

The Effect of the Human Resource Management Strategy on Organizational Culture in Birobuli Health Center in Palu

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ABSTRACT

The purpose of this study is to determine, test, and analyze the influence of human resource management strategy on organizational culture. The population of this study is 31 medical and non-medical staff of Birobuli Health Center in Palu. The data was collected through questionnaires whose validity, reliability, normality have been tested. Path analysis was used to test the hypotheses. The results conclude that human resource management strategy has a positive but insignificant effect on the organizational culture of Birobuli Health Center in Palu.

Keywords: *human resource management strategy, organizational culture*

1. INTRODUCTION

The Institute of Medicine (IOM) stated that health care services are currently too often detrimental and fail to provide benefits to society [1]. Quality management and the application of quality management system, emphasizing process control and process improvement, are therefore important for every hospital organization [2].

According to Lev [3] human resources are apparently able to influence the company's market value (firm's market valuation) even though this is not seen directly in the company's financial statements. The traditional assets of company such as natural resources, technology, and economies of scale actually decrease their competitive value, and human resources is able to replace it as a source of competitive advantage that cannot be explored, of course in this regard is the proper human resources in accordance with company needs [4].

Human resource quality will move market responsiveness, goods and service quality, product differentiation, and technological innovation [5]. Theoretically, human resource management strategy has a direct influence on organizational culture [6]. One of the main reasons for examining organizational culture as a part of human resource management strategy's main model is the association of organizational culture with organizational performance [7].

Schneider [8] explained the importance of organizational culture by stating that organizational culture provides consistency for members of the organization and its leaders in the form of an "internally reliable system" based on the previously achieved successes. According to Cameron and Quinn [9], organizational experts have realized that organizational culture has a strong effect on the long-term performance and effectiveness of an organization. Based on the description above, this study

examines whether human resource management strategy influences the organizational culture of Public Health Center in Palu. The hypothesis of this study is that human resource management strategy affects the organizational culture of Birobuli Public Health Center in Palu.

2. LITERATURE REVIEW

2.1 The Role of Strategic Partners

According to Ulrich [10], the key factor for the role of human resources as strategic partners is the participation of human resources in defining business strategies by not just responding to strategies presented by "senior management". Human resources become strategic partners by designing effective and efficient human resource practices and adapting themselves to business strategies [11; 10]. The role of organization's strategic partner that focuses on the long-term and process-oriented strategy is a key in designing the organization to achieve its goals.

2.2 The Role of Agents of Change

This role makes it easier to introduce and adapt to faster changes and try to find out current changes in business. This change can be a technological advancement and can improve employee performance. This can be achieved through training employee operations in relation to new technology [12].

2.3 The Role of Superior Employee

According to Pride and Hughes [13], the role of superior workers has not been significant in human resource management. But now it is no longer an effective way to communicate between staff and management [14]. Management contributions made by employees occur through the role of "superior workers" performance [15]. Ehrlich [16] showed that one of the six principles for human resource management to create value is through the role of relationships and being an advocate for the interests of employees with a balance of business needs.

2.4 The Role of Administrative Expert

The role of administrative expert is still inherent in the traditional role of human resources professionals, namely managing the administrative needs of employees. With the use of the latest technology, this administrative role has become increasingly efficient and effective. This role must always analyze how the workflow takes place in an organization. They are responsible for rethinking the mode of operation in business [17]. The four roles above are identified as being responsible for the welfare of the organization [18].

As stated previously, the level of technical practice of human resource management is higher than the practice of strategic human resource management. This is further shown by Ulrich [15], that a more strategic role cannot be carried out by ignoring the basics of good human resource management practices, whether this expertise is entirely within the company or the company choose to outsource from certain functions, as a requirement for administrative expertise.

2.5 Theory of Organizational Culture

Cameron and Quinn [9] identified four types of CVF culture; they are "Clan" culture, "Adhocracy" culture, "Hierarchy" culture, and "Market" culture; they have different characteristics.

Specifically, OCAI respondents were asked to answer questions that represented six dimensions, which, according to Cameron and Quinn [9], were stated as the most fundamental cultural values and implicit assumptions about the way organizations function. The six dimensions are: dominant characteristics, organizational leadership, employee management, organizational adhesives, strategic focus, and success criteria. When combined with the four types of culture contained in the CVF, i.e. clan, adhocracy, market, and hierarchy, formed by two main dimensions of effectiveness, i.e. internal focus and integration versus external focus and differentiation, stability and control versus flexibility and discretion, these six cultural dimensions can be used as a fundamental framework used by members of an organization when they obtain, interpret,

and draw conclusions about information, Cameron and Quinn, [9].

3. RESEARCH METHODS

This descriptive verification research aims to explain the influence of the role of human resource management strategy on the organizational culture at Birobuli Public Health Center in Palu. The total population is 31 employees. The population of the health center employees is relatively small, so this number is also used as the sample in the study. The descriptive analysis in this study aims to provide an empirical description of the collected data, which is then presented in the form of a frequency distribution and the mean responses of respondents to statements about the variables. The selected data analysis method must be in accordance with the research pattern and the variables to be studied.

4. RESULTS

Based on the average score of the highest respondent's answers to the strategic role of human resource management in strategic sub-partners is statement number 2 and 7, the health center understands the market/business and human resources to help the organization achieve its business goals, with the mean score of 4.44. This shows that the health center's supervision understands that market and human resources are higher components in implementing the role of strategic partners in the Birobuli Health Center in Palu.

Based on the average score of the highest respondents' answers to the strategic role of human resource management in the administrative sub-expert, i.e. statement number 14, namely the effectiveness of human resources, which is measured through its ability to efficiently carry out its work processes, the mean value is 4.35. This means that, as an expert in administration, the human resource function of the health center and its practitioners must be able to re-engineer the work process that has been done so far. Thus, the administrative process in the field of human resources in the health center will be more efficient and effective in serving the needs of the management or employees for human resource information.

