

The Influence of Implementation of Total Quality Management, Competence of Medical Personnel, Work Culture and Digital Transformation on Organizational Performance through Competitive Advantage as Moderating Variables at Santo Antonio Hospital

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Abstract

The purpose of this research is the effect of the implementation of total quality management, the competence of medical personnel, and digital transformation on organizational performance with competitive advantage moderation. Total quality management has a significant negative effect on competitive advantage. The competence of medical personnel has a significant positive effect on organizational performance. The competence of medical personnel has a significant positive effect on competitive advantage. Digital transformation has a significant positive effect on competitive advantage. Work culture has a significant positive effect on organizational performance. Work culture has a significant positive effect on competitive advantage. Competitive advantage has a significant positive effect on organizational performance. Total quality management mediated by competitive advantage significantly positively affects organizational performance. The competence of medical personnel mediated by competitive advantage significantly positively affects organizational performance. Digital transformation mediated by competitive advantage significantly positively affects organizational performance. Competitive advantage can mediate work culture's relationship to organizational performance. Hospitals need to improve TQM to improve service quality and compete well.

Keywords

Total Quality Management;
 Digital Transformation;
 Organizational Performance;
 Competitive Advantage; Work Culture



I. Introduction

The main goal of every company or organization is to try to maintain its life (going concern) and earn profit. The company's ability to achieve the goal of the establishment shows performance or work performance. Organizational performance is a measuring tool to assess and evaluate the success or failure of organizational goals. Performance is defined as a description of the level and results of the achievement of a process of implementing both activities, programs, and policies in order to realize the things that have been stated in the formulation of the organization's strategic scheme, namely goals, objectives, vision, and mission to build a good organization (Andi Pasinringi, 2020). The level of organizational

performance can be seen from the extent to which the organization can achieve the goals, objectives, vision, and mission that have been set. This statement is also supported by Kurniawan (2013), who also states the definition of performance as a description of the results or level of achievement of the implementation of an activity, program, and policy in realizing a series of plans contained in the strategic planning of an organization, namely goals, objectives, vision, and mission. From the opinions of several experts above, it can be said that to improve its performance, every company must develop a strategy carefully where each company has a different strategy, and the strategy must be able to create a competitive advantage.

An excellent employee is an employee who demonstrates competence at a higher level scale, with a higher frequency, and with better results than ordinary or average employees. Therefore, competence is a fundamental characteristic possessed by every individual, which is related to the criteria required for superior and effective performance. Thus it can be concluded that competent employees are employees who are confident because they know their fields and have skills and a positive attitude in their field of work.

Based on previous research, the latest updates in this study are the addition of the Competence of Medical Personnel and Digital Transformation variables and the moderation of the competitive advantage variable, making this research different from previous research. Pambreni et al. (2019). The purpose of this research is the effect of the implementation of total quality management, the competence of medical personnel, and digital transformation on organizational performance with competitive advantage moderation, so the title of this research is "The Effect of Implementation of Total Quality Management, Competence of Medical Personnel, and Digital Transformation, work culture on Organizational Performance Through Competitive Advantage as a moderating variable".

II. Review of Literature

2.1 Total Quality Management (TQM)

Robbins in Wibowo, (2015) defines Total Quality Management (TQM) as the achievement of constant customer satisfaction through continuous improvement of all organizational processes. Meanwhile, Greenberg and Baron in Wibowo, (2015) view Total Quality Management (TQM) as an organizational strategy about a commitment to improving customer satisfaction by developing techniques to manage output quality carefully.

2.2 Organizational Performance

Organizational performance is defined as a description of the company's ability to benefit from the company's goals. Firm performance measures the company's achievement within a certain period. Company performance is the company's overall success in achieving the strategic goals that have been set through selected strategic initiatives. Company performance is defined as the company's ability to achieve its goals through efficient and effective use of resources. It describes how far a company achieves its results after being compared with previous performance, previous performance, and benchmarking performance of other organizations, as well as how far to achieve the goals and targets that have been set.

