

# The Role of Organizational Capability in the Relationship between Human Capital and Relational Capital with Organizational Performance

(Case Study in Tuberculosis Control Program of Jakarta Province Health Services)

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**Abstract:-** The main objective of this research is to explore the role of organizational capabilities related to the relationship of Human Capital (HR) and Relational Capital with Organizational Performance. Based on the Indonesia Health Profile 2015 - 2018 published by the Indonesian Ministry of Health, the success rates of Jakarta Province are 63.0 (2015), 79.9 (2016), 76.5 (2017) and 81.2 (2018). This figure is lower than target at 90. This is interesting considering that the response to Tb is very crucial, especially in densely populated areas such as Jakarta.

Research sampling was conducted at Tuberculosis Control Program Jakarta Provincial Health Office. 100 (a hundred ) respondents of this study were doctors, nurses and laboratory analysts who join the program and working at the Department of Health, Hospitals and Health Centers across the province. Quantitative research was developed by utilizing structural equation modeling.

The finding concludes that Organizational Capability doesn't mediate the influence of Human Capital on Organizational Performance, while Organizational Capability fully mediating the influence of Relational Capital on Organizational Performance

**Keywords:-** Human capital, Relational Capital, Organizational performance and Organizational Capability.

## I. INTRODUCTION

Reducing the prevalence of tuberculosis (Tb) is one of National Strategic Plan. Considering the absolute burden of tuberculosis in Indonesia remains high. The Ministry of Health, under the Directorate General of Disease Control and Environmental Health, leads Tb control program. The central government works with provincial and district health offices. Tb Control Strategy coordinated and scaled-up efforts to: expand and improve the quality of short-course chemotherapy service; manage multidrug resistant tuberculosis, paediatric tuberculosis and cases of combined tuberculosis/HIV, and the needs of the poor and other vulnerable groups; engage with public and private

providers to implement international standards; and empower tuberculosis patients and affected communities

Tuberculosis programming in Jakarta faces a number of management and technical challenges. As Capital city of Indonesia, Jakarta with all its social problems and dense population has complex health problems. Policies should be revisited to address issues such as limited government resources, suboptimal early detection strategies, a lack of synergy among stakeholders, underreporting and challenges in adopting new diagnostic tools and treatments. This problem seen from the Case Notification Rate (CNR= number of Tb patients reported per 100,000 population) and Success Rate indicator to evaluate this program. Jakarta's CNR is 344, the highest in Indonesia. But apparently Jakarta's Tb treatment success rate lower than the target, as seen in the table below.



Table 1:- Jakarta's Tb treatment success rate  
Source: Indonesian Health Profile 2015 – 2018  
Target: 90]

Technically Jakarta has all the resources to address this issues properly, whether it's money or human capital. This issue raises the question whether Jakarta Provincial Health Office has adequate capabilities in achieving the Tb performance control targets? Do Human Capital (HC) and Relational Capital (RC) influenced the Organizational Capability and Performance? How? What dimensions can be improved to significantly enhance capabilities? Base on thought, we research some literature related to organizational capabilities and performance, especially for non-profit organizations such as Jakarta Health Office.

### A. *Human Capital (HC)*

Human resources (HR) are the main key to organizational success. The contribution of HR in terms of competence, efficiency, effectiveness, behavior, motivation of employees in achieving organizational targets. Competent resources are a major contributor to the achievement of an organization's mission as well as a source of competitive advantage.

According to Abazeed (2017; 45) the definition of Human Capital is a set of employee characters and abilities that is manifested in the form of knowledge, skills, experience, education, creativity, commitment, motivation, behavior and innovation.

Bontis in Bangun (2015; 239-247) states that Human Capital is the human element in an organization that has the ability to learn, change, innovate and provide creative encouragement and in the long run will ensure organizational continuity, given adequate motivation. This is in line with Chatzkel's statement quoted by Bangun (2015; 242) that Human Capital is an integrated effort to manage and develop human ability to obtain higher levels of performance.

Scarborough and Elias (2002) in Bangun (2015) stated that the most crucial features of Human Capital on Organizational Performance are individual flexibility and creativity, the ability to develop expertise and development motivation. While Afshari (2014: 250) defines Human Capital as a combination of competence, attitude / behavior and employee innovation. Intellectual capital, especially Human Capital is one of the most important organizational capital, and the potential for organizational success depends more on the intellectual capability of intangible assets than on tangible assets. The ability to manage and maximize the role of intangible assets such as Human Capital will create the organization's core competencies and will ultimately improve Organizational Performance.

All of the definitions above imply that Human Capital is an individual resource. Human capital together is expected to support Organizational Capability,

### B. *Relational Capital*

Most of health organization target associated with relevant stakeholders such as customers / patients, other similar institutions, universities, funders, professional organizations and research institutions. To reach the goals, establishing and improving good relationships will smoot the way and get higher result. Cavichi (2017) states that Relational Capital refers to relationships with relevant stakeholders, in the form of smooth communication, trust and comfort. Saddam, Muammar and Mahfudz (2017; 4) cite CIMA (2005: 2) defining Relational Capital as all resources related to the company's external relations - with customers, suppliers, or partners in research and development.

