

From Compliance to Excellence: The TQM Story in Indonesian Health Service Providers

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ABSTRACT

The success in the industry manufacture has encouraged and motivated entity service health to implement TQM. Focus article This is to describe the development of TQM in Indonesia, especially in the healthcare industry. The evolution of TQM reflects a shifting paradigm in management quality from traditional control quality to more holistic, customer-centered, sustainable, and integrated with technology. This is an effort to reach more quality and improve the organization's overall performance. TQM is a sustainable approach in which the organization Keeps going continuously to increase quality and performance over time. This is not only for controlling quality but also about changing culture and practice organization for quality become a priority held close to everyone organization. Lack of support management, lack of involvement in employees, bad leadership, lack of training, culture organizations that do not appropriate, lack of recognition and award for success, and structure organization hierarchical and authoritative is the most obstacles quoted successful TQM implementation in developing countries. The evolution of TQM in The Worldwide Health Organization has become an essential thing for increasing the quality maintenance of health and satisfaction of patients.

Keywords: Total Quality Management, Evolution, Health Service Providers

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INTRODUCTION

For a few decades Lastly, total quality management (TQM) has become popular among practitioners, managers, and researchers Because it influences the performance of the business, satisfaction of customers, and profitability (Bolboli & Reiche, 2013; Puthanveetil et al., 2021a; Talib et al., 2012). TQM is recognized as the principal managerial strategy worldwide, which has superiority in effort enhancement satisfaction customers, focus and motivation of superior employees, reducing waste cost operational, and improving performance in the company in a way whole (Essel, 2020). Every organization has its objectives that certain people want to achieve. Success in the organization depends on the performance of parties particularly in something an organization can help reach an objective (Sweis et al., 2016). Condition application of total quality management shows organizations still need to be open to change should application of total quality management in the 21st century capable of producing open organization to change (Kemenade & Hardjono, 2019).

Success in the industry manufacture has encouraged and motivated entity service health to implement TQM (Alshourah, 2021; Mosadeghrad, 2013; Puthanveetil et al., 2021a; Sweis et al., 2016). In 30 years Lastly, many healthcare organizations apply TQM to increase the quality and efficiency of service (Mosadeghrad, 2014). Entity Service Health Keeps increasing the quality of its products and services, focusing on customer needs and expectations. This thing helps increase the satisfaction of customers and the performance of the company in a way whole (Sadikoglu & Olcay, 2014). Implementing TQM in the entity service health can increase the quality of the services provided to patients at a time of efficiency (Aburayya et al., 2020; Talib et al., 2019). The implementation of TQM needs to be more comprehensive, and This causes low productivity and negatively impacts, in a way, psychology employees (Mosadeghrad, 2013).

Total quality management is a method for increasing the quality-of-service company. This practice is commonly used in business (Jaca & Psomas, 2015; Jesús Alvarez et al., 2012; Lam et al., 2011; Puthanveetil et al., 2021; Talib et al., 2012). Quality service interests researchers worldwide (Puthanveetil et al., 2021; Swain, 2019). Various The literature focusing on TQM is dominated by industry manufacturers Because industry manufacturers pioneering the implementation of TQM in developed countries like Japan, Europe, and North

America (Baidoun et al., 2018; Calvo-Mora et al., 2013; Chavez et al., 2013; Zylfijaj & Pira, 2017). Although Thus, the application of TQM in the sector service No lag that is proven in nature decade final Lots writing literature implementation of TQM in the sector service as direction new going to provision service quality (Baidoun et al., 2018; Zylfijaj & Pira, 2017).

Total quality management ensures that employees and management are involved in producing goods and services (Faloudah et al., 2015). TQM implementation can lead to quality, more care, satisfaction, improved patients, more employee morale, and improved productivity and profitability (Angelina et al., 2012; Baidoun et al., 2018). Several studies show that implementing TQM in entity service health influences quality service and stakeholder satisfaction (Karasa et al., 2007; Miller, 2009; Puthanveetil et al., 2021).