2.3 Medical Personnel Competence

Competence is a factor that affects employee performance improvement; performance has a relationship with competence. Performance is a function of competence, attitude, and action. Competence is a characteristic of knowledge, skills, behavior, and experience to perform a particular job or role effectively. Competence can be objectively measured and

developed through supervision, work management, and human resource development programs. Competence is not just knowledge and skills.

2.4 Digital Transformation

Digital transformation is a change in how a job is handled using information technology to gain efficiency and effectiveness. This change brings both positive and negative impacts for every individual and company related to the business process (Seufert & Meier, 2016).

2.5 Competitive Advantage

Competitive advantage is a condition in which a company can create a good defensive position against its competitors (Li et al., 2006). Other definitions conveyed by Hill et al. (2016) said that competitive advantages are based on special competencies, namely the specific strengths of the company that can make the company able to make its products different from the products offered by competitors and have lower prices than competitors. This research will look at the competitive advantages of price, quality, delivery dependability, product innovation, and time to market.

2.6 Work Culture

According to Prasetya and Triguno (2001) in Ruliyansa, (2018) work culture is something that needs to be considered in the activities of the company or organization in building employee performance and productivity so that it directs the company to success which is carried out with the awareness of each individual, while awareness is the attitude of someone who voluntarily obeys all regulations and is aware of his duties. and responsibilities. Work culture is a quality daily work method that always underlies meaningful values, so that it becomes motivation, inspires, always works better, and is satisfying for the people it serves. (Ruliyansa, 2018).

III. Research Method

This research is included in descriptive quantitative research. Sugiyono, (2017) said that, research methods are basically scientific characteristics to obtain data with certain goals and uses. The method used in the quantitative approach. According to Sarstedt et al., (2020) said that descriptive research uses observations, interviews, or questionnaires about the current state of the subject we are researching. We collect data through questionnaires to test for hypotension or answer a question. Through this descriptive research, the researcher will explain what actually happened in the current situation that is being studied.

This research was conducted at the Santo Antonio Hospital. The sampling technique in this study is simple random sampling, so that in this study the research sample obtained was 100 respondents.

The data analysis technique in this study used Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component-based structural equation modeling. According to Sarstedt et al., (2020), the purpose of PLS-SEM is to develop or build a theory (prediction orientation). PLS is used to explain whether there is a relationship between latent variables (prediction). PLS is a powerful analytical method because it does not assume current data with a certain scale measurement; the number of samples is small (Hair et al., 2019).

IV. Discussion

4.1 Results

a. Outer Model Analysis

1. Validity Test

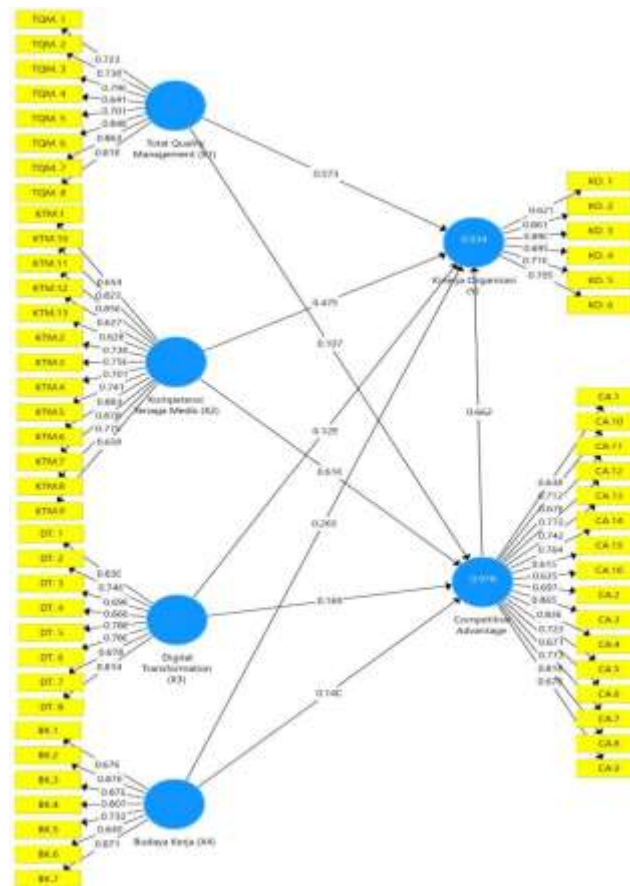
Validity test is used to measure the validity or validity of a questionnaire. In this research, validity testing is carried out using convergent validity and AVE. The validity uses convergent validity in which the measurement model with indicator reflections is assessed based on the correlation between item scores/component scores calculated by PLS. Individual reflection size is said to be high if it has a correlation of more than 0.7 with the measured construction. But according to Dahri, (2017) for research in the early stages of developing a measurement scale for loading values of 0.5 to 0.6, it is considered sufficient.

