



# Proceeding

### 11<sup>th</sup> Sustainable Competitive Advantage

INTERNATIONAL CONFERENCE, COLLOQUIUM, AND CALL FOR PAPERS

### "Scaling Up SME Resilience in Dealing with Triple Disruption"



# PROCEEDING

## INTERNATIONAL CONFERENCE, COLLOQUIUM AND CALL FOR PAPERS

"Scaling Up SME Resilience in Dealing with Triple Disruption"



# Faculty of Economics and Business Universitas Jenderal Soedirman

Purwokerto, October 26th, 2021

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#### PROCEEDING

INTERNATIONAL CONFERENCE, COLLOQUIUM AND CALL FOR PAPERS

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"Scaling Up SME Resilience in Dealing with Triple Disruption"

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## PREFACE

Bismilahirrahmanirrohim Assalaamu 'alaikum Warahmatullaahi Wabarakaatuh

#### The Honourable

Dr. Sandiaga S. Uno, M.B.A. (Minister of Tourism and Creative Economy) Mr. Dwi Pranoto (Assistant Governor of Bank Indonesia) Prof. Dr. Ir. Suwarto, M.S. (Chancellor of Universitas Jenderal Soedirman) Prof. Wiwiek Rabiatul Adawiyah, Ph.D. (Dean of Faculty of Economics and Business, Universitas Jenderal Soedirman)

#### The Speakers:

Prof. Pan Wei Hwa (University of Science and Technology, Taiwan)
Prof. Tomomi Tamaki (Teikyo University, Japan)
Dr. Judit Katonane Kovac (University of Debrecen, Hungary)
Ir. Kamrussamad, M.Si. (Member of the House of Representatives of the Republic of Indonesia)
Participants and Presenters of the International Sustainable Competitive Advantage (ISCA 11)

Praise and gratitude to Allah Subhanahu wa Ta'ala for the abundance of His grace and mercy which has given us convenience and strength to hold the International Webinar and Conference on Sustainable Competitive Advantage 11 with the theme "Scaling Up SME Resilience in Dealing with Triple Disruption".

(11th International Conference Sustainable Competitiveness Advantage) is organised by the Faculty of Economics and Business, Universitas Jenderal Soedirman incorporating with Bank Indonesia. This event is an annual event since 2010, and in the last two years it has been held at an international level. This event has involved 124 presenters and scientific articles that have contributed intellectually to society. This conference is intercultural and inter-professional event that invites academics, researchers, practitioners, and university students who are interested in the field of economics, management, and business.

Universities as centres of research and community service are expected to be able to disseminate and socialise superior works, ideas and thoughts, as well as creativity and innovation to stakeholders and the wider community. International seminar activities aim to bridge the contribution of universities to stakeholders at the regional, national, and international scales for the development of local resources based on local wisdom.

This conference is expected to provide understanding on strategies to improve the capacity of SMEs during the COVID-19 pandemic, especially the issue about triple disruption: digital disruption, millennial disruption, and pandemic disruption.

The academic papers in this conference include empirical research papers, theoretical development papers, or conceptual insights that use different approaches. We attempt to bring various presenters

with various experiences, knowledge, and academic backgrounds to challenge the discussion to eventually result in an intellectual discovery to achieve the purpose of this conference. The presenters at this conference came from Indonesia, Taiwan, Japan, and Hungary from various universities.

We would like to thank various parties who have made this annual event a success, in particular to Bank Indonesia, university and faculty leaders, speakers, presenters, and webinar participants. Not to forget, we would like to thank the organising committee and Management Student Association (HMJM) who have contributed energy, time, and thoughts for the organisation of this event.

We apologise if there are any shortcomings in the organisation of this International Webinar and Conference. We expect suggestions from various parties to improve the implementation of activities in the future.

At last, welcome to International Webinar and Conference. Wassalamualaikum warahmatullahi wabarakatuh.

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Chief of Committee

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Dr. Siti Zulaikha Wulandari, S.E., M.Si.

### WELCOMING REMARKS



#### **RECTOR OF UNIVERSITAS JENDERAL SOEDIRMAN**

The honourable,

- Minister of Tourism and Creative Economy, Republic of Indonesia, Dr. H. Sandiaga Salahuddin Uno, B.B.A., M.B.A., Minister of Tourism and Creative Economy,
- Dean of the Faculty of Economics and Business, Universitas Jenderal Soedirman, Prof. Wiwiek Rabiatul Adawiyah, Ph.D.
- Speakers:
  - o Prof. Tomomi Tamaki, Teikyo University, Japan
  - o Prof. Pan Wei Hwa, National Yunlin University of Science and Technology Taiwan,
  - o Dr. Judit Katonane Kovac, University of Debrecen, Hungary,
  - o Ir. H. Kamrussamad, S.T., M.Si., The House of Representatives of the Republic of Indonesia,
- Participants
- Distinguished guests, ladies, and gentlemen

#### Assalammualaikum warrahmatullahi wabarakatuh

Good morning and best wishes for all of us,

On behalf of Universitas Jenderal Soedirman, I would like to welcome all of the speakers and participants attending the 11th Sustainable Competitive Advantage;

International Conference, Colloquium, and Call for Papers, with the theme: "Scaling Up SME Resilience in Dealing with Triple Disruption".

#### Ladies and Gentlemen,

During Covid-19 pandemics, most workplaces in 2020-2021, all economic sectors and institutions including Micro, Small, and Medium Enterprises (MSMEs), are also experiencing the effects. MSMEs are confronted with various difficulties and challenges during the pandemic outbreak.

These are the five major challenges that face MSMEs: 1) Lack of operational cash flow: Almost 50% of SMEs surveyed have less than a month or just a month of cash reserves. 2) Low customer demand, 3) Business closure due to state lockdown policies, 4) Reduced opportunities to meet new clients, 5) Issues that entail changing business models and strategies and providing new products or services.

Due to their innovative and opportunity-seeking nature, MSMEs can strong and rapid recovery from the COVID-19 pandemic. Innovative strategies, for example use of digital technology can also help SMEs to survive and cope with the consequences of the pandemic on budgetary, business transactions, and cash flow problems.

Ladies and Gentlemen,

Universitas Jenderal Soedirman has long experience in science and technology research, education, and community services. As a higher education institution, Unsoed aspires to produce qualified graduates with significant professional knowledge, innovative ideas, high attitude, and excellent leadership skills to respond to technology, economic, and societal changes. Therefore, Universitas Jenderal Soedirman is deeply intense to support the scientific community to provide solutions in reshaping our community, including in economics and related aspects towards smart society 5.0.

We hope there will be ideas, planning, and actions to face disruptive challenges in SMEs during and after the pandemic in this forum.

Once again, congratulations to all of the committee and all participants.

Wassalammualaikum Warrahmatullah Wabarakatuh

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Prof. Dr. Ir. Suwarto, M.S

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### **OPENING REMARKS**



An Address by Assistant Governor of Bank Indonesia

International Seminar & Call for Papers "Scaling Up SME Resilience in Dealing with Triple Disruption" A Collaboration between the Bank Indonesia Representative Office (KPw BI) in Purwokerto and the Faculty of Economics & Business, Universitas Jenderal Soedirman

Purwokerto, October 26<sup>th</sup>, 2021

Assalamu'alaikum Wr. Wb.

Good morning and best wishes for all of us.

#### The honourable,

- Minister of Tourism and Creative Economy, Dr. H. Sandiaga Salahuddin Uno, B.B.A., M.B.A.
- Member of the House of Representatives of the Republic of Indonesia, Ir. Kamrussamad, M.Si.
- Rector of Universitas Jenderal Soedirman, Prof. Dr. Ir. Suwarto, M.S.
- Dean of the Faculty of Economics and Business, Universitas Jenderal Soedirman, Prof. Wiwiek Rabiatul Adawiyah, M.Sc., Ph.D.
- Chair of the ICSCA 11 Committee, Dr. Siti Zulaikha Wulandari, S.E., M.Si.
- Prof. Pan Weihwa, National Yunlin University of Science and Technology, Taiwan.
- Prof. Tomomi Tamaki, Teikyo University, Japan.
- Dr. Judit Katonane Kovacs, University of Debrecen, Hungary.
- Invited guests and international seminar participants.

First of all, let us express our gratitude to Allah SWT, the Most Gracious and Merciful God, because with His permission, today we are participating in the International Seminar and Call for Papers - **Sustainable Competitive Advantage 11 (SCA-11)** with the theme: **"Scaling Up SME Resilience in Dealing with Triple Disruption"**. Disruption becomes an inevitable thing in the present, where there is a big change that changes the existing system and order to change into new ways that are very different. The disruption that occurs is not only caused by one thing related to the advancement of digital science and technology, but is also caused by changes in the behaviour of the current millennial generation and the COVID-19 pandemic outbreak which are happening simultaneously. The three disruptions (digital disruption, millennial disruption, and pandemic disruption) gave rise to a term known as triple disruption. These three disruptions erode conventional ways so that they must be addressed critically and creatively in order to adapt to new traditions that significantly change human life patterns.

SMEs are one of the business sectors that are most affected by the triple disruption. As the backbone and main pillar of the economy of most countries, SMEs are a sector that is vulnerable to the triple disruption. The majority of SMEs in Indonesia in various sectors and business sizes have experienced business setbacks. The results of a Bank Indonesia survey (March 2021) stated that 87.5% of Indonesian SMEs were affected by the COVID-19 pandemic. Next of these, 93.2% of them were negatively affected on the sales side.

SMEs are the most important pillars in the Indonesian economy. Based on data from the Ministry of Cooperatives and SMEs (2021), the number of SMEs currently reaches 64.2 million with a contribution to GDP of 61.07% or worth IDR 8,573.89 trillion. The contribution of SMEs to the Indonesian economy includes the ability to absorb 97% of the total workforce and can collect up to 60.4% of the total investment. However, the high number of SMEs in Indonesia is also inseparable from the existing challenges. Based on data from the Ministry of Cooperatives and SMEs (2020), the number of SMEs using digital technology is only 18.86%. This triggers special attention from Bank Indonesia and the government to encourage SMEs to change their business models from conventional to digital-based.

