



# ICON-BE 2022



# PROCEEDING

The 2<sup>nd</sup> International Conference On Business And Economics

“Acceleration of Innovation Reconfiguration and Digital Economy Development in an Archipelagic Country Post Covid-19 Pandemic”

  
UNIVERSITAS  
PATTIMURA  
  
FAKULTAS  
EKONOMI & BISNIS

Dipublikasi Online pada:  
Pattimura Proceeding:  
Conference of Science and  
Technology



# PROCEEDING

THE 2<sup>ND</sup> INTERNATIONAL CONFERENCE ON BUSINESS AND ECONOMICS

“Acceleration of Innovation Reconfiguration and Digital Economy  
Development in an Archipelagic Country Post Covid-19 Pandemic”

Ambon, October 15<sup>th</sup> 2022

Published by Universitas Pattimura  
@Hak Cipta dilindungi Undang-undang

e-ISSN: 2829-3770

DOI issue: <https://doi.org/10.30598/PattimuraSci.2023.ICONBE2>

Published online on:

**Pattimura Proceeding:** Conference of Science and Technology

Indexed by:



**May 2023**

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**Photo "Faculty of Economics and Business Building, B Building, Pattimura University."** – A building that was inaugurated in 2020 will provide space intended for 4000 students who are included in the UNPATTI plan. This was made a priority by the Ministry of Research, Technology, and Higher Education and the Minister of Finance of the Republic of Indonesia, and was followed up by Bappenas and 2019 SBSN funding. The building shape that looks like a ship is taken from the Principal Scientific Pattern of Pattimura University, namely Bina Mulia Maritime Affairs. This indicates that the Faculty of Economics and Business is ready to oversee economic development in Maluku based on islands. The Faculty of Economics at Pattimura University itself has three main buildings supporting lectures with two floors, all located within the Poka Campus of Pattimura University. In general, lecture buildings are equipped with various lecture support facilities. These facilities include air-conditioned lecture halls supported by multimedia equipment, computer laboratories, libraries, auditoriums, student canteens, gazebos, internet hotspots, and motorized vehicle parking lots.

## Preface

This proceeding was prepared based on the outcomes of the international seminar on the 2<sup>nd</sup> ICON-BE activity by theme **“Acceleration of Innovation Reconfiguration and Digital Economy Development in an Archipelagic Country Post COVID-19 Pandemic”**, held on October 15, 2022, at the Swiss Bell Hotel in Ambon. The seminar is being held in order to provide constructive scientific thinking to the government and other stakeholders in order to ensure the establishment of the Post-COVID-19 Pandemic Digital Economy, as the subject has been suggested. This seminar’s scientific concepts were gathered from researchers, professors, and practitioners.

This international seminar activity was attended by participants consisting of experts, researchers, academics, representatives of the Ministry of Tourism and Creative Economy, as well as practitioners in the fields of business and tourism.

We appreciate the Minister of Tourism and Creative Economy for sharing his thoughts on the need to build a post-pandemic digital economy, particularly in island nations. With the issue raised, gratitude and appreciation are also expressed to the invited speakers, including Mrs. Prof. Dr. Sri Adiningsih, M.Sc., from Gadjah Mada University by Topic **“Digital Economy Transformation in Indonesia”**. To Mrs Jeongyoon Lee, Ph.D., from the University of Kentucky with the topic raised **“Policy and Regulatory Network in encouraging Digital Economy Development and Virtual Interaction”**. To Mrs. Dr. Vanessa Ratten from La Trobe University with the topic raised **“Impact of Economic Digitalization on Ecotourism in Archipelagic Country”**. To Mr. Arif Perdana, Ph.D., CA from Monash University with the topic raised **“Digital Finance and Innovation to Support Financial Inclusion”**.

Furthermore, the authors, editors, and organizers of this international seminar acknowledged their appreciation and gratitude for the study findings and seminar perspectives. Everything went off without a hitch, from preparation to execution.

As a result, we anticipate that this process will be especially beneficial to the growth of digital economics in post-pandemic archipelagic countries. If there any flaws in this document, please realize and let us know that it will be addressed in the next event.

