

# Effects of Leadership, Competency, and Work Discipline on the Application of Total Quality Management and Employees' Performance for the Accreditation Status Achievement of Government Hospitals in Jakarta, Indonesia

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*Abstract* - This study aims to discuss and analyze the effects of the leadership, competency, work discipline on the application of Total Quality Management (TQM) and employees' performance for the accreditation status achievement of the Government owned hospital in Jakarta, Indonesia. The method used to collect the data is by using questionnaires given to 240 employees of the government owned hospitals in Jakarta as sample respondents. The data was then analyzed using Structural Equation Model (SEM). The results showed that the competency and work discipline of the employees have significant effects on the application of TQM. Also, it was found that the leadership, competency and work discipline have significant effects on the employees' performance. The application of TQM has significant effect on the performance of the employees, while leadership has no significant effect on TQM. Therefore, it is a must for the hospitals under this study to give serious attention at least to the important of competency and discipline of employees toward the application of TQM and the employees' performance. Whilst the leadership plays significant role in affecting the employees' performance of the government owned hospitals under survey.

**Key words:** Leadership, Competency, Work Discipline, TQM, and Employees' Performance, hospitals

## I. INTRODUCTION

Hospital as a health care institution is one of the most important institutions that is expected able to meet the demand of the community in order to have a good quality of health care. To fulfill that community expectation, it is a must for hospitals to provide a good quality of health care. However, this expectation has not been accomplished especially by the government's hospitals in Indonesia. This simply can be seen from the large number of complains that were directed to the hospitals. These complains are not only reported in the daily newspaper and electronics media, but it was also reported by the Non-government institution (NGOs).

The picture above differs significantly in comparison with the hospitals that are organized by the foreign investors. Most of the foreign owned hospitals provide a high quality care management and they are organized professionally. Due to these conditions, it is certainly important for the government owned hospitals in Indonesia to compete with those foreign owned hospitals in improving their health services and management (Djojosingito, 2001).

To improve the quality of hospital services in Indonesia, the Government of Indonesia (GOI) together with the House of Representatives issued the Law Number 44/2009 concerning the Hospital Accreditation. The law also stated the important of ethics

and moral obligation in providing health care services to the society. Similarly, the law also emphasizes the important of the hospital to safety treatment, professional, and able to maintain the quality of service as well as be open to the public.

Of the many ways to improve the quality of the hospitals, the Total Quality Management (TQM) approach can be implemented. The TQM is defined as a management process with a behavioral approach or organizational culture oriented towards quality improvement continuously, and customer satisfaction with the support of management commitment, employees, and it is a comprehensive integrated system approach and is based on the scientific method in solving problems and decision making (Wijono, 2000). Through the implementation of TQM, it is expected that the quality control in service of hospitals will be maintained so that in the end the accreditation process carried as a liability for a hospital, can be used as a one measuring execution quality control activities at the hospital.

TQM has received attention from the leadership of the company or the top management since the early 1980s. TQM was found able to improve the performance of employees in the company. TQM seeks to maximize the competitiveness of organizations through a focus on customer satisfaction, involvement of all employees, and continuous improvement on quality of products, services, people, process and organizational environment (Krajewski and Ritzman, 1999). This indicates performance measurement is the most important activity for management in managing the company's organization. Therefore, to improve organizational performance requires the identification of the variables that influence it and measures it accurately (Demirbag et al. 2006).

Of the many elements of TQM, it was argued that leadership is an important element in Total Quality Management (Sally, 2006). Leadership is the ability and skills possessed to influence others, especially subordinates to think and act through positive behavior and can provide a real contribution to the achievement of organizational goals.

In the context of competence, some literature identifies broad enough coverage about the factors that are important to the success of our employees and management within an organization. The literature also provides examples of how to analyze the specific job and position to determine the knowledge, skills and abilities are most appropriate for a particular job (Prihadi, 2004). Also, discipline plays a very important factor in the implementation of the public service. An employee who has a high level of discipline will continue to work well even without being watched by the leadership. Employees who have high discipline will have a high quality work and impact providing excellent service for the best possible working time used to carry out the work in accordance with the set targets. In an organization such as Hospital, a coaching for employees is needed to prevent violations of the provisions that have been set.