Bank Indonesia as the central bank strives to provide the best contribution to continue to increase the role of SMEs in the economy. MSME development carried out is aligned with Bank Indonesia's vision, mission, and strategic programs focused on:

1. Supporting efforts to control inflation, especially volatile food inflation, which is carried out from the supply side;

2. Encouraging SMEs as export potential and supporting tourism to support efforts to reduce the current account deficit, as well as;

3. Improving access to finance for SMEs to support financial system stability.

#### Ladies and gentlemen

Please allow us to give a brief overview of our macroeconomic conditions. The COVID-19 pandemic in 2020 has spread not only to a health crisis, but also to a global economic crisis. The International Monetary Fund (IMF) assessed that the COVID-19 pandemic had changed global economic conditions. Where in just three months, the economic projections changed completely, and most countries in the world began to enter into a crisis. For 2020, the IMF estimated that the global economy would experience a recession of up to -3%. This projection is much lower than last year's growth of 2.9%. Likewise in the domestic economy, the impact of the pandemic is also reflected in the achievement of national GDP which tends to weaken. Meanwhile, for 2021, the IMF projected economic growth in the range of 6%. However, the global economic recovery has been uneven due to differences in the COVID-19 pandemic situation, the speed of vaccination, and the support of economic stimulus.

If we take a closer look, one of the sectors most vulnerable to the impact of this pandemic is micro, small, and medium enterprises (SMEs). In Indonesia, it is recorded that around 68% of SME actors have felt the impact of COVID-19 (Ministry of Cooperatives and SMEs, 2020). This impact is felt in almost all sectors, such as crafts, food and beverages, culinary, creative industries, fashion, tourism, and so on. Including the impact on the components and points of the business value chain, ranging from declining sales, difficulties in accessing capital, hampered distribution, to difficulties in obtaining raw materials.

As an illustration, the results of data collection on SMEs in Central Java during the COVID-19 pandemic showed that many SMEs complained about raw materials and marketing which had started to stagnate, disrupting the smooth production process and the flow of business funds. There are three main problems, namely sales difficulties, raw material difficulties, and capital difficulties. These three problems also brought other problems, namely the difficulty of repaying bank loans.

However, we believe that SMEs can still be the driving force for the Indonesian economy going forward. We also see indications of mobility recovery after the National Economic Recovery (PEN) program carried out by the government starting in 2020 and continuing until 2021.

Several survey results conducted by Bank Indonesia also showed an increase in indicators. The Bank Indonesia Consumer Survey (CS) in September 2021 indicated that public (consumer) optimism for economic conditions had strengthened in line with the implementation of mobility relaxation for the past month (September). This is reflected in the September 2021 Consumer Confidence Index (CCI) which was recorded at 95.5, higher than 77.3 in the previous month. The results of the Retail Sales Survey (RSS) indicate that retail sales performance in August 2021 has improved. The Real Sales Index (RSI) was recorded at 192.5 or grew by 2.1%. The increase in sales was driven by public demand in line with the easing of mobility restriction policies in various regions.

In the future, the dynamics of the global economy will still be coloured by the potential for mutation of the COVID-19 virus and social distancing protocols that are tightened every time there is an outbreak. However, with macroeconomic and financial system stability maintained, domestic economic recovery is expected to continue in line with the speed of absorption of fiscal stimulus, credit restructuring, the effectiveness of implementing health protocols in the new normal, as well as optimising digitalisation in economic activities, especially MSME activities. Bank Indonesia, through the policy mix, will continue to strengthen synergies with the government and relevant authorities so that the various policies adopted are more effective in promoting the rapid recovery of the domestic economy.

#### Ladies and gentlemen

We have confidence that SMEs with various potentials will continue to be the driving force of the national economy and have a central role in the current economic recovery period. The adaptability of SMEs is currently considered quite good, but SMEs need to continue to carry out the 3A strategy, namely adjustments to run businesses according to health protocols, more agile in capturing changes in consumer behaviour, and accelerate business innovation.

It should be realised that the COVID-19 pandemic has become an accelerator for the adoption of digital technology in economic transactions. The adoption of digital technology has been widely used by all of us as customers and business actors (merchants) in various sectors, including SMEs. We see for ourselves how businesses that used to rely on offline transactions have drastically switched to using e-commerce platforms to reach online customers.

In an effort to encourage new innovations to support economic recovery, Bank Indonesia carried out the following steps: 1) on boarding SMEs that encouraged the integration of SMEs into digital platforms; 2) expanding QRIS acceptance in order to support economic recovery and MSME development programs through the extension of the Merchant Discount Rate (MDR) policy of 0% for micro-enterprises (MEs) until the end of 2020; and 3) supporting the national economic recovery program that has been set by the government.

For information, in the 2021 National Economic Recovery (PEN) program, the realisation of the MSME and corporate support program ceiling until August 2021 is IDR 48.02 trillion or 29.6% of the IDR 162.40 trillion ceiling with benefits for Micro Business Aid (BPUM) of 11.84 million businesses, IJP SME for 2.04 million SMEs, and IJP Corporate for 26 corporations. This is also supported by the growth of lending to SMEs by 2.4%, an increase from the previous month of 1.8%. Based on the type of use, the increase was driven by the acceleration of working capital loan disbursement and improvement in investment credit (Bank Indonesia's Money Circulation Development Analysis, August 2021).

At the Bank Indonesia Representative Office, various stimulus programs and strengthening digital innovation for SMEs were followed by a holistic and end-to-end MSME development strategy. As with the National Strategy for SME Development, Bank Indonesia views that there are three program sizes that must be implemented, namely: 1) corporatisation; 2) capacity; and 3) financing.

**Corporatisation** means merging SMEs in order to achieve economies of scale or forming a cluster, either in the form of cooperatives or in combination. With the existence of corporatisation, the business scale can be larger, both in terms of production, market, finance, etc., which in turn can increase competitiveness and efficiency. To increase corporatisation, Bank Indonesia encourages the formation of MSME clusters, education on the formation of cooperatives, and managerial training. This year, Bank Indonesia initiated the establishment of Hebitren, namely the Islamic Boarding School Business Forum as the forerunner of the Islamic Boarding School holding business. With the establishment of the holding, it is hoped that SMEs in the fast-paced environment will have a wider range of motion to access finance and business cooperation. Previously, Bank Indonesia also developed SI-APIK, namely the Financial Information Recording Application System, which is an accounting application for micro-enterprises. This system allows micro-entrepreneurs to prepare financial reports as an initial provision for the formation of a corporation without having to master accounting knowledge.

**Capacity** means increasing human resource capabilities, productivity, and market access. To increase this capacity, Bank Indonesia through representative offices throughout Indonesia continues to encourage the transformation of SMEs by digitising the marketing and payment processes. On the marketing side, SMEs are facilitated to be able to integrate into e-commerce platforms. It is targeted that by 2020 there will be an additional 20 million SMEs that can enter the digital world, especially in the marketing aspect. On the payment side, SMEs are encouraged to use non-cash payments, namely QRIS or QR Indonesia Standard. The use of QRIS is increasingly being promoted as a safe transaction method in conditions of physical distancing and the application of the no touch protocol.

Meanwhile, in the context of regional policies, support for the use of MSME products has also been carried out long before the pandemic period by the Central Java Provincial Government. To help boost the marketing and sales of local products, especially the batik industry, local governments are required to wear batik or local clothing once a week. The same thing is also applied in all districts / cities in the Central Java region with variations in policies in each area regarding the use of artificial batik clothes and local motifs that are typical on weekdays. In a global context, Bank Indonesia through Regional Investor Relations Units in various representative offices continues to collaborate with various parties to encourage SMEs to go global by facilitating capacity building and market introduction, curation activities, business matching, as well as participation in international events conducted online.

**Financing** means utilising financing sources from banks or non-banks, even from social funding, philanthropy, and social assistance. As part of the national economic recovery program, the banking system through the central government scheme has provided relaxation for credit repayments. This applies to small businesses affected by COVID-19. As of July 2021, the outstanding COVID-19 restructuring is IDR 778.9 trillion with the number of debtors reaching 5 million and 71.53% of them are MSME debtors. The outstanding COVID-19 restructuring credit shows a decline (OJK, September 2021).

#### Ladies and gentlemen

Based on this, we highly appreciate the holding of the International Seminar and Call for Papers with the theme: "Scaling Up SME Resilience in Dealing with Triple Disruption" in collaboration with the Bank Indonesia Representative Office in Purwokerto with the Faculty of Economics and Business, Universitas Jenderal Soedirman. This activity is expected to be able to explore ideas from practitioners, government, and academics, both conceptually and practically, to be able to provide the best and innovative strategies in restoring and strengthening SMEs in the face of this pandemic. Finally, welcome to the International Seminar and its series of supporting activities. Hopefully what we are doing today will be useful for SMEs in finding fresh ideas and solutions during this pandemic. Thank you for your attention.

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Wassalamu'alaikum Wr. Wb.

**Good morning** 

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# **SCIENTIFIC COMMITTEE**

- Prof. Wiwiek Rabiatul Adawiyah, M.Sc., Ph.D. (Universitas Jenderal Soedirman, Indonesia)
- Dr. Ratno Purnono, S.E., M.Si. (Universitas Jenderal Soedirman, Indonesia)
- Assoc.Prof. Law Siong Hook, Ph.D, (Putera Jaya University, Malaysia)
- Prof. Tomomi Tamaki (Teikyo University, Japan)

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- Prof. Pan Wei Hwa (National Yunlin University of Science and Technology, Taiwan)
- Dr. Judit Katonane Kovacs (University of Debrecen, Hungary)
- Prof. Siti Aznor Bt Hj Ahmad (Universitas Utara Malaysia)
- Prof. Suliyanto (Universitas Jenderal Soedirman, Indonesia)
- Prof. Agus Suroso (Universitas Jenderal Soedirman, Indonesia)
- Prof. Pramono Hari Adi (Universitas Jenderal Soedirman, Indonesia)
- Prof. Sri Murni Setyawati, Ph.D (Universitas Jenderal Soedirman, Indonesia)

# **STEERING COMMITTEE**

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• Prof. Dr. Suliyanto, M.M.

