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ANALYSIS OF THE IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT AT THE SOE REGIONAL PUBLIC HOSPITAL (RSUD)

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Abstract

The increasing public demand for quality hospital services necessitates the implementation of Total Quality Management (TQM) to continuously improve service quality. This study aims to analyze the implementation of TQM and identify supporting and inhibiting factors at Soe Regional General Hospital (RSUD Soe). The research method used was descriptive qualitative, with data collection techniques through interviews, observation, and documentation, as well as analysis using triangulation and SWOT analysis. The results indicate that the implementation of TQM at Soe Regional General Hospital is ongoing but not yet optimal, as indicated by the existence of Standard Operating Procedures (SOPs), a focus on patients, and leadership commitment. However, obstacles remain, such as limited human resources, especially specialist doctors, lack of training, inadequate facilities, and low service efficiency. The study concludes that the implementation of TQM needs to be improved through strengthening human resources, improving facilities, increasing adherence to SOPs, and optimizing the service system to achieve better service quality.

Keywords: Total Quality Management, Service Quality, Hospital, Patient Satisfaction, Health Management.

INTRODUCTION

The government, in carrying out its responsibility to provide healthcare services for the Indonesian population, is guided by Law Number 44 of 2009 concerning Hospitals. Hospitals are healthcare service institutions with unique characteristics influenced by developments in medical science, technology, and the socio-economic conditions of society. They are required to continuously improve the quality and accessibility of healthcare services in order to achieve the highest possible level of public health (Gabriella, Pratiwi, & Adang, 2022). In contemporary society, healthcare has become a fundamental necessity for the Indonesian population. As the standard of living continues to improve, public expectations regarding the quality of healthcare services provided by hospitals have also increased. This situation requires healthcare service providers, particularly hospitals, to enhance service quality not only in curative care but also in preventive services aimed at improving quality of life and ensuring patient satisfaction as healthcare consumers (Khairunnisa, 2021).

The implementation of Total Quality Management (TQM) in hospitals is influenced by two primary factors: internal factors, consisting of strengths and weaknesses, and external factors, including opportunities and threats. These factors are interconnected in determining the success of TQM implementation as a strategy for continuous quality improvement. Analyzing these factors is essential for hospitals to formulate appropriate strategies to enhance patient satisfaction, patient safety, and operational efficiency in healthcare services (Listyorini & Susanto, 2024). One of the major strengths of TQM implementation in hospitals lies in its ability to promote continuous quality improvement. This approach enables healthcare processes to be systematically evaluated and improved, resulting in progressively better service quality over time. The positive outcomes of TQM implementation include increased patient satisfaction, more efficient utilization of resources, and reduced risks of service errors. Furthermore, TQM emphasizes the importance of clear service standards through Standard Operating Procedures (SOPs), ensuring that healthcare professionals perform their duties consistently and according to measurable guidelines. Patient focus is the core principle of TQM implementation in hospitals. All healthcare activities are directed toward meeting patients' needs and expectations, both from clinical and non-clinical perspectives, including communication, comfort, and service responsiveness. This approach encourages hospitals to be more responsive to patient complaints and to consider patient experiences as a key indicator of

service success. Consequently, healthcare delivery is not solely focused on medical treatment but also on the overall quality of interactions and patient satisfaction. Top management commitment represents another critical strength in TQM implementation. Hospital leaders play a vital role in establishing quality visions, providing strategic direction, and fostering an organizational culture that supports quality improvement initiatives. Strong leadership encourages healthcare professionals to adhere to established standards and actively participate in service improvement efforts. Additionally, employee involvement is a significant component of TQM, where healthcare workers are empowered to contribute ideas, innovations, and teamwork to improve service quality.