Abazeed (2017: 46) states that Relational Capital integrates all relationships within the organization, both

internal relations between management and employees, between employees, and external relations with stakeholders such as customers, suppliers, research and development bodies including the government.

Relational Capital is very important in Tb Control program, especially in relation to efforts to achieve complete recovery for patients. The long treatment period and discomfort due to the side effects of the TB drugs make the patient prone to dropping out. Hence , good management of relational capital is needed. According to Lenart (2015: 63) maintaining good relations with customers and partners is a must for organizational management. The other important factors are feedback, recognizing the needs of customers and partners to be able to provide satisfying services and maintain good relationships to increase customer loyalty.

### C. *Organizational Capability*

To win the competition and achieve organizational goals, companies need to develop competitive advantage. This can be done by managing the resources in a best way to achieve competitive advantage. Nagarajan and Prabhu (2015; 7) define capabilities as quality, ability, capacity and potential to be developed. If competence refers to current conditions, capabilities emphasize the ability to develop and the flexibility to handle future needs.

According to Lo (2012: 151) in Mulyono (2013: 130) In order to maintain ownership of its competitive advantage, the company must be able to identify, develop, use and maintain its unique resources. Helfar and Winter (2011) provide the definition of Organizational Capability as the ability to enable organizations to carry out their activities on an ongoing basis, using more or less the same technical scale to support the existence of goods / services for the same consumer population.

Organizational capability is stable, cannot change easily. Organizational Capability stability enable the organization to be in a unique competitive position due to the experience and resources to increase its capabilities, so that along the time, the organizational capability is also increasing (Mulyono, 2013) According to Hubeis and Najib (2014: 47) Organizational Capability is a collection of resources that display tasks or activities integrally.

Organizational capability is determined based on two approaches, namely the functional approach and the value chain approach (Value Chain). Both approaches are widely used by organizations to form Organizational Capability. However, capabilities can only be formed if there is collaboration between various resources in the organization. In complex organizations, capabilities affect the organizational hierarchy structure. The higher the capability level, the more integration between capabilities the lower level. A combination of functional capabilities in the organization is a must.

**D. Organizational Performance**

According to Moehariono (2012: 95) in Maryam (2018: 56) Organizational Performance is a picture of achievement level of program implementation or policies in reaching the organization’s goals, vision and mission , as outlined through the organization strategic planning. Customer perspective indicators for nonprofit organization are:

- a) User’s satisfactions on product’s quality.
- b) Consumers satisfactions on after sales service.
- c) Company’s efficiency;
- d) Continuous innovation to increase productivity;
- e) On time Delivery on consumer order.
- f) Learning and growth perspectives indicating increase work productivity due to learning outcomes

It is difficult for a public organization to find appropriate performance measurement tool. Due to multidimensional in nature of goals and mission and complexity of the stakeholders. According to Bernardin and Russel in Pandiwijaya (2018: 60-62) there are six dimensions to measure performance, namely:Quality, Quantity, Timeliness, Cost effectiveness, Need for supervision and Interpersonal impact

**E. Hypothesis**

Here are some hypotheses tested in this study:

Ha 1: Human Capital influences Organizational Capability

- Ha 2: Human Capital influences Organizational Performance
- Ha 3: Relational Capital influences Organizational Capability
- Ha 4: Relational Capital influences Organizational Performance
- Ha 5: Organizational Capability influences Organizational Performance
- Ha 6: Organizational Capability mediates the effect of Human Capital on Organizational Performance
- Ha 7: Organizational Capability mediates the effect of Relati-onal Capital on Organizational Performance

**II. RESEARCH METODOLOGY**

This research using quantitative method approach. Research was conducted in 2019 by distributing questionnaires online to doctors, nurses and laboratory analysts who join Tb Control team. To find out the correlation coefficient between variables, the Guilford correlation coefficient is used using a 5-point Likert scale (1 = strongly disagree and 5 = strongly agree). The questionnaire collected was taken for first 100 people according to the ratio of the number of professions in the population. The data is then tabulated and tested using SEM-PLS.

Characteristics of respondents are as follows:

Profile	Category	Freq	%	Cumulative
Gender	Male	19	19 %	19
	Female	81	81 %	100
Profession	Doctor	37	37%	37
	Nurse	41	41%	78
	Lab Analyst	22	22 %	100
Age	Below 35 years	58	58 %	58
	35-45 years	25	25 %	83
	Over 45 years	17	17 %	100
Education	D3	50	50 %	50
	S1	46	46 %	96
	S2	4	4 %	100
Length of work in the Program	1 – 2 years	50	50 %	50
	3 - 4 years	19	19 %	69
	5 – 10 years	31	31 %	100
Unit	Province health office	2	2 %	2
	District health office	3	3 %	5
	Hospital	30	30 %	35
	Sub district public health centre	49	49 %	84
	Village public health centre	16	16 %	100

Table 1:- Characteristics of respondents

Source : Data kuesioner

Steps for the Smart PLS to process collected data are:

- *Instrument test (Outer Model), consists of*
  - Validity Test, to assess the instruments capability in measuring research variables, consisting of convergent and discriminant validity.
  - Reliability Test, to assess the instruments consistency in measuring research variables.
- *Evaluation of Structural Model / Inner Model*  
Evaluation conducting by looking at the value of R square, path coefficient, T statistic and predictive relevance.
- *Fit Model Evaluation*
- *Analyze the mediating effect*

❖ *Analysis Data*

A. *Instrument Test*

➤ *Validity Test*

- *Convergent Validity test*

According to Ghozali (2015) rule of thumb to evaluate convergent validity explanatory research is loading factor over 0.6-0.7 and average variance extracted (AVE) more than 0.5. On the first running, there are some indicators with loading factor less than 0.6. We exclude that indicators and re run the test. On second run, we get data as seen in the table below.