Table 1. Validity Test Results

Variable		Outer Loading	AVE	Description
Total Quality Management (X1)	TQM. 1	0.723	0.592	Valid
	TQM. 2	0.738		Valid
	TQM. 3	0.796		Valid
	TQM. 4	0.641		Valid
	TQM. 5	0.701		Valid
	TQM. 6	0.848		Valid
	TQM. 7	0.863		Valid
	TQM. 8	0.818		Valid
Medical Personnel Competence (X2)	KTM.1	0.654	0.567	Valid
	KTM.10	0.823		Valid
	KTM.11	0.856		Valid
	KTM.12	0.627		Valid
	KTM.13	0.628		Valid
	KTM.2	0.738		Valid
	KTM.3	0.756		Valid
	KTM.4	0.701		Valid
	KTM.5	0.741		Valid
	KTM.6	0.883		Valid
	KTM.7	0.878		Valid
	KTM.8	0.775		Valid
Digital Transformation (X3)	DT. 1	0.830	0.566	Valid
	DT. 2	0.746		Valid
	DT. 3	0.696		Valid
	DT. 4	0.666		Valid
	DT. 5	0.788		Valid
	DT. 6	0.780		Valid
	DT. 7	0.678		Valid
	DT. 8	0.814		Valid
Work Culture (X4)	BK.1	0.676	0.623	Valid
	BK.2	0.876		Valid

	BK.3	0.876		Valid
	BK.4	0.807		Valid
	BK.5	0.732		Valid
	BK.6	0.649		Valid
	BK.7	0.871		Valid
	KO. 1	0.621		Valid
	KO. 2	0.861		Valid
Organizational Performance (Y)	KO. 3	0.890	0.570	Valid
	KO. 4	0.695		Valid
	KO. 5	0.716		Valid
	KO. 6	0.709		Valid
	CA.10	0.638		Valid
	CA.11	0.712		Valid
Competitive Advantage	CA.12	0.676	0.532	Valid
	CA.13	0.772		Valid
	CA.14	0.742		Valid
	CA.15	0.764		Valid
	CA.16	0.615		Valid
	CA.2	0.635		Valid
	CA.3	0.697		Valid
	CA.4	0.865		Valid
	CA.5	0.836		Valid
	CA.6	0.723		Valid
	CA.7	0.671		Valid
	CA.8	0.773		Valid
	CA.9	0.818		Valid
	CA.10	0.676		Valid

2. Reliability Test



This study uses two types of reliability tests: the Cronbach Alpha test and the Composite Reliability test. Cronbach Alpha measures the lowest value (lower-bound) reliability. The data is declared reliable if the data has a Cronbach alpha value > 0.7 . Composite reliability measures the actual reliability value of a variable. The data is declared high reliability if it has a composite reliability score > 0.7 .

Table 2. Reliability Test Results

	Cronbach's Alpha	Composite Reliability
Work Culture (X4)	0.897	0.919
Competitive Advantage	0.940	0.947
Digital Transformation (X3)	0.889	0.912
Organizational Performance (Y)	0.845	0.887
Medical Personnel Competence (X2)	0.935	0.944
Total Quality Management (X1)	0.900	0.920

The test results show that all instruments are declared reliable with a Cronbach Alpha score and Composite reliability > 0.7 .