TQM also provides hospitals with a competitive advantage in an increasingly competitive healthcare environment. Hospitals that effectively implement TQM tend to achieve higher service quality, greater patient satisfaction, and improved operational efficiency. Therefore, TQM serves not only as an internal quality management strategy but also as a means of enhancing organizational competitiveness in a sustainable manner.
Despite its advantages, TQM implementation in hospitals also faces several challenges. Common weaknesses include high implementation costs, staff resistance to change, and limited resources. Additional obstacles involve unequal training opportunities, difficulties in transforming organizational culture, and the risk of unrealistic expectations regarding outcomes (Gabriella & Adang, 2022). Nevertheless, TQM presents significant opportunities to improve healthcare quality, patient safety, and customer satisfaction through continuous improvement, management commitment, and employee participation. Effective implementation can reduce operational costs, increase efficiency, and strengthen the hospital's reputation.

The primary threats to TQM implementation include staff resistance to organizational change, financial and human resource constraints, inadequate training, and weak commitment from top management. These barriers often hinder the establishment of a sustainable quality culture, increase the risk of declining patient satisfaction, and limit operational efficiency. At SoE Regional General Hospital (RSUD SoE), TQM is implemented as a comprehensive quality management approach aimed at improving healthcare services with a focus on patient satisfaction. The TQM framework at RSUD SoE encompasses continuous improvement in processes, services, organizational systems, leadership, and commitment to achieving organizational goals and customer satisfaction. Its implementation has the potential to enhance staff motivation, reduce costs, minimize medical errors, and facilitate faster problem-solving.

The healthcare services provided by RSUD SoE include a wide range of medical services, such as outpatient care, inpatient care, emergency services, and supporting healthcare services. The hospital also applies specific guidelines for blood services to improve service quality. However, several management-related issues have been identified, including delays in the payment of additional income allowances for civil servant physicians, which resulted in protests involving banners rejecting patient services, as well as alleged disciplinary issues among healthcare personnel leading to delays in patient treatment. These problems indicate challenges in financial management, communication, and staff discipline that ultimately affect the quality of hospital services. Although the implementation of Total Quality Management aims to continuously improve healthcare quality, various obstacles frequently arise in practice. Staff members and administrative personnel often feel comfortable with traditional work methods and may resist adopting more structured procedures. Furthermore, hierarchical and authoritarian organizational structures may discourage subordinate participation in providing feedback and suggestions for improvement. In some cases, management tends to focus more on administrative requirements than on genuine clinical quality improvement. Consequently, the challenges associated with TQM are generally not related to the concept itself but rather to leadership commitment, cultural transformation, human resource development, and data availability.

Previous studies have demonstrated that the implementation of Total Quality Management in hospitals plays a significant role in improving service quality through the support of competent healthcare professionals and adequate facilities and infrastructure (Istiqomah et al., 2020). Furthermore, patient-oriented service quality can be enhanced through healthcare worker training and the utilization of patient feedback as an evaluation mechanism (Reinold & Merlyn, 2019). TQM is also recognized as a managerial approach rooted in organizational culture that emphasizes continuous quality improvement and patient satisfaction as key indicators of success (Khairunnisa, 2021). Moreover, successful TQM implementation requires strong management commitment, teamwork, and continuous human resource capacity development (Fery & Adolf, 2025). Current phenomena indicate a substantial gap between the ideal concept of Total Quality Management in improving hospital service quality and the actual conditions observed in practice, particularly at RSUD SoE. Although TQM is designed to create patient-centered services through continuous improvement, management commitment, and the involvement of all healthcare personnel, various issues remain evident, including delays in patient treatment due to inadequate staff discipline,

management conflicts related to delayed incentives for healthcare workers, and weak organizational communication that negatively affects service quality. These conditions suggest that TQM implementation has not yet been fully optimized and has not succeeded in establishing a consistent culture of quality within the hospital. Consequently, this situation may reduce public trust and patient satisfaction. Therefore, this phenomenon warrants further investigation to identify the factors that influence both the success and challenges of TQM implementation at RSUD SoE.

LITERATURE REVIEW

1. Green's Theory (PRECEDE–PROCEED Model)

Green's Theory explains that behavior in healthcare services is influenced by three main factors: predisposing factors, enabling factors, and reinforcing factors. Predisposing factors include the knowledge, attitudes, beliefs, and values possessed by healthcare professionals that influence the quality of service delivery. Enabling factors consist of the availability of facilities and infrastructure, human resources, technology, and healthcare service systems that support the implementation of healthcare services. Meanwhile, reinforcing factors include leadership support, organizational policies, supervision, and evaluation mechanisms that encourage healthcare professionals to maintain high-quality service performance.