Organizations adopting total quality management practice encourage and develop a set facilitating skills application practice environmental management (Allur et al., 2018; Pereira-Moliner et al., 2012). Though the second system aims to fulfill the needs of customers and stakeholders, like holder shares, suppliers, and employees, environmental management is broader. Environmental management is also focused on stakeholders' interests other than conventional ones For total quality management like administration public, NGOs, local society and community general, and others (Allur et al., 2018; Azorín et al., 2015). With the following environmental management practice, home Sick can make the environment more sustainable and help increase performance (Azorín et al., 2015). Environmental management implementation can succeed if integrated into the TQM system (Claver-Cortés et al., 2008; Curkovic, 2003). Focus article This is to describe the development of TQM in Indonesia, especially in the health services industry.

METHOD

The literature review research method is an approach research that focuses on analyzing, synthesizing, and evaluating literature or sources relevant to writing with topic study (Nightingale, 2009; Paré & Kitsiou, 2017; Snyder, 2019), specifically TQM. This method does not involve primary data collection, e.g., interviews or surveys; however, it focuses on analyzing information in the scientific literature. Following are steps general in method literature review research: [1] Selection Topic Study following objective research. [2] Collect relevant literature on the topic. Source literature This Can form books, articles, journals, theses, dissertations, and other related documents. [3] Selection of most relevant literature with focus research. It involves reading and evaluating quality literature and deciding which literature will be entered in the review. [4] Arrange literature based on topic, concept, or theme specific. It helps prepare a structured review, [5] analysis of literature and critical analysis, last [6] synthesize the findings literature with show emerging relationships and patterns from every literature. The literature review research method is advantageous in understanding the development of knowledge and academic discourse about something topic-specific (Nightingale, 2009; Paré & Kitsiou, 2017; Snyder, 2019; Stratton, 2019). It can also help design studies carry on or identify areas of research that are still not touchable enough.

DISCUSSION

The Transformative Journey of Total Quality Management

Total Quality Management (TQM) is approach development and change management over time. Following is the development the evolution of TQM in the world:

Evolution	Information
Pre-History of TQM (Early 1900's to 1920's):	<ul style="list-style-type: none"> a. Initially, the control and management quality concept still need to be systematic. b. Thinking about management quality appears with method inspection and control statistics.
Development (1940s):	<ul style="list-style-type: none"> a. In the 1940s, Dr. W. Edwards Deming, an expert in American statistics, played an essential role in developing TQM principles. b. Deming introduced concepts like PDCA (Plan-Do-Check-Act), which became the basis of modern TQM. c. Deming's philosophy was accepted in Japan, which helped push transformation quality in the country after World War II.
Developments in Japan (1950s to 1970s):	<ul style="list-style-type: none"> a. In Japan, the TQM concept became very popular and adopted in a way widely by industries such as Toyota and Sony. b. Kaizen, meaning repair sustainable, is one element key in culture company Japan.

Evolution	Information
	c. Japan started to compete with high product quality, and here it is beginning with "Revolution Quality Japan."
Spread (1980s to 1990s):	a. The TQM concept began to spread around the world in the 1980s and 1990s. b. Global organizations such as Motorola, IBM, and Ford started to apply TQM principles in operational them. c. Standard international such as ISO 9000 is also adopted as a guide for system management quality.
Technology Integration (2000s to moment this):	a. In the digital era, technology information plays an important role in TQM. b. Use device software and systems sophisticated information possible company for collect, analyze, and manage quality data more efficiently. c. TQM concept continues to develop with approaches such as Six Sigma and Lean Management, which combine quality and efficiency.
Focus on Experience Customers (Current):	a. Nowadays, TQM is increasingly focused on understanding and fulfilling customers' needs. b. Measurement satisfaction with customers, analysis bait turn, and design based on customer become an integral part of TQM. c. Organizations adopt an approach to reach superiority in quality, efficiency, and customer satisfaction.

Source: (Akhmatova et al., 2022; Broday, 2022; Jasti et al., 2021, 2022; Kaur et al., 2021; Liu et al., 2023)

TQM's evolution reflects a shifting management quality paradigm from traditional control quality to more holistic, customer-centric, sustainable, and integrated with technology. This is an effort to reach more quality and improve the performance of the organization in a way overall. TQM is a sustainable approach where the organization continuously tries to increase quality and performance. It is not only for controlling quality but also about changing culture and practice organization for quality become held priority, tightly by all organizations.