Ambon, May 2023

Head of Executive Committee The 2<sup>nd</sup> ICON-BE

Dr. Conchita V. Latupapua, SE. M.M.

The 2<sup>nd</sup> International Conference on Business and Economics Committee  
(in Bahasa)

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# THE INFLUENCE OF THE DIMENSIONS OF TOTAL QUALITY MANAGEMENT TOWARDS EMPLOYEE PERFORMANCE IN RSUD DR. H. ISHAK UMARELLA

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DOI: <https://doi.org/10.30598/PattimuraSci.2023.ICONBE2.71-78>

## ABSTRACT

**Introduction/Main Objectives:** To analyze the influence of the dimensions total quality management toward employee performance in an Indonesian Regional Public Hospital (RSUD) Dr. H. Ishak Umarella. **Background Problems:** This research is conducted based on the premise that there are problems related to employee performance at RSUD Dr. H. Ishak Umarella which were inconsistent throughout 2020. According to the condition, the objective of this research is to verify the influence of total quality management toward employee performance. **Novelty:** In the dimensions of total quality management used, in which there are additional dimensions and adjustment to the dimensions used according to the object of research. **Research Methods:** The process of sampling applied in this research is purposive sampling, using the total of 100 respondents. Data are collected using questionnaires as the main instrument and Likert Scale to measure respondents' answers in the questionnaires. **Finding/Results:** The result shows that the focus on customer variable ( $X_1$ ), employee engagement and empowerment variable ( $X_2$ ), continuous improvement variable ( $X_3$ ), teamwork variable ( $X_4$ ), and education and training variables ( $X_5$ ) have a positive and significant influence towards employee performance ( $Y$ ) at RSUD Dr. H. Ishak Umarella. **Conclusion:** This research concludes that in an effort to improve the performance of its employees, every government agency must attend to and strengthen the five variables.

**Keywords:** Total Quality Management, Employee Performance

**JEL Classification:** M12, O15, P17

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## INTRODUCTION

Total Quality Management is a management system that always focuses on improving quality in order to influence the level of its employees' performance. According to Gaspersz (2005), total quality management is a method of improving operational performance constantly at every phase of procedure or process, within every practical area of an institution, using available human resources and asset. It shows the importance of the influence of total quality management towards employee performance. The utilization of a total quality management system in managing employee performance can give impact to the quality of the products offered and services provided as well as support an organization or company in developing effective strategies in facing competition.

It can be observed the level of employee performance an Indonesian Regional Public Hospital (RSUD) Dr. H. Umarella was above 90% in April, May, August, September, October, and November, with the highest point reaching 92.72% (Figure 1). However, in January, February, March, June, July and December, employee performance decreased and was below 90%, with the lowest point of 86.60%. The decline in employee performance is caused by a number of factors. One of them is the impact of the Covid 19 virus, which also spread among the employees of RSUD Dr. H. Umarella, which caused many employees to undergo treatment. An online information source (Fajar, 2020) states that during his visit, the Maluku Police

Chief listened directly to patients' complaints about the delays in serving food as well as the unavailability of vitamin intake stocks, such as fruits. In addition, another factor that also caused a decline in employee performance is the impact of the earthquake on September 26<sup>th</sup>, 2019. The earthquake damaged most of the buildings, which forced the hospital to operate while carrying out renovations. This causes the working environment to become less conducive and leads to less than optimal employee performance.