Variable	Question	Loading factor	Conc
Organizational Capability	An integrated information system is available	0.799	Valid
	Always use the Information system provided	0.797	Valid
	There are clear written policies and instructions in every unit	0.802	Valid
	There is a clear command line	0.847	Valid
	All officers have no difficulty using the application	0.663	Valid
	Tb Program System Information Management greatly facilitates work	0.801	Valid
	The organization has facilitated all commitments	0.798	Valid
	The leadership supports Tb countermeasures by not moving trained officers	0.641	Valid
Organizational Performance	There have been no unfollowed up complaints on Tb services for the last 2 years	0.710	Valid
	Development of scope and service improve ment has been carried out in the last 2 years	0.777	Valid
	Customer satisfaction survey is conducted every year	0.772	Valid
	customer satisfaction survey result is good	0.779	Valid
	Standard Operating Procedure (SOP) compliance is good	0.837	Valid
	Units Achievement Target percentation more than 90%	0.674	Valid
Relational Capital	Keep the deal/ agreements made by cross-sectoral organization	0.810	Valid
	Relationship with cross-sectoral organizations run well	0.902	Valid
	Always communicate with cross sectoral organizations to solve big problems	0.794	Valid
	Post training, always share knowledge in a documented meetings	0.645	Valid
	Cross-sectoral organizations support on a continual basis	0.832	Valid
Human Capital	At work environment, we frequently share experiences in handling Tb Control programs	0.788	Valid
	TDoing everything to reach te target, despite unpaid working overtime	0.655	Valid
	Always Stick to the agreement made at the beginning	0.771	Valid
	We carry out the duties of absent officers / friends, as long as in accordance with the professional code of ethics	0.690	Valid
	Complete an assignment on time	0.668	Valid
	Understand all SOP related work fields	0.783	Valid
	Understand all terms used in the Tb program	0.762	Valid
	Capable carry out special difficulty levels task	0.626	Valid
Experienced in the Tb program	0.709	Valid	

Table 2:- Loading Factor  
Source : Data hasil Pengujian dengan PLS 3.0

As shown in table 2, each question has loading factor value above 0.6. Valid.

Other than loading factor values, convergent validity can be assessed by average variance extracted (AVE) value. AVE value as seen in the following table:

Uraian	AVE
<b>Organizational Capability</b>	0.595
<b>Organizational Performance</b>	0.578
<b>Relational Capital</b>	0.642
<b>Human Capital</b>	0.517

Table 3:- Average Variance Extractor (AVE)

Source : Analitical data with PLS 3.0

As shown in table 3, each construct has average variance extracted (AVE) value above 0.50, fulfilled the criteria.

• *Discriminant validity*

This test conducted by assess average AVE values for each construct versus correlation value between constants in the model. This method is often called the Fornell Larcker Criterion.

As shown in table 4 it ca, the root value of AVE for each construct is greater than the correlation value between constructs in the model and meets the discriminant validity criteria.

	Org Capability	Org Performance	Relational Capital	Human Capital
<b>Organizational Capability</b>	<b>0.772</b>			
<b>Organizational Performance</b>	0.697	<b>0.760</b>		
<b>Relational Capital</b>	0.752	0.630	<b>0.801</b>	
<b>Human Capital</b>	0.643	0.657	0.541	<b>0.719</b>

Table 4:- Fornell Larcker Criterion

Source : Analitical data with PLS 3.0

According to Ghozali (2015) another way to assess dicscriminant validity by using reflective indicators and see cross loading value for each variable. Valid indicator is when an it has the highest loading factor value in the

destined construct than loading factor to another construct. Hence, prediction laten construct of indicator in their block higher than indicator in another block. Cross loading analysis is as follow :

