making and relational management. The implementation of integrated quality management in hospitals also requires collaboration with the government, community, and foreign investors to develop hospitals to be better in the future. Thus, integrated quality management needs to be implemented in hospitals to improve the quality of health services, meet the expectations and needs of the community, and face challenges and competition in the health sector.

"Maria Walanda Maramis Regional General Hospital, hereinafter referred to as RSUD Maria Walanda Maramis is" a regional general hospital owned by the North Minahasa Regency Government which has been established since 2006.

Based on the Decree of the Regent of North Minahasa Number 193 of 2020, RSUD Maria Walanda Maramis. Maramis was designated a Regional Public Service Agency (BLUD) by the Ministry of Health and designated Regional Referral Hospital II in North Sulawesi Province. On November 30, 2022, Maria Walanda Maramis Regional General Hospital received PARIPURNA accreditation from the Indonesian Health Facility Accreditation Institute (LAFKI), valid until 2026.

This research is interesting to examine because as a hospital which at the time this research was conducted had received full accreditation, Maria Walanda Maramis Regional Hospital was not completely free from errors in providing health services to the community, even when Maria Walanda Maramis Regional Hospital was in the process of increasing its accreditation status from middle to high.

"It was a complete service. Several other issues arose, including some patients and their families feeling dissatisfied with the service provided. Some complaints included long service times and unfriendly staff."

Based on the cases above, the author found a gap phenomenon that there is a gap between real- life conditions such as negligence of Maria Walanda Maramis Regional Hospital in treating patients, long service times and unfriendly service staff, with expected conditions where as a hospital that has been fully accredited. Therefore, the author wants to conducted a study measuring the quality management of Maria Walanda Maramis Regional General Hospital. The author is interested in examining the implementation of Integrated Quality Management. This research will be conducted at Maria Walanda Maramis Regional General Hospital.

The purpose of this study is to determine the implementation of integrated quality management at Maria Walanda Maramis Regional General Hospital after achieving full accreditation status based on the Hospital Accreditation Standards of the Ministry of Health of the Republic of Indonesia in 2022. "The contribution of this study is to provide suggestions and input to all parties involved in the implementation of Integrated Quality Management Implementation at Maria Walanda Maramis Regional General Hospital related to the quality of health services. In addition, academic benefits, namely as suggestions and related to Operational Management Science.

Increase knowledge insight, as well as a broader understanding of Implementation of Integrated Quality Management in Hospitals. This research can also be used as a reference for future researchers to maintain the quality of services at Maria Walanda Regional General Hospital in Maramis, as well as other hospitals.

THEORETICAL REVIEW

Integrated Quality Management

According to Putri (2022:14) integrated quality management is an approach method used by organizational management which covers all organizational functions from top management to low management. at every

level of operations to meet customer needs through continuous improvement of processes, products, services, people and the environment.

Then it was also explained by Mangindara, et al (2022:19) that management Integrated quality management is a management system that elevates something as a business strategy oriented towards customer satisfaction by involving customers and all members of the organization. Furthermore, Ibrahim and Rusdiana (2021:22) explain that integrated quality management is defined as a management system that involves all elements of personnel within a company, both in the goods and services sectors, with the aim of improving the quality, efficiency, and effectiveness of production in both industrial and institutional settings.

Based on the theories above, it can be concluded that total quality management is a strategic approach that involves all levels and functions within an organization, from top to bottom management, in an effort to meet customer needs and satisfaction. This approach involves continuous improvement of processes, products, services, people, and the environment. Furthermore, an integrated quality management system is also oriented towards improving the quality, efficiency, and effectiveness of production across various sectors, both goods and services. Implementing this quality management system is a strategic decision aimed at improving overall organizational performance and providing a strong foundation for sustainable development initiatives.

The benefits of implementing integrated quality management are explained in Ahmad (2020:19-20) that the potential benefits of an organization that implements quality management are: 1) the ability to provide products and services consistently that meet customer needs and applicable legal and regulatory requirements; 2) facilitating opportunities to improve customer satisfaction; 3) addressing risks and opportunities related to its context and objectives; and 4) the ability to demonstrate conformity to the specified quality management system requirements. Overall, the implementation of total quality management can provide various benefits to the organization, including improving product quality and quality. service, customer satisfaction, and overall organizational performance.

Furthermore, implementing total quality management can also help organizations manage risks and opportunities. Therefore, total quality management is a highly beneficial approach for any organization striving to achieve operational excellence and customer satisfaction.