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- Dr. Adi Indrayanto, S.E., M.Sc.
- Dr. Ratno Purnono, S.E., M.Si.
- Prof. Wiwiek Rabiatul Adawiyah, M.Sc., Ph.D.

# **ORGANIZING COMMITTEE**

and the second se		
1. Chairman	:	Dr. Siti Zulaikha Wulandari, S.E., M.Si.
2. Vice Chairman	:	Dian Purnomo Jati, S.E., M.Sc.
3. Secretary	:	Cut Misni Mulasiwi, S.Pd., M.Pd. (Coordinator)
		Ramita Kholifaturrohmah, S.Pd., M.M.
4. Treasury	:	Ekaningtyas Widiastuti, S.E, M.Si. (Coordinator)
		Retno Kurniasih, S.E., M.Si.
5. Program	:	Dr. Nur Choirul Afif, S.E., M.Si. (Coordinator)
		Dr. Ary Yunanto, S.E, M.Si.
		Dr. Dwita Darmawati, S.E., M.Si.
		Dr. Intan Shaferi, S.E., M.Si.
		Dr. Rahab, S.E., M.Sc.
6. Publication	3	: Meutia Karunia Dewi, S.E, M.Si. (Coordinator)
		Dr. Rio Dhani Laksana, S.E., M.Sc.
		Dr. Refius Pradipta Setyanto, S.E., M.Si.
		Dr. Sri Lestari, S.E., M.Si.
7. Call for Papers	:	Daryono, S.E., MAB. (Coordinator)
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		Monica Rosiana, S.E., M.Si.
		Dr. Najmudin, S.E., M.Si.
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		Yetti Ambarsari, S.H.
		Suprayitno, S.Kom
9. Consumption	:	Alisa Tri Nawarini, S.E, MBA. (Coordinator)
		Dr. Weni Novandari, S.E., M.M.
		Siti Nurzanah, S.E.
		Atik Kurniati, S.Sos.

# **Conference Program**

lenary Session	
Time (Jakarta)	Programs
08:00 AM - 08:30 AM	Preparation & Registration
08:30 AM - 08:35 AM	Opening MC
	Opening Ceremony
08:35 AM - 08:40 AM	National Anthem: Indonesia Raya
me (Jakarta)       Programs         (00 AM - 08:30 AM       Preparation & Registration         (30 AM - 08:35 AM       Opening MC         (35 AM - 08:40 AM       Opening Ceremony         (36 AM - 08:50 AM       National Anthem: Indonesia Raya         (40 AM - 08:50 AM       Welcoming Speech         (40 AM - 08:50 AM       Head of Management Departement, Faculty of Economics and Business         (150 AM - 09:00 AM       Dening Speech         (150 AM - 09:00 AM       Rector of Universitas Jenderal Soedirman, Indonesia:         (150 AM - 09:20 AM       Remark Speech         (150 AM - 09:30 AM       Remark Speech         (150 AM - 09:30 AM       Minister of Tourism and Creative Economy of Indonesia:         (151 AM - 09:30 AM       Photo Session         (152 AM - 09:30 AM       Photo Session         (153 AM - 09:40 AM       International Conference         (154 AM - 01:10 AM       Prof. Tomomi Tamaki         (154 AM - 10:10 AM       Prof. Pan Wei Hwa         (151 AM - 10:40 AM       Prof. Pan Wei Hwa         (154 AM - 11:10 AM       Dr. Judit Katonane Kovacs         (154 AM - 11:10 AM       Dr. Judit Katonane Kovacs         (154 AM - 11:10 AM       Speaker 3:         (154 AM - 11:10 AM       Dr. Judit Katonane Kovacs         (158	
00.40 444 00.50 414	
08:40 AIVI - 08:50 AIVI	UNIVERSITAS JENDERAL SOEDIRMAN, INDONESIA
	Dr. Ratno Purnomo, S.E., M.Si.
08:50 AM – 09:00 AM	Rector of Universitas Jenderal Soedirman, Indonesia:
	Prof. Dr. Ir. Suwarto, M.S.
09:00 AM – 09:20 AM	
09:20 AM – 09:30 AM	
09:30 AM – 09:35 AM	
09:35 AM - 09:40 AM	
09:40 AM – 10:10 AM	
10:10 AM – 10:40 AM	
10:40 AM – 11:10 AM	
	Speaker 4:
11.10 484 11.40 084	Ir. Kamrussamad, M.Si.
11:10 AM – 11:40 PM	
	Member of the House of Representatives of the Republic of Indonesia
11:40 PM – 12:05 PM	Discussion Session
12:05 PM - 12:10 PM	Closing

Parallel Session	
12:45 PM - 01:00 PM	Registration for Call for Paper & Colloquium
01.00 PM - 03.30 PM	Call for Paper & Colloquium
03.30 PM – 03.40 PM	Closing Speech from the Dean and Best Paper Announcement
03.40 PM – 03.45 PM	Closing

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#### Dear Participants,

Welcome to the ISCA 2021!

The conference will be conducted on October 26th, 2021 from 8:30 AM to 4:00 PM Jakarta Time (GMT+7). Please check the time difference (on your part) so that you won't miss our conference!

Here's the link to join our plenary sessions on October 26th 2021.

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#### Join Zoom Meeting

https://us02web.zoom.us/j/81732134756?pwd=ZS9LTm9mUFFMMU1ib3ZnLzBsY1dNdz09

Meeting ID: 817 3213 4756

Passcode: SCA2021

The link to join the parallel session (afternoon session) is the following:

Room	Zoom Link
Room Marketing 1 Moderator: Dr. Lusi Suwandari, S.E., M.Si. Host: Rindi Fajriyanti (+62895401703615)	Meeting ID: 996 6497 6240 Passcode: Marketing1
Room Marketing 2 Moderator: Dr. Weni Novandari, S.E., M.M. Host: Jasmine Angelika Subechan (+6282326379560)	Meeting ID: 931 4603 6176 Passcode: Marketing2
Room Marketing 3 Moderator: Dr. Nur Choirul Afif, S.E., M.Si. Host: Cria Wihapsari (+628112624668)	Meeting ID: 936 0653 8423 Passcode: Marketing3
Room Marketing 4 Moderator: Dr. Refius Pradipta Setyanto, S.E., M.Si. Host: Elisabeth Ashley Prasasti (+6281229863514)	Meeting ID: 922 6264 8814 Passcode: Marketing4
Room Human Resource 1 Moderator: Dr. Ade Irma Anggraeni, S.E, M.Si. Host: Handi Wahyu Himawan (+62895374330925)	Meeting ID: 995 6187 6701 Passcode: HRM1
Room Human Resource 2 Moderator: Dr. Dwita Darmawati, S.E, M.Si. Host: Yohanes Nugroho Waluyojati (+6282327735848)	Meeting ID: 987 6030 3990 Passcode: HRM2
Room Human Resource 3 Moderator: Dr. Ratno Purnomo, S.E, M.Si Host: Dilla Amanda Warashinta (+6285226080379)	Meeting ID: 982 5553 8131 Passcode: HRM3

Room Finance and Accounting 1 Moderator: Dr. Rio Dhani Laksana, S.E., M.Sc.	Meeting ID: 923 2720 6879
Host: Fadila Ratnasari	Passcode: Finance1
(+6285777104691)	
Room Finance and Accounting 2	
Moderator: Dian Purnomo Jati, S.E, M.Sc.	Meeting ID: 947 9499 9964
Host: Lathifah Nur Azizah	Passcode: Finance2
(+6288216237715)	
Room Finance and Accounting 3	
Moderator: Dr. Intan Shaferi, S.E., M.Si.	Meeting ID: 944 0283 4321
Host: Desryo Adi Susanto	Passcode: Finance3
(+6281287464470)	
Room Operational & Islamic Economics	
Moderator: Dr. Najmudin, S.E., M.Si.	Meeting ID: 974 6430 0200
Host: Anisa Mahmuda	Passcode: Islamic1
(+628157725239)	
Room Economic and Rural Development & Entrepreneurship 1	
Moderator: Daryono, S.E., MAB.	Meeting ID: 947 9878 8063
Host: Reza Puspita Oktarina	Passcode: Economic1
(+6287737285594)	
Room Economic and Rural Development & Entrepreneurship 2	Meeting ID: 975 5573 8629
Moderator: Dr. Rahab, S.E., M.Sc.	Passcode: Economic2
Host: Annisa Tiara Qurrota A'yun (+6289692835968)	rasscode. Economicz
Room Economic and Rural Development & Entrepreneurship 3	
Moderator: Dr. Ary Yunanto, S.E, M.Si	Meeting ID: 922 1313 5917
Host: Adla Saraya	Passcode: Entreprene
(+6282123232161)	
Room Strategic Management	
Moderator: Monica Rosiana, S.E., M.Si.	Meeting ID: 940 8948 6073
Host: Raissa Suria Ardiyanti	Passcode: Entreprene
(+6289612378486)	

## **Conference Schedule**

Tuesday, 26 October 2021

#### Welcome Remarks and Opening

Registration session for zoom Opening Opening Ceremony

#### Speech



Head of Management Departement, Faculty of Economics and Business Universitas Jenderal Soedirman, Indonesia: Dr. Ratno Purnomo, S.E., M.Si.



**Rector of Universitas Jenderal Soedirman, Indonesia:** Prof. Dr. Ir. Suwarto, M.S.



Head of Regional Department of Bank Indonesia: Mr. Dwi Pranoto

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**Keynote Presentation** 





**Speaker:** Dr. H. Sandiaga Salahuddin Uno, B.B.A., M.B.A. (Minister of Tourism and Creative Economy of Indonesia)

**Plenary Session** 

**Speaker 1:** Prof. Tomomi Tamaki (Teikyo University, Japan)

Speaker 2: Prof. Pan Wei Hwa (National Yunlin University of Science and Technology, Taiwan)

.