	Org Capability	Org Performance	Relational Capital	Human Capital	Conclusion
KAP1	<b>0.799</b>	0.582	0.592	0.468	Valid
KAP2	<b>0.797</b>	0.526	0.539	0.559	Valid
KAP3	<b>0.802</b>	0.535	0.591	0.516	Valid
KAP4	<b>0.847</b>	0.598	0.663	0.591	Valid
KAP5	<b>0.663</b>	0.453	0.469	0.367	Valid
KAP6	<b>0.801</b>	0.483	0.597	0.461	Valid
KAP7	<b>0.798</b>	0.594	0.665	0.515	Valid
KAP8	<b>0.641</b>	0.508	0.494	0.462	Valid
KIN1	0.496	<b>0.710</b>	0.455	0.466	Valid
KIN2	0.605	<b>0.777</b>	0.590	0.665	Valid
KIN3	0.456	<b>0.772</b>	0.421	0.360	Valid
KIN4	0.464	<b>0.779</b>	0.356	0.369	Valid
KIN5	0.625	<b>0.837</b>	0.577	0.592	Valid
KIN6	0.471	<b>0.674</b>	0.390	0.436	Valid
REL10	0.614	0.460	<b>0.810</b>	0.415	Valid
REL11	0.676	0.576	<b>0.902</b>	0.452	Valid
REL12	0.596	0.549	<b>0.794</b>	0.405	Valid
REL2	0.459	0.500	<b>0.645</b>	0.509	Valid
REL9	0.649	0.431	<b>0.832</b>	0.399	Valid
SDM10	0.507	0.503	0.378	<b>0.788</b>	Valid
SDM14	0.464	0.458	0.428	<b>0.655</b>	Valid
SDM15	0.520	0.415	0.445	<b>0.771</b>	Valid



SDM16	0.412	0.470	0.492	<b>0.690</b>	Valid
SDM17	0.508	0.563	0.469	<b>0.668</b>	Valid
SDM4	0.527	0.505	0.402	<b>0.783</b>	Valid
SDM5	0.504	0.550	0.364	<b>0.762</b>	Valid
SDM7	0.299	0.365	0.168	<b>0.626</b>	Valid
SDM9	0.323	0.339	0.264	<b>0.709</b>	Valid

Table 5:- Cross Loading Value  
Source : Analitical data with PLS 3.0

The results of discriminant validity test cross loading measurements with the construct., It appears that the research model has sufficient discriminant validity because the AVE roots for each construct are greater than between the constructs and other constructs in the model. It can be concluded that all indicators are valid and there is no problem in discriminant validity

➤ *Reliability Test*

Reliability Tests are carried out using the Composite Reliability and Cronbach's Alpha tests, by looking at all latent variable values that have Composite Reliability and Cronbach's Alpha values  $\geq 0.7$ , it can be concluded that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent.

	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>
Organizational Capability	0.921	0.901
Organizational Performance	0.891	0.854
Relational Capital	0.899	0.856
Human Capital	0.906	0.883

Table 6:- *Composite Reliability dan Cronbach's Alpha*  
Source : Analitical data with PLS 3.0

As shown in the table, *Composite Reliability* value for all variable  $\geq 0.7$ , *Cronbach's Alpha* value for all variable  $\geq 0.7$ . We can deduced that all construct reliable and questioner used in this research consisten.

between laten variable ( Inner model) by evaluate coefficient of determination (R2), and predictive relevance (Q2). This value obtained by bootstrapping the data, and so path coefficient value.

*B. Struktural Model Evaluation / Inner Model*

According to Ghozali (2015), Struktural Model Evaluation / Inner Model conducted to predict the relation

The Inner Model evaluation results can be seen in the following figure.

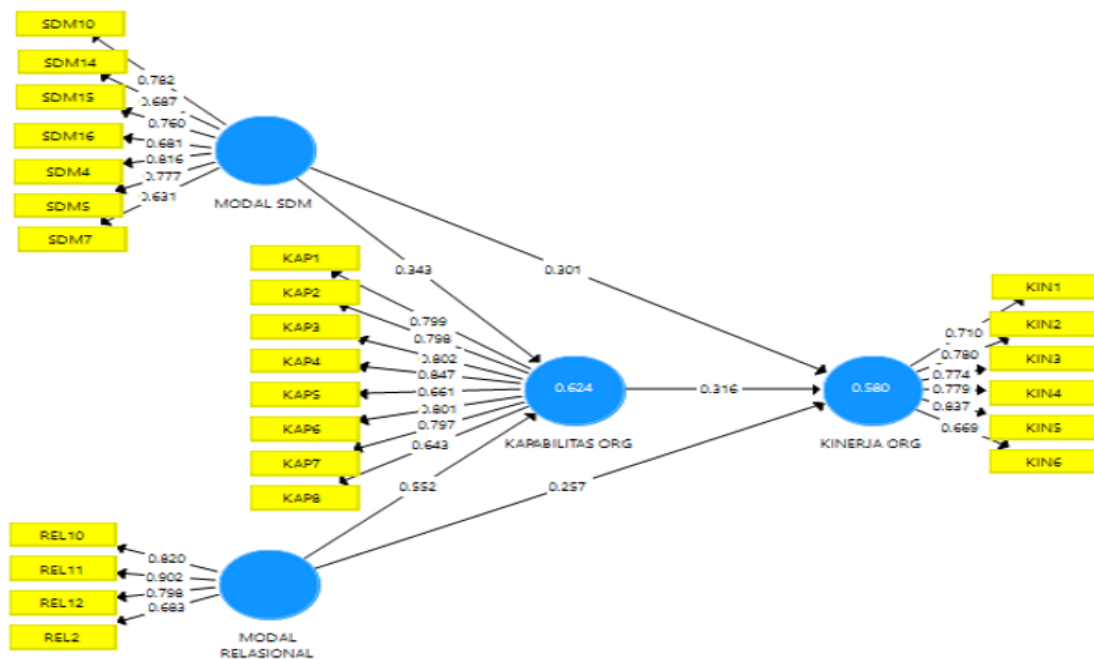


Fig 1:- Inner Model  
Source : Analitical data with PLS 3.0

➤ *R-Square (R2)*

The coefficient of determination R-square (R2) shows how much the exogenous variable explains the endogenous variable. The value of R-Square (R2) is zero up to one. If the value of R-Square (R2) is getting closer to one, then the independent variables provide all the information needed to predict variations in endogenous variables. Conversely, the smaller the value of R-Square