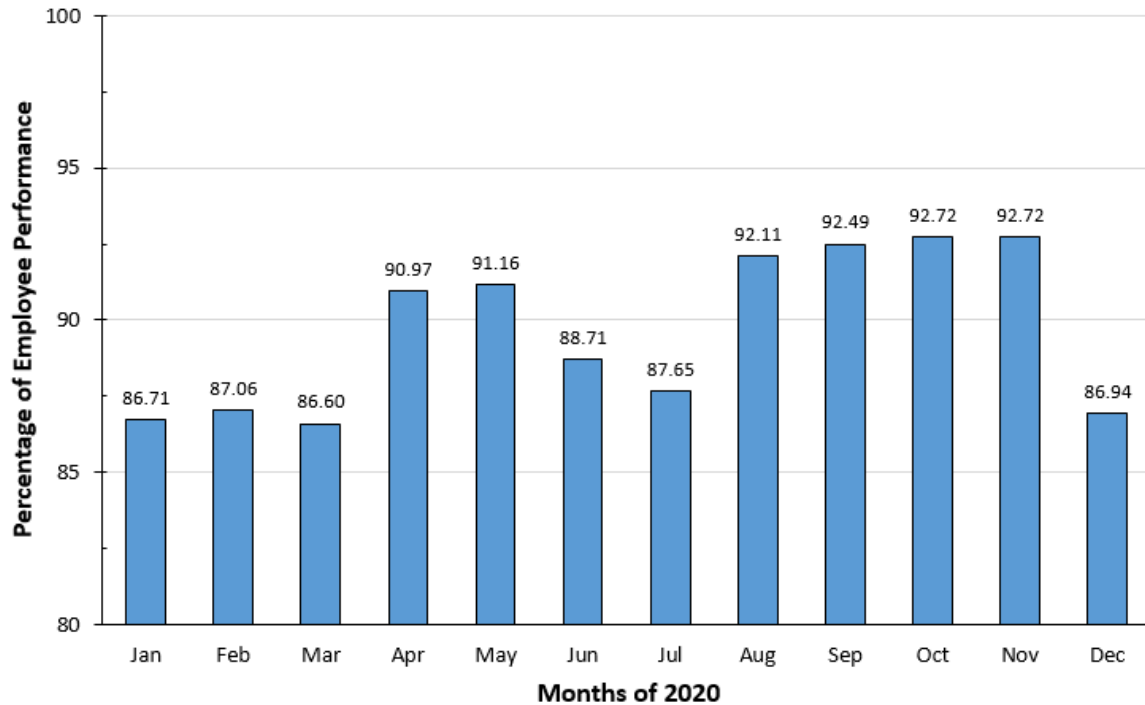


Figure 1. Employee performance of RSUD Dr. H. Ishak Umarella.  
*Source: RSUD Dr. H. Ishak Umarella.*

## LITERATURE REVIEW

Total Quality Management, also known as incorporated quality management, is defined as a method of managing a corporate which attempts to take full advantage of organizational effectiveness through continuous improvement of its products, services, human resources, procedures and setting (Nasution, 2005). Yamit (2005: 181) states that Total Quality Management is a system of administration which is implemented to enhance quality in order to achieve competitive advantage, focusing on customer satisfaction, by encompassing all affiliates of the institution. Meanwhile, according to (Wibowo, 2011) Total Quality Management is an organizational strategy to provide its commitment to increasing customer satisfaction through continuous improvement in every business process it conducts. According to (Gaspersz, 2005), total quality management is a method of improving operational performance constantly at every phase of procedure or process, within every practical area of an institution, using available human resources and assets. From some of the definitions, it is assumed that total quality management is a concept and scheme of management that aims to maximize the company's competitiveness by making continuous and sustainable improvements.

Job performance or actual performance is work achievement accomplished by a person. Performance can also be explained as the quality and quantity of a result in performing a task by a member of staff. Performance is the basis for determining that a person's work can be considered good or not (Roziqin, 2010). According to (Prabowo, 2012), Performance is a measurement of work achievement for employees that is useful for assessing whether the performance of the employee has met the standards set. To conduct an assessment of performance, it is necessary to observe the factors that influence the performance.

### Theoretical Framework

The theoretical framework is set to a concepts that there is relationship between the independent variables ( $X_n$ ) and an employee performance as dependent variable (Y), then revealing hypotheses ( $H_n$ ) related, as in Figure 2.

