

The Role of Organizational Culture in Mediating the Influence of Organizational Resources to Organizational Performance (Empirical Study at Puskesmas Kelurahan in DKI Jakarta Province)

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Abstract:

This study aims to analyze the effect of organizational resources on organizational performance at the Kelurahan Health Center in DKI Jakarta through an organizational culture that acts as a mediator. The data used is the result of distributing questionnaires directly during May - June 2019. The sampling method used was random sampling, and 250 respondents managed to answer completely and meet the criteria of the research sample. Data analysis techniques using structural equation models (SEM) with the help of AMOS 24.0 software. The results showed that there is a significant influence of organizational resources on organizational culture, and organizational culture significantly influences organizational performance. Furthermore, there is an influence of organizational resources on organizational performance indirectly. This study provides several managerial implications in which it is strongly recommended for Kelurahan Puskesmas in DKI Jakarta to be able to allocate appropriately related to the amount or proportion of human resources, and investment in physical resources through technology development must also be effectively and efficiently implemented. Also, for further research, it is highly recommended to analyze other organizations such as state-owned companies, private companies, etc., and the addition of other independent constructs can also be carried out to obtain different findings.

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INTRODUCTION

There are several factors in increasing the competitiveness of human resources in Indonesia. In addition to the education aspect, a focus on healthy development is crucial to the success of holistic national development. Integrative and comprehensive efforts must be made to achieve these goals. Implementation of several health efforts in an ongoing, integrated and comprehensive manner is being carried out by the Community Health Center or Puskesmas (Hiswanti, 2017). Puskesmas have a key role as 'First Level Health Facilities' (FKTP) which have health service functions, both promotive, preventive, curative, and rehabilitative.

At present, the Puskesmas focuses more on promotive and preventive measures. This is stated or in other words according to the directive of PMK No. 75 of 2014 which confirms that promotive and preventive efforts are the top priority, and carried out to achieve the highest degree of public health in a work area.

The health-based work program is one of the priorities or excellent programs in DKI Jakarta Province. This is certainly based on several considerations such as high population growth rates, population density, and to fully support the vision of national health development, namely to achieve Healthy Districts towards the realization of Healthy Indonesia. One of the implementations of the

program is through the establishment of Puskesmas in DKI Jakarta Province consisting of Puskesmas sub-district and urban village. The distribution of Puskesmas throughout the urban village is expected to be able to provide easy access to all elements of the community who need health services and can support the performance of Puskesmas subdistricts in DKI Jakarta.

Referring to the release of data released by Public Health Sub-Department, (2018); DKI Jakarta Health Service, (2018); and the DKI Jakarta Central Statistics Agency, (2018) shows that urban village health centers play a very important role in which there are 14,948,331 people out of a total of 10,374,235 residents, making outpatient visits in 305 urban health centers spread throughout DKI Jakarta. Seeing this phenomenon, the promotive and preventive steps are the two main efforts that must be made to reduce the number of outpatient visits.

Puskesmas performance can be achieved optimally through good management, quality service performance, and of course, the optimization of resources used. In addition, efforts to improve quality, risk management, and safety also need to be implemented in the management of Puskesmas which aim to provide comprehensive health services to the wider community through community and private empowerment efforts (PMK No. 46 of 2015). The performance of the Puskesmas is assessed based on the accreditation carried out by an independent accreditation provider established by the minister of health, and the internal Puskesmas itself. There are several indicators for evaluating Puskesmas performance such as resource management, clinical services, and Puskesmas Management Information Systems (SIMPUS). Nikpour, (2017) revealed that the performance of First Level Health Facility Services (FKTP) was considered as the achievement of Puskesmas achievements and the success of these achievements was reflected through performance appraisals.

Achievement of Puskesmas performance to the fullest will be created if all performance assessments are in accordance with applicable provisions and

standards and in line with the vision that has been set. Performance improvement is an important requirement for Puskesmas to have strategic value (Obeidat, 2016), and the improvement is inseparable from the role of organizational resources that are owned, managed, and used optimally in supporting the performance of a Puskesmas to be better than its competitors (Barney, 1991). Included in this are organizational resources owned by the Puskesmas. This is in line with the resource-based view (RBV) paradigm developed by Barney, (1986); and Dierrickx & Cool, (1989) (Barney and Clarck, 2007) who explain that organizations have a dependency on the resources they have when dealing with competition.