(R2), the ability of independent variables to explain variations in endogenous variables is increasingly limited. The value of R-Square (R2) has a weakness that is the value of R-Square (R2) will increase every time there is an addition of one exogen variable even though the exogenous variable has no significant effect on the endogenous variable. The results are as shown in the table 7:

	<b>R Square</b>	<b>R Square Adjusted</b>
Organizational Capability	0.645	0.638
Organizational Performance	0.577	0.564

Table 7:- R square  
Source : Analitical data with PLS 3.0

As shown in the table above, the value of R-Square (R2) or the coefficient of determination of the construct of Organizational Capability is 0.638. These results indicate that endogenous mediation variables organizational capability can be explained by exogenous variables namely Human Capital and Relational Capital by 64% while the remaining 36% is explained by other exogenous variables. Meanwhile for Organizational Performance variable shows a value of 0.564 where it shows that Organizational Performance can be explained by exogenous variables namely Human Capital and Relational Capital by 56.4%, while the rest is explained by other variables outside the proposed model.

➤ *Path coefficient*

Path coefficients (path coefficients) are used to see the hypothesized relationship between constructs. According to Helm et al. (2009) in Hair et al. (2014), the path coefficient values range from -1 to +1, where the path coefficient values close to +1 represent a strong positive relationship and the path coefficient value -1 indicates a strong negative relationship.

The correlation matrix for the path coefficient can be seen in the following table:

	<b>Organizational Capability</b>	<b>Organizational Performance</b>
<b>Organizational Capability</b>		0.316
<b>Organizational Performance</b>		
<b>Relational Capital</b>	0.552	0.199
<b>Human Capital</b>	0.342	0.337

Table 8:- Path Coefficient Value  
Source : Analitical data with PLS 3.0

Table 8 shows that path coefficient value ranging from 0.199 to 0.6572. It can be concluded that all values have a positive relationship because they have values that are close to +1. The strongest relationship is 0.572, relationship between Relational capital and Organizational capability. The weakest in 0.199 relationship between Relational capital and Organizational Performance.

➤ *T statistic (Bootstrapping)*

The t-statistic analysis method is carried out through a bootstrapping procedure to see the significance value between constructs. Hair et al. (2017) in Ramayah et al. (2017) suggest doing a bootstrapping procedure with a resample value of 5,000. The limit for rejecting and accepting the proposed hypothesis is  $\pm 1.96$ , which if the t-statistic value is in the range of -1.96 and 1.96 then the hypothesis will be rejected or in other words accept the null hypothesis (H0).

	<b>T Statistics ( O/STDEV )</b>
Organizational Capability -> Organizational Performance	2,226
Relational Capital -> Organizational Capability	8,337
Relational Capital -> Organizational Performance	2,057
Human Capital -> Organizational Capability	5,531
Human Capital -> Organizational Performance	2,402

Table 9:- T statistic Direct Path  
Source : Analitical data with PLS 3.0

Table 9 shows the results of the T-Statistic (Bootstrapping) results on the direct relationship. It can be concluded that Organizational Capability and Human Capital have a significant influence on Organizational Performance, and Relational Capital have a significant effect on Organizational Performance. In addition, Human Capital and Relational Capital have a significant influence on Organizational Capability.

	<b>T Statistics ( O/STDEV )</b>
Relational Capital -> Organizational Capability -> Organizational Performance	2.522
Human Capital -> Organizational Capability -> Organizational Performance	2.138

Table 10:- T statistic Indirect Path  
Source : Analitical data with PLS 3.0

Table 10 shows the results of the T-Statistic (Bootstrapping) value on the indirect relationship. It can be concluded that Relational Capital and Human Capital have a significant influence on Organizational Performance through Organizational Capability.

➤ *Predictive Relevance (Q2).*

Q2 serves to validate the model, suitable for endogenous latent variables that have a reflective measurement model. Value of  $Q^2 > 0$  proves that the model has predictive relevance, whereas if  $Q^2 < 0$  proves that the model lacks predictive relevance.

Predictive Relevance measurement results can be seen in the following table:

	<b>SSO</b>	<b>SSE</b>	<b>Q<sup>2</sup>(=1-SSE/ SSO)</b>
Org Capability	800.000	512.407	0.359
Org Performance	600.000	418.960	0.302
Relational Capital	500.000	500.000	
Human Capital	900.000	900.000	

Table 11:- Predictive Relevance (Q2)  
Source : Analitical Data with PLS 3.0

Table 11 shows the values of Q2 are 0.359 and 0.302, it can be concluded that the model has a relevant predictive value.