3. R-Square Test

The R-Square Coefficient determination (R-Square) test is used to measure how much the endogenous variable is influenced by other variables. Based on the data analysis carried

out through the use of the smartPLS program, the R-Square value is obtained as shown in the following table:

Table 3. R-Square Test

	R Square	R Square Adjusted
Competitive Advantage	0.978	0.977
Organizational Performance (Y)	0.934	0.930

Based on the test results, the R-Square score for Competitive Advantage is 0.978, which means that Competitive Advantage is influenced by Digital Transformation, Medical Personnel Competence, Total Quality Management, and Work Culture by 97.8%, and the rest is influenced by variables that have not been explained in this study.

Based on the test results, the R-Square score for Organizational Performance is 0.934, which means that Organizational Performance is influenced by Digital Transformation, Competence of Medical Personnel, Total Quality Management, Work Culture, and Competitive Advantage of 93.4%, and the rest is influenced by variables that have not been explained in this research.

b. Hypothesis Testing

Testing the hypothesis can be seen through the value of t-statistics and probability values. For hypothesis testing using statistical values, for alpha 5% by comparing t count with t table. So the criteria for acceptance or rejection of the hypothesis is that H_0 is rejected if t-statistics > t count. To reject/accept the hypothesis using probability then H_a is accepted if the p value < 0.05.

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Direct Influence			
Work Culture (X4) -> Competitive Advantage	0.140	3.002	0.003
Work Culture (X4) -> Organizational Performance (Y)	0.269	2.521	0.012
Competitive Advantage -> Organizational Performance (Y)	0.662	2.725	0.007
Digital Transformation (X3) -> Competitive Advantage	0.169	6.485	0.000
Digital Transformation (X3) -> Organizational Performance (Y)	0.128	2.211	0.028
Medical Personnel Competence (X2) -> Competitive Advantage	0.616	6.512	0.000
Medical Personnel Competence (X2) -> Organizational Performance (Y)	0.479	2.020	0.044
Total Quality Management (X1) -> Competitive Advantage	0.107	1.717	0.087
Total Quality Management (X1) -> Organizational Performance (Y)	0.573	4.358	0.000
Indirect Influence			
Work Culture (X4) -> Competitive Advantage -> Organizational Performance (Y)	0.093	2.061	0.040

Digital Transformation (X3) -> Competitive Advantage -> Organizational Performance (Y)	0.112	2.787	0.006
Medical Personnel Competence (X2) -> Competitive Advantage -> Organizational Performance (Y)	0.408	2.341	0.020
Total Quality Management (X1) -> Competitive Advantage -> Organizational Performance (Y)	0.071	1.456	0.146

4.2 Discussion

a. Effect of Total Quality Management (X1) on Organizational Performance (Y)

The results of hypothesis testing showed there is an influence between Total Quality Management on organizational performance, getting a score ($p = 0.573$) with p values of 0.000 ($p < 0.05$) and t statistics of 4.358 ($p > 1.96$), indicating that there is a significant positive relationship between the Total Quality variable. Management with Organizational Performance. So, the above explanation will show that Total Quality Management significantly negatively affects Competitive Advantage. So, the explanation above will show that Total Quality Management has a significant positive effect on Organizational Performance.

b. Effect of Total Quality Management (X1) on Competitive Advantage (Z)

The results of hypothesis testing showed there is an influence between Total Quality Management on competitive advantage, getting a score ($p = 0.107$) with p values of 0.087 ($p < 0.05$) and t statistics of 1.717 ($p > 1.96$). So, the explanation above will show that Total Quality Management does not affect Competitive Advantage. Organizations that have implemented Total Quality Management (TQM) will have a competitive advantage compared to MSMEs that have not implemented it. So, if MSMEs want to compete and have better performance, they should implement Total Quality Management (TQM) in their business operations. Due to the increasingly fierce global competition, many entrepreneurs are implementing Total Quality Management (TQM) to meet consumer desires.

c. The Influence of Medical Personnel Competence (X2) on Organizational Performance (Y)