Total Quality Management Evolution: Bridging Industry and Healthcare Services in Indonesia

TQM originated in the US during WWII, when expert US statistician W. Edward Deming helped engineers and technicians, use theory statistics for repair quality production. After the war, in theory, lots was underestimated by corporate America. Then Deming left for Japan, where he taught the leader of top business Statistical Quality Control that they could build his country If they followed his advice. TQM emerged as a response to adversity, blending approach quality technical with power growing Work rapidly not trained or semi-trained during and after WW2. Although Lots of that idea originated in the US, part big company It was Japan that implemented it and improved it from the 1950s. Like case approach quality technically, TQM also emphasizes the importance of input; however, it develops it from technical competence to include the importance of people's motivation and abilities For Working in a team to solve problems. The European Foundation for Quality Management (EFQM) has used the TQM proposition, modeled on the Malcolm Baldrige Quality Award (MBQA) from the US and its predecessor, the Deming Prize in Japan.

The evolution movement of total quality management (TQM) started from the study period time and motion by the father management scientist Frederick Winston Taylor in 1920, lifting the most fundamental aspect of management scientific separation between planning and implementation. The cornerstone of TQM is statistical process control (SPC), a management model manufacturer introduced by Edward Deming and Joseph Juran after World War II to help Japan build return infrastructure in the country. The teachings of Deming and Juran developed. Keep going until Then named TQM by the US Navy in 1985. We know that TQM continues to experience evolution, becoming more mature and experiencing diversification. This is also in the field of education for application in manufacturing, industry services, health, and adults.

Following the teachings of Deming, Juran, and Philip Crosby in implementing TQM is indeed necessary, but more is needed. Because TQM continues to experience evolution, appreciating its state-of-the-art, TQM is a necessary contribution, also known as field management and organizational effectiveness, in building TQM as another dimension. The contribution field is One dimension alone that can call the roots of TQM, among others, consisting of group dynamics, organization development (OD), sociotechnical systems, and others. Known TQM Now This Lots different technique from what was developed in Japan in the 1950s and was the first developed in America in the 1980s. Application of TQM in various places and fields needs a framework Alone in management quality.

Evolution, the total quality movement, begins from the study period time and motion by the father management scientist Frederick Winston Taylor in the 1920s. Even though developments much influence the

concept of TQM in Japan, it can be stated that TQM is 'Made in Japan'. TQM is philosophy and practice involving management, every perpetrator organization in reach superiority company through continuous improvement broad. Almost all companies have already started to learn and apply TQM to increase profit, market share, and competitive power. The saw supports that several studies on TQM in the general sector, manufacturing, SMEs, services, and other sectors, such as IT, automotive, banking, education, corporate food, oil and gas, and transportation, delivered his.

In the distribution era, This Lots was once an oriented Education management program with program management adoption from industry. Several educational institutions have used the TQM program to increase quality-based Education management companies. TQM began application in the industrial world and then transformed into the world of education. Educational Institutions are providing Institution services. Services provided can be in the form of a learning process, morals, academic or social, service administration, and giving scholarships for students, parents, and the community if the goal of quality in the industrial world is the fulfillment of all needs of customers. Hence, quality in education fulfills users' needs for education services. So deep transformation program management This only lies in connotation use terms in Bahasa only, for the concept principle from the program is Still the same and gets used without something changed or minus.

Determining quality product and process quality to make it happen takes Work in TQM implementation. The need exists for A firm commitment both by TQM implementers and TQM customers. How complex is application-based? Because size productivity is not just characteristic quantitative, but instead relates with aspect relevant quality with benefits and abilities make use of it. Fulfillment to the customer becomes a highlight main in this TQM management program, making perpetrator schools give excellent service to the customer. Service can be proven with language, speech, behavior, and policies related to facilities and services customers.