Organizational resources play a crucial role in influencing or shaping an organization's culture. Albrecht, et. al., (2018) in his study revealed that organizational resources have a positive effect on organizational culture. Furthermore, Albrecht, (2012) explains that organizational culture is directly related to organizational resources wherein his research clearly shows that organizational resources are translated through the construct of work resources, and team resources. In the end, organizational culture makes a positive contribution to improving an organization's performance. This has been empirically proven where organizational culture significantly influences organizational performance (Ahmed and Shafiq, 2014; Nikpour, 2017). These results are in line with the results of research conducted by Zakari, (2013). Organizational Culture is a guideline for an organization that is trusted by all employees to socialize with the internal and external environment. Organizational culture in an organization reflects the norms and values that translate into a vision and mission to achieve the goals set. Applying the right organizational culture will have positive implications on motivation and be able to improve the performance of a company or organization (Sagita et al., 2018).

Based on the empirical description and explanation that has been stated above shows that organizational

resources play an important role as a predictor, and organizational culture as a mediator between organizational resources and organizational performance. This certainly seeks to complement the limitations of previous studies in which studies conducted by Albrecht, et. al., (2018) limited testing the direct influence of organizational resources on organizational culture in the absence of performance outputs. Furthermore, the research of Othman, et. al., (2015), Otilia, et. al., (2017) only focused in the context of the direct effect of organizational resources on organizational performance without including the role of organizational culture as a mediator. Finally, the majority of previous studies only examined the effect of organizational culture construct on organizational performance directly, and were conducted outside Indonesia (Zakari, et. Al., 2013; Ahmed and Shafiq, 2014; Nikpour, 2017; Zhao, et. Al., 2018). Thus, this clearly shows that research that focuses on the direct influence of organizational resources on organizational performance or the influence of organizational resources on organizational performance through organizational culture needs to be done, in particular, the three constructs are used or studied in the context of health organizations in Indonesia which is one of the developing countries in the Asia-Pacific region.

REVIEW OF LITERATURE AND HYPOTHESIS DEVELOPMENT

Organizational Resources

Organizational resources refer to assets or inputs (tangible or intangible) that are obtained, controlled or accessed in the short term (Pearce, et. Al., 2012). Organizational resources are the experience of employees from 'upstream', distal, contextual, or system-level aspects of the organization's environment (Albrecht, et. Al., 2018). Organizational resources in this context are defined as aspects of the level of physical and psychological systems of the organization's environment, roles that are not specific, and which directly or indirectly affect the climate of

organizational involvement, work resources, and engagement. Based on some of these definitions, it can be concluded that organizational resources are a set of resources owned by an organization both tangible and intangible assets that can be utilized in supporting organizational activities in achieving its objectives. Besides, organizational resources can be classified into several dimensions, namely human resources, financial resources, and physical resources (Barney and Hesterly, 2006).

Organizational Culture

Organizational culture is a holistic concept that emphasizes the role of soft-factors in organizations (Hofstede, et. Al, 2010). The concept popularized the opinion that organizational excellence was contained in the general ways in which its members had learned to think, feel and act. Organization refers to a system of meaning sharing done by members that distinguish an organization from other organizations (Robbins and Judge, 2017). A strong organizational culture is proven to be able to create stability in the organization. Thus, concisely and comprehensively, organizational culture can be concluded as a system and value in an organization that is the identity of the organization and is binding. This is generally reflected in the morals, values, beliefs, rules, and habits used in the organization.