The characteristics of integrated quality management are important factors related to the implementation of integrated quality management. Based on these facts, Goetsch and Davis (Tjiptono and Diana 2003:15) explain that there are a number of characteristics of integrated quality management consisting of: 1) Focus on customers, " which means an organization must understand and meet the needs and expectations of its customers to be able to survive and succeed in the long term; 2) Obsession with quality, is an organization must strive to achieve the best quality in all aspects, be it products, services, or processes, in order to provide customer satisfaction and increase competitiveness; 3) Scientific approach in decision making, which means that decision making must be based

on data and facts, not on assumptions or opinions alone; 4) Long-term commitment, which means an organization must be committed to achieving long-term success, not just focusing on quick profits in a short time; 5) Teamwork means that the success of an organization does not only depend on individuals, but also on effective teamwork and collaboration; 6) Continuous improvement means that the organization must always strive to improve processes and improve quality continuously; 7) Education and training: An organization must provide education and training to its employees so that they can acquire the abilities and skills needed to achieve organizational goals; 8) Controlled freedom means that employees must be given freedom to work, but still within the limits set by the organization; 9) Unity of purpose means that all employees and departments in an organization must have the same goals and work to achieve those goals; and 10) Employee involvement and empowerment means that employees must be involved in the decision-making process and empowered to be able to provide the best contribution to the organization. By understanding and applying these characteristics of total quality management, organizations can be more effective in implementing total quality management and achieving their goals.

In addition, Ibrahim and Rusdiana (2021:26-28) also stated that there are supporting elements in the implementation of integrated quality management, including: 1) Leadership, which means that leaders in an organization have an important role in implementing integrated quality management to achieve organizational goals, so leaders must truly understand how to implement integrated quality management in an organization; 2) Education and Training, which means that quality is based on the skills of each HR in understanding customer needs to ensure quality improvements and solve problems; 3) Support Structure, which means that leaders need support to make changes such as implementing strategies deemed necessary to achieve quality; 4) Communication, which means that company leaders must meet personally with employees to convey information, provide direction, and answer questions from each employee; 5) Rewards and Recognition, which means that teams/individuals who succeed/fail in implementing the quality process must be recognized and possibly rewarded, so that other employees as members of the organization will know what is expected; and 6) Measurement, which means that each HR must understand that what is important is not what is thought but what is known based on data. Ahmad (2020:21) explains that international standards based on the principles of implementing integrated quality management are explained in ISO 9000.

In its application, integrated quality management is divided into seven main ideas, namely: 1) Customer focus (Focus on customers), this idea emphasizes the importance of understanding customer needs and expectations, and providing products or services that meet those needs and expectations; 2) Leadership (Leadership), this idea emphasizes the importance of the role and responsibility of leaders in leading and directing the organization towards achieving long-term goals and success; 3) Engagement of people (Involvement of all employees/people), this idea emphasizes the importance of involvement and

participation of everyone in the organization, so that a harmonious, productive and innovative work climate is created; 4) Process Approach (Process Approach) Process), this idea emphasizes the importance of involvement and participation of everyone in the organization, so that a harmonious, productive, and innovative work climate is created; 5) Improvement , this idea emphasizes the importance of a continuous improvement cycle in all aspects of the business, from products or services, processes, to quality management systems, so that the organization always develops and improves its performance; 6) Evidence-Based Decision Making (Evidence-Based Decision Making), this idea emphasizes the importance of decision making based on accurate and relevant data, information, and evidence, so that the decisions taken are appropriate and have a positive impact on the organization; and 7) Relationship Management , this idea emphasizes the importance of good relationships with customers, suppliers, and all organizational stakeholders, so that mutually beneficial and sustainable relationships are created.

Understanding the Quality of Health Services

Mangindara, et al (2022:13-14) explain that the main principle of improving the quality and performance of health services is concern for customers. Patients as external customers not only want healing from the illness they suffer from, which is the outcome of the service, but also feel and assess how they are treated in the service process. Meanwhile, Rizky (2023:2-4) explains that health services are any efforts carried out individually or collectively within an organization to maintain and improve health, prevent and cure diseases, and restore the health of individuals, families, groups, and communities.

Quality health services are health services that can satisfy every user of health services that are in accordance with the average level of satisfaction of the population and are implemented in accordance with professional standards and codes of ethics.

Based on the explanation above, the primary focus in improving the quality and performance of healthcare services is customer care, specifically patients. Patients not only desire recovery from illness, but also experience and evaluate how they are treated during the care process. Healthcare itself is defined as efforts to maintain and improve health, prevent and cure disease, and restore the health of individuals, families, groups, and communities. Quality healthcare is defined as services that satisfy every healthcare user and are delivered in accordance with professional standards and codes of ethics.