**Speaker 3:** Dr. Judit Katonane Kovacs (University of Debrecen, Hungary)

Speaker 4: Ir. Kamrussamad, M.Si. (Anggota DPR RI)

### **Question and Answer Session**

Q & A Discussion Panel Closing Plenary Session

### **Closing Event**

Announcement of best paper and reward



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.nairperso Time	n: Dr. Lusi Suw	vandari, S.E., M.Si.	Ro
L2:45 PM - L:00 PM	Zoom Registration		
-		1st SESSION	
1:00 PM -	Title	Factors Affecting Continuance Intention of Food Ordering Applications	
1:10 PM	Author	Khoirul Masrurin, Pramono Hari Adi, Intan Shaferi	
1:10 PM-	Title	Satisfaction, Trust, Commitment, Customer Engagement and Loyalty Intentions Loan Customers at PT. Bank Negara Indonesia Purwokerto Branch Office	
1:20 PM	Author	Wirawan Pradana, Agus Suroso, Lusi Suwandari	
1:20 PM -	Title	Social Marketing Strategy to Improve the Success of the Territorial Assault Program (Empirical Study in Darmakradenan, Banyumas Regency)	
1:30 PM	Author	Dwi Lagan Safrudin, Suliyanto, Ratno Purnomo	
1:30 PM -	Title	The Effect of Dental Service Quality Including Structure on Patient Satisfaction in Executive Dental Clinic of Dadi Keluarga General Hospital Purwokerto	
1:40 PM	Author	Mirna Oktavia Sari, Wiwiek Rabiatul Adawiyah, Haris Budi Widodo	
1:40 PM - 1:50 PM		Discussion	
	1	2 <sup>nd</sup> SESSION	Mari
		The effect of Motivation, Price and Perceived Quality on Consumer Purchase	
1:50 PM - 2:00 PM	Title	Decisions of Lenovo Laptops in The Covid-19 Pandemic Era in Purwokerto Area	
	Author	Saraswati Dewi, Wiwiek R. Adawiyah, Nur Choirul Afif	
2:00 PM -	Title	Build an agricultural business ecosystem for Agricultural Insurance	
2:10 PM	Author	Tony Hendrawan	
2:10 PM - 2:20 PM	Title	The Psychography and Demography Profile of Online Thrift Shop Consumers In Tasikmalaya	
	Author	Wiwi Widia, Refius Pradipta Setyanto, Rio Dhani Laksana	
2:20 PM - 2:30 PM	Title	Impact of Social Media Influencers on Purchase Intention among generations Y and Z with Consumer Attitude as Mediation Variable	
2.001.101	Author	Ade Yuliana, Weni Novandari, Sri Murni Setyawati	
2:30 PM - 2:40 PM	Title	Digipreneurship Concept For Enhancing SMEs Performance on Post Pandemic Covid 19	
2.40 111	Author	Alisa Tri Nawarini, Intan Shaferi	



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Room: Mar			
		RoomMarketing2	
Chairperso	n: Dr. Weni No	ovandari, S.E., M.M.	Deam
Time			Room
12:45 PM - 1:00 PM	Zoom Registration	1st SESSION	-
to a second		The Effect of Hospital Service Quality on Patient Trust and Loyalty (Study at RSU	1
1:00 PM -	Title	Harapan Ibu Purbalingga)	_
1:10 PM	Author	Hayati Isti Fadah, Weni Novandari, Lantip Rujito	
1:10 PM-	Title	Relation between Knowledge, Brand, and Intention with Purchase Decision of Beauty Clinic Franchise "Puspo Aesthetic Clinic"	
1:20 PM	Author	Dyah Pusporini, Pramono Hari Adi, Devani Laksmi Indyastuti	
1:20 PM -	Title	The Effect of Trust, Perceived Benefit Perception and Religiosity in the Continuity Intention of Digital Wallet Services.	
1:30 PM	Author	Bayu Wicaksono Adhi, Sri Murni Setyawati, Lusi Suwandari	
1:30 PM - 1:40 PM	Title	Intention to Use Social Media as MSME Alternative Marketing Channel in Pandemic Covid-19 (Study at Association of Micro, Small and Medium Enterprises Banyumas Regency)	
	Author	Hendro Sukoco, Refius Pradipta Setyanto, Ary Yunanto	
1:40 PM - 1:50 PM		Discussion	Marketin
		2 <sup>nd</sup> SESSION	2
1:50 PM -	Title	Service Recovery Analysis of Corporate Image at PT PLN ULP Banjarnegara	
2:00 PM	Author	Ery Dwi Santosa, Suliyanto, Nur Choirul Afif	
2:00 PM - 2:10 PM	Title	Patient Satisfaction Level of Service Quality for Ananda Homecare Covid-19 Independent Isolation at RSU Ananda Purwokerto 2021	
	Author	lke Anggraeni Fatmasari, Adi Indrayanto, Budi Aji	
2:10 PM - 2:20 PM	Title	The Effect of Reputation and E-Service Quality on E- satisfaction and E-Loyalty in Tirta Wijaya Mobile Application on PDAM Cilacap	
2.20114	Author	Pramudita Nugraha, Agus Suroso, Nur Choirul Afif	
2:20 PM - 2:30 PM	Title	Sustainable Business Behavior, Entrepreneurial Orientation and Sustainability in SMEs	
	Author	Adijati Utaminingsih	
2:30 PM - 2:50 PM	Title	The Role of Villagers Melung as a Social Innovations To Advocacy th <mark>e</mark> Pagubugan Melung Tourism Through The Involvement	
	Author	Lusi Suwandari, Devani Laksmi Indyastuti, Meutia Karunia Dewi	
2:40 PM -	1		

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Room: Marketing 3 Zoom Link: <u>https://bit.ly/RoomMarketing3</u>

Time		IFUI ATIT, S.E., WI.SI.
12:45 PM -	Zoom	
1:00 PM	Registration	
		1st SESSION
	251	The Effect of Perceived Quality and Brand Image on the Purchase Decision of Rapid
1:00 PM - 1: <b>10</b> PM	Title	Tests for Covid-19 (Case Study at PT. Sarana Megamedilab Sejahtera Purwokerto Branch)
	Author	Hari Ady Prasetya, Weni Novandari, Lusi Suwandari
1:10 PM-	Title	The Effect of Price and Product Quality on Consumer Purchase Decisions Case Study on Fremilt Product by Relita
1:20 PM	Author	Maulana Saputra, Rahab, Najmudin
1:20 PM -	Title	Analysis of loyalty level of plasma farmers to core companies in partnership chicken broiler PT. Multi sarana pakanindo in brebes regency
1:30 PM	Author	Joko Wahyu Rohmad Saputro, Achmad Sudjadi, Weni Novandari
4.00.011		The Influence of Logistics Service Quality on Shipping Services (Study on Consumers
1:30 PM - 1:40 PM	Title	of J&T Express, JNE Express, Sicepat, Pos Indonesia and Ninja Ekspress)
	Author	Afifatul Yumna, Dwita Darmawati, Lusi Suwandari
1:40 PM - 1:50 PM		Discussion
		2 <sup>nd</sup> SESSION
1:50 PM -	Title	The Effect of Trust in Intention to Use Digital Library: Based on TAM
2:00 PM	Author	Rani Yumita, Pramono Hari Adi, Rio Dhani Laksana
		The Effect of Store Atmosphere and Word of Mouth on Consumer Purchase
2:00 PM - 2:10 PM	Title	Decisions at Cafe Traffic Light Koffie Cilacap
	Author	Aghni Nur Rahmah, Siti Zulaikha Wulandari, Najmudin
2:10 PM - 2:20 PM	Title	The Effect of Tourist Destination Brand Equity (TDBE) on Word of Mouth (WoM) in New Tourist Destinations in Banyumas Regency
	Author	Suliyanto
2:20 PM -	Title	Analysis of Development Requirements and Percieved of Usefulness of Learning Management System (LMS) for E-Commerce Learning For Youth
2:30 PM	Author	Yanuar Eko Restianto, Nur Chasanah, Dadang Iskandar, Aldila Krisnaresanti, Nofi Bayu Darmawan
2:30 PM - 2:40 PM		Discussion





Room: Human Resource 1

Zoom Link: https://bit.ly/RoomHumanResource1 Chairperson: Dr. Ade Irma Anggraeni, S.E, M.Si. Time Room 12:45 PM -Zoom 1:00 PM Registration **1st SESSION** The Comparative Analysis of Graduate Competency of School of Economics (STIE) Title SATRIA Before and After Working 1:00 PM -1:10 PM Amin Budiastuti Author Total Productive Maintenance Increasing Plant Perfomance With Employee Title Engagement on holding Semen Indonesia Group 1:10 PM-1:20 PM Author Arif Rahman Husain An Assessment Mental Workload and Its Associated Factor among Employees in Title Budhi Asih Mother and Child Hospital 1:20 PM -1:30 PM Author Karina Prawestisita, Dwita Darmawati, Daryono Employer Branding: Strategic Implications To Attract Millenials Workforce 1:30 PM -Title 1:40 PM Author Retno Kurniasih, Siti Zulaikha Wulandari, Ekaningtyas Widiastuti, Ratno Purnomo 1:40 PM -Discussion 1:50 PM 2<sup>nd</sup> SESSION Human **Resource 1** Being Creative and Choosing The Best Coping Strategies Based On Emotional Title 1:50 PM -Intelligence 2:00 PM Salsabila Nadianisa Maruto, Adi Indrayanto, Ade Irma Anggraeni Author Proactive Personality and Creativity Employee: The Role Moderating Of Meaning Of 2:00 PM -Title Work and Core Self Evaluation 2:10 PM Aliffia Fatma Syamsiar, Achmad Sudjadi, Dwita Darmawati Author Title Why do inpatient patients decide to outpatient? 2:10 PM -2:20 PM Author Teguh Pujianto, Siti Zulaikha Wulandari, Intan Shaferi Analysis of the Implementation of the Student Educational Internship Program in the 2:20 PM -Title Economic Education Study Program during the Covid-19 Pandemic 2:30 PM Tohir, Jaryono, Adi Indrayanto, Lina Rifda Naufalin, Aldila Krisnaresanti Author How Leadership Style develops Follower's Regulatory Focus (Empirical Study from 2:30 PM -Rural Leaders at Banyumas Regency) Title 2:40 PM Achmad Sudjadi, Dwita Darmawati Author 2:40 PM -Discussion 2:50 PM