2. Total Quality Management (TQM) in Hospitals

Total Quality Management (TQM) is a management approach focused on continuous quality improvement by involving all elements of an organization to achieve patient satisfaction. The implementation of TQM is based on patient-centered care, effective leadership, the involvement of all healthcare personnel, a process-oriented approach through the application of Standard Operating Procedures (SOPs), and continuous improvement through monitoring and evaluation. Although TQM has the potential to enhance service quality, its implementation still faces challenges such as limited human resources, insufficient training opportunities, and suboptimal support for quality management initiatives.

3. Human Resources (HR)

a. Definition of Human Resources

Human resources refer to all individuals involved in an organization who contribute to achieving organizational goals. Human resources are considered the most valuable asset of an organization because they determine productivity, service quality, and the overall success of the organization in accomplishing its objectives.

b. The Importance of Human Resources in Organizations

Human resources play a critical role in organizational success because they cannot be fully replaced by technology or capital. Therefore, continuous development and competency enhancement are necessary to enable employees to adapt to changes in the work environment, improve productivity and competitiveness, comply with established standards, and support the achievement of the organization's vision and mission. Human resource competencies include motives, personal characteristics, self-concept, knowledge, and skills. These competencies can be developed through self-management, adaptability to change, effective communication, and maintaining a balance between intellectual intelligence (IQ), emotional intelligence (EQ), and spiritual intelligence (SQ).

4. Implementation and Characteristics of Total Quality Management (TQM)

The implementation of TQM involves efforts to achieve customer satisfaction, respect every individual within the organization, utilize data as the basis for decision-making, and continuously improve organizational processes. The key characteristics of TQM include customer focus, quality orientation, a scientific approach to problem-solving, long-term commitment, teamwork, continuous system improvement, education and training, controlled empowerment, unity of purpose, and employee involvement and empowerment. The success of TQM implementation largely depends on leadership commitment, organizational support, a strong quality culture, effective strategic planning, and consistency in prioritizing quality as a fundamental organizational value. Through the integration of these principles, TQM can contribute significantly to improving organizational performance, service quality, and customer satisfaction in healthcare institutions.

METHOD

Research Methodology

Research Design

This study employs a qualitative research method aimed at exploring information in depth through interviews, observations, and documentation. This approach enables researchers to gain a comprehensive understanding of the organization's condition and strategic position.

Research Approach

The study adopts a descriptive qualitative approach. This approach is used to understand and describe internal factors, including strengths and weaknesses, as well as external factors, namely opportunities and threats, without conducting statistical generalizations.

Research Focus

The focus of this study involves key informants who are selected based on their knowledge, experience, and deep understanding of the organization. Key informants play a significant role in identifying the organization's internal and external factors, providing valid and detailed information for strategic planning, supporting SWOT matrix analysis, and evaluating the hospital's strategic position as a basis for determining appropriate strategies.

Population and Sample

a. Population

The population of this study consists of all management personnel working at RSUD SoE. The population includes all characteristics relevant to the objectives of the research.

b. Key Informants

Key informants are selected using a purposive sampling technique, which involves choosing individuals based on their knowledge, experience, and direct involvement in hospital management. These informants serve as the primary source of in-depth information regarding the research issues under investigation.

Types and Sources of Data

This study utilizes descriptive qualitative data. Data sources consist of primary and secondary data. Primary data are obtained through interviews with the management of RSUD SoE, while secondary data are collected from documents, reports, and other relevant sources related to the research topic.

Data Collection Techniques

Data collection is conducted through observation, interviews, and documentation studies. These three techniques are employed to obtain comprehensive information regarding organizational conditions, informants' experiences, and supporting data relevant to the study.

