



Analysis of Healthcare Quality Management Systems in Hospitals: A Literature Review Based on Accreditation Standards and Patient Satisfaction

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ABSTRACT

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Hospital healthcare plays a vital role in ensuring the sustainability and effectiveness of national health systems. The implementation of a Quality Management System (QMS) has become a strategic approach to improving service consistency, patient safety, and organizational performance. Hospital accreditation serves as an external evaluation mechanism that promotes compliance with established standards and continuous quality improvement. This study employed a qualitative descriptive literature review approach to examine the relationship between accreditation standards, QMS implementation, service quality, and patient satisfaction. A total of 48 articles were initially identified from relevant databases. After duplicate removal and title–abstract screening, 27 articles remained. Following full-text assessment based on inclusion and exclusion criteria, 5 articles were finally selected for analysis. The findings indicate that accreditation strengthens structured procedures, documentation systems, patient safety culture, and internal monitoring processes. Accredited hospitals tend to demonstrate better procedural compliance and service delivery. Furthermore, service quality dimensions—reliability, responsiveness, assurance, empathy, and tangibles—are strongly associated with patient satisfaction. The novelty of this study lies in integrating accreditation standards, QMS implementation, service quality, and patient satisfaction into one analytical framework. In conclusion, integrating accreditation standards with continuous quality improvement and patient-centered strategies is essential to achieving sustainable service quality and higher patient satisfaction in hospitals.

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INTRODUCTION

Hospital healthcare is a key pillar of the national healthcare system. High-quality care not only meets professional requirements but also serves as an organizational strategy to minimize clinical risks, improve patient safety, and maintain public trust in healthcare services. In the digital era, digitalization through hospital information systems has become a key strategy for improving administrative efficiency and effectiveness in healthcare services

(Reski et al., 2025). In the modern era, quality management system (QMS) has become a strategic approach widely adopted by healthcare facilities to ensure consistent, sustainable service quality and deliver service outputs that meet patient needs. This system encompasses internal process improvements, human resource development, the establishment of standard operating procedures, and systematic performance evaluation (Hasiu et al., 2025).

In both global and national contexts, accreditation is significant external measurement tools to assess the consistency and conformity of a hospital to established service quality standards. Hospital accreditation serves not only as an administrative certification but also as a mechanism to spur continuous improvement in the quality of healthcare services. Accreditation encourages hospitals to implement standardized processes, oriented towards patient safety, infection control, risk management, and the development of competent human resources. Various studies have shown that accreditation has a positive impact on the quality of service systems, but there is mixed evidence regarding the extent to which accreditation can result in sustained quality improvement (Suryawati & Raharjo, 2025).

Relationship between accreditation, service quality, and patient satisfaction increasingly important from a hospital administrative management perspective. Patient satisfaction has been shown to be one of the most important outcome indicators of service quality because it reflects service users' perceptions of their experiences at healthcare facilities. Patient satisfaction is primarily influenced by service quality dimensions such as reliability, responsiveness, assurance, empathy, and tangible evidence of the service provided. The relationship between service quality and patient satisfaction is increasingly relevant in the context of improving evidence-based and patient-oriented services (Fajrini et al., 2025).

Various empirical studies from recent research demonstrate the complex relationship between accreditation, quality management system implementation, and patient perceptions of the care received (Information & Journal, 2024). For example, several international literature reviews report that hospital accreditation contributes to improving the quality of healthcare services and patient safety, although its effectiveness varies depending on the implementation context and organizational characteristics of the hospital. This is crucial for the development of a systematic and adaptive QMS to address local needs and operational challenges in hospitals (Rsud et al., 2025).

Although many previous studies have separately discussed accreditation outcomes, service quality, or patient satisfaction, limited studies have comprehensively synthesized how these three dimensions interact within the framework of hospital quality management systems. Most prior reviews focus only on accreditation compliance or patient perception outcomes without linking them to broader managerial quality systems. Therefore, this study addresses that gap by examining the interrelationship between accreditation standards, QMS implementation, service quality, and patient satisfaction as an integrated model for hospital quality improvement.

METHOD

This study used a literature review method with a qualitative descriptive approach. Relevant studies were searched through Google Scholar, PubMed, and Scopus databases

published between 2021 and 2025.

The keywords used were: hospital accreditation, quality management system, service quality, patient satisfaction, and healthcare quality improvement.

A total of 48 articles were initially identified. After duplicate removal and title–abstract screening, 27 articles remained. Following full-text review, 5 articles met the eligibility criteria and were included in the final analysis.

Inclusion criteria were:

1. Articles discussing hospital accreditation, quality management systems, service quality, or patient satisfaction.
2. Articles published between 2021–2025.
3. Full-text accessible articles in English or Indonesian.

Exclusion criteria were:

1. Non-hospital healthcare settings.
2. Editorial papers, commentaries, or non-scientific reports.
3. Duplicate publications.

Selected studies were analyzed through thematic synthesis to identify common patterns and evidence relationships.

RESULT AND DISCUSSION

Result

Table 1. Literature Review Results

No.	Title	Author (Year)	Method	Results
1.	Factors Affecting Employee Performance in Hospitals: A Systematic Review	Hasnah & Asyari (2022)	Systematic Review	Accreditation and implementation of quality standards improve procedural compliance and patient safety (Hasnah & Asyari, 2022).
2.	The Effect of Hospital Accreditation on Healthcare Quality	Various Authors (2023)	Literature Review	Accreditation contributes to improving safety culture and service standards.
3.	The Influence of Service Quality on Patient Satisfaction in Outpatient Units	Bariya et al. (2024)	Narrative Review	SERVQUAL dimensions have a significant influence on patient satisfaction (Bariya, 2024)
4.	Literature Study: The Impact of Service Quality on Patient Loyalty in Indonesian Hospitals	Purnama (2025)	Literature Review	Patient satisfaction mediates the relationship between service quality and loyalty (Purnama & Yuliaty, 2025)
5.	Implementing National Hospital Accreditation Standards for Quality Improvement	IPHORR (2024)	Descriptive Review	Accreditation standards improve documentation systems, SOPs, and quality monitoring.