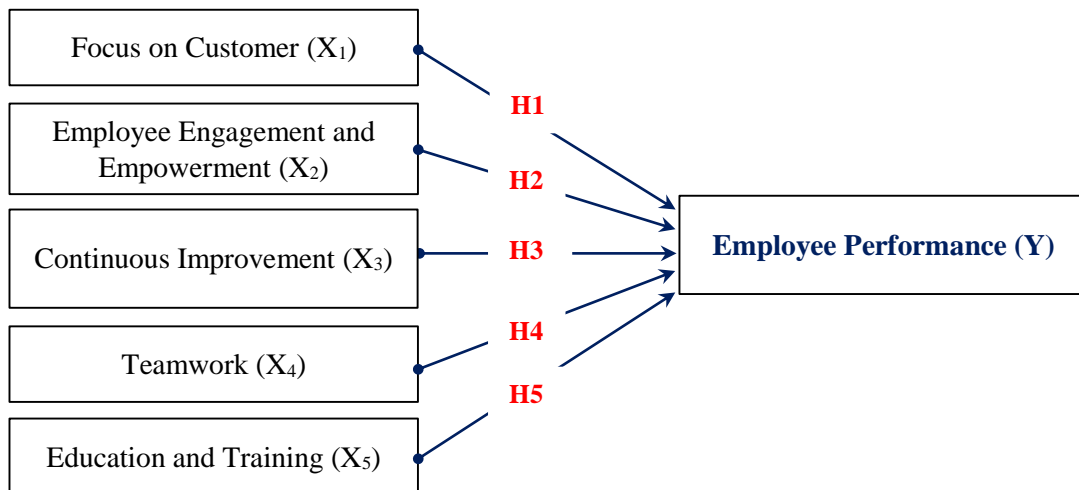


Figure 2. Schematic of the relationship between the five independent variables ( $X_n$ ), hypotheses ( $H_n$ ), and employee performance as dependent variable ( $Y$ ).

### Hypotheses

The hypotheses of this research were supplied in five ideas. First, Focus on Customer has positive influence towards Employee Performance. Second, Employee Engagement and Empowerment has positive influence towards Employee Performance. Third, Continuous Improvement has positive influence towards Employee Performance. Fourth, Teamwork has positive influence towards Employee Performance. Finally, Education and Training has positive influence towards Employee Performance.

## METHOD, DATA, AND ANALYSIS

### 1. Research Location

The research is conducted at RSUD Dr. H. Ishak Umarella, on Pahlawan Street no. 36, Tulehu, Maluku Tengah District, Maluku Province.

### 2. Population and Sample

Population is an extent of overview involving objects and subjects that have particular virtues and characteristics established by the scholar (Sugiyono, 2013). As for this research, the population is 100 employees of RSUD Dr. H. Ishak Umarella.

Sample is a part taken from the entire population under study which is considered to include all members of the population (Arikunto, 2013). The sample of this research is non-probability sampling, which is taken using purposive sampling technique. The sampling technique based on criteria (judgment) that have been determined through certain considerations by the researcher (Sugiyono, 2013).

The criteria for the sample used in this research are as follows. First, employees with educational level of diploma's degree (D3); bachelor's degree (S1); magister's degree (S2); and doctoral degree (S3). Second, employees with more than 5 years of working experience; between 5 and 10 years; between 11 and 20 years; between 21 and 30 years. Finally, employees who are over 28 years old; under 30 years old; from 31 to 40 years old; from 41 to 50 years old; and over 51 years old.

### 3. Operational Definition

We supply several explanation in order to make a precise and unambiguous explanation of variable were measured in the study, provided as Table 1.

Table 1. List of Variabel, Operational Definition and Indicator of the Study.