Organizational Performance

Performance is defined as the achievement of results and is the level of achievement of organizational goals on an ongoing basis. An organization both government and private in achieving the goals set must be through means in the form of an organization that is driven by a group of people who play an active role as actors in achieving the goals of the organization concerned (Zarvedi, et. Al., 2016). Performance is work performance, which is a comparison between actual work results with work standards set by the organization and providing feedback to employees to help them to avoid performance deficiencies (Dessler, 2017). Also,

performance is a noun where one of the meanings is "thing is done", which is something that has been done. Performance can also be interpreted as (1) actions, performance of work, work performance, performance of work that is effective, (2) achievement of a person is pleased with the tasks assigned to him, (3) the work of a worker, a management process or an organization as a whole where the results of the work must be demonstrated concretely and measurably (compared to predetermined standards), (4) records of outcomes resulting from a particular activity, during certain periods, and (5) work results which can be achieved by a person or group of people in an organization, following their respective authorities and responsibilities, in the context of achieving the objectives of the organization concerned legally, does not violate the law and is following morals and ethics (Sedarmayanti, 2017).

Hypothesis Development

Effect of Organizational Resources on Organizational Culture

Organizational resources refer to the experience of employees from the upstream, distal, contextual, or system-level aspects of the organization's environment. Three main factors are forming organizational resources, namely human, financial, and physical resources (Barney and Hesterly, 2006), and these three elements play a crucial role in shaping holistic or comprehensive organizational resources that can ultimately affect organizational culture and performance. Previous research conducted by Albrecht, et. al., (2018) managed to prove empirically that there is a significant influence of organizational resources on organizational culture. Organizations have valuable and scarce resources and will achieve competitive advantage and gain performance improvement in the short term (Barney, 1991). Thus, the following is the first hypothesis proposed in this study:

H1: There is an influence of organizational resources on organizational culture

The Effect of Organizational Culture on Organizational Performance

Organizational culture has a significant effect on organizational performance. Several previous studies have shown that organizational culture has a positive and significant impact on an organization's performance (Zakari, 2013; Ahmed and Shafiq, 2014; Nikpour, 2017). This is in line with the opinion expressed by Arayesh, et. al., (2017) who revealed that organizational culture plays a crucial role where it can be a strength or weakness for an organization. Organizational culture acts as an archetype accepted by organizations to act and solve problems, shape individuals so that they can adapt to the environment, and unite members of the organization and become key variables that can drive company success (Schein, 2017). On the other hand, in contrast to the various findings described above, the study conducted by Zhao, et. al., (2018) precisely shows contradictory results in which the study confirms that organizational culture does not play a direct role in influencing the performance of an organization. Thus, the following is the hypothesis proposed in this study:

H2: There is an influence of organizational culture on organizational performance

Effect of Organizational Resources on Organizational Performance

A company to maintain its various advantages over time, the resources owned must also not be imitated and cannot be substituted. Organizational resources can improve company performance if properly utilized, managed and controlled (Barney, 1991). Several previous studies have shown that there is a significant influence of organizational resources on the performance of an organization or company (Othman, et al., 2015; Otilia, et, al., 2017). Organizational resources or organizational resources can not only improve organizational performance as stated by Barney, (1991). However, this construct can also have negative and significant implications for an organization's performance. Organizational

performance can be better, not determined by the amount or amount of resources owned, but the 'way' to optimize the resources available in the process of achieving organizational goals (Otulia et al., 2017) is something that must be considered by all organizations. Thus, the following is the third hypothesis proposed in this study:

H3: There are effects of organizational resources on organizational performance

METHODS

Research design

This type of research used in this study uses a quantitative approach in which the research hypothesis test (causality test) is used to test the allegations submitted empirically and theoretically. The hypothesis is a statement that is tentative, but can be tested and able to predict the results expected by researchers based on empirical data (Sekaran and Bougie, 2016). Research design with this approach has the main objective to prove (support or reject) the influence between the variables studied.

Furthermore, this study consists of three main variables, namely the independent variable, the dependent variable, and the intervening variable. The independent variable in this study is organizational resources, and the dependent variable in this study is organizational performance, while the organizational culture variable acts as a mediator or in other words the intervening variable.

Population and Sample

The population in this study is the Village Health Centers located in the whole area of DKI Jakarta, which is as many as 305 Village Health Centers. However, researchers conducted a pre-test first in which 40 of the Village Health Centers were taken as samples in the implementation of the test so that the remaining 265 Village Health Centers can be used as samples for the distribution of further questionnaires.