Data Analysis Techniques

Data analysis is carried out using triangulation techniques to ensure data validity and SWOT analysis to identify the strengths, weaknesses, opportunities, and threats faced by the hospital. The results of the SWOT analysis are then used as the basis for developing strategic recommendations through the SWOT matrix.

Triangulation

Triangulation is a technique used to enhance data validity by comparing various data sources, collection methods, and periods of data collection. Source triangulation is conducted by comparing information obtained from different informants. Method triangulation involves the use of different data collection techniques on the same source, while time triangulation is carried out by collecting data at different times. In addition, the study applies persistent observation and maintains data authenticity to ensure that the research findings are valid and trustworthy.

SWOT Analysis

SWOT analysis is used to identify internal factors, namely strengths and weaknesses, as well as external factors, including opportunities and threats. The purpose of this analysis is to determine the strategic position of the

organization and to serve as the foundation for formulating strategies that are aligned with the hospital's conditions and environment.

SWOT Matrix

The SWOT matrix is utilized to combine internal and external factors in order to generate alternative strategies that can be implemented by the organization. Through this matrix, various strategic options can be formulated based on the organization's strengths, weaknesses, opportunities, and threats. Strategy formulation is conducted through three stages: the data collection stage, the analysis stage, and the decision-making stage.

RESULTS AND DISCUSSION

A. Result

Table 1 Research Informants

No.	Informant	Informant Code	Position in the Study	Role/Description
1	Nurses & Midwives	I1	Primary Informants	Healthcare providers responsible for service delivery; provided information regarding SOP implementation, training, coordination, and facilities and infrastructure.
2	Inpatients	I2	Supporting Informants	Service recipients who provided assessments of service quality, facility comfort, and staff communication.
3	Outpatients	I3	Supporting Informants	Provided information regarding service waiting times, particularly in the Surgery, Obstetrics and Gynecology, and Internal Medicine clinics.
4	Head of Administration	I4	Key Informant	Responsible for administrative management; provided information regarding administrative SOPs, human resources, and service policies (online registration and funding).
5	Director of RSUD SoE	I5	Key Informant	Policy maker who provided strategic information regarding TQM implementation, SIMRS, shortages of specialist physicians, and future development plans.

Table 2 SOP Implementation and Service Quality

Research Question	Informant	Response	Pattern
How are SOPs implemented in healthcare services at RSUD SoE?	Nurses & Midwives	We perform our duties according to the existing SOPs, and all procedures follow established regulations.	SOPs have been implemented by healthcare personnel.
	Head of Administration	Administrative SOPs are available, but some individuals do not consistently follow them.	SOPs are available but not always implemented consistently.
	Director	We continuously emphasize that all staff should perform their duties according to their responsibilities and SOPs.	Leadership promotes comprehensive SOP implementation.
	Inpatients	The service is good; staff are friendly and responsive.	SOP implementation positively influences service quality perceived by patients.

Table 3 Patient Satisfaction and Customer Focus

Research Question	Informant	Response	Pattern
How do patients perceive the quality of healthcare services?	Inpatients	The service is good, the staff are friendly, and treatments are provided on time.	Healthcare services are perceived positively.
	Outpatients	The doctors and nurses are good, but the waiting time is very long.	Service quality is good, but waiting time remains a concern.
	Nurses & Midwives	We always prioritize patients and respond quickly when called.	Healthcare personnel demonstrate a patient-centered approach.
	Director	All policies are ultimately designed to benefit patients.	The hospital is oriented toward patient satisfaction.

Table 4 Human Resources (HR) and Training

Research Question	Informant	Response	Pattern
How do human resources support service quality?	Nurses & Midwives	New staff only receive one to two weeks of internship training, and formal training opportunities are still limited.	Human resource training is not yet optimal.
	Head of Administration	The number of personnel from civil servants, contract	The quantity of human resources is considered sufficient.

		staff, and BLUD employees is adequate.	
	Director	There is still a shortage of specialists, such as ophthalmologists, ENT specialists, and psychiatrists.	The shortage of specialist physicians is a major issue.
	Outpatients	The waiting time is long because there are not enough doctors.	Patients experience the impact of human resource shortages.