*C. Evaluate the Fit Model*

Model fit evaluation in this study was conducted by using the normal fit index testing model (NFI) proposed by Ghazali (2015). According to him, the model would be considered to have a good fit if the saturated model and estimated model values were equal.

The fit model testing results appear in the following table:

	<b>Saturated Model</b>	<b>Estimated Model</b>
<b>NFI</b>	0.683	0.683

Table 12:- Model Fit Evaluation  
Source : Analitical data with PLS 3.0

As shown on Table 12, the value of saturated model (measurement) fit and the value of estimated model (structural model) fit have the same value. Hence, it can be concluded that the model in this study has a good fit. Normal fit index (NFI) value indicating that the model in this study is 68.3% (0.683) better than the null model.

*D. Mediation Effect Analysis*

<b>Direct / Indirect</b>	<b>Path</b>	<b>Path Coeff</b>	<b>T-Statistic</b>
Direct	HC → OP	0.337	2.402
	HC → OC	0.342	5.531
	CP → OP	0.316	2.226
Direct	RC → OP	0.199	2.057
	RC → OC	0.552	8.337
	CP → OP	0.316	2.226
Indirect	HC → OC → OP	0.189	2.138
Indirect	RC → OC → OP	0.110	2.522

Table 13:- Mediation Effect Analysis  
Source : Analitical data with PLS 3.0



Calculation analysis on Mediating effects of Capability Organization can be carried out as follows:

#### Mediating effect of Capability Organization on Human Capital → Organizational performance

- Indirect :  $HC-OC \times OC-OP$   
 $0.342 \times 0.316 = 0.1080$
- Direct :  $(HC - OP)^2$   
 $0.3372^2 = 0.1135$

Indirect Influence < Direct Influence, means that Organizational Capability does not mediate the effect of Human Capital on Organizational performance.

#### Mediating effect of Capability Organization on Relational Capital → Organizational performance

- Indirect :  $RC-OC \times OC-OP$   
 $0.552 \times 0.316 = 0.1744$
- Direct :  $(RC - OP)^2$   
 $0.119^2 = 0.0396$

Indirect influence > Direct influence, means that organizational capability mediates the influence of relational capital on organizational performance.

So it can be concluded that the Organizational Capability variable fully mediates the relationship between Relational Capital and Organizational Performance.

To make sure of capability role, we calculate.

### III. DISCUSSION

#### A. Effects of Human Capital on Organizational Capability

From the results of the study, the influence of the Human Capital variable on Organizational Capability obtained the value of the path coefficient 0.334 and the value of the statistical T 5.391. Therefore it is concluded that Human Capital Resources have a significant positive effect on the capability of the Jakarta Provincial Health Office in handling TB, in accordance with H1 hypothesis.

The indicator with the strongest loading factor is shown by indicators number 4, 10 d 15, namely: understanding all Tb SOP programs related to their field of work, often sharing experiences and knowledge in Tb prevention programs in the work environment and adhering to agreements made at the outset. It appears that by understanding SOP, sharing experiences, increasing the capability of HR in adopting better knowledge. This variable, which is supported by adherence to the agreement, will greatly increase Organizational Capability. Understanding of SOP will optimize the time for handling Tb. This understanding is facilitated by the suitability of professions and occupations, so Organizational Capability

is better. Sharing experiences in the Tb response program is a very appropriate step to improve capabilities, given the frequent rotation and mutation of employees, as evidenced by the number of respondents with 1-2 years of service (new employees in the Tb program) by 50%. Besides being cheaper, sharing this experience will also form a strong teamwork and ultimately increase capabilities. A strong and obedient teamwork on agreements and targets that have been made is an extraordinary strength, in line with the findings of Nagarajan and Prabu (2015: 7) stating that Human Capital competence is an essential ingredient and has a strong influence on Organizational Capability.

#### B. The Influence of Human Capital on Organizational Performance

From the results of the study, the influence of the Human Capital variable on Organizational Performance obtained path coefficient value of 0.337 and a statistical T value of 2.919. Therefore it is concluded that Human Capital Resources have a significant positive effect on the performance of the Jakarta Provincial Health Office in handling TB, in accordance with the H2 hypothesis.

The indicator with the strongest loading factor is shown by indicators number 4, 10 d 15, namely: understanding all Tb SOP programs related to their field of work, often sharing experience and knowledge in Tb countermeasures programs in the work environment and obeying agreements made in advance. Understanding of SOP is the absolute key in treating Tb. By understanding the SOP, the steps of the work become smoother, the work can be completed more quickly, treatment is more complete and the increase in severity can be minimized, and overall will improve the performance of the Health Office in response to Tb. Sharing experiences in Tb prevention programs, in addition to forming strong teamwork also improves service quality. Difficulties and problems encountered can be solved together faster and better, especially if accompanied by improvements to the SOP. Adherence to agreements and targets that have been made is a driving force in working even harder to achieve targets and improve Organizational Performance.