Due to the importance of leadership, competence, and work discipline above, this study has two objectives. The first is to examine the effects of leadership, competence, and work discipline on the Total Quality Management (TQM) as an intervening variable and employees' performance. The second is to examine the effects of TQM on the employees' performance in the government owned hospitals.

## II. LITERATURE REVIEW

### 1. Leadership

Leadership is usually defined as an art, skill and ability of a person or group served as leader of the working unit in the form of a relationship or process to influence, persuade, inspire and guide the behavior of others, especially the followers or subordinates through the communication process. Through leadership, it is expected that employees can think, participate, act and move in such a manner and can be driven to the maximum, organized and committed totally, desirable or voluntary for positive behavior, as well as able to cooperate and carry out the tasks of organization, so that it will provide a real contribution to achieving the purpose of the organization (Gibson, 1996). While others argued that leadership can be defined as a quality, mindset, culture, role and set of actions. This definition suggests that leadership contains all aspects that able to stimulate constructive change (Yudelowitz, 2006).

In terms of the characteristics, there are differences between leader and manager. Luthans (2002), for instance, argued that the characteristics of the leader of the twentieth century are those who create innovation, concern on originality, able to develop, focuses on people, inspiring trust, long term perspective, asks what and why, eye on the horizon, authenticity, against the status quo, responsible, and do right. In addition, every leader has a style of leadership. There are times when leaders do not provide opportunities for subordinates to ask questions or ask for clarification (authoritarian), while there are times when leaders allow subordinates to discuss, ask and sometimes leaders allow existing conditions up to subordinates.

Leadership function according to Kreitner (2005) is to set goals, guide, lead, give or wake motivation to work, driving the organization by structuring group, to establish a good communication network, build teams, create unity, maintaining relationships harmonious cooperation and resolving disputes among the members of the organization so that it can complete the task properly, provide supervision or monitoring and evaluation of efficient, process control, delegation and devolution of authority and brought his followers to the targets to be addressed in accordance with the terms of time and planning.

## **2. Competence**

Competence is defined as a set of knowledge, skills, and attitudes that must be owned, lived, ruled, and embodied by the professionalism in executing tasks without leaving aspects of the personality and social skills capability in carrying out their duties (Chapman, 1999). Factors that relate to competency are considered a fairly extensive as they are important to for the success of staff and management within an organization. Olson and Bolton (2002) in Green (1999) indicated that competence refers to an individual or organization. Individual characteristics include the technical knowledge and skills performance, as well as the competence of an individual contribution.

Although technical skills that include knowledge-based discipline, as well as research skills are very important, some literature highlight the importance of performance skills and competencies of individual contributors (i.e. communication skills and ability of team work) as factors that contribute to the productivity of the organization. The organizational form of this kind is expected by workers (Jonach and Sommerlatte, 1999).

Furthermore, Bass and Avolio (1990) define the core competencies as a set of skills and technologies that enable an organization to give certain benefits to the customers in order to compete more effectively. The organization has the necessary competency and differentiating competency. The necessary competencies are all the competencies that create value, while the differentiating competency is the competency that gives a particular organization or group of organizations a competitive position (e.g market share, scientific reputation ).

Glick (2004) says that an organization needs to consider future success as a preparation for development and cooperation. According to Glick (2004), the competence of a person can be shown in the form of one's ability to apply knowledge in the form of action. This statement is supported by Dessler (1997) in that training can provide new employees or existing skills they need to carry out the work. There are several benefits to the education and training namely: (1) helping the individual to be able to make decisions and solving problems better, (2) internalization and motivation to work, achievement, responsibility, and advancement, (3) enhance the confidence and self-development, (4) helps to reduce fear in the face of new tasks.

## **3. Work Discipline**

Discipline can be defined as management activities in executing organizational standards. The word "discipline" comes from the Latin word "diciplina" which means training or educating individuals to be modest and to have sense of spirituality and character development building (Moekijat, 1984). According Hasibuan, (2003), discipline is the awareness and the willingness of individual to obey all company rules and norms. Meanwhile, Tulus (2004) argued that discipline is training, especially the training of the mind and attitude to be able to control his/her self, carry out customs, to comply with rules so that it can become a control and an indicator related to employee performance.