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Time		Darmawati, S.E, M.Si.	Room
12:45 PM - 1:00 PM	Zoom Registration	1st SESSION	-
		The Influence of Occupational Health and Safety Training on the Safety Behavior of	
1:00 PM - 1:10 PM	Title	the Cleaning Service Workers at PT WIS (A Case Study at PT WIS)	
1.101101	Author	Siti Nurbaya	
1:10 PM-	Title	Doctors' Perceptions of Workload During the Covid-19 Pandemic in Emergency Installations	
1:20 PM	Author	Dikta Zanwar Arifin Rafiq, Sri Murni Setyawati, Siswandari Wahyu	1
1:20 PM -	Title	The impact of Human Resource Management and Continuous Improvement on Performance.	
1:30 PM	Author	Rino Wahyuria Abadi	
1:30 PM - 1:40 PM	Title	An Analysis of Workload and Factors Affecting the Discipline of Nurses' Performance in Inpatient Room of RSU Harapan Ibu Purbalingga During the Pandemic	
1.401 1	Author	Rofie Shazni Ruzaini, Ratno Purnomo, Eman Sutrisna	
1:40 PM - 1:50 PM		Discussion	Human Resource 2
		2 <sup>nd</sup> SESSION	incource 2
1:50 PM - 2:00 PM	Title	Islamic Work Ethics Toward Organizational Citizenship Behaviour Mediated by Intrinsic Motivation	
2.00110	Author	Arman Maulana, Ratno Purnomo, Dwita Darmawati	
2:00 PM - 2:10 PM	Title	Can leadership agility and learning orientation be for the resilience of SMEs entrepreneurs?	
	Author	Santi Nururly	
2:10 PM - 2:20 PM	Title	How to develop SME's creativity? An empirical study on SME's creative industry in Kebumen Regency	
2.201 101	Author	Muhamad Salim, Siti Zulaikha Wulandari, Ratno Purnomo	
2:20 PM - 2:30 PM	Title	Job Satisfaction as A Mediation Variable on the Effect of Organizational Culture and Leadership Style to Organizational Commitment	
	Author	Fatmah Bagis, Akhmad Darmawan, Dwi Vina Rahmawati	
2:30 PM - 2:40 PM		Discussion	

	1		
		3rd SESSION	
		Employee Perception About Work from Home Policy During the Covid-19 Pandemic on	
2:40 PM - 2:50 PM	Title	Employee's Task Performance at Dinas Pekerjaan Umum of Banyumas Regency	
222	Author	Novita Noor Triana, Wiwiek Rabiatul Adawiyah, Siti Zulaikha Wulandari	
2:50 PM -	Title	Distributive and Interactional Justice Climate: Interrater Agreement With r(wg)	
3:00 PM	Author	Ratno Purnomo, Siti Zulaikha, Retno Kurniasih	
3:00 PM - 3:10 PM		Discussion	

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### Room: Human Resource 3

Time 12:45 PM -	Zoom	o Purnomo, S.E, M.Si	Roon	
1:00 PM	Registratio	1st SESSION		
1:00 PM -	Title	Influence Of Learning Load, Social Support and Self- Esteem on Academic Burnout With Self-Efficacy As Moderation		
1:10 PM	Author	Fahmi Rizky Ferdiansyah, Achmad Sudjadi, Nur Choirul Afif		
1:10 PM-	Title	Direct and Indirect Effects on Employee Performance in Local MSMEs: A Case in the Covid-19 Pandemic		
1:20 PM	Author	Neneng Sofiyanti, Pratiwi Dwi Suhartanti		
1:20 PM -	Title	Millenial's Job Choice: an empirical study on employer Branding		
1:30 PM	Author	Disa Obi Sobriyah, Siti Zulaikha Wulandari, Retno Kurniasih		
1:30 PM - 1:40 PM	Title	The Relationship Between Regulatory Focus and Personality to Motivation Leading and Effectiveness of Service		
1.40 FIVI	Author	Sri Sugiarti, Achmad Sudjadi, Dwita Darmawati		
1:40 PM - 1:50 PM	Discussion			
		2 <sup>nd</sup> SESSION	Huma	
1:50 PM -	Title	The Human Resources Management Process: Domestic Migrant Workers Perspective	Resour 3	
2:00 PM	Author	Meutia Dewi, Novita Puspasari		
2:00 PM - 2:10 PM	Title	The Mediation Role of Strategic Influence in The Relationship Between Personality and Performance		
	Author	Dwita Darmawati		
2:10 PM - 2:20 PM	Title	The Effect of Learning Facilities, Teacher Competency and Learning Motivation of the Student Understanding on Online Learning in the Covid-19 Pandemic		
2.20 1 101	Author	Seftiandik Sifanur Lishar, Siti Zulaikha Wulandari, Dyah Perwita		
2:20 PM - 2:30 PM	Title	Analysis of UTAUT Model Application on Usage Behavior of Electronic Medical Records in Margono Soekarjo Hospital Purwokerto		
2.30 FIVI	Author	Rizki Maulana Tsani Halim Bakar, Wiwiek Rabiatul Adawiyah, Budi Aji		
2:30 PM - 2:40 PM	Title	Link between social support and innovative behavior: the mediating role of intrinsic motivation		
	Author	Siti Nur Azizah		
2:40 PM - 2:50 PM		Discussion		

Parallel Session: Finance and Accounting

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Room: Fina	ance and Acco	ounting 1	
Zoom Link:	https://bit.ly	r/RoomFinanceAccounting1	
Chairperso	n: Dr. Rio Dh	ani Laksana, S.E., M.Sc.	
Time			Room
12:45 PM -	25 C 24		
1:00 PM	Registration		6
		1st SESSION	
1:00 PM -	Title	Integrated Reporting and Intention to Invest: An Experimental Study with Non- Professional Investors	
1:10 PM	Author	Negina Kencono Putri, Sugiarto, Amber Lumbantoruan, Triani Arofah	
•		The Influence of Financial Ratios and Macroeconomic Indicators in Predicting Financial	
1:10 PM-	Title	Distress (Empirical Study in The Consumer Goods Sector Companies)	
1:20 PM	Author	Mega Yuliastari, Najmudin, Meutia Karunia Dewi	
		The Impact of the Covid 19 Pandemic on the Market Reaction in the	
1:20 PM -	Title	Telecommunications Sector on the IDX	
1:30 PM	Author	Indar Budi Utami, Sudarto, Intan Shaferi	
1:30 PM -	Title	The Effect of Changes in Gold and Nickel Prices on Stock Return of Mining Sector Company	
1:40 PM	Author	Akbar Rahmat Ramadhan, Sudarto, Ary Yunanto	Finance and
1:40 PM - 1:50 PM		Discussion	Accounting 1
	1	2 <sup>nd</sup> SESSION	
1:50 PM - 2:00 PM	Title	The Influence of Time Budget Pressure, Turnover Intention, Self Esteem In Relation to Ambition, and Competency on Audit Disfunctional Behavior	•
2.00 P M	Author	Rizki Fakhri Nugraha, Atiek Sri Purwati, Agus Faturokhman	
2:00 PM - 2:10 PM	Title	Investment and Milineal: Moderation Impact of Profile Risk in Financial Literacy and Financial Behavior	
	Author	Yuliani, Taufik, Shelfi Malinda, Umrie Rasyid HS	
2:10 PM - 2:20 PM	Title	Analysis of Characteristics of Banyumas Batik SMEs as a Basis for Development of Digital Financial Literacy	Ser.
		Education Model	12431
	Author	Lina Naufalin, Jaryono, Tohir, Aldila Krisnaresanti	
2:20 PM - 2:30 PM		Discussion	



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	nce and Acc	ounting 2 .ly/RoomFinanceAccounting2		
		omo Jati, S.E, M.Sc.		
Time			Room	
12:45 PM -	Zoom			
1:00 PM	Registration			
1999		1st SESSION		
1.17		The Influence of Intellectual Capital, Implementation of Sharia Principles, and		
1:00 PM -	Title	Company Age on the Financial Performance of Islamic Commercial Banks in Indonesia		
1:10 PM	Author	Fathin Syifayani, Ade Banani, Rio Dhani Laksana	-	
1:10 PM-		The Influence of Good Corporate Governance toward Earnings Management	-	
1:10 PM-	Title	Richard Company David Davahang Asus Davarda, Asus - Davahang	-	
1.201141	Author	Rizkya Samara Dewi, Bambang Agus Pramuka, Agung Praptapa		
		Analysis of The Implementation of Sak Emkm in the Preparation of Financial Reports	1	
1:20 PM -	Title	on MSMEs		
1:30 PM	Author	Karina Odia Julialevi, Icuk Rangga Bawono		
		The Influence of Firm Size, Leverage, Liquidity, and Sales Growth on Financial		
1:30 PM - 1:40 PM	Title	Performance (Study on Agriculture Companies in Indonesia Stock Exchange Over the Period 2014-2018)		
	Author	Rizky Surya Nugraha, Ade Banani, Intan Shaferi	Finance and Accounting	
1:40 PM - 1:50 PM		Discussion		
		2 <sup>nd</sup> SESSION	1	
		Prevention of Dyfunctional Behavior Through the Use of Accounting Information in		
1:50 PM - 2:00 PM	Title	Evaluation of Managerial Performance		
	Author	Puji Lestari, Umi Pratiwi, Bambang Setyobudi Irianto		
		The Effect of Remote Auditing, Work Stress, Intellectual Intelligence, and Professional		
2:00 PM - 2:10 PM	Title	Skepticism on Auditor Performance (Empirical Study of Semarang City Auditors)	125	
2.10 PIVI	Author	Elza Ryandhita Amelia Damayanti		
		The Impact Of Audit Quality On Stock Prices In Japan: Based On The Cases Of		
2:10 PM - 2:20 PM	Title	Accounting Fraud In Kanebo, Olympus, And Toshiba		
2.20 1 101	Author	Utari Siswandari, Siti Maghfiroh, Warsidi		
2:20 PM - 2:30 PM		Discussion		