Table 5 Facilities and Infrastructure

Research Question	Informant	Response	Pattern
How do facilities and infrastructure support healthcare services?	Nurses & Midwives	Some medical supplies and disposable equipment are occasionally limited.	Medical facilities are not yet fully adequate.
	Inpatients	The beds are not very comfortable, and sometimes the toilets lack water.	Facilities affect patient comfort and satisfaction.
	Director	Facilities still need to be improved gradually.	The hospital acknowledges existing facility limitations.

Table 6 Service Efficiency (Waiting Time)

Research Question	Informant	Response	Pattern
How efficient are healthcare services, particularly regarding waiting times?	Outpatients	The waiting time for doctors is very long, especially in the Surgery, Obstetrics and Gynecology, and Internal Medicine clinics.	Waiting time is a major service issue.
	Nurses & Midwives	Sometimes doctors are busy, which results in slower responses.	Workforce limitations affect service efficiency.
	Director	The shortage of specialist physicians affects service delivery.	Human resource shortages are the root cause of inefficiency.

Table 7 Service Systems and Innovation (SIMRS & Online Services)

Research Question	Informant	Response	Pattern
How are information systems implemented to support service quality?	Director	The Hospital Management Information System (SIMRS) has been implemented and helps administrative processes and communication.	Information systems have been introduced but are not yet fully optimized.
	Head of Administration	Online registration is available, but it is not yet functioning effectively.	Service innovations have not been maximally utilized.
	Patients	Many people still register manually.	Community utilization of digital systems remains low.

Table 8 Continuous Improvement

Research Question	Informant	Response	Pattern
What efforts have been made to improve service quality continuously?	Nurses & Midwives	There have been improvements, but they are not yet optimal, particularly in staff training.	Improvement efforts exist but are not yet well-structured.
	Head of Administration	Greater monitoring of SOP implementation and system improvements is needed.	Management recognizes the need for further improvement.
	Director	There are plans for collaboration with external institutions and increased incentives for physicians.	Long-term development strategies have been established.

Qualitative Data Analysis

1. Implementation of Total Quality Management (TQM) at RSUD SoE

The findings indicate that TQM implementation at RSUD SoE has been carried out through the use of SOPs, patient-centered service delivery, leadership support, and the application of a hospital information system. Healthcare services provided by medical personnel were generally considered satisfactory and aligned with established standards. Nevertheless, inconsistencies in SOP implementation, limited facilities, and lengthy patient waiting times were still observed. In addition, the implementation of SIMRS and service innovations remain in the development stage and have not yet produced optimal outcomes. Overall, TQM has been implemented; however, further strengthening is required in terms of efficiency, system development, and monitoring mechanisms.

2. Factors Influencing the Implementation of TQM

Supporting factors for TQM implementation include leadership commitment, effective teamwork, patient-centered service orientation, adequate human resources in terms of quantity, and hospital financial support. Meanwhile, inhibiting factors include shortages of specialist physicians, limited training opportunities for healthcare workers, inadequate facilities and infrastructure, low utilization of service technology, and inconsistent implementation of SOPs. Despite these challenges, the hospital continues to pursue various improvement efforts through the development of information systems, collaboration with external institutions, and enhanced incentives for healthcare professionals.

SWOT Analysis

1 Strengths

The primary strengths of RSUD SoE in implementing TQM include the existence of SOPs as service standards, strong leadership commitment to quality improvement, effective teamwork among healthcare professionals, patient-centered service delivery, and the initial implementation of the Hospital Management Information System (SIMRS). In addition, the availability of human resources and financial support serves as important assets in supporting hospital services.

2 Weaknesses

The identified weaknesses include inconsistent implementation of SOPs, insufficient training and human resource development, a shortage of specialist physicians, inadequate facilities and infrastructure, prolonged service waiting times, limited utilization of healthcare technology, and the absence of a structured system for continuous quality evaluation and improvement.