As for determining the number of research samples carried out using probability sampling

techniques, namely the method of sampling randomly or randomly. By taking this sample, all members of the population are assumed to have the same opportunity to be selected to become a research sample, or in other words that each Puskesmas Kelurahan has the same opportunity to become a research sample. The method for drawing is using lottery numbers, i.e. each name of the Kelurahan Puskesmas is given a serial number. After getting the first sample, the name chosen will be recorded and returned so that the population remains intact so that the probability of the next respondent remains the same as the first respondent. The step is again carried out until the number of samples meets the research needs (Sugiyono, 2017). While the representative sample size for using the Structure Equation Modeling (SEM) model using the Maximum Likelihood method ranges from 100 to 200 samples (Hair, et. Al., 2014). Determination of the sample based on the Maximum Likelihood method is done by looking at the number of indicators which are then multiplied by five. So for the number of questionnaires 50 items, then the sample that must be obtained is 250 samples. As for who will be the respondents in this study, namely the head of the Village Health Center.

Data collection

Data collection in this study uses primary and secondary data. Primary data was collected through a questionnaire instrument. The questions in the survey instrument are usually organized into questionnaires answered by respondents, either on paper or through a computer (Sekaran and Bougie, 2016). Primary data were obtained through questionnaire distribution as research instruments distributed to each leader of the village health center, while secondary data was obtained from financial reports, scientific journals, and management reports published by each health center and other necessary data both obtained from the health center itself and other agencies, such as the DKI Jakarta Provincial Health Office and the Ministry of Health of the Republic of Indonesia.

Related to the primary data used in this study, researchers succeeded in distributing 250 questionnaires to the head of the Community Health Center in DKI Jakarta from May - June 2019. Furthermore, all indicators used in the questionnaire in this study adopted the measuring instruments used by several studies conducted by Barney and Hesterly, (2006) to measure the construct of organizational resources; Denison, et al., (2012) to measure the construct of organizational culture; and Ahmed and Shafiq, (2014) to measure the construct of organizational performance.

Data Analysis Method

In this study, there are several data analysis techniques used such as descriptive statistical tests, and instrument testing through validity and reliability tests, and data analysis used to test the feasibility of the model, and hypothesis testing using Structural Equation Model (SEM) statistical techniques with the help of tools AMOS software 24.0.

FINDINGS AND DISCUSSIONS

Respondents Profile

Related to the characteristics of the research respondents, the results of the data processing show several demographic backgrounds of a total of 250 respondents where in this study the focus was on

analyzing organizational resources, organizational culture, and organizational performance of the village health center in the DKI Jakarta area. The majority of respondents in this study were female, namely 188 people (75.20%), and 250 respondents, the average age between 53 years to 60 years, namely as many as 57 people (22.80%). Furthermore, the working period is between 3 to 6 years, as many as 71 people (28.40%), and all respondents are heads of active Kelurahan Puskesmas in the DKI Jakarta area (100%).

Validity and Reliability Test Results

Test the instrument through the validity test using Confirmatory Factor Analysis (CFA), which is part of the Structural Equation Model (SEM) which is useful for testing how good indicators represent the variables under study, wherein CFA factors can also be called constructs (variable) (Hair, et. al., 2014). An indicator is declared valid if it has a loading factor value > 0.50 . Meanwhile, the reliability test is a test to ascertain whether the research questionnaire that will be used to collect research variable data is reliable or vice versa. Indicators in the questionnaire are said to be reliable if the questionnaire is re-measured, it will get the same results. The reliability test is done by looking at Cronbach's alpha. The basis for decision making if the Cronbach's alpha value ≥ 0.60 , the construct/variable is considered reliable (Sekaran and Bougie, 2016).