Davis and Newstrom (1985), however, defined discipline as a management action to enforce standards organization. Discipline is a form of training that enforce rules of organization (Mathis and Jackson, 2002). Discipline is the ability to master yourself and implement the norms prevailing in a common life (Saydam, 1997). Discipline is a procedure that corrects or punish subordinates for violating the rules or procedures. Discipline is a form of self-control and the implementation of an organization's employees (Simamora, 1999).

## **4. Total Quality Management (TQM)**

The definition of quality varies from the conventional to the more strategic definition. The conventional definition of quality usually directly describes the characteristics of a product such as: performance, reliability, easy to use, aesthetic and so on. Whilst strategic quality is defined as one that is able to meet the wishes or needs of customers (Gaspersz 2005).

TQM is a management system that elevates the quality as a business strategy and oriented to customer satisfaction by involving all members of the organization. According to Nasution (2004), TQM is an approach to run a business that tries to maximize organizational competitiveness through continuous improvement of the products, services, labor, and environmental processes.

Paskard (1995), however, relates the implementation of TQM using the theory of change and organizational development as a model organizational transformation and leadership. At the early stage of the implementation of TQM is to assess the state of existing organizations. If the organization is shown to have a sensitivity to the environment and is able to succeed the previous changes, TQM will be easier to be implemented. Conversely, if these conditions are fulfilled, the implementation of TQM was delayed and the organization should be 'rescued' before starting TQM.

Implementation of TQM essentially involves the transformation of the organization: beginning from the new operations, developing a new culture, also involve redesigning other systems. Consistent with a systems perspective, budget and resource allocation system needs to be directed according to TQM culture. TQM is essentially human resource management systems, work may be redesigned as an independent implementation working group, performance appraisal and compensation system may be converted into performance-based reward group, and training for managers, suppliers and employees were required. Lastly, full attention is needed on a variety of activities using feedback from consumers.

Cortada (1993) argues that there are five stages of transformation that should be undertaken by an organization from the stage of implementation till the company reaches the success. To reach the success of the implementation of TQM, the following aspects are needed: (i) the support of top management; (ii) focus on the consumer as TQM involves improving the quality demands of consumers, (iii) employee or group should be involved from the outset, especially in terms of training and recognition of the existence of employees, and issues of employees empowerment and working groups. Concerns on these elements are important in changing organizational culture that leads to the working group, as well as customer focus and quality, (iv) the measurement and analysis of process and product, as well as quality assurance is the last element that needs attention.

## 5. Performance

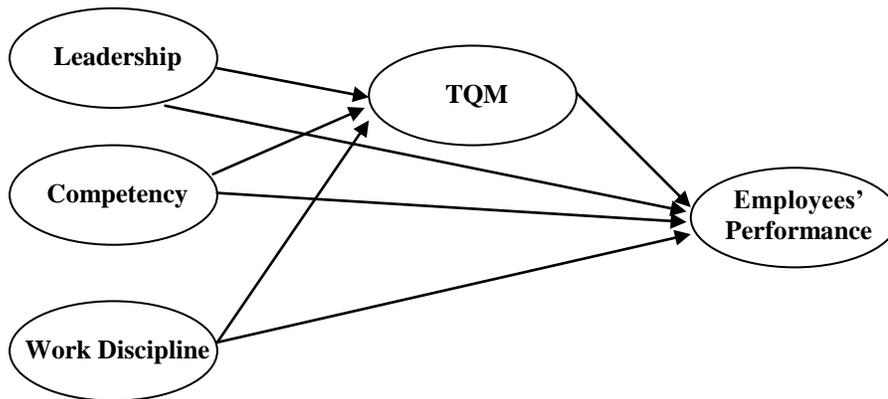
Performance can be defined as a combination or ability, effort and opportunity that can be assessed from the results of the work (Mangkunagara, 2000). According to Rival, (2004) argued that the performance is a real behavior displayed by everyone as the resulting performance by a person in accordance with its role within the organization, company or institution and the institution where he works. Whilst performance according to Mangkuprawira (2009) is the work that can be achieved by a person or group of people in a company in accordance with the authority and responsibilities of each in order to achieve a goal of the company legally which does not break the law as well as not contrary to morals or ethics.

Apart from having the ability to work, the employee within the organization is also required to be highly motivated in carrying out their work. A mix of working ability and motivation of a person in work will guide them to work better, which in turn will improve their performance, so that each individual employee is able to work accurately, quickly, and safely (Cascio, 1995).