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		ly/RoomFinanceAccounting3		
	n: Dr. Intar	Shaferi, S.E., M.Si.		
Time			Ro	
12:45 PM -	n -			
1:00 PM	Registratio			
		1st SESSION	1	
		The Effect of e-Commerce and Acounting Information System on SMEs Revenues with		
1:00 PM -	Title	Digital Leadership as a Moderating Factor		
1:10 PM	Author	Shinta Ajeng Puspitaningtyas, Poppy Dian Indira Kusuma, Umi Pratiwi		
		Determinants of Positive Motivational Postures: A Survey in A Legal Entity State	1	
1:10 PM-	Title	University		
1:20 PM	Author	Nur Cahyonowati		
		Human Capital Disclosure In Indonesian Banking During Covid-19 Pandemic	1	
1:20 PM -	Title		Finance Accour 3	
1:30 PM	Author	Wita ramadhanti		
1:30 PM -	Title	Academic Dishonesty During COVID-19 Pandemic: Some Indonesian Evidence		
1:40 PM	Author	Kiky Srirejeki, Agus Faturokhman, Agung Praptapa, Bambang Setyobudi Irianto		
1:40 PM - 1:50 PM		Discussion		
		2 <sup>nd</sup> SESSION	1	
1:50 PM -	Title	The relationship between the creation of liquidity, capital and profitability of privatized banks on the Indonesia Stock Exchange ini no 222		
2:00 PM	nue	privatized banks on the indonesia stock exchange ini no 222		
	Author	Sudarto, Wiwiek Rabiatul Adawiyah	1	
		Financial Behavior and Financial Well-Being of College Student: Effect of Self-Control,		
2:00 PM - 2:10 PM	Title	Optimism, and Deliberative Thinking		
	Author	Feronica Via Christiany, Sudarto, Sulistyandari		
2:10 PM - 2:20 PM	Discussion			



### Parallel Session: Operational and Islamic Economics

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		mic Economics RoomOperationalIslamic
	n: Dr. Najmud	
Time		
L2:45 PM - L:00 PM	Zoom Registration	
		1st SESSION
L:00 PM -	Title	The Effect of Workplace Design and Cognitive Ergonomics on Work Productivity
1:10 PM	Author	Telma Anis Safitri, Haryadi, Adi Indrayanto
1:10 PM-	Title	Successfully E-Procurement Implementation: A Case Study of Construction Industries
1:20 PM	Author	Kusuma Yudha Ramadhani
1:20 PM -	Title	Website Development of Accreditation Information System in Higher Education
1:30 PM	Author	Adi Indrayanto, Lina Rifda Naufalin, Aldila Krisnaresanti, Jaryono Jaryono, Aldila Dinanti
1:30 PM -	Title	Implementation of Integrated Risk Management at The Kariadi General Hospital Semarang 2021
1:40 PM	Author	Dharma Wahyu Edhy, Fitri Lukiastuti Lukiastuti
1:40 PM - 1:50 PM		Discussion
		2 <sup>nd</sup> SESSION
1:50 PM - 2:00 PM	Title	The Using of Murabahah, Mudharabah and Musyarakah Agreements in Sharia Micro Financing for Micro Small, Medium Entreprises (MSMEs): A Case Study of PT. Bumi Artha Sampang Sharia People's Financing Bank, Cilacap
	Author	Sugeng Riyadi
2:00 PM - 2:10 PM	Title	The Influence of Information Media, Knowledge, and Subjective Norms on Interest in Performing Cash Waqf
2.10110	Author	Rahmah Nur Indah Rahayu, Bambang Agus Pramuka, Wahyudin
2:10 PM -	Title	Analysis of Cash Waqf Management
2:20 PM	Author	Rochayati Rochayati, Poppy Dian Indira Kusuma
2:20 PM - 2:30 PM	Title	Halal Tourism Development in Banyumas Regency
	Author	Dian Purnomo Jati, Bambang Sunarko
2:20 PM - 2:30 PM	A BRA	Discussion

### Parallel Session: Economics and Rural Development

& Entrepreneurship

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	: Daryono, S.E	oomEconomicRural1 ., MAB.	
Time			Room
12:45 PM -	Zoom		
1:00 PM	Registration	1 <sup>st</sup> SESSION	-
	1	Factors Affecting Food Consumption in Restaurants (Case Study of Residents of Talun	1
1:00 PM -	Title	District, Cirebon Regency)	_
1:10 PM			
	Author	Hanifah Fardani, Diah Setyorini Gunawan, Ratna Setyawati Gunawan	
		Economics Valuation of Damar Payung River (Willingness to Pay Approach)	
1:10 PM-	Title		4
1:20 PM	Author	Ly Anjeng Fadlilah Wadhani, Irma Suryahani, Rakhmat Priyono	
		Analysis Of Total Economi Value Mangrove Forest Area In Gampong Kuala Langsa,	1
1:20 PM -	Title	Aceh	
1:30 PM	Author	Safuridar Saiful, Salman Syarif, Iqlima Azhar	1
1:30 PM -	Title	Beef Cattle Cluster Program for Improving Livestock Production System in Rural Areas	
1:40 PM	Author	Akhmad Sodiq, Arif Harnowo Sidhi	-
1:40 PM -		Discussion	
1:50 PM		2 <sup>nd</sup> SESSION	Econon
		Link between social support and innovative behavior: the mediating role of intrinsic	Develo
1:50 PM - 2:00 PM	Title	motivation	ment Entrep
	Author	Siti Nur Azizah	neurshi
		The Disruption Challenge in Building Business Viability of SMEs through Virtual Capital	
2:00 PM - 2:10 PM	Title	Ownership	
	Author	Abdul Azis Bagis	
		The Role of Small Enterprise Facing The Triple Disruption (A Study of Ex-Migrant	
2:10 PM -	Title	Workers Community)	0
2:20 PM	Author	Sri Utami Widyawati, Rahma Fahira, Meidina Arimbi Rushartami, Novsa Fakhira	
	Author	Sh Otami Widyawati, Kanina Fahira, Meldina Arimbi Rushartami, Novsa Fakhira	
2:20 PM -	Title	Green Dynamic Capability Analysis: Study on MSME Sustainable Fashion In Semarang	
2:30 PM	Author	Bernadeta Irmawati, Lucia Hari Patworo, Meniek Srining Prapti	123
2:30 PM -	<b>T</b> 211	Scaling Up Micro, Small and Medium Enterprises Resilience and Performance through	1.22
2:40 PM	Title	the Purchase of Products by the State Civil Servant: Case in Malang Regency	
	Author	Stefanus Yufra M. Taneo , Sunday Noya, Melany, Etsa Astridya Setiyati	
2:30 PM -		Discussion	1
2:40 PM			
Room: Economic and Rural Development & Entrepreneurship 2 Zoom Link: <u>https://bit.ly/RoomEconomicRural2</u> Chairperson: Dr. Rahab, S.E., M.Sc.

Time 12:45 PM - Zoom

1:00 PM	Registration			
		1st SESSION		
		Antecedents of Using Financial Software Applications on MSME Sustainability in the		
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## PRESENTER

in the 11<sup>th</sup> Sustainable Competitive Advantage 2021 International Conference, Colloquium, and Call for Papers with theme "Scaling up SME Resilience in Dealing with Triple Disruption" The event was held in Collaboration between Bank Indonesia Representative Office Purwokerto and the Faculty of Economics and Business, Universitas Jenderal Soedirman.

Dean of Faculty of Economics and Business Universities Jenderal Soedirman

Prof. Wiwiek Rabiatul Adawiyah, M.Sc., Ph.D

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Purwokerto, 26<sup>th</sup> October 2021 Chief Committee of 11th Sustainable Competitive Advantage



Dr. Siti Zulaikha Wulandari, S.E., M.Si.





#### International Sustainable Competitive Advantage INTERNATIONAL CONFERENCE, COLLOQUIUM, AND CALL FOR PAPERS 2021

Faculty of Economics and Business Universitas Jenderal Soedirman

Purwokerto, Indonesia, 16 September 2021

To Whom It May Concern

Dear Madam or Sir,

We confirm that **Karina Prawestisita** participated at International Conference on Sustainable Competitive Advantage (ICSCA) 2021.

Karina Prawestisita is author/co-author of the following accepted contribution(s):

An Assessment Mental Workload and Its Associated Factor among Employees in Budhi Asih Mother and Child Hospital Author(s): Prawestisita, Karina; Darmawati, Dwita; Daryono, Daryono Presenting Author: Prawestisita, Karina Submission Type / Conference Track: Call For Pappers Status: This contribution has been accepted.