The deep TQM education sector has an objective end with increased quality, power competitive divide the output (grad) by indicator exists competence Good intellectual as well as skills as well competence social high graduates. The school institution needs to do it with this TQM program, not with half heart. With total effort made this little lots will minimize obstacles. Obstacles that occur in the management process rely on the parties' internal obstacles in culture Work members. Cultural Work from educators and education is very influential in the management program. The more culture and discipline, the more influential the implementation of this TQM management program. Then p first necessary repaired in managerial This is culture work, perform Work and discipline Work from executor school Good from head schools, educators and staff education.

Of all perpetrators, the school must make students and society mandatory customers served with the best to get satisfaction from them. Obsession Advanced School is always enthusiastic in service and improves ability and skills to show to students and society. With good quality it showed students and society that they incidentally become customers of an Institution. The Institution will do well in society with supported graduates who can compete with graduates of other institutions.

The success of this TQM management program can be measured from, first, the level of satisfaction of customers. Level of satisfaction with customer This always becomes the main focus in TQM because it is the customer who decides control; the customer decides the predicate quality of an Institution. The agency can say it succeeds with getting predicate quality If it can give customers appropriate service with specified specifications. Second, parents feel students are satisfied with Institutional services to their sons. Third, party users feel satisfied Because they accept qualified and suitable graduates. Fourth, teachers and employees feel satisfied with Institutional service. With satisfied teachers and employees, the service of this Institution will grow in total performance. From the fourth emerging attention, it can realize that manager seniors should can determine institutional strategy; this means implementation policy use of this TQM management program close up between senior manager with staff (head school and its representatives) and not level Work staff or employee. So, the head school and its representatives must own total commitment to implement this TQM program smoothly and successfully.

Several studies show the implementation of TQM in various sector industries. With implementing TQM, a lot of possible profit was obtained; for example, the British Airways company implemented TQM on processes, employees, and customers. Results obtained turnover an increase of 23%, total employees down by 3,153 people, total passengers increased, and the fleet expanded to 33 aircraft (Madar, A., 2015). Then, TQM in the industry study case company car, and got results that successfully implement TQM with profit subtraction cost quality and improvement satisfaction customer (Venkateshwarlu et al., 2011).

The concept of TQM in organizations only sometimes ensures successful outcomes (Des et al., 2010). Failed industrial companies in ASEAN implementing TQM must be wary of its influence on performance later.

Over half of the sample studies fail to implement a TQM strategy (Punnakitikashem et al., 2010). In the healthcare industry, TQM has yet to be successfully implemented in Iran because system management quality and strategy are No appropriate for managing quality (Mosadeghrad, 2015). In contrast, in health and care, children in Zimbabwe explained that There is evidence showing that TQM is successfully applied to transmission mother and son prevention programs. More than half of respondents declared that TQM failed to apply (Noreen et al., 2016). Based on some research that has been explained before, we know that Still Lots is experiencing organizational failure in implementing TQM.

The development of TQM in industry manufacture differs from in the services industry, where quality in industry service becomes problematic because of high perception. Industrial sector tourists have become the focus of leading researchers Because it is one sector whose development is auspicious in Indonesia. Power data Indonesia's competitiveness in tourism increased in a range of ten-year or five periods, in which Indonesia ranked 42nd in 2017 after climbing from 80th in 2008. It has made industry service hospitality necessary in supporting progress sector tourists.

TQM is applied in the hospitality industry, but some have experienced its failure is also deep its application. Most Greek hospitality does not implement TQM because management considers it Still Not yet needed; even some still need to learn the term. Implementation of TQM in hotels Still, some need to be improved. Where is the factor of satisfying customers, planning quality, designing products or services through enhancement sustainability, and education and training employees, supported by leadership, become necessary emphasized? Commitment management peak, focus customers, design products and services, improvements sustainability and innovation, training, and education Still become factor important in the industry of Indian hospitality, plus with factor culture in it. Besides that, there are three essential others among training, leadership, and customer satisfaction (Bouranta et al., 2017).

A hospital is Where the public can get treatment to service primary health. The hospital's role is essential in giving primary health to society because House Sick must be the responsible answer for ensuring that service his health is effective and efficient. Order service health walk effective and efficient, home Sick need to increase performance in carrying out activity service health. Managers must set aims and meet specific guidelines so that House Sick can develop occasionally and increase quality (Najamuddin et al., 2023).