Variable	Operational Definition	Indicators
Employee Performance (Y) (Yunanto, 2016)	Performance is the the quality and quantity of a result in performing a task by an employee, in accordance with the responsibilities given to him/her (Mangkunegara, 2006).	<ol style="list-style-type: none"> <li>1. Job Description</li> <li>2. Work Quantity</li> <li>3. Timing</li> <li>4. Work Quality</li> </ol>
Focus on Customer (X <sub>1</sub> ) (Yunanto, 2016)	Focus on customers directs employees to provide the best service for customers, hence create customer satisfaction, which is the goal of a company management, and is an effective method for developing employee skills in understanding customers, which will ultimately influence the performance (Whitley, 1996).	<ol style="list-style-type: none"> <li>1. Concept, assurance, and environment.</li> <li>2. Affiliation with customers.</li> <li>3. Desire to understand customer problems</li> <li>4. Utilization of customer data</li> <li>5. Response to customers</li> <li>6. Competence, capability and authority to a person</li> <li>7. Continuous improvement of products and processes.</li> </ol>
Employee Engagement and Empowerment (X <sub>2</sub> ) (Yunanto, 2016)	Employee engagement and empowerment is when the organization involves employees in decision making and gives them the freedom to do new things to advance the company (Rokhman, 2003).	<ol style="list-style-type: none"> <li>1. Aspiration</li> <li>2. Trust</li> <li>3. Assurance</li> <li>4. Reliability</li> <li>5. Responsibility</li> <li>6. Exchange of Ideas</li> </ol>
Continuous Improvement (X <sub>3</sub> ) (Yunanto, 2016)	Continuous improvement is a concept of constant self-improvement with undivided attention, because it is a part of characteristics required in order to successfully advance in the global competition of production of goods, services and quality processes within the company (Tjiptono and Diana, 2003).	<ol style="list-style-type: none"> <li>1. Communicating</li> <li>2. Fixing problems</li> <li>3. Visioning upward</li> <li>4. Documenting progress</li> <li>5. Monitoring changes</li> </ol>
Teamwork (X <sub>4</sub> ) (Herwandy, 2017a)	Teamwork is the ability of individuals to cooperate fittingly in achieving the goals and objectives of the team. Its members are able to participate and obtain satisfaction in the team, with the characteristics of having goals, understanding roles and tasks, having mutual trust and support, as well as being responsible in performing tasks to achieve common goals (De Janasz <i>et al.</i> , 2006).	<ol style="list-style-type: none"> <li>1. Interdependence</li> <li>2. Expansion of tasks</li> <li>3. Alignment</li> <li>4. Trust/respect</li> <li>5. Problem solving skills</li> <li>6. Conflict handling skills</li> <li>7. Celebration</li> </ol>
Education and Training (X <sub>5</sub> ) (Yunanto, 2016)	Education and training is a learning process for employees that aims to make employees become innovators and initiative takers in problem solving (Tjiptono and Diana, 2003).	<ol style="list-style-type: none"> <li>1. Training requirements</li> <li>2. Training participants</li> <li>3. Training sites</li> <li>4. Training subjects and contents</li> <li>5. Training implementation</li> <li>6. Training evaluation</li> </ol>

#### 4. Multiple Linear Regression Analysis

The problems in this research is analyzed using multiple linear regression analysis. The statistical model applied for this research is multiple regression.

## RESULT AND DISCUSSION

### 1. Results

**Hypothesis t-test.** The statistical t-test was performed with the objective of showing the degree of influence for one individual variable in explaining the dependent variable (Ghozali, 2011). The t-test is also applied to determine the sign of the regression coefficient of each independent variable, so that the direction of the influence of each of those variables on the dependent variable can be determined. Partial test results are shown in Table 2.

Table 2. Results of Hypothesis T-Test of Coefficients on Employee Performance Variable.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	12.032	2.071		5.809	.000		
Focus on Customer	.164	.055	.267	2.977	.004	.820	1.219
Employee Engagement and Empowerment	.179	.063	.283	2.837	.006	.661	1.513
Continuous Improvement	-.234	.057	-.336	-4.065	.000	.966	1.036
Teamwork	-.083	.041	-.173	-2.046	.044	.916	1.091
Education and Training	.120	.057	.194	2.096	.039	.766	1.306

Note: <sup>a</sup> Dependent Variable: Employee Performance. Source: Processed Primary Data, 2022.