With best regards,

uny

President of ICSCA 2021 Dr. Siti Zulaikha Wulandari, S.E., M.Si

Secretariat - FER UNSORD, IL Profesor DR. HR Rocuyamin No.708, Purwokerto Utara, Banyumas, Jawa Tengah 53121

Website : sca.feb.unsoed.ac.id

E-mail : scaupsoed@gmail.com

Sca.feb.unsoed.ac.id



#### An Assessment Mental Workload and Its Associated Factor among Employees in Budhi Asih Mother and Child Hospital

Karina Prawestisita<sup>1\*</sup>, Dwita Darmawati<sup>2</sup>, Daryono<sup>3</sup>

<sup>1\*</sup>Universitas Jenderal Soedirman, karina.prawestisita@mhs.unsoed.ac.id, Indonesia
<sup>2</sup>Universitas Jenderal Soedirman, dwita.darmawati@unsoed.ac.id, Indonesia
<sup>3</sup>Universitas Jenderal Soedirman, daryono\_jvc@yahoo.com, Indonesia
\*Karina Prawestisita

#### ABSTRACT

Budhi Asih Mother and Child Hospital has experienced a high increase in the number of patients in recent years. This study aims to determine the workload of employees at Budhi Asih Mother and Child Hospital and its associated factor as a reference for determining new employee recruitment policies. This research is a descriptive-analytic study with a cross sectional design. The sampling method used in this research is the total sampling method, which included all 55 employees. This study uses the NASA-TLX (National Aeronautics and Space Administration Task Load Index) questionnaire to determine the workload of employees. NASA-TLX consists of six dimensions, namely mental demand, physical demand, temporal demand, effort, and frustration. The collected data were analyzed using descriptive (mean and standard deviation) and inferential (t-test, Kruskal Wallis, One-way Anova, Spearman) statistics. The data analysis was performed with SPSS version 25. The mean NASA-TLX score for mental workload was reported 61.89  $\pm$  21.90, where effort dimension had the highest score compared to other dimensions (Mean  $\pm$  SD weight: 68.69  $\pm$  24.40; Mean rate:  $3.24 \pm 1.20$ ; Mean score:  $14.97 \pm 8.01$ ). Mental workload of employee had a significant relationship with the age of employees, and the work unit (P<0.05). In addition, the delivery room reported the highest mental workload score (82.73  $\pm$  11.20). Based on the results, hospital management needs to make the division of tasks and allocation of employees better so that the workload of employees decreases and is more equitable.

Keywords: Mental workload, NASA-TLX, hospital

#### 1. Introduction

Mother and Child Hospital (RSIA) is a special hospital that only provides one type of health service, namely the field of maternal and child health services. This hospital aims to provide comfortable and safe facilities and services for mothers and children. Budhi Asih Mother and Child Hospital is a private mother and child hospital in Purwokerto. Budhi Asih Hospital has a motto "Serving with all your heart, feels like at home", with this motto this hospital is committed to providing comfortable services so that mothers and children feel like at home. Budhi Asih Hospital was established on February 25, 1997, and until now continues to serve the needs of the community,



especially for maternal and child health. Budhi Asih Hospital had an increase in the number of inpatient and outpatient visits as shown in Figure 1 and Figure 2.



Figure 1. Graph of Number of Inpatient Visits 2016-2020 at Budhi Asih Mother and Child



From Grapher 1, the number of inpatient visits for the last 5 years has increased in 2020. In 2016 the number of inpatient visits was the patients, while in 2020 the number of inpatient visits was 2,517 patients, meaning that there was an increase of more than 12x in 5 years. Meanwhile, the number of outpatient visits was also increased from 2350 patients in 2018 to 9511 patients in 2020, meaning that there has been also increase in the last 3 years. This is a business phenomenon that can affect various langs, including the workload of the employees of Budhi Asih Hospital. Based on preliminant interviews, this increase in patient visits influences the workload of employees which also increases, although there has been an increase in the number of employees from 25 employees in 2018 to 45 employees in 2020.

Workload is a general term that is often used, but often without a precise definition of its meaning. Workload is often defined as the total amount of work done by a person or group of individuals at a certain time (Yusefi et al., 2019). One of the factors that influence employee behavior and performance at work is mental workload, which is the amount of mental effort a person uses in doing his or her job. Mental workload represents the capacity for attention required to fulfill job tasks. When the task exceeds the individual's capacity, they must adapt to these conditions or cause their performance to decline (Zahednezhad et al., 2021). Workload, as one of the important components of service delivery in the health system, has a decisive role in unintended consequences such as emotional exhaustion, depersonalization, and burnout (Mohd Balwi et al., 2021; Portoghese et al., 2014; Rostami et al., 2021). Employees who do not have good mental health will not be able to provide adequate patient care. The mental health of health workers affects the quality of care provided to patients (Rostami et al., 2021). Nurses and medical staff in hospitals are reported to have high workload levels (Yusefi et al., 2019). MacPhee (2017) reported that the perception of a high workload on nurses is related to job satisfaction. However, Bazazan et al. (2019) reported that job satisfaction is significantly related to two dimensions of workload, namely mental needs and frustration, and is not related to the overall workload



#### 2. Literature Review

#### 2.1 Definition of Workload

Workloads are considered to be multidimensional and diverse. Workloads result from the aggregation of many different demands making them difficult to define uniquely. Aspects of workload seem to fall within three broad categories: the amount of work and number of things to do; time and the particular aspect of time one is concerned with; and the subjective psychological experiences of the human operator (Cain, 2007). Some define workload as "the level of processing capacity expended during task performance," and it reflects the relationship between resource supply and task demand (Young et al, 2008). Workloads involve environmental demands and the operator's ability to cope with those demands. The general concept of workload is basically related to individual mental abilities and the way information is received and processed, which ultimately leads to decisions and actions (Yusefi et al., 2019). Workload is defined as the cost incurred by human operators to achieve a specific level of performance (Gawron, 2000). Meanwhile Hoonakker et al., (2012) stated that the workload consists of: (1) there are operators, using their resources to respond (2) some external physical or cognitive components to (3) perform the task.

The workload is not limited to the physical duties of nurses; their cognitive tasks (mental workload) are also a complex part of the overall workload. Although there is no universal definition of mental workload, mental workload can be said to refer to all mental activities such as estimation, decision making, communication, identification, and search, and is defined as the relationship between the mental resources needed to perform tasks and the individual's ability to use them. those resources (Moghadam et al., 2019). In summary, a generally accepted formal definition of workload does not exist. Workload can be characterized as a mental construct that reflects the mental strain that results from performing a task under certain environmental and operational conditions, coupled with the operator's ability to respond to those demands (Cain, 2007).

#### 2.2 Reasons for Measuring Workload

The main reason for measuring workload is to measure the mental cost of performing a task to predict operator and system performance. Thus, this is a temporary measure and one that should provide insight into where increased task demands may lead to unacceptable performance (Cain, 2007). Excessive workload and long working hours are key factors that cause fatigue. Although individuals who experience fatigue can continue to carry out their duties, the quality of their work is likely to decline, this is especially problematic when human lives are at stake (Young et al., 2008). When task difficulty (workload) increases, performance usually decreases, response times and errors increase, control variability increases, fewer tasks can be completed per unit time, and task performance strategies change (Cain, 2007). Health workers who experience fatigue and overwork will have shorter attention spans and are less likely to exercise good judgment and detect and react appropriately to critical events (Young et al., 2008).

#### 2.3 Workload Measurement Technique Categories

Workload measurement techniques are typically organized into three broad categories: selfassessment or subjective Rating scales; Performance measures (including subdivisions of primary and secondary task measures); and Psychophysiological measures (Wierwille & Eggemeier, 1993).

• Subjective Measurement Techniques

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Subjective measurement techniques can also be called a rating scale. This technique uses a rating scale to evaluate the participants' perceived workload. Most subjective workload measures imply that mental workload is being measured and the effects of physical work associated with gross motor muscles are not considered. It seems appropriate that mental workload is measured in a subjective way, because it is a psychological construct (Cain, 2007; Wierwille & Eggemeier, 1993). Subjective measures of workload have been reported to be less invasive, easier, and cheaper to obtain, more reproducible, and of higher facial validity. A pilot workload assessment study found subjective measures sensitive enough to produce meaningful data (Young et al., 2008). Some of the techniques that are subjective measure techniques are Instantaneous Self-Assessment of workload (ISA), NASA Task Load Index (NASA TLX), Subjective Workload Assessment Technique (SWAT), and Rating Scale Mental Effort (RSME).

- Performance Measurement Techniques
   Workload performance measures can be classified into two main types: main task measures
   and task measures secondary. In most investigations, the performance of the main task will
   always be of interest because of its generalization to in-service performance is central to
   research. In the secondary task method, the performance of the secondary task itself is
   possible have no practical importance and serve only to load or measure operator loads.
   Some of the techniques are reaction time (RT), primary task, secondary task, dual task
   (Cain, 2007; Wierwille & Eggemeier, 1993).
- Psychophysiological measures The main attraction of psychophysiolo

The main attraction of psychophysiological measures is the continuous and objective measurement of the operator's state. Psychophysiology attempts to interpret psychological processes through their effects on bodily states, not through task performance or perceptual ratings (Cain, 2007). Some of the common psychophysiological methods include measuring brain activity by electroencephalography (EEG), eye movements, heart rate, and respiratory rate in response to stress such as that caused by physical activity (Wierwille & Eggemeier, 1993; Young et al., 2008).

#### 3. Research Methodology

#### 3.1 Research Design and Setting

In this cross-sectional, descriptive-analytic study, the correlations between mental workload and a few demographic characteristics (age and work experience) were evaluated in all employees. The research setting was the Budhi Asih Mother and Child Hospital (RSIA Budhi Asih). The sampling technique in this study used total sampling, which included all 55 employees at Budhi Asih Hospital as participants.

#### 3.2 Measures

Data were collected using a demographic questionnaire and NASA-task load index (NASA-TLX) for measures mental workload. The demographic questionnaire contained data on age, gender, education, work experience, and work unit. The standardized National Aeronautics and Space Administration- Task Load Index (NASA-TLX) was used to measure the mental workload of employee which provides an overall score of mental workloads based on a weighted average of six subscales, namely mental demand, physical demand, time demand, performance, effort, and frustration. NASA-TLX was originally developed by Hart in 1988 (Hart & Staveland, 1988). The translation of this scale into Indonesian was performed by Nurrianti et al., (2019) with the reliability





coefficient was measured by Cronbach's alpha coefficient ( $\alpha = 0.83$ ). In current study the reliability of the scale was confirmed at the Cronbach's alpha coefficient of 0.879.

The NASA-TLX assessment is carried out in three stages, namely determining the weight of the load (6 items), determining the degree of load (15 items), and determining the final mental workload score. In the first stage called weighting, there are six items that must be assessed on a scale of 0-100 for each item. In the second step, which is presenting the ranking, there are 15 items in pairs, the respondent must choose a factor that plays a more important role. In the third stage is the value assessment, carried out by multiplying the weight by the assessment then divided by 15 for the score of each subscale. The total mental workload score from NASA-TLX is obtained by summing the six subscales (0-100), higher scores indicate higher mental workload. Scoring the mental workload is classified into four level: low (0-25), moderate (26-50), high (51-75), and very high (76-100) ((Karimvand et al., 2019)).