Implementation of Integrated Quality Management in Hospitals

As an institution that strives to achieve a complete standard of health for everyone, hospitals are required to continuously improve the quality of health services both internally and externally. In accordance with Article 178, paragraph (3) of Law No. 17 of 2023 concerning Health (Indonesia), that: Improving the quality of health services externally as referred to in paragraph (1) is carried out through:

- a. registration;
- b. license; and

c. accreditation.

Through the 2022 Hospital Accreditation Standards Book from the Ministry of Health of the Republic of Indonesia (Kemenkes), the assessment of hospital accreditation standards is grouped according to the general important functions in hospital organizations. Standards are grouped according to functions related to the provision of services to patients (good clinical governance) and efforts to create a safe, effective, and well-managed hospital organization (good corporate governance). Hospital Accreditation Standards are grouped as follows: 1) Hospital Management Group consists of: Hospital Governance (TKRS), Staff Qualifications and Education (KPS), Facility and Safety Management (MFK), Quality Improvement and Patient Safety (PMKP), Medical Records and Health Information Management (MRMIK), Infection Prevention and Control (PPI), and Education in Health Services (PPK); 2) Patient-Focused Service Group consists of: Patient Access and Assessment (PP), Patient Services and Care (PAP), Anesthesia and Surgical Services (PAB), Pharmacy Services and Drug Use (PKPO), and Communication and Education (KE); 3) Patient Safety Target Group (SKP); and 4) National Program Group (PROGNAS).

METHODOLOGY

Research Approach

The research approach used in this study is descriptive research. Descriptive research is a research approach that aims to describe or "provide an overview of a phenomenon, event, or situation, whether related to the characteristics of the object, event, or relationship between variables without testing hypotheses or explaining cause and effect.

Population and Sample

The population in this study is the quality management documents of Maria Walanda Maramis Regional Hospital that are related and used to meet the hospital accreditation standards based on the quality standards of the Indonesian Health Facility Accreditation Institute (LAFKI). The LAFKI hospital accreditation institute is an independent institution that aims to provide assurance and assessment of health facilities in Indonesia to improve the quality of patient safety.

In this study, the population members intended to be used as samples are not people, but objects or things such as documents from Maria Walanda Maramis Regional Hospital related to the 16 indicators of hospital accreditation standards.

Types and Sources of Data

The type of data used in this study is qualitative data, consisting of primary and secondary data. According to Syahza (2021:90), primary data refers to data required by a researcher and obtained directly from primary sources. Secondary data refers to data obtained from sources already documented by an agency or company. Primary data in this study was obtained from field observations, documentation, and direct discussions with relevant parties.

Secondary data was obtained from various references or sources, such as articles, journals, books, the internet, and other hospital documents

Data Collection Techniques

The data collection technique in this study was to conduct observations and documentation by collecting as many hospital documents as possible related to the implementation of integrated quality management at Maria Walanda Maramis Regional Hospital.

Data Analysis Techniques

The data analysis technique used in this study is descriptive analysis. Sugiyono (2019:357) explains that descriptive analysis is conducted by selecting data that is important, new, unique, and related to the problem formulation or research questions. The analysis is based on all collected data, using various data collection techniques, including observation and in-depth interviews, documentation, and triangulation.

RESULTS AND DISCUSSION

Based on the Attachment to the Republic of Indonesia Health Decree Number HK.01.07/MENKES/1128/2022 Concerning Hospital Accreditation Standards in the Hospital Management Group, providing equal quality of service to all patients and allocating resources according to patient needs in various conditions is the duty and responsibility of the hospital. Therefore, the implementation of integrated quality management at Maria Walanda Maramis Regional Hospital in this study will be identified into 2 parts, namely Hospital Facility Management and Hospital Performance Analysis which are closely related to the characteristics of integrated quality management.