Regarding the strategic role of human resources management in the field of superior workers, it can be seen that the average score of the highest respondent answers for the strategic role of human resource management in superior sub-workers, i.e. statement number 19, which emphasizes the identification of competencies needed to execute future strategies not just as current needs, the mean value is 4.18. This means that deciding a strategy requires people who are relevant with the task complications because this is not only thinking about the present but also the future; all of these must pass identification or competency tracking.

Based on the average score of the highest respondent's answers to the strategic role of human resource management in the agent of change, i.e. statement number 32, which has the sense of purpose through a focus on the value system, the mean value is 4.16. This means that agents of change in their capacity, i.e. human resources functions and their practitioners, are required to be able to be the catalyst for change in the health center. The human resources function and its practitioners must be able to play a role in effectively accelerating and managing the change process initiated by the health center. In addition, they are also required to be able to recognize the obstacles that may be faced by the health center after the changes are made to prevent counter-productive social upheavals.

Based on the average score of the highest respondents' answers to the organizational culture in clan culture, i.e. statement number 3, the leadership style in the health center is characterized by teamwork, agreement, and participation, with the mean value of 4.42. This means that the leadership style that exists in the health center involves all employees in decision making. This is important when creative thinking is needed to solve complex problems or to make decisions that affect employees.

From the frequency calculation, it can be seen that the highest average score of respondents' answers to organizational culture variables in the adhocracy culture, i.e. statement number 12, the health center depicts success based on the uniqueness of new products, including product leaders and innovators, with the mean value of 4.05. This means that business competition is getting tougher in the field of health services. The health center has carried out various innovations to be highlighted, in either small,

medium, or large scale. There is no definite limit as long as the idea is still rolling, so long as there will also be many innovations in products and services.

Based on the average score of the highest respondents' answers to organizational culture variables in markets culture, i.e. statement number 14, namely leadership in the health center, it is expected that it is free from nonsense, and aggressive attitude and focuses on results, agreement, and participation, with the mean value of 4.04. This means that the leadership in the health center is consensus and engagement with common goals, eliminating things that do not provide benefits (afval).

Based on the average score of the highest respondents' answers to organizational culture variables in hierarchy culture, i.e. statement number 21 and 23, namely the leadership style in the health center is marked by job security, cooperation, predictability, and relationship stability. The health center emphasized stability. Work efficiency, supervision, and composure are important, with the mean value of 4.21, respectively. This means that the issue of work safety at the health center is physiological, physical, and psychological condition of the workforce caused by the work environment. Work safety refers to the protection of one's physical well-being against work-related injuries and free from the risk of accidents and damage.

The hypothesis testing was done by looking at the path coefficient, which is basically a standardized regression coefficient, the regression coefficient calculated from a database that has been set in raw numbers. This analysis was conducted to show the magnitude of the direct effect of variables on other variables.

Table 1. of Regression Weights Results

Variable		Estimate	S.E.	C.R.	P	Conclusion
Organizational Culture	← The Role of Human Resources Management Strategy	.07	.056	1.325	.185	Insignificant

$$Y = \rho_{y,x2} + \rho_{y,\epsilon1}$$

$$Y = 0,07 + 0,06$$

$$Y = 0,13$$

The test results prove that the coefficient of the strategic role of human resource management is positive at 0.07. Statistically, the influence of the strategic role of human resource management on organizational culture is not significant since the p-value of 0.185 is greater than the alpha value of 0.05. This is to say that the influence of the strategic role of human resource management on organizational culture is statistically insignificant, namely by 13.0%.

Based on the standardized path coefficient values, the path diagram relationship can be interpreted as follows. The path coefficient of the strategic role of human resource management to organizational culture is 0.07. This value indicates that the strategic role of human resource management influences organizational culture by 7.0%. This value is very small, indicating that the strategic role of

human resource management influences organizational culture. Because the value is positive, the higher the strategic role of human resource management, the better the organizational culture of the health center. Therefore, strategic partner, agent of change, superior worker, and administrative expert determine the organizational culture of Birobuli Health Center in Palu.

5. DISCUSSION

The results of the data processing show that the strategic role of human resources has a positive and insignificant effect on the organizational culture of Birobuli Health Center. This is evidenced by the comparison between p-

values and alpha value, and it is supported by the empirical findings from the following respondents' statements. Based on the discussion of the 35 statements given to the respondents, the average score of the answers is 4.09, considered as high. Furthermore, the results of the data processing show that the strategic role of human resources has a positive and insignificant effect on the organizational culture of Birobuli Health Center in Palu City. This is evidenced by the comparison between p-values and alpha value. Hence, the strategic role of human resource management consisting of the roles of strategic partner, agent of change, superior worker, and administrative expert directly has no real effect on the organizational culture of Birobuli Health Center. In addition, clan, adhocracy, market, and hierarchy (the strategic role of human resource management) influence organizational culture at 7.5%. The findings differ from the findings of Rogg, Schmidt, Shull, and Schmitt [19] that human resource management system influences cultural values developed or adopted by organizations and that this system determines organizational climate. This climate will then influence employee attitudes and organizational behavior and effectiveness [19]. Ulrich [10] attempted to use the strategic role of human resource management to change the culture of an organization. He acknowledged it as the most difficult and most important challenges. Differences in these findings is regarded as the novelty of this research.

6. CONCLUSION

Based on the research problems, objectives, results, and discussions, it can be concluded that the strategic role of human resource management does not significantly influence the organizational culture of Birobuli Health Center in Palu City.

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