Table 1.Hasil Uji Validitas & Reliabilitas

Variables	Indicators		Loading Factor	Cronbach Alpha
Organizational Resources	Human Resources			
	The availability of a sufficient number of employees	SDO1	0,76	
	Availability of competent resources	SDO2	0,71	
	Support for employee capacity development through education	SDO3	0,74	
	Support for employee capacity development through training	SDO4	0,79	
	Financial Resources			
	The suitability of the budget with the organization's planned activities	SDO5	0,75	0,86
	Relating to accommodating organizational needs	SDO6	0,74	
	Adequacy of the budget	SDO7	0,82	
	Physical resources			
	Availability of technology-based instruments	SDO8	0,79	
	Availability of facilities according to standards	SDO9	0,77	
	Availability of infrastructure according to standards	SDO10	0,81	
	Building location	SDO11	0,78	

Variables	Indicators	Loading Factor	Cronbach Alpha
Organizational Culture	Adaptability		
	Ability to adapt to environmental changes.	BO1	0,79
	Ability to adapt to dynamic customer satisfaction.	BO2	0,73
	The ability to adapt to technological developments needed.	BO3	0,76
	Involvement		
	The ability to empower competencies optimally	BO4	0,78
	Mutual respect	BO5	0,74
	Priority to improve competence	BO6	0,75
	Consistency		0,96
	A sense of togetherness towards the organization	BO7	0,79
	Good communication skills	BO8	0,76
	Good commitment	BO9	0,84
	Mission		
	Confidence that the organization has a clear purpose.	BO10	0,72
	The belief that the organization has the ability to grow.	BO11	0,77
	Confidence that the organization has a good future.	BO12	0,74
Organizational Performance	Financial		
	Achieve the target of absorption of the budget in accordance with the Activity Implementation Plan (RPK).	KO1	0,83
	Manage BPJS Capitation Funds well for Puskesmas operations.	KO2	0,79
	Manage well the Special Allocation Fund (DAK) for the needs of Puskesmas program implementation.	KO3	0,77
	Customers		0,90
	Providing excellent service, based on customer satisfaction survey results.	KO4	0,77
	Providing services in accordance with customer expectations.	KO5	0,75
	Placing customer satisfaction as the main goal.	KO6	0,82
	Learning and Growth		
	Change the mindset of employees to be able to work in totality.	KO7	0,78
	Motivate employees to improve quality optimally	KO8	0,77
	Increase employee initiative on an ongoing basis.	KO9	0,79

*All constructs using five-point Likert scale, from 1 "Strongly disagree" to 5 "Strongly agree"

Referring to the results of the confirmatory factor analysis (CFA) test and the instrument reliability test above shows that all indicators contained in the variable organizational resources, organizational culture, and organizational performance have an acceptable level of validity and reliability, where all indicators have a factor loading value ≥ 0.50 and each constructor variable has a Cronbach alpha value ≥ 0.60 . These results represent that all indicators can measure each variable, and respondents' answers to the questionnaire submitted can be trusted or consistent.

Evaluation of Research Models

Evaluation of research models using the SEM approach generally looks at the value of goodness of fit index to measure the degree of conformity between the hypothesized model and the

data presented. Researchers are expected to see several fit indexes to measure the "truth or feasibility" of the proposed model.

The following is the fitness testing model (Goodness of Fit Test / GoF), which consists of three test equipment which are generally carried out in SEM techniques, namely Absolute Fit Indices, which consists of Chi-Square, GFI (Goodness of Fit Index) and AGF (Adjusted Goodness of Fit Index, RMR (Root Mean Residual), and Incremental Fit Indices, which consists of NFI (Normed Fit Index), CFI (Comparative Fit Fit Index), and Parsimony Fit Indices, which consists of RMSEA (Root Mean Square Error of Approximation)) and EVCI (Expected Cross-Validation Index) (Santoso, 2018).