Previous studies consistently report that accreditation contributes to stronger organizational governance, improved standard operating procedures, and better patient

safety culture. However, the magnitude of these impacts varies depending on leadership commitment, staff engagement, and post-accreditation sustainability mechanisms.

Studies on service quality emphasize that responsiveness, assurance, empathy, and reliability are the strongest predictors of patient satisfaction across hospital settings. Meanwhile, tangible facilities support satisfaction indirectly through perceived professionalism and comfort.

Synthesizing these findings suggests that accreditation alone does not automatically improve satisfaction unless translated into effective daily quality management practices. Thus, QMS acts as a bridging mechanism between accreditation compliance and better patient experience outcomes.

These findings contribute to healthcare management literature by showing that accreditation should not only be viewed as a certification process, but as a strategic mechanism that strengthens routine quality management practices, patient safety systems, and service consistency.

Discussion

1. The Role of Accreditation Standards in the Implementation of Hospital Quality Management Systems

A quality management system (QMS) is a series of integrated processes designed to ensure that hospitals consistently provide services that meet quality and patient safety standards. Hospital accreditation serves as an external tool that encourages structured QMS implementation because it requires compliance with various standard requirements set by national and international accreditation bodies.

Several recent studies have shown that accreditation contributes positively to the quality of service and patient safety. For example, the results of a literature review by a journal *The Impact of Accreditation on Improving Healthcare Service Quality* states that accreditation provides a framework for hospitals to continuously improve their service structures and clinical work processes, thereby impacting the overall quality of healthcare services. Accreditation requires a systematic monitoring, evaluation, and internal audit mechanism to ensure the hospital organization consistently implements quality management standards (Hasiu et al., 2025).

Other research that studied the impact of accreditation on the quality of services at the Makassar Haji Regional Hospital showed that significant influence between the implementation of accreditation standards and the quality of services provided, including patient-centered hospital management and patient safety goals. This demonstrates that the accreditation standard components are not merely administrative in nature but also capable of encouraging the implementation of integrated quality practices across clinical service units (Jusriani, 2025).

The quality management system approach supported by accreditation standards also encourages improvements in medical documentation, interdisciplinary teamwork, and adherence to operational procedures, which indirectly strengthens a culture of patient safety. Therefore, accreditation can be viewed not as a one-time assessment but as a continuous quality improvement (CQI) process within the hospital management system. These findings collectively support the argument that accreditation standards serve as the foundation for effective QMS implementation, particularly in the context of hospitals focused on service quality (Hasiu et al., 2025).

Hospital accreditation is a critical component of healthcare quality assurance, involving self-assessment and peer review to ensure compliance with patient safety standards. Through its fifth edition standards, the National Accreditation Board for Hospitals and Healthcare Providers (NABH) in India emphasises the Management of Medication (MOM) as a key area for reducing medication errors and improving patient outcomes. However, limited evidence exists on how accredited institutions translate these standards into measurable outcomes and improvements in medication safety (Mitra, 2025).

2. The Relationship between Service Quality and Patient Satisfaction as an Outcome of the Quality System

Optimal service quality encompasses dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. These dimensions reflect not only the technical excellence of the service but also the overall patient experience. In research on the impact of accreditation on quality, QMS, and other outcome indicators, most studies indicate that good service quality is closely related to the level of patient satisfaction.

To ensure sustainable quality improvement, healthcare institutions must embed QMS into everyday management, invest in continuous staff education, strengthen leadership engagement, and adopt digital solutions (Valentina, 2025)

Other empirical literature shows that hospitals that implement accreditation standards well tend to provide services that align with patient expectations and needs, which impacts patient perceptions of the quality of care received. For example, research results from *Analysis of Hospital Accreditation Status on Patient Satisfaction at Hikmah Masamba Hospital* found that accreditation status correlated with patient perceptions of better service, which ultimately contributed to higher levels of patient satisfaction (Puspitasari & Fitrianiingsih, 2024).

Furthermore, other studies in healthcare systems linking accreditation to service outcomes show that accredited hospitals have more standardized work structures and service procedures, directly impacting safety and service delivery, which has implications for patient satisfaction as an important outcome in evaluating service quality. This demonstrates that service quality and patient satisfaction are not merely standalone metrics, but interconnected outcomes within a robust QMS framework (Hasiu et al., 2025).

The literature review shows that accreditation standards play a crucial role in strengthening hospital quality management systems through structured procedures, improved patient safety, and a culture of continuous quality improvement. Service quality significantly affects patient satisfaction as one of the key outcome indicators of hospital performance.

The main contribution of this study is the development of an integrated perspective linking accreditation, QMS, service quality, and patient satisfaction within one analytical framework.

Practically, hospitals should prioritize post-accreditation sustainability strategies, staff competency development, and patient-centered service innovation to achieve long-term healthcare quality improvement.

CONCLUSION

The literature review shows that accreditation standards play a crucial role in strengthening hospital quality management systems through structured procedures, improved patient safety, and a culture of continuous quality improvement. Service quality significantly affects patient satisfaction as one of the key outcome indicators of hospital performance.

The main contribution of this study is the development of an integrated perspective linking accreditation, QMS, service quality, and patient satisfaction within one analytical framework.

Practically, hospital managers should strengthen post-accreditation sustainability programs, staff competency development, internal monitoring systems, and patient-centered innovation to ensure long-term healthcare quality improvement.

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