## III. RESEARCH METHOD

The method used to collect the data is by using the questionnaires. This questionnaires were distributed to 240 respondents who work in three government owned hospitals class B. The analytical framework of the study are as follows (Figure 1).

Figure 1: The Analytical Framework of the study



The scale used to categorize stated in the questionnaires is by using a Likert scale. The scale is grouped in five scale, namely, Strongly Agree = 5, Agree = 4, undecided = 3 Disagree = 2, and Strongly Disagree = 1. Whilst the hypothesis of the study are as follows.

1. (H1): leadership has a significant effect on the implementation of TQM.
2. (H2): leadership has a significant effect on employees' performance improvement.
3. (H3): competence has a significant effect on the implementation of TQM.
4. (H4): competence has a significant effect on employee performance improvement.
5. (H5): work discipline has a significant effect on the application of TQM.
6. (H6): work discipline significantly influence employee performance improvement.
7. (H7): the application of TQM significant effect on employee performance.

#### IV. RESULTS AND DISCUSSION

The profile of the sample respondent collected using questionnaires based on working yeras, age, gender and level of education are described as follows (Table 1).

Table 1: Frequency and Percentage Respondents by category of working years, age, Sex and education

No.	Category	Description	Respondent	
			F	%
1.	Working years	< 25 year	185	77,08
		> 26 year	55	22,92
		Total	240	100,0
2.	Age	< 30 year	37	15,42
		> 31 year	203	84,58
		Total	240	100,0
3.	Sex	Male	78	32,50
		Female	162	67,50
		Total	240	100,0
4.	Educational attainment	Junior high school	2	0,83

	Senior high school	31	12,92
	Diploma	86	35,83
	Bachelor	98	40,83
	Master degree	20	8,33
	Doctor (Ph.D)	3	1,25
	Total	240	100,0

Source : Calculated from the data collected from the survey.

Table 1 shows that the respondents with tenure of less than 25 years was more than the respondents with the tenure of more than 25 working years. In terms of age, the respondents with aged over 31 years are more dominant than the respondents with the aged less than 31 years, Most of them were women with the educational attainment as bachelor.

**Confirmatory factor analysis on the variables of leadership (X1)**

Using the goodness of fit indices, the test shows that the model used in examining the variables was fit to the date. This is shown from the estimate value above the critical value. Hence, this model can be further examined and tested (Table 2).

Tabel 2. Evaluation Criteria using the *Goodness of Fit* Indices

Goodness of fit index	Cut-off Value	Estimate results	Note
$\chi^2$ – Chi-square	0,05:13 = 22,362	28,531	Marginal
Probability	$\geq 0.05$	0,008	Marginal
CMIN/DF	$\leq 2.00$	2,195	Good
RMSEA	$\leq 0.08$	0,071	Good
GFI	$\geq 0.90$	0,966	Good
AGFI	$\geq 0.90$	0,927	Good
TLI	$\geq 0.92$	0,974	Good
CFI	$\geq 0.92$	0,984	Good

Source: calculated from the data collected in the survey.

The above table shows that the measurement model of leadership is fit. This suggests that the model shows a good level of acceptance, and hence it can be concluded that the CFA model of leadership is acceptable.

**Confirmatory factor analysis on the variables competence (X2)**

In terms of the variable of competency, the test shows that the model is also accepted. This is showed from the estimate value of the data which is above the critical value. Therefore, the model was fit to the data (Table 3).

Tabel 3. Criteria Evaluation of *Goodness of Fit* Indices

Goodness of fit index	Cut-off Value	Estimate results	Note
$\chi^2$ – Chi-square	0,05:13 = 48,602	40,604	Good
Probability	$\geq 0.05$	0,202	Good
CMIN/DF	$\leq 2.00$	1,194	Good
RMSEA	$\leq 0.08$	0,029	Good
GFI	$\geq 0.90$	0,967	Good
AGFI	$\geq 0.90$	0,946	Good
TLI	$\geq 0.92$	0,994	Good
CFI	$\geq 0.92$	0,996	Good

Source: calculated from the data collected in the survey.

**Confirmatory factor analysis on work discipline variable (X3)**

In terms of confirmatory factor analysis of work discipline, it was found that the data was also fit to the model. This is simply because the estimate value of the data is higher than critical value. Therefore, further analysis can be done. Details of the estimation result are shown at Table 4.