Hospital Facility Management

The following are several characteristics of integrated quality management according to Goetsch and Davis (Tjiptono, 2003:15) which are closely related to hospital facility management, including:

1. Focus on customers

Customer focus, which means an organization must understand and meet the needs and expectations of its customers to survive and succeed in the long term. Customers, referred to in this study as patients, are the main focus of Maria Walanda Maramis Regional Hospital in fulfilling its duties and obligations to provide medical and non-medical services so that customer satisfaction and trust can be maintained. In addition to customer focus, which is one of the characteristics of integrated quality management, Patient Care and Services (PAP) is also one of the accreditation process indicators from the Ministry of Health of the Republic of Indonesia, which is important to ensure and improve patient quality and safety. This indicator focuses on several points, including: 1) Providing services to all patients; and 2) High-risk patient care and the provision of high-risk services. Next, there is Access and Continuity of Services (AKP) which discusses patient registration and admission. In order to provide customer-focused services and meet the hospital accreditation standard

indicators, especially in Patient Care and Services (PAP) and Access and Continuity of Services (AKP), Maria Walanda Maramis Regional Hospital provides services such as general administrative services that serve the administrative needs of patients and their families regarding registration.

patient, identification of medical records, patient referrals and patient registration as well as explanations regarding patient rights and obligations, health service procedures, service costs and payment methods that are tailored to the ability of the patient or the patient's family. In addition, there are facilities that prioritize patient safety such as emergency services that are open continuously for 7x24 hours, no patient has to pay a deposit to get emergency services, the response time of doctor services in handling emergency patients is less than 5 minutes, 15 general practitioners and 130 nurses who are ready to serve inpatients, as well as providing facilities such as 145 beds for inpatient services, 15 outpatient polyclinic services, 15 medical installation/unit services, 10 medical support installation services, and other facilities to suit patient needs.

These services and facilities are the hospital's efforts to provide customer/patient-focused services and meet the PAP and AKP accreditation standard indicators, so it can be said that Maria Walanda Maramis Regional Hospital has carried out its duties and responsibilities quite well.

However, Maria Walanda Maramis Regional Hospital still needs to improve its service quality because customer satisfaction in outpatient and inpatient services still does not meet the SPM target, which is still <90%. This is related to the findings in the field that it turns out that facilities in several class III inpatient rooms still use 1 fan for use by 5 people/patients which is certainly not enough to provide comfort for patients, especially for patients who receive class III facilities at Maria Walanda Maramis Regional Hospital. Other facilities that also need to be improved to improve service quality are the addition of the THI Clinic and SIMRS facilities which have not been fully implemented. This study is in line with the research of Lamato, et al. (2017) that customer focus has a significant effect on managerial performance. In this case, if the principle of customer focus in integrated quality management is applied to administrative services in hospitals and managerial performance in companies, customer satisfaction of both patients and business partners will increase.

Hospital Performance Analysis

The following are a number of characteristics of integrated quality management according to Goetsch and Davis (Tjiptono, 2003:15) which are related to the performance analysis of Maria Walanda Maramis Regional Hospital, including:

1) Obsession with quality

Obsession with quality, which means an organization must strive to achieve the best quality in all aspects, be it products, services, or processes, in order to provide customer satisfaction and increase competitiveness. Maria Walanda Maramis Regional General Hospital continues to strive to improve the quality of health services in the service aspect, where we can see this effort through the results of the Emergency Installation/Verlos Kamer (delivery room)

service at Maria Walanda Maramis Regional General Hospital which has experienced an increase in the number of patients. This data illustrates that Maria Walanda Maramis Regional General Hospital has an obsession with quality in providing health services so that the hospital can achieve reliability and patient satisfaction with the health services provided through the IGD/ VK service. This is also supported by the satisfaction figures High customer satisfaction, with a customer satisfaction rate of 76.26% for emergency services provided by Maria Walanda Maramis Regional Hospital. This figure meets the minimum service standard target of 70% or greater customer/ patient satisfaction.

This research aligns with research by Yanti et al. (2017) that found a significant relationship between service quality and performance. Integrated quality management will impact service quality, which in turn will impact performance.

2) Long-term commitment

Long-term commitment, which means an organization must be committed to achieving long-term success, not just focusing on quick profits in a short time. Maria Walanda Maramis Regional General Hospital continues to strive to improve the quality of health services as well as increasing the capacity of health facilities to ensure that patient needs and satisfaction can be met efficiently and continuously improved over the long term. Important in the implementation of integrated quality management at Maria Walanda Maramis Regional General Hospital, therefore the addition of the number of beds to increase the capacity of health services for patients receiving inpatient services is realized through Director's Decree No. 113 of 2023 concerning the Number of Beds at Maria Walanda Maramis Regional General Hospital which illustrates the hospital's long-term commitment to continuously improving the quality of inpatient services. This research is in line with the research of Dasmasea, et al. (2020) that quality is important to be implemented especially in production. Likewise, in this study which states that the quality of health services supported by facility capacity is very important in producing quality, effective and efficient health services.