The results of this study are in line with Kamaluddin, A and Rahman RA, (2013) who state that Human Capital has a weak positive effect on Organizational Performance, Wang et al (2014) which states that Intellectual Capital has a positive effect on Organizational Performance and Nagarajan, and Prabhu. (2015) which states that competence is the most important contributor in productivity.

Nevertheless the results of this study are not in line with Handzic et al (2015) who found that Human Capital contributes indirectly to Organizational Performance. Wijayanti, Rita (2018) found that Human Capital & structural capital each did not affect productivity / performance. Samul, Joana (2018) found that there was a positive influence between Human Capital and Organizational Performance, with leadership as a mediating

variable. This means that the direct relationship between Human Capital and Organizational Performance is negative. This can be explained that the Human Resources Resource Capital itself consists of many aspects, including knowledge, experience, motivation and innovation, together will be a strong capital in implementing the response program Tb. However, the influence of Human Capital is weak compared to the effect of Organizational Capability on Organizational Performance, because Human Capital without integration and strong leadership will not be optimal.

#### *C. The Effect of Relational Capital on Organizational Capability*

From the results of the study the influence of the Relational Capital variable on Organizational Capability obtained path coefficient values 0.572 and a statistical T value of 8.580. Therefore it is concluded that Human Capital Resources have a significant positive effect on the capability of the Jakarta Provincial Health Office in handling TB, in accordance with the H3 hypothesis.

Indicators with the strongest loading factors are shown by indicators number 9, 10 and 11, namely: cross-sectoral organizations supporting each other on an ongoing basis, following agreements made with cross-sectors and relations with cross-sectoral organizations running well without obstacles. In controlling the sustainability of complex programs with broad geographical coverage, collaboration with cross-sectoral organizations is absolutely necessary. Adherence to agreements with cross-sectoral organizations will increase respect and mutual respect. This mutual respect will facilitate communication and the search for solutions to the obstacles that arise. Thus, sustainable cooperation can be established. Teamwork with strong cross-sector organizations will improve Organizational Capability in achieving goals.

The results of this study are in line with the results of research Sulistyo Heru and Siyamtinah (2016) which states that Relational Capital and the empowerment of innovation have a significant and positive effect on organizational capability; Agostini, Lara et al (2017) Relational Capital and absorptive capacity together have a positive effect on company capability. In addition, Lerro et al (2016) research has a positive relationship between Intellectual Capital and value creation capability, and Singh, Bindu and Rao MK (2016) research found that Intellectual Capital strongly supports dynamic Capability. The results of this study prove the truth of the initial hypothesis.

#### *D. The Influence of Relational Capital on Organizational Performance*

From the results of the study of the influence of Relational Capital variables on Organizational Performance obtained path coefficient value of 0.199 and T value of statistics of 2.059. Therefore it is concluded that Relational Capital Resources have a significant effect on the performance of the Jakarta Provincial Health Office in handling TB, hypothesis H4 is accepted

Indicators with the strongest loading factors are shown by indicators number 9, 10 and 11, namely: cross-sectoral organizations supporting each other on an ongoing basis, following agreements made with cross-sectors and relations with cross-sectoral organizations running well without obstacles. Control of programs with a high degree of difficulty, complex and with wide geographical coverage does require collaboration with cross-sectoral organizations. The smooth relationship, the establishment of reciprocal relationships and the continuity of support are apparently not strong enough to influence Organizational Performance. This is in line with the results of research Handzic, Meliha and Durmic, Nermina (2015) which states that Relational Capital contributes indirectly to Organizational Performance through structural capital, in other words relational capital does not affect Organizational Performance. In line with Handzic et al, the research of Srirangga, Visnu and Vijay, Kumar Gupta (2017) found that Relational Capital statistically had no effect on organizational performance. This opinion is supported by the results of Lopez-Costa's (2015) study which states that the influence of Relational Capital on Organizational Performance is very small and negative.

Not all researchers agree with the results above. Kamaluddin, A and Rahman RA, (2013) stated that Relational Capital has a strong positive effect on Organizational Performance.

#### *E. Effect of Organizational Capability on Organizational Performance*

From the results of the study, the influence of Organizational Capability variables on Organizational Performance obtained path coefficient value of 0.330 and a statistical T value of 2.562. Therefore it is concluded that Organizational Capability has a significant positive effect on the performance of the Jakarta Provincial Health Office in handling TB, in accordance with hypothesis H5.

The indicator with the strongest loading factor is shown by indicators number 3, 4 and 6, namely: There are clear written policies and instructions in each unit in response to Tb, There is a clear command line in Tb handling and available Information System Management Program Tb. These three indicators are important factors in capabilities that will be able to effectively integrate all resources in order to achieve Organizational Performance targets. Clarity of policies and instructions that can be read by all team members will minimize misunderstanding, facilitate rewards and punishments and will drive the achievement of Organizational Performance. With a clear command line, policies, strategies and targets can be easily distributed and performance can be more easily achieved. The formation of teamwork is also more effective. The availability of integrated information systems is vital for a complex program with a broad geographic footprint. Reporting, planning, monitoring and evaluation can be done better and more efficiently.