The Table 2 shows that: (1) the focus on customer variable ( $X_1$ ) has a t-count value of 2.977 and a significant value of 0.004 ( $<0.05$ ) which indicates that there is an influence of focus on customer towards employee performance, therefore hypothesis 1 is accepted. (2) The variable of employee engagement and empowerment ( $X_2$ ) has a t-count value of 2.837 and a significant value of 0.006 ( $<0.05$ ) which indicates that there is an influence of employee engagement and empowerment towards employee performance, therefore hypothesis 2 is accepted. The continuous improvement variable ( $X_3$ ) has a t-value of 4.065 and a significant value of 0.000 ( $<0.05$ ) which indicates that there is an influence of continuous improvement towards employee performance, therefore hypothesis 3 is accepted. The teamwork variable ( $X_4$ ) has a t-count value of 2.046 and a significant value of 0.044 ( $<0.05$ ) which indicates that there is an influence of teamwork towards employee performance, therefore hypothesis 4 is accepted. The education and training variable ( $X_5$ ) has a t-count value of 2.096 and a significant value of 0.039 ( $<0.05$ ) which indicates that there is an influence of education and training towards employee performance, therefore hypothesis 5 is accepted.

**Coefficient of determination ( $R^2$ ).** The coefficient of determination is applied to determine the scale of the involvement of the variables of teamwork, education and training, and employee engagement and empowerment to employee performance variables (Herwandiy, 2017b). The value of the coefficient of determination is determined by looking at the value of R square as listed in the Table 3.

Table 3. Results of Coefficient of Determination ( $R^2$ ) by Regression Model of Employee Performance Variable.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 <sup>a</sup>	.381	.348	2.12508

a. Predictors: (Constant), Education and Training, Teamwork, Continuous Improvement, Focus on Customer, Employee Engagement and Empowerment. Source: Processed Primary Data, 2022

From the outcomes of the  $R^2$  test, it is identified that the adjusted  $R^2$  value is 0.348 or 34.8%. It indicates that employee performance can be explained to 34.8% by independent variables, namely focus on customer, employee engagement and empowerment, continuous improvement, teamwork and education and training. While the other 65.2% is explained by variables outside of the independent variables in this research.

## 2. Discussion

The first hypothesis states that focus on customer has an influence towards employee performance. Based on Table 2, the first variable, namely focus on customer, has a significant value of 0.004 ( $<0.05$ ), which indicates that this variable has an influence towards employee performance. Therefore, the first hypothesis is accepted.

This can be seen in the practical application from RSUD Dr. H. Ishak Umarella which demonstrates the ability to commit to the best service for patients, opens opportunities for customers to take part in submitting suggestions and complaints to the agency, and processes customer complaints through monitoring, analyzing and giving feedback on suggestions and advices. In addition, the management of RSUD Dr. H. Ishak Umarella also provides opportunities for employees as competent professional workers to apply personal judgment and perform things that are considered to be necessary in improving the hospital's service quality so as to produce a positive impact on the hospital. The results of this research are corroborated by (Aziz & Pratama, 2016) which implies that focus on customer influences employee performance.

The second hypothesis states that employee engagement and empowerment has an influence towards employee performance. Based on Table 2, the second variable, namely employee engagement and empowerment, has a significant value of 0.006 ( $<0.05$ ), which indicates that this variable has an influence toward employee performance. Therefore, the second hypothesis is accepted.

This can be seen in the practical application from RSUD Dr. H. Ishak Umarella which shows an appreciation of the abilities possessed by management and employees, thus establishing a sense of mutual trust and respect between management and employees. The appreciations given make trust and respect can be maintained and preserved which resulting in a work environment that continues to develop through the encouragement for the creation of healthy competition among employees. Thus, employees are able to be responsible for the authority given by the hospital management. The result of this research is supported by (Aziz & Pratama, 2016) which states that employee engagement and empowerment has an influence towards employee performance.

The third hypothesis states that continuous improvement has an influence towards employee performance. Based on Table 2, the third variable namely continuous improvement, has a significant value of 0.000 ( $<0.05$ ), which indicates that this variable has an influence towards employee performance. Thus, the third hypothesis is accepted.

This can be seen from the practical application from RSUD Dr. H. Ishak Umarella which shows that the hospital regards a problem without considering personal opinions or thoughts and provided an opportunity for everyone involved in the problem to communicate directly and openly with the hospital. All information files obtained through recording are collected and stored properly so that they can be used as references if the same or similar problems occur in the future. This practice is the benchmark for progress that influences employee performance. The result of this research is supported by Yunanto (2016) which declares that continuous improvement has a positive and significant influence towards employee performance.