3) Continuous improvement

Continuous improvement, which means that the organization must always strive to improve processes and improve quality continuously. In implementing integrated quality management, Maria Walanda Maramis Regional Hospital believes that the important point in quality management is how to maintain the quality of its services, so that the hospital, both medical and non-medical personnel, continue to strive to maintain the quality of services provided to everyone, even continuing to improve the quality of their services to be even better.

Table 1. Hospital Performance Indicator year of 2021 and 2022

NO.	INDIKATOR	2021	2022	TARGET
1.	BOR (%)	35,6	42,8	60-85

2.	AvLOS (Hari)	3,8	1,6	6-9
3.	TOI (Hari)	8,4	5,1	1-3
4.	NDR (‰)	15,9	17,9	< 25
5.	GDR (‰)	23,2	1,4	< 45
6.	BTO (Kali)	22,6	41,0	40-50

Source: RSUD Maria Walanda Maramis medical record 2022

Maria Walanda Maramis Regional Hospital's efforts to continuously improve quality can be seen from the medical record report in Table 4.1 such as increasing bed utilization (Bed Occupation Rate), reducing the average number of times a bed is unoccupied (Turn of Interval), decreasing the general mortality rate of patients in the hospital for every 1,000 patients discharged (Gross Death Rate) and increasing the frequency of bed use in a certain time unit (Bed Turn Over). Although the Average Length of Stay (AvLOS) and Net Death Rate (NDR) experienced a decline, as well as the Bed Occupation Rate (BOR) and Turn of Interval (TOI) which still did not meet the target, but Bed Turn Over (BTO) in 2022 has reached the target, as has the Gross Death Rate (GDR) and the Net Death Rate (NDR) has met the target since 2021 and will remain so until 2022. Thus, through this data, we can see that Maria Walanda Maramis Regional Hospital is continuing its efforts to improv continuous improvement of the quality of services provided to patients.

Education and training

Education and training, which means an organization "must provide education and training to its employees so they can acquire the abilities and" skills needed to achieve organizational goals. One of the indicators in the accreditation assessment also discusses staff skills to meet all patient needs, which is a hospital requirement in realizing efficient and effective clinical service quality. Therefore, the Staff Qualifications and Education (KPS) standard is important in the accreditation process. This standard focuses on several points, including: 1) Staff planning and management; and 2) education and training.

Staff planning and management as well as ongoing education and training can support and improve staff knowledge and skills so that the hospital's efforts to maintain good service quality are maintained through infrastructure such as equipment, rooms, teaching staff and time for education and training programs. In this case, Maria Walanda Maramis Regional Hospital did not specifically provide the names of staff and employees, both medical and non-medical

personnel who had received training, but it can be confirmed that almost all staff and employees, especially medical personnel, had been trained by participating in various trainings such as BHD (Basic Life Support) training, PMKP (Quality Improvement and Patient Safety) training, IHT (In House Training) training and many more. However, regardless of the amount of training received by all human resources at Maria Walanda Maramis Regional Hospital, each hospital is not completely immune to sentinel cases, such as adverse events (KTD).

Therefore, even though staff and employees at Maria Walanda Maramis Regional Hospital have been trained, follow-up is needed from the medical committee and nursing committee to prevent sentinel cases such as KTD from occurring, or even from recurring. This research is in line with the research of Masinambow et al. (2019) that human resources are necessary for improving the quality of hospital services. Therefore, it is necessary to hold training and provide input from patients through suggestion boxes in each patient service unit to achieve patient satisfaction.

Teamwork

Teamwork means that an organization's success depends not only on individuals but also on effective teamwork and collaboration. Maria Walanda Maramis Regional Hospital has successfully achieved full accreditation from the LAFKI accreditation agency.

The plenary accreditation predicate is the highest predicate that can be achieved by a hospital, which means that all accreditation standards are met at least 80%. This achievement is inseparable from the contribution of all human resources. The accreditation process involves all human resources covering the entire organizational function from top management to lower management starting from the Director, Internal Supervisory Unit (SPI), Medical Committee, Nursing Committee, Head of General Administration and Finance, Head of Medical and Nursing Services, Head of Support Services, Head of General and Personnel Sub-Section, Head of Planning and Budgeting Sub-Section, Head of Sub-Section Finance and Accounting, Head of Medical Services Section, Head of Nursing Section, Head of Medical Support Section and Head of Non-Medical Support Section, even all medical and non-medical staff up to the cleaning service and security. This research aligns with Yasa's (2019) research that TQM elements/characteristics such as teamwork improve service quality.