3 Opportunities

Opportunities available to RSUD SoE include the further development of SIMRS and healthcare digitalization, collaboration with educational institutions and other hospitals, enhancement of human resource competencies through training programs, optimization of patient satisfaction through facility and service improvements, and financial support from the government. Furthermore, management's commitment to continuous improvement represents a significant opportunity for enhancing service quality.

4 Threats

The threats faced by RSUD SoE include shortages of specialist physicians, extended patient waiting times, limited public utilization of healthcare technology, inadequate facilities, challenges related to medical personnel incentives, inconsistent SOP implementation, and increasing public expectations for healthcare services that are timely, accurate, and of high quality.

Discussion

1 Implementation of Total Quality Management (TQM) at RSUD SoE

The implementation of TQM at RSUD SoE is reflected in the application of SOPs, leadership commitment, patient-centered care, and the use of healthcare information systems. Patients generally perceived healthcare services positively, particularly regarding staff friendliness, communication, and accuracy of treatment. However, challenges remain, including inconsistent adherence to SOPs, limited facilities, and prolonged waiting times. Therefore, the implementation of TQM still requires further strengthening to ensure that all quality management principles are fully and effectively applied.

2 Supporting and Inhibiting Factors in TQM Implementation

Supporting factors for TQM implementation at RSUD SoE include strong leadership commitment, effective teamwork, patient satisfaction orientation, and adequate resource and financial support. Conversely, inhibiting factors include shortages of specialist physicians, insufficient staff training, inadequate facilities, low utilization of technology, and suboptimal monitoring of SOP implementation. To address these challenges, the hospital has undertaken several improvement initiatives, including the development of SIMRS, collaboration with external organizations, and continuous capacity-building programs for healthcare personnel.

B. Discussion

1 Implementation of Total Quality Management (TQM) at RSUD SoE

The findings indicate that the implementation of Total Quality Management (TQM) at RSUD SoE has begun through the application of Standard Operating Procedures (SOPs) in both medical and administrative services. Healthcare personnel, including nurses and midwives (I1), reported that they perform their duties in accordance with established SOPs, demonstrating the existence of quality standards in service delivery. This finding is consistent with the concept of TQM, which emphasizes process standardization as a foundation for maintaining consistent service quality (Sallis, 2005). However, the implementation of SOPs has not yet been fully optimized, as inconsistencies in their application still exist. The Head of Administration (I4) revealed that some personnel do not consistently comply with SOP requirements. This finding highlights a gap between policy and practice within the organization. Such conditions are consistent with previous studies indicating that one of the major challenges in TQM implementation is ensuring compliance with established standards among all organizational members (Istiqomah et al., 2020).

From a leadership perspective, the Director (I5) demonstrated a strong commitment to improving service quality. Hospital management actively emphasizes the importance of patient-centered care and adherence to SOPs. Within the TQM framework, leadership is considered a critical success factor because leaders play a central role in shaping and sustaining a quality-oriented organizational culture (Knowles, 2011). From the patients' perspective, particularly among inpatients (I2), healthcare services were generally perceived positively, especially regarding staff friendliness, communication, and the accuracy of medical interventions. These findings suggest that SOP implementation has contributed positively to the quality of care experienced by patients. This result is in line with previous studies demonstrating that effective TQM implementation leads to higher patient satisfaction, which serves as a key indicator of healthcare service quality (Fery Indrawan et al., 2025).

Nevertheless, outpatient participants (I3) reported concerns regarding service efficiency, particularly long waiting times before receiving medical attention. Patients complained about extended queues, especially in certain specialty clinics. This finding indicates that the efficiency principle of TQM has not yet been fully achieved. Previous research similarly identified waiting time as one of the most important indicators for evaluating hospital service quality (Andika et al., 2019). Furthermore, the implementation of the Hospital Management Information System (SIMRS) as part of service innovation has already commenced. The Director (I5) stated that the system has improved administrative processes and communication among staff, although it remains in the development stage. This finding is consistent with the TQM principle that emphasizes the use of technology to enhance service efficiency and accuracy (Haryanti et al., 2024). Overall, the implementation of TQM at RSUD SoE reflects several key principles, including process standardization through SOPs, leadership commitment, and patient-centered care. However, implementation remains suboptimal due to challenges related to consistency, efficiency, and system utilization. These findings suggest that TQM at RSUD SoE is still in a developmental phase and requires further strengthening across various organizational dimensions (Najamuddin et al., 2023).