The results of hypothesis testing showed there is an influence between the Competence of Medical Personnel on Organizational Performance, getting a score ($p = 0.479$) with p values of 0.044 ($p < 0.05$) and t statistics of 2,020 ($p > 1.96$), indicating that there is a significant positive relationship between the variable competence of personnel medical with organizational performance. So, the explanation above will show that the competence of medical personnel has a significant negative effect on organizational performance. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). So, the explanation above will show that the Competence of Medical Personnel has a significant positive effect on Organizational Performance. The better the nurses in the inpatient care department in increasing their knowledge, attitudes, and skills, the better their performance as nurses. Nurses' knowledge can be increased by increasing their nursing knowledge, knowledge of standard operating procedures determined by the agency, and understanding of job descriptions well. The positive attitude of nurses can be indicated by being able to communicate well with patients and show harmony with other parts of the work.

d. The Effect of Competency of Medical Personnel (X2) on Competitive Advantage

The results of testing the hypothesis that there is an influence between the Competence of Medical Personnel on Competitive Advantage, getting a score ($p = 0.616$) with p values of 0.000 ($p < 0.05$) and t statistics of 6.512 ($p > 1.96$) indicate that there is a significant positive relationship between the variables of competence of personnel. Medical with organizational performance. So, the explanation above will show that the competence of medical personnel significantly negatively affects competitive advantage. So, the explanation above will show that the Competence of Medical Personnel has a significant positive effect on Competitive Advantage.

e. Effect of Digital Transformation (X3) on Organizational Performance (Y)

The results of hypothesis testing showed there is an effect between digital transformation on organizational performance, getting a score ($p=0.128$) with p values of 0.028 ($p < 0.05$) and a t statistic of 2.211 ($p > 1.96$), indicating that there is a significant positive relationship between digital transformation variables and organizational performance. So, the explanation above will show that Digital Transformation has a significant positive effect on Organizational Performance. Digital commitment and affinity among employees are an important prerequisite for digital transformation that often comes before the workforce. The findings of this study indicate that among the most accessible criteria are relatively many items related to the digital affinity and employee commitment, such as the use of digital tools to collaborate with other employees and external partners, the appointment of internal experts on digital topics, employee familiarity with digital products, and promotion of digital innovation within the company. This shows that the workforce is accustomed to using digital technology in daily work and is open to digital transformation. In this respect, the findings differ from the experience of some decision makers, who suspect resistance to digital transformation.

f. Effect of Digital Transformation (X3) on Competitive Advantage

The results of hypothesis testing showed there is an effect between digital transformation on competitive advantage, getting a score ($p=0.169$) with p values 0.000 ($p < 0.05$) and a t statistic of 6.485 ($p > 1.96$), indicating that there is a significant positive relationship between digital transformation variables and competitive advantage. So, the explanation above will show that digital transformation significantly positively affects competitive advantage.

g. The Influence of Work Culture on Organizational Performance

The results of hypothesis testing showed there is an effect between digital transformation on competitive advantage, getting a score ($p=0.269$) with p values of 0.012 ($p < 0.05$) and a t statistic of 2.521 ($p > 1.96$), indicating that there is a significant positive relationship between work culture variables and organizational performance. So, the above explanation will show that work culture has a significant positive influence on organizational performance.

h. The Influence of Work Culture on Competitive Advantage

The results of hypothesis testing showed there is an influence between work culture on competitive advantage, getting a score ($p = 0.140$) with p values of 0.003 ($p < 0.05$) and t statistics of 3.002 ($p > 1.96$), indicating that there is a significant positive relationship between work culture variables and competitive advantage. So the explanation above, it will show that work culture has a significant favorable influence on competitive advantage. The work culture encourages employees how they might look to create new services that are important to the

market effectively and efficiently. Values, norms, and habits emphasized by the company will filter the new service creation activities that are accepted to be achieved.

i. The Effect of Competitive Advantage on Organizational Performance (Y)