Unity of purpose

This means that all employees and departments within an organization must have the same goals and work towards achieving them. Maria Walanda Maramis Regional Hospital, from doctors, medical personnel, health workers to non-health workers, continues to strive to improve the quality of health services. This is illustrated by data on patient visits to the Maria Walanda Maramis Regional Hospital Polyclinic. Although patient visits have not increased significantly in every Polyclinic, the unity of human resource goals at Maria Walanda Maramis Regional Hospital is clearly evident, namely that the safety and health of the community/patients are paramount.

Scientific approach in decision making

A scientific approach to decision-making means that decisions must be based on data and facts, not just assumptions or opinions. The implementation of integrated quality management at Maria Walanda Maramis Regional Hospital, in terms of a "scientific approach to decision-making," has not yet been fully implemented. This approach requires the use of scientific data and methods in decision-making to ensure effectiveness and efficiency. However, in practice, Maria Walanda Maramis Regional Hospital sometimes still relies on experience and intuition in decision-making rather than scientific data and analysis. This can result in decisions that are less precise and efficient. Therefore, it is important for Maria Walanda Maramis Regional Hospital to further implement a scientific approach in decision-making as part of the implementation of integrated quality management.

Employee Engagement and Empowerment

Employee involvement and empowerment, meaning employees/staff must be involved in the decision-making process and empowered to make the best contribution to the organization. Maria Walanda Maramis Regional Hospital sometimes still focuses on a traditional hierarchical structure, where employees/staff are not fully empowered to make decisions or innovate. This can hinder quality improvement and efficiency. Therefore, it is important for Maria Walanda Maramis Regional Hospital to further implement "employee involvement and empowerment," which are characteristics of integrated quality management in its operations.

Controlled freedom

Controlled freedom, meaning employees must be given freedom to work, but still within the boundaries set by the organization. Similarly, when it comes to employee involvement and empowerment in decision-making, Maria Walanda Maramis Regional Hospital has not yet fully granted this freedom to employees/staff. Therefore, it is important to recognize that space, opportunity, and freedom for employees/staff are crucial. Integrated quality management can be fully implemented so that it can bring innovation and creativity that can increase effectiveness and efficiency in providing quality health services.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research conducted, it can be concluded that after obtaining a full accreditation predicate from the accreditation agency. The implementation of integrated quality management at Maria Walanda Maramis Regional Hospital, particularly on a number of integrated quality management characteristics such as:

- 1) Customer focus. This hospital still needs further upgrading its customer services, since its SPM target is still under 90 percent, which is below accreditation standard.

- 2) Obsession with quality. The customer service quality score has showed 76.26 percent, which is above the minimum score of 70 percent. This means the Hospital still has room for improvements for its Customer Service Quality.
- 3) long-term commitment. The director of the Hospital has issued a decision in SK. No. 113/2023, which stated that there would be a commitment of procuring more of hospital beds to increase the Hospital's Customer Service Quality.
- 4) Continuous improvement. The Hospital has showed a continuous improvement indicated by several indicators such as increasing of Bed Occupation rate, Bed turnover ratio, have reached a minimum threshold.
- 5) Education and training. The Hospital still not yet show any further improvement in education and training of its employees.
- 6) teamwork. The teamwork of this Hospital has achieved a good improvement by qualifying the Plenary Accreditation standards and achieving percent of all accreditation standards.
- 7) Scientific approach in decision making. The Hospital has not yet fully implement the Scientific approach in ensuring the effectiveness and efficiency of Operations.

In addition, Maria Walanda Maramis Regional Hospital still does not have a written document related to SOPs that discuss rewards for individuals who do not provide services in accordance with the predicate of plenary in the hospital.

Based on the above conclusions, it can be suggested that Maria Walanda Maramis Regional Hospital needs to: 1) strengthen the scientific approach in decision-making; 2) establish controlled employee freedom within the limits set by the organization; 3) involve and empower employees in decision-making for the organization, and 4) create written document related to SOPs that discusses the punishment for individuals who do not provide services in accordance with the perfect predicate in hospitals, so that the quality of service can be maintained properly or even improved and maintain the perfect predicate that has been obtained from the hospital accreditation agency.

FURTHER STUDY

Future studies are recommended to expand the scope of analysis by involving multiple hospitals, applying mixed or quantitative research methods, and examining the long-term impact of integrated quality management on patient satisfaction, service performance, and organizational effectiveness.

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