4.3.2 Supporting and Inhibiting Factors in the Implementation of Total Quality Management (TQM)

The findings reveal that one of the primary supporting factors for TQM implementation at RSUD SoE is strong leadership commitment and effective teamwork among healthcare professionals. Informant I1 reported that coordination among nurses, physicians, and supporting staff functions effectively. This finding reflects the presence of strong teamwork, which is recognized as a fundamental principle of TQM for improving service quality collectively (Marissa et al., 2022). In addition, patient-centered care serves as another important supporting factor. Healthcare personnel strive to provide friendly, responsive, and communicative services, contributing to higher levels of patient satisfaction. Inpatient informants (I2) stated that the services provided were satisfactory and that staff responded promptly to patient needs. This finding aligns with the customer focus principle of TQM, in which customer satisfaction represents the primary objective of healthcare organizations (Khairunnisa, 2021). Despite these strengths, several barriers continue to affect TQM implementation. One of the most significant challenges is the shortage of human resources, particularly specialist physicians. The Director (I5) acknowledged that the limited number of specialists remains a major obstacle in healthcare service delivery. Such shortages may reduce service effectiveness and negatively affect the quality of care provided to patients (Listyorini & Susanto, 2024).

Another inhibiting factor is the lack of adequate training for healthcare personnel, particularly newly recruited staff. Informant I1 reported that new employees typically receive only one to two weeks of internship-based orientation. This finding indicates that human resource development programs have not yet been fully optimized. Within the TQM framework, training is considered a critical component for enhancing employee competence and improving service quality (Lohan, 2011). Limited facilities and infrastructure also present challenges to TQM implementation. Informants I1 and I2 reported that certain medical supplies, hospital beds, and sanitation facilities remain inadequate. These deficiencies may negatively affect both patient comfort and overall service quality. Previous studies have similarly identified healthcare facilities as essential determinants of service quality and patient satisfaction (Reinold & Mourah, 2019).

Furthermore, the low utilization of technological systems, such as online registration services, remains an obstacle to improving service efficiency. Informant I4 explained that many community members are still unfamiliar with the use of these systems. This finding suggests that existing innovations have not been accompanied by sufficient public awareness and user adaptation efforts. Consistent with previous research, the success of technological implementation within TQM largely depends on user readiness and acceptance (Faik Agiwahyuanto et al., 2019).

Despite these challenges, RSUD SoE has undertaken several continuous improvement initiatives, including the development of SIMRS, collaboration with external institutions, and plans to increase incentives for medical personnel. These efforts demonstrate the organization's commitment to applying the principle of continuous improvement, which constitutes a core element of TQM. Such initiatives are consistent with the philosophy of continuous quality enhancement emphasized in integrated quality management systems (Chakravorty, 2009). In conclusion, the supporting and inhibiting factors influencing TQM implementation at RSUD SoE encompass human resources, facilities and infrastructure, information systems, and management practices. The success of TQM implementation depends largely on the organization's ability to maximize supporting factors while systematically and continuously addressing existing barriers (Gabriella Suarez Pratiwi et al., 2022).

CONCLUSION

The implementation of Total Quality Management (TQM) at Soe Regional Hospital has been ongoing but is not yet fully optimized. The implementation of SOPs, leadership commitment, and patient-centeredness have had a positive impact on service quality, particularly in inpatient care, but challenges remain, including long waiting times, limited specialist doctors, inadequate human resource training, limited infrastructure, and suboptimal utilization of the Hospital Management Information System (SIMS) and online registration. Therefore, government support is needed to meet the needs of healthcare workers and facilities, improve supervision and development of human resources by hospital management, enhance the professionalism of healthcare workers, encourage community participation in utilizing digital services and providing input, and conduct further, in-depth research to support the development of healthcare service quality at Soe Regional Hospital.

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