Table 4: Criteria Evaluation of Goodness of Fit Indices

Goodness of fit index	Cut-off Value	Estimate Results	Note
$\chi^2$ – Chi-square	0,05:2 = 5,991	1,217	Good
Probability	$\geq 0.05$	0,544	Good
CMIN/DF	$\leq 2.00$	0,608	Good
RMSEA	$\leq 0.08$	0,000	Good
GFI	$\geq 0.90$	0,997	Good
AGFI	$\geq 0.90$	0,987	Good
TLI	$\geq 0.92$	1,005	Good
CFI	$\geq 0.92$	1,000	Good

Source: calculated from the data collected.

**Confirmatory factor analysis on the variables total quality management (Y1)**

Regarding the confirmatory factor analysis of the TQM, the results of test on this variable were also confirmed. This is because the estimate value of the data is higher than the critical value. This suggests that the variable data of TQM can be accepted to be further analyzed (Table 5).

Table 5: Evaluation Criteria Goodness of Fit Indices

Goodness of fit index	Cut-off Value	Estimation results	Note
$\chi^2$ – Chi-square	0,05:13 = 22,362	9,201	Good
Probability	$\geq 0.05$	0,758	Good
CMIN/DF	$\leq 2.00$	0,708	Good
RMSEA	$\leq 0.08$	0,000	Good
GFI	$\geq 0.90$	0,989	Good
AGFI	$\geq 0.90$	0,976	Good
TLI	$\geq 0.92$	1,007	Good
CFI	$\geq 0.92$	1,000	Good

Source: Calculated from the data collected from the survey.

Finally, in terms of confirmatory factor analysis on employee performance variable (Y2), the test showed that the variable of employees' performance is also fit to the model estimation. This is because the estimation value is more than the critical value (Table 6). Thus, the variable of employees' performance can be used in the model estimation.

Table 6. Criteria Evaluation of the Goodness of Fit Indices

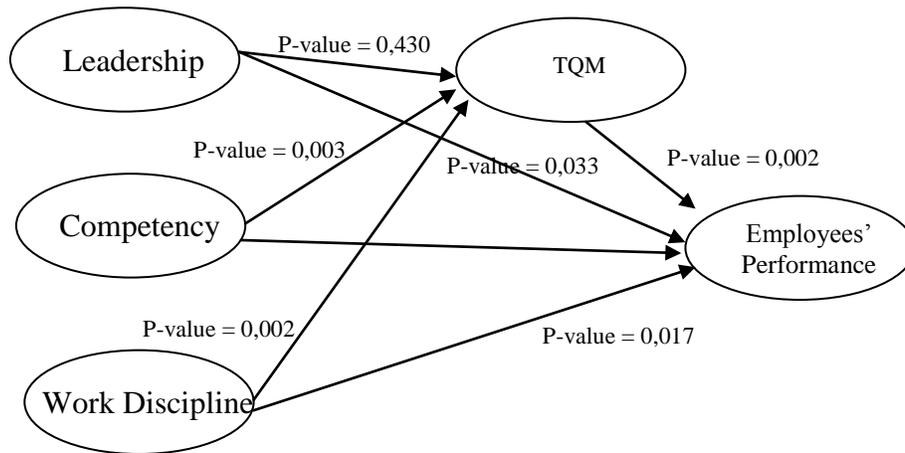
Goodness of fit index	Cut-off Value	Estimation results	Note
$\chi^2$ – Chi-square	0,05:9 = 16,919	6,588	Good
Probability	$\geq 0.05$	0,680	Good
CMIN/DF	$\leq 2.00$	0,732	Good

RMSEA	≤ 0.08	0,000	Good
GFI	≥ 0.90	0,991	Good
AGFI	≥ 0.90	0,979	Good
TLI	≥ 0.92	1,005	Good
CFI	≥ 0.92	1,000	Good

Source : calculated from the data collected from the survey.

From the estimation results of the goodness fit indices of the variables above, it can be confirmed that the variables used in the model can be accepted. Hence, further analysis of the variables can be continued. Using the Structural Equation Model, the study found as follows (Figure 2).

Figure 2. Estimation Results of SEM



After the evaluation criteria for suitability index model and the model was said to be fit, the next will be seen how far the causal relationship developed in the hypothesis in the model. Using t tests analysis, it was found as follows (Table 7).