#### 3.3 Statistical Analysis

The data analysis was performed with SPSS version 25. Descriptive statistics (Mean and SD) were used to compare total mental workload, weights, rates, and scores of NASATLX subscales. The Kolmogorov Smirnov test was used to determine the type of distribution of different levels of independent variables for dependent variables (workload). The t-test was used to compare the mental workload by gender, while Kruskal Wallis was used to compare the mental workload in terms of education. To compare mental workload based on work units, one-way ANOVA Welch was employed. The Pearson correlation coefficient was calculated to examine the correlation of mental workload with age and work experience.

#### 4. Results

The results obtained reported that most of the participants were female (81.8%). The mean age of the nurses participating in the study was  $28.93\pm6.94$  years, and most of them (70.9%) were categorized in the age group below 30 years. The mean of the history of work experience was 2.83 years, and most of the participants (70.9%) were in the group of 1-5 years of work experience. Most of the respondents had an associate degree (94.3%). Table 1 shows the frequency distribution of employee participating in the present study.

The t-test result showed no statistically significant relationship between gender and mental workload (p>0.05). Similarly, the results of the Kruskal Wallis test showed that there was no significant relationship between education and mental workload (p>0.05). The findings of the Spearman's correlation test also suggested that work experience was not significantly correlated with the mental workload (p>0.05). However, a statistically significant and direct relationship was observed between age and mental workload (p=0.05, r=0.266).

The results of one-way ANOVA Welch showed a significant relationship between mental workload and work unit (<0.001), where delivery room reported the highest mental workload score ( $82.73\pm11.20$ ) while inpatient dept reported the lowest score ( $31.45\pm7.26$ ). Post hoc Games-Howell analysis administration dept vs inpatient dept p=0.004 (mean difference = 45.99), doctor vs inpatient dept p=0.013 (mean difference = 35.35), laboratory vs inpatient dept p=0.035 (mean difference = 17.07), medical record dept vs inpatient dept p<0.001 (mean difference = 47.12), medical record dept vs laboratory p=0.04 (mean difference = 30.05), delivery room vs inpatient



dept p=0.002 (mean difference = 51.27), delivery room vs laboratory p=0.03 (mean difference = 34.19).

No	Characteristic		<u>+</u> •	Frequency	NASA TLX	Sig.
					Score	
			No	Percent (%)	Mean±SD	
1	Gender	Male	10	18.2	65.83±19.27	0.535*
		Female	45	81.8	61.02±22.55	-
2	Age	>30	39	70.9	57.09±22.17	r = 0.266
		31-40	11	20.0	77.30±17.30	p = 0.05
		>40	5	9.1	65.45±12.87	****
3	Education	High School	8	14.5	55.08±20.42	0,226**
		Associate Degree	30	54.5	58.24±24.10	-
		Bachelor	13	23.6	69.72±17.14	
		Masters	4	7.4	77.49±4.81	
4	Work	< 1 year	11	20	54.85±25.03	r = 0.188
	Experience					p = 0.169
		1-5 years	39	70.9	62.24±21.62	****
		>5 years	5	9.1	74.69±11.25	-
5	Unit	Administration dept	3	5.5	77.45±6.33	< 0.001***
		CSSD	3	5.5	81.22±19.28	
		Doctor	7	12.7	66.80±15.38	
		Pharmacy	4	7.3	61.78±25.00	
		Security	3	5.5	54.20±15.41	-
		Laboratory	2	3.6	48.53±0.37	
		Operating room (OK)	3	5.5	63.04±19.76	
		Perinatology	6	10.9	53.56±21.15	1
		Outpatient dept	3	5.5	59.69±23.63	-
		Inpatient dept	6	10.9	31.45±7.26	
		Medical record dept	3	5.5	78.58±4.45	
		Emergency room	7	127	60.85±28.33	]
		Delivery room (VK)	5	9.1	82.73±11.20	]

Table 1. Frequency distribution of employees at Budhi Asih Mother and Child Hospital

\*t-test, \*\* Kruskal Wallis, \*\*\* One-way Anova Weich, \*\*\*\*Spearman

The mean mental workload was  $61.89\pm21.90$ , where effort dimension had the highest score compared to other mental workload dimension (Mean±SD weight:  $68.69\pm24.40$ ; Mean rate:  $3.24\pm1.20$ ; Mean score:  $14.97\pm8.01$ ), and the lowest score was frustration dimension (Mean±SD weight:  $42.43\pm26.09$ ; Mean rate:  $1.15\pm1.25$ ; Mean score:  $4.53\pm6.92$ ). Table 3 shows the description of mental workload subscale.

Tabel 2. Description of mental workload subscale of employees at the Budhi Asih Mother and Child Hospital

No.	Workload Subscale	Mean±SD	Minimum	Maximum	
	Weight (0-10)				
1	Mental Demand Weight	56.04±24.86	15	100	
2	Physical Demand Weight	52.04±25.99	9	100	
3	Temporal Demand Weight	53.36±27.37	15	100	
4	Performance Weight	68.75±24.29	20	100	
5	Frustration Weight	42.43±26.09	9	100	



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6	Effort Weight	68.69±24.40	20	100
	Rate (0-5)			
1	Mental Demand Rate	2.07±1.09	0	4
2	Physical Demand Rate	2.09±1.32	0	5
3	Temporal Demand Rate	3.40±1.33	0	5
4	Performance Rate	3.05±1.39	0	5
5	Frustration Rate	1.15±1.25	0	5
6	Effort Rate	3.24±1.20	1	5
	Score (0-33.33)			
1	Mental Demand Score	7.70±5.63	0	24.00
2	Physical Demand Score	7.27±6.15	0	21.07
3	Temporal Demand Score	11.75±8.30	0	33.33
4	Performance Score	14.66±8.62	0	30.00
5	Frustration Score	4.53±6.92	0	28.33
6	Effort Score	14.97±8.01	1.93	33.33
	NASA TLX Score (0-100)	61.89±21.90	26.27	98.33

#### 5. Discussion

In this study, the total NASA TLX score was  $61.89\pm21.90$ , based on Karimvand et al. (2019) included in the high category. Nurrianti et al. (2019) in their study reported that the average NASA TLX score for nurses at Banyumas Hospital was 74.28. A study on midwives in Yogyakarta found that most (75.6%) respondents felt a moderate workload with a NASA-TLX score range of 50-80 (Santi et al., 2016). Jeniawaty et al. (2020) also reported the same result, namely that most respondents felt a high level of workload. A study by Permana et al. (2020), as many as 98.3% of polyclinic nurses at RSUD dr. Slamet has a high workload (score range 50-100). While in the study Widiastuti et al. (2017) the average NASA TLX score for nurses in the emergency department was 76.5. Mental workload on medical personnel is included in the high category (Restuputri et al., 2019). All the studies mentioned used the same study tools as ours. From various studies, it is found that medical personnel have a high level of mental workload.

The results of this study demonstrate that, among the dimensions of workload, the average score is highest with effort, performance, temporal demands, mental demands, physical demands, and frustration. The effort dimension  $(14.97\pm8.01)$  is the mental workload dimension with the highest average score in this study. This is in line with Mohd Balwi et al. (2021) who reported that the effort dimension is the mental workload dimension with the highest score. Yusefi et al. (2019) and Zheng et al. (2012) also reported that the workload dimension with the highest score was effort score, in line with the current study. Study from Achmad & Farihah, (2018) reported that the second highest mental workload subscale for ICU nurses was effort with the highest subscale being performance. This illustrates that employees in hospitals are trying both mentally and physically to obtain the expected performance. The dimension of workload with the lowest score in this study was frustration ( $4.53\pm6.92$ ). The same finding in the study Yusefi et al. (2019) and Zheng et al. (2012) that the level of frustration dimension is the lowest score. Although the total mental workload score is in the high category, the frustration dimension is the lowest. Employees do not feel pressured.

This study shows a significant relationship between age and mental workload. Rostami et al., (2021) reported similarly that age had a correlation with mental workload. Although this study did not find a significant correlation between work experience and mental workload, it was supported

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by a study Wihardja et al. (2019) which reported that work experience had no correlation with mental workload. However, employees with 1-5 years of work experience have a higher workload than employees with <1 year of work experience. This is in line with a study conducted (Rasooly et al., 2021) that nurses with 2 to 5 years of experience reported higher levels of subjective workload than nurses with <2 years of work experience. One of the things that might be the cause is that nurses with 1-5 years of work experience get more complex tasks than employees with <1 year of work experience.

According to the results of the current study, the highest mental working was in the delivery room unit  $(82.73\pm11.20)$ . There is a significant difference between the mental workload in the delivery room and in the inpatient department. Workload increases during labor with higher acuity, with increased delivery room interventions, and an increase in the number of team members (Zehnder et al., 2020). This explains that the mental workload in the delivery room will be heavier than in the inpatient department because midwives and nurses in the delivery room perform more actions than midwives and nurses in the inpatient department. Understanding the distribution of workload among team members and their effect on each team member's performance will allow us to design targeted interventions to improve role assignment and fair workload management

#### 6. Conclusion

The mental workload of employees at Budhi Asih Mother and Child Hospital was high. The workload dimensions of the highest order are effort, performance, temporal demands, mental demands, physical demands, and frustration. There is a significant relationship between mental workload with age and work unit. One of the significant differences was obtained from the mental workload of the delivery room and the inpatient dept. The delivery room has a higher mental workload than the inpatient dept.

#### 7. Implication

Hospital management needs to make the division of tasks and allocation of employees better so that the workload of employees decreases and is more equitable. The number of employees in each work unit also needs to be adjusted to the workload of each unit. This study analyzes the mental workload of employees, so there is a need for further research on physical workload and its relationship with mental workload.

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