In implementing TQM, leaders, and all member teams must Work Together To fulfill the customer's hope. Hospitals own challenges more heavily in the era of revolution industry 4.0. This thing caused the development of Internet-based technology and services. Enhancement quality is a method to ensure that House Sick gives high maintenance quality. Accreditation House Sick is a standard quality service House Sick (Hendrani & Gorda, 2021). Several Houses Sick are Still reluctant to implement TQM, where TQM is a system designed for management to increase quality service and patient satisfaction. Importance of TQM implementation expected all over House. You can get sick in Indonesia by applying the TQM system so that it can give quality service to the patient (Istiqomah et al., 2021).

The implementation of TQM has not been optimal Because There is little facility medical, little staff medical specifically, little government funding, and limited helpful equipment to increase service medical. Some support in management service House Sick with equipment, medical support sufficient medical reliability in his field, and partnership with investors can help develop House Sick become more Good Again (Hanoum et al., 2022).

There are three reasons why TQM methods do not succeed: overuse, underuse, and abuse practices, techniques, and tools management quality. Using Excessive happens when a manager uses techniques and tools too complicated to understand the employee. This thing can cause failure Because method No is applied with right. Less use happens when manager No Enough uses TQM techniques and tools, which can also cause failure. Abuse happens when a manager uses techniques, tools, or TQM principles in a way that does not follow the culture or operation organization. The third reason is This responsible answer on Lots failure of TQM (Mosadeghrad, 2014).

Lack of support management, lack of involvement in employees, poor leadership, lack of training, culture organizations that do not appropriate, lack of recognition and awards for success, structure organization hierarchy, and authoritative are the most common obstacles quoted successful TQM implementation in developing countries. The evolution of TQM in The World Health Organization has become essential for increasing quality maintenance of health and patient satisfaction. The following are several main points in evolution:

1. The Increasing Role of the Patient is essential: Over time, TQM in organizational health has focused more on patients' needs and preferences. This includes giving more attention to the patient and listening to come back.

2. Technology: Technology information and systems data management in TQM have become essential to an organization's health. It covers notes on medical electronics, clinical data analysis, and evidence-focused approaches.
3. Standard International: Organization health worldwide has adopted standards such as ISO 9001 to increase management quality and process.
4. Empowerment Employees: TQM has pushed the empowerment of employees in the organization's health. This can involve further participation in making decisions and focusing on the team's practical Work.
5. Partnership and Collaboration: Organizational health is more critical. Work with stakeholders, including patients, family patients, and other organizations within ecosystem health.
6. Safety Patient: Breakthrough big in safety patient has become TQM focus in the organization health, with subtraction risk infection House pain, mistake medication, and injury patient.
7. Continuity Improvements: principles repair sustainability is still the core of TQM in organization health. This includes clinical process improvement, management risk, and reduction of waste.
8. Fairness and Equality of Access: TQM has also led to improved awareness about the importance of equal access to maintain health quality for all public members.
9. Pandemic and Resilience: The COVID-19 pandemic has become prominent for organization health worldwide, encouraging change fast in how they operate and run TQM principles for guard quality maintenance and security patients.

The evolution of TQM in organization health is effort sustainable for increasing service quality and safe health for everyone worldwide.

CONCLUSION

For a few decades, total quality management (TQM) has become popular among practitioners, managers, and researchers Because it influences the performance of business, satisfaction of customers, and profitability. Total quality management is a method for increasing the quality of services company. Implementation of total quality management ensures that employees and management are involved in the production of goods and services. Focus article This is to describe the development of TQM in Indonesia, especially in the healthcare industry. Lack of support management, lack of involvement in employees, poor leadership, lack of training, culture organizations that do not appropriate, lack of recognition and award for success, and structure organization hierarchy and authoritative are the most obstacles quoted successful TQM implementation in developing countries. The evolution of TQM in The Worldwide Health Organization has become an essential thing for increasing the quality maintenance of health and satisfaction of patients. The evolution of TQM in organization health is effort sustainable for increasing service quality and safe healthcare for everyone worldwide.

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