Table 7: Evaluation of Loading Test Full Factor Model

Hypothesis	Variable	Variable	Loading Factor	Critical Ratio	Note
H1	Leadership	TQM	0,053	0,789	Rejected
H2	Competency	TQM	0,253	2,978	Accepted
H3	Work Discipline	TQM	0,274	3,124	Accepted
H4	Leadership	Employees' Performance	0,144	2,134	Accepted
H5	Competency	Employees' Performance	0,224	2,884	Accepted
H6	Work Discipline	Employees' Performance	0,188	2,387	Accepted
H7	TQM	Employees' Performance	0,256	3,093	Accepted

From the above Table, it can be concluded as follows. First, the effect of leadership on TQM was insignificant. This suggests that the change in leadership will not have an impact on the application of TQM. Thus, the first hypothesis (H1) stated rejected. Second, the effect of competency on TQM was significant. This suggests that the change in competency will have an impact on TQM. Third, the effect of work discipline is significant on TQM. This again suggests that the change of work discipline will result in an increase in TQM.

Fourth, the effect of leadership on employee performance was found to be significant. This suggests that the change of leadership will have an impact on improving employees' performance. Fifth, the competency has also significant effect on employees' performance. Again, this suggests that the change of competency will have an impact on employees' performance. Sixth, the effect of work discipline has been significant on employees' performance. Finally, the hypothesis of the effect of TQM on employees' performance was accepted. This suggests that the change of TQM will have an impact on employees' performance improvement. Therefore, it can be suggested that the implementation of TQM in the hospital under study will improve the employees' performance of the hospital. The implementation of TQM, however, is affected by the competency and work discipline, while the leadership has no effect of the implementation of TQM of the hospital.

The insignificant effect of leadership on TQM contradicted with the studies' findings undertaken by Suwandej (2015); Rawashdeh (2014); and Ehigie and Akpan (2004). These studies found that TQM in an organization cannot be separated from the importance of an effective leadership role. The explanation for the different findings may relate to the different nature of the hospital management. Whilst the significant effect of leadership on the employees' performance was found in the studies undertaken by Mihalcea (2014), and Ibrahim (2015).

The explanation of the significant effect of the competency on the application of TQM and the employees' performance of the hospitals under survey indicate that all members of the organization have a good communication between one and another. It also demonstrates that in the hospital under survey there is a good commitment in the line of duty. This findings was also confirmed by the previous studies undertaken by Parumasur & Govender (2009), Das, Kumar and Kumar (2011), Khan (2011), and Khanna and Gupta (2014) to name a few. Also, it is confirmed by the studies undertaken by Bucur (2013); Vathanophas & Thai-ngam (2007); and Zaim, Yasar and Unal (2013). These later studies found that the competency has significant effect on employees' performance of the organization.

Furthermore, the significant effect of work discipline on the application of TQM have also been confirmed in the studies undertaken by Perry et. al. (1997) and Sridharan (2014). Whilst the significant effect of work discipline on employees' performance has been confirmed in the studies undertaken by Ebuara and Coker (2012) and Stanley (2014). This suggests that all members of the organization has great motivation to succeed. The hospitals also participate and help the members of the organization to establish goals and provide direction and guidance. Another important aspect is the mutual accountability responsibility of the employees in the hospital. Finally, the significant effect of the application of TQM on employees' performance has been supported in the study conducted by Brah, Tee and Rao (2002); and Kumar, et al (2009). While the significant effect of leadership on employees' performance through the application of TQM was confirmed in the studies undertaken by Ehigie & Akpan (2004) and Paracha, et al (2012).

## V. CONCLUDING REMARKS

This study found that only the leadership has no significant effect of the application of TQM, while it is significant in affecting the employees' performance. The importance of the leadership in affecting employees' performance suggests the importance to uphold the commitment in work, the important of leaders to convey simple words to all members of the hospital, and the urgency of the leadership to advance the process of mutual trust.

Whilst the significant effect of the competency and work discipline on both TQM as well as the employees' performance suggests the importance of all members of the organization to keep a good communication, inspiring and motivating one another to develop a good relationships and collaboration. Hospital employees should also have a high level of integrity, honest working and wise in action. Also, there is a need for each employee to work professionally. Finally, the hospital should also involve all elements in the organization's members in order to obtain a representative decisions and mutual benefit.

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