These results are in line with theory and many of the results of previous studies including Nurainun et al (2018) which states that company capabilities have a significant

influence on the company's performance variables, Kristinawati, D and and Tjakraatmadja (2018) also agree and find that dynamic capabilities are preceded by managed organizational knowledge effectively enhances Organizational Performance. This statement is reinforced by the results of research by Fransisca Mulyono (2013) that the managerial dynamic capability and technology forming Organizational Capability will increase competitive advantage and ultimately will form Organizational Performance

#### *F. The Role of Organizational Capability in Human Capital Relations Against Organizational Performance*

From the results of the study, Human Capital has a significant positive effect on the direct relationship to Organizational Performance, while the indirect path (indirect path) of Human Capital to Organizational Performance through Organizational Capability occurs a significant positive relationship. Cepeda et al (2018) state that if the direct path (direct relationship) According to the calculation on Path Coefficient, where Indirect Effect > Direct Effect, meaning that Organizational Capability fully mediating the influence of Relational Capital to Organizational performance. Thus in accordance with the hypothesis) between exogenous and endogenous variables has a significant effect while the indirect path (relationship through mediation) also has a significant effect, it can be concluded that the mediating variable does not play a full role or is called partial mediation. However, according to the calculation on Path Coefficient, where Indirect Effect < Direct Effect, meaning that Organizational Capability does not mediating the influence of Human Capital to Organizational performance. Thus not in accordance with the hypothesis Ha 6: Organizational Capability mediates the effect of Human Capital on the performance of the Jakarta Provincial Health Office in handling TB.

Reference to the results of specific research on the role of this capability was not found. The results of the study are the role of Organizational Capability on the influence of intellectual capital, which consists of Relational Capital, Human Resource Capital and structural capital as well as Organizational Performance. Like the research results of Dadashinasab, Majid and Sofian, Saudah (2014) who found that the impact of intellectual capital on financial performance was increased by being moderated by dynamic capabilities, and the findings of Hasan, S. Mei TS and Johari, H (2014): Intellectual Capital and capability operational synergy to strengthen company performance.

#### *G. The Role of Organizational Capability in Relational Capital Relationship to Organizational Performance*

From the results of the study, the Relational Capital has a positive and significant effect on the direct relationship to Organizational Performance, and the indirect relationship (indirect path) Relational Capital on Organizational Performance through Organizational Capability, there is a significant positive relationship.

According to the calculation on Path Coefficient, where Indirect Effect > Direct Effect, meaning that Organizational Capability fully mediating the influence of Relational Capital to Organizational performance. Thus in accordance with the hypothesis Ha 7: Organizational Capability mediates the effect of Relational Capital on the performance of the Jakarta Provincial Health Office in handling TB.

Reference to the results of specific research on the role of this capability was not found. The results of the study are the role of Organizational Capability on the influence of intellectual capital, which consists of Relational Capital, Human Resource Capital and structural capital as well as Organizational Performance. Like the research results of Dadashinasab, Majid and Sofian, Saudah (2014) who found that the impact of intellectual capital on financial performance was increased by being moderated by dynamic capabilities, and the findings of Hasan, S. Mei TS and Johari, H (2014): Intellectual Capital and capability operational synergy to strengthen company performance.

## IV. CONCLUSION

- Human Resources Capital has a significant positive effect on the capability of the Jakarta Provincial Health Office in handling TB, in accordance with the initial hypothesis.
- Human Resources Capital has a significant positive effect on the performance of the Jakarta Provincial Health Office in overcoming the TB, in accordance with the initial hypothesis.
- Relational Capital has a significant positive effect on the capability of the Jakarta Provincial Health Office in handling TB, in accordance with the initial hypothesis
- Relational Capital influences the Performance of Jakarta Provincial Health Office in handling Tb, in accordance with the initial hypothesis
- Organizational Capability has a significant positive effect on the performance of the Jakarta Provincial Health Office in handling TB, in accordance with the initial hypothesis
- Organizational Capability fully mediates the effect of Relational Capital on the performance of the Jakarta Provincial Health Office in handling TB. In accordance with the initial hypothesis.
- Organizational Capability does not mediate the influence of Human Capital Resources on the performance of the Jakarta Provincial Health Office in handling TB, not in accordance with the initial hypothesis.

## SUGGESTION

To improve Organizational Capability and Performance in the Tb response program, Jakarta Provincial Health Office can take steps such as :

- Increase understanding of all Tb program SOPs, conduct periodic evaluations and revisions as needed. With a good understanding of SOP the work can be

- completed faster, treatment is more complete and an increase in severity can be minimized
- Require and encourage the sharing of experiences and knowledge in the Tb response program in the work environment. This is important given the frequent rotation and mutation of employees, as evidenced by the number of respondents with a working period in the 1-2 year Tb program (new employees in the Tb program) of 50%. Besides being more efficient, this activity will also strengthen teamwork.
  - Monitoring and evaluation of agreed targets.
  - Increasing cross-sector cooperation, obeying agreements that have been made and coordinating in the face of obstacles.
  - Determination of policies and clear written instructions in each unit in response Tb
  - Clear command lines in response Tb
  - Improved Program Information Management System Tb

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