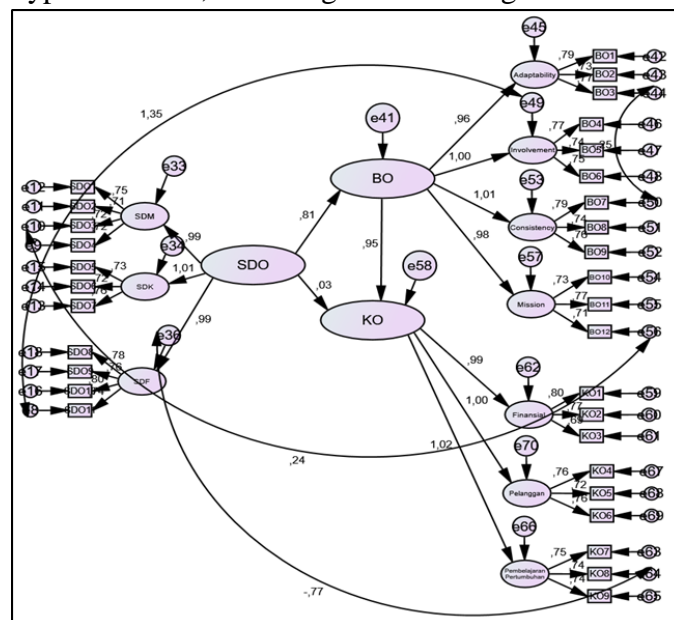
The model feasibility test results in this study indicate that the model is feasible to use where the fit model can be seen from several assessment

indicators such as CFI value = 0.964, NFI = 0.891, GFI = 0.862, TLI = 0.960, and RMSEA = 0.042 which reaches the cut off value recommended. Therefore, these results show that the model in this study is feasible to be used and the full structural model in this study falls into the category of the goodness of fit.

Hypothesis Test Results

Data analysis using a structural equation model (SEM) shows that H1 is supported, where organizational resources (p-value = 0,000 <0.05) have a significant effect on organizational culture. The next finding, H2 is supported, where organizational culture (p-value = 0,000 <0.05) has a significant effect on organizational performance. Finally, H3 is not supported, where organizational resources (p-value = 0.599 > 0.05) have no significant effect on organizational performance. Also, the Sobel test results indicate that there is a significant influence of organizational resources on organizational performance through organizational culture (p-value = 0,000 <0.05). Thus, it can be concluded that organizational resources have a significant effect on organizational culture, and organizational culture has a significant effect on organizational performance, and organizational culture acts as a mediator on the

indirect effect of organizational resources on organizational performance. To find out the overall picture related to the full structural research model, the following is the SEM output from the results of the data processing which is carried out at the same time as a summary table of the results of the hypothesis test, including the following:



study shows that organizational culture is significantly influenced by organizational resources. This represents that the better the availability of organizational resources, the better the culture of the organization. These results consistently support research conducted by Albrecht, et. al., (2018) which revealed that organizational resources significantly influence organizational culture. Also, referring to the results of Albrecht's (2012) research, it shows that organizational culture is directly and positively correlates to organizational resources.

The positive effect of organizational resources on organizational culture is also inseparable from the respondents in this study who are heads of the village health centers in DKI Jakarta. Based on the demographic background shows that the majority of the heads of Puskesmas in DKI Jakarta are held by women. The characteristics of female gender leaders tend to be feminism-masculine (Fitriani, 2015) which has a high sense of concern (Eagly and Johnson, 1990), this certainly has positive implications for the high attention and concern for physical, financial, and human resource resources as capital in developing and shaping the organizational culture of village health centers. Meanwhile, the majority of leaders from the Puskesmas Kelurahan in DKI Jakarta are included in generation X who are aged between 24-38 years. One of the characteristics of this generation is that they are very sensitive to technological developments, think creatively and innovatively, and tend to be dynamic.

The second finding in this study shows that there is a significant influence of organizational culture on organizational performance. These results consistently support several previous studies (Ahmed and Shafiq, 2014; Nikpour, 2017). In line with this, Schein, (2017) revealed that organizational culture is an abstract social force, but can encourage or move individuals within an organization to carry out work activities. Organizational culture is formed into a basis or in other words the fundamental pattern accepted by the organization, then becomes a guide to action and take solutions, form employees who can adapt to the environment and unite

members of the organization and also be a key variable that can drive company success. Nikpour, (2017) and Zakari, (2013) in their findings succeeded in proving empirically that there is a positive influence of organizational culture on commitment, and also organizational performance directly. Organizational culture in an organization reflects the norms and values that translate into a vision and mission to achieve the goals set. Applying an appropriate organizational culture will ultimately have positive implications for improving company / organizational performance (Sagita et al., 2018). Also, improving organizational performance is one of the strategic efforts in dealing with various business challenges in the future. Organizational culture can be a strength or weakness for an organization. Organizational culture is proven to have an impact (implicit) on behavioral strategies that can shape/influence strategic decisions or in other words organizational long-term decisions (Arayesh, et. Al., 2017).