The results of hypothesis testing showed there is an influence between competitive advantage on organizational performance, getting a score ($p = 0.662$) with p values of 0.007 ($p < 0.05$) and t statistics of 2.725 ($p > 1.96$), indicating that there is a significant positive relationship between the competitive advantage variable and organizational performance. So, the above explanation will show that competitive advantage has a significant positive effect on organizational performance.

j. Effect of Total Quality Management (X1) mediated by Competitive Advantage on Organizational Performance (Y)

The results of hypothesis testing for the variable Total Quality Management mediating the competitive advantage relationship on organizational performance got a value ($p = 0.071$) with p values 0.146 ($p < 0.05$) with a t statistic of 1.456 ($p > 1.96$), indicating that Total Quality Management was able to mediate the effect of competitive advantage on organizational performance.

k. The Effect of Competency of Medical Personnel (X2) Mediated by Competitive Advantage on Organizational Performance (Y)

The results of hypothesis testing on the variable competence of medical personnel to mediate competitive advantage on organizational performance got a value ($p = 0.408$) with p values of 0.020 ($p < 0.05$) with a t statistic of 2.341 ($p > 1.96$), indicating that the competence of medical personnel can mediate competitive advantage on organizational performance. So the explanation above will show that the competence of medical personnel mediated by competitive advantage has a significant positive effect on organizational performance. Purwani, Winarti, and Taufiq (2016) mentions that organizational commitment has a significant positive effect on teacher performance. Performance is a function of motivation and ability.

l. Effect of Digital Transformation (X3) Mediated by Competitive Advantage on Organizational Performance (Y)

The results of the hypothesis testing of medical personnel competence variables mediating competitive advantage on organizational performance got a value ($p = 0.112$) with p values of 0.006 ($p < 0.05$) with a t statistic of 2.787 ($p > 1.96$), indicating that digital transformation was able to mediate competitive advantage on organizational performance. So the explanation above will show that digital transformation mediated by competitive advantage significantly positively affects organizational performance. Digital transformation is causing major changes driven by advances in information technology. The fundamental characteristics of digital transformation are complex innovations in all systems of society, changing market fundamentals, reshaping boundaries, and fundamental changes in business models.

m. The Influence of Work Culture (X4) mediated by Competitive Advantage on Organizational Performance (Y)

The results of hypothesis testing of the medical personnel competency variable mediating competitive advantage on organizational performance got a value ($p = 0.093$) with p values of 0.040 ($p < 0.05$) with a t statistic of 2.061 ($p > 1.96$) indicating that work culture is able to mediate competitive advantage on organizational performance. So from the

explanation above, it will show that competitive advantage is able to mediate the relationship between work culture and organizational performance. (Baah & Jin, 2019) mentions that competitive advantage affects organizational performance. Competitive advantage can affect employee performance, and it is necessary to strengthen a good environment, one of which is the existing habits and culture. Concluded that organizational culture greatly influences the application of professional and effective resources to create competitive advantage and significantly affects organizational performance.

V. Conclusion

Based on the research and discussion that has been done, it is concluded that total quality management has a significant positive effect on organizational performance. Total quality management has a significant negative effect on competitive advantage. The competence of medical personnel has a significant positive effect on organizational performance. The competence of medical personnel has a significant positive effect on competitive advantage. Digital transformation has a significant positive effect on competitive advantage. Work culture has a significant positive effect on organizational performance. Work culture has a significant positive effect on competitive advantage. Competitive advantage has a significant positive effect on organizational performance. Total quality management mediated by competitive advantage significantly positively affects organizational performance. The competence of medical personnel mediated by competitive advantage significantly positively affects organizational performance. Digital transformation mediated by competitive advantage significantly positively affects organizational performance. Competitive advantage can mediate work culture's relationship to organizational performance. R-square for competitive advantage is 0.978, which means that competitive advantage is influenced by digital transformation, medical personnel competence, total quality management, and work culture by 97.8%, and the rest is influenced by variables that have not been explained in this study. The R-square for organizational performance is 0.934, which means that organizational performance is influenced by digital transformation, medical personnel competence, total quality management, work culture, and competitive advantage by 93.4%, and the rest is influenced by variables that have not been explained in this study.

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