The fourth hypothesis states that teamwork has an influence towards employee performance. Based on Table 2, the fourth variable namely teamwork, has a significant value of 0.044 ( $<0.05$ ), which indicates that this variable has an influence towards employee performance. Thus, the fourth hypothesis is accepted.

This can be seen in the practical application from RSUD Dr. H. Ishak Umarella which demonstrated proper teamwork with a good communication as the foundation. Mutual trust and respect between fellow hospital's employees and work teams makes employees have the ability to solve problems and handle conflicts that occur within the hospital. When the existing conflicts can be resolved properly, the hospital's work environment will be conducive and have an impact on the progress of the hospital and employee performance. The result of this research is supported by (Ari, 2018) which confirms that teamwork has a positive and significant influence towards employee performance.

The fifth hypothesis states that education and training have an influence towards employee performance. Based on Table 2, the fifth variable namely education and training, has a significant value of 0.039 ( $<0.05$ ), which indicates that this variable has an influence towards employee performance. Thus, the fifth hypothesis is accepted.

This can be seen in the practical application from RSUD Dr. H. Ishak Umarella which demonstrated that there is a need for training, the existence of training participants, training venues, as well as training materials and contents. The result of this research supported by (Ari, 2018) which states that education and training have a positive and significant influence towards employee performance.

## CONCLUSION

This research aims to examine: (1) the influence of focus on customer towards employee performance, (2) the influence of employee engagement and empowerment towards employee performance, (3) the influence of continuous improvement towards employee performance, (4) the influence of teamwork towards employee performance, and (5) the influence of education and training towards employee performance. Respondents in this research are 100 employees of RSUD Dr. H. Ishak Umarella, consisting of employees in the Nursing department, the Laboratory department, the Midwifery department, and Management and Administrative Staff department. Tests are conducted with multiple linear regression analysis using the SPSS program.

The results of testing and analysis of the data, it can be concluded that: (1) Focus on Customers has a positive and significant influence towards Employee Performance with a significance value of 0.004. (2) Employee Engagement and Empowerment has a positive and significant influence towards employee performance with a significance value of 0.006. (3) Continuous Improvement has a positive and significant influence towards employee performance with a significance value of 0.000. (4) Teamwork has a positive and significant influence towards employee performance with a significance value of 0.044. (5) Education and Training has a positive and significant influence towards employee performance with a significance value of 0.039.

## IMPLICATION AND SUGGESTIONS

### 1. Implication

The above conditions are established as the outcomes of several things, such as: (a) there is a management's awareness to commit to implementing supportive practices such as focus on customer, employee engagement and empowerment, continuous improvement, teamwork, and education and training; and (b) the existence of proper cooperation, trust, and communication among all parties: agency, management or leaders, employees, and patients.

### 2. Suggestions

This research provides two following suggestions. **First**, for RSUD Dr. H. Ishak Umarella: In order to achieve the improvement in management quality desired by RSUD Dr. H. Ishak Umarella, it is necessary to pay attention to the benefits of using information from patients. This is because without employee knowledge of patient information, it can lead to disorganization in service and lack of employee understanding in regards of the patients' needs. Furthermore, RSUD Dr. H. Ishak Umarella also needs to increase the expansion of duties to employees in the expectation to further train and increase the potential of hospital employees, as well as a means of promoting employees. Then, RSUD H. Ishak Umarella is expected to attend to the evaluation of training that has been provided by the hospital to employees, because without the attention towards the evaluation of training, the training program will become passive and insignificant if there are no updates to accommodate developments. On the other hand, an evaluation of the training will result in better, creative, and innovative training programs and can also have a good impact on the participants in receiving and processing the materials and contents of the training, which leads to an increase in employee performance at the RSUD Dr. H. Ishak Umarella.

**Second**, for future researchers: Further researcher is suggested to extend the research scope to more than one institution. This research is only focus to one research object, it is considered to be unable to represent the performance of employees in various other agencies. Therefore, it is better if future researchers on total quality management in the same field can add more objects in the study. With the increase in the number

of respondents and research locations, the causes of increased or decreased in employee performance can be analyzed more broadly and the results can be more representative.

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