Furthermore, the third finding in the study shows that there is no direct influence of organizational resources on organizational performance (direct effect). Previous research conducted by Otulia et al., (2017) shows that organizational resources surprisingly reduce the performance of an organization. This proves empirically that the size of the organization's resources does not determine success or performance improvement, and even vice versa. Thus, the utilization and optimization of existing resources must be carried out to achieve the main objectives of the organization. If resources are too excessive / over (not managed properly), this can cause a decrease in organizational performance. Therefore, there is a need for every organization to use a variety of organizational resources that are available productively (Otulia et al., 2017). These results also indicate that the availability of organizational resources (organizational resources) cannot be fully able to improve organizational performance, so other efforts are needed to optimize the role of organizational resources to improve organizational performance on an ongoing basis. The

organizational culture in this study has been shown to play a role in mediating the effect of organizational resources on organizational performance (indirect effect). Culture plays an important role in influencing organizations, and it is evident that organizational resources have a strong relationship with organizational culture (Albrecht, et. Al., 2018). The two basic elements of organizational resources are human resources and physical resources (Barney and Hesterly, 2006) in which both of them implicitly represent the way organizations shape the culture or culture of the organization through the active participation of employees, training experience, judgment, intelligence, relationships and employee insights into the organization, location and access of the company, flexibility, and technology used. In the end, organizational resources have positive implications or impacts on improving organizational performance through organizational culture where empirically organizational culture has proven to have a significant effect on performance, and this has been proven by several previous studies such as the study conducted by Zakari, et al., (2013); Ahmed and Shafiq, (2014); and Nikpour, (2017).

CONCLUSION AND SUGGESTIONS

Conclusions and Managerial Implications

Referring to the results of the study, it can be concluded that there is a significant influence of organizational resources on organizational culture, and a significant influence of organizational culture on organizational performance. Meanwhile, there is also a significant influence of organizational resources on the performance of Puskesmas DKI Jakarta urban health organizations through organizational culture.

The main implication for the DKI Jakarta urban health center should be to pay more attention to the management of three organizational resources which have proved crucial roles in influencing the culture and performance of the organization. First, optimizing the use of strategic human resources

through the provision of ongoing training based on skills, knowledge, and attitude as well as creativity and technology. Second, the long-term budget allocation must be made proportionally by looking at the ratio between available medical personnel and the average number of outpatient visits per year. This is expected to be able to create justice and make maximum use of the budget. Third, standardization of technology used in all urban village Puskesmas to support service performance, and be able to form a transparent, accountable, responsive and reliable organizational culture.

The second implication, organizations must be able to form a positive organizational culture to create adaptability, involvement, employee consistency, and implementation of the organization's mission. The first step that must be considered is adaptability where flexibility and openness are key so that employees at all levels can interact and adapt comfortably. Second, employee involvement is very important for the progress and development of the organization. This can be created if there is two-way communication between top management, middle management, and bottom management, to form a culture that is democratic and transparent. Third, the consistency and mission of the organization can be realized if the organization has a comprehensive tactical and strategic planning. Thus, the plan can be a source of reference and orientation for each department, and employees, so that the organization has clear, measurable, and sustainable goals.

Limitations of Research and Suggestions

This research certainly has a number of limitations. First, this research is limited to health organizations, namely DKI Jakarta's Puskesmas. Second, this research uses a one-time research approach. Third, organizational resources are the sole predictor in this study.

Further researchers are advised to focus on organizations in other industries such as start-up

business, private sector, BUMD, Provincial Government, Central Government, and so on. Further researchers can also use qualitative and longitudinal research approaches that aim to obtain new findings and developments from the concept of this study, as well as the addition of independent constructs that are proven to affect organizational performance such as strategic orientation (Pospiech and Wronka, 2016; Raj, 2017), as well as style leadership (Bhargavi and Yaseen, 2016; Arif and Akram, 2018).

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