

Effect of Organizational Culture on Eselon IV Employee Productivity in the Office of the Ministry of Religion in Riau Province

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Abstract : Organizational culture is a set of values that are characteristic of an organization to be a reference in carrying out the organization's main goals and to solve organizational problems. Organizational culture is needed to direct employee behavior and increase employee productivity. This study aims to determine and analyze the influence of organizational culture on the productivity of echelon IV employees in the offices of the Ministry of Religion throughout Riau province. The method used in this study is a descriptive and causal method with a quantitative approach. The sampling technique in this study was the sampling area of 120 echelon IV employees in the religious ministry offices in Riau province. Data analysis techniques used descriptive analysis and simple linear regression analysis. Based on the results of the descriptive analysis, according to respondents' responses regarding organizational culture and the productivity of echelon IV employees it was good. The results showed that organizational culture had an effect on the productivity of echelon IV employees in the Ministry of Religion office in Riau province by 32%.

Keywords – Organizational culture, behavior, productivity.

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I. INTRODUCTION

Human resources in an organization are an inseparable entity. The organization will run according to expectations and goals if there are qualified human resources and have the same goal, that is to make their place of work experience increased income from time to time. If the goals and desires have been carried out and can be realized, then the human resources certainly expect the results of work and hard work to get results that are commensurate with what they have done. Organizations need human resources because human resources are important in an organization where people or employees provide their energy, talent, creativity, and effort to the organization.

Productivity as a term often used in economics and management is not always monopolized by economics and management. There is a significant correlation between the level of education of the community and the growth and development of the economy. Stephen P. Robins and Timothy A. Judge reveal basic productivity theories, that is: Productivity of an organization is productive if it reaches the goal of converting inputs into output at low costs. So that productivity requires both effectiveness and efficiency [1].

This means that productivity is converting inputs into output in low costs that are done effectively and efficiently. Efficiency is a measure that shows how well the resources used in the production process to produce output. Efficiency is a process characteristic that measures the actual performance of resources relative to the standard set. Productivity difference with effectiveness and efficiency is that productivity is a measure of the level of efficiency and effectiveness of each of the resources used during production by comparing the amount produced (output) with input from each source used or all sources (input).

High work productivity is absolutely an urgent need to advance. Productive humans can not only fulfill their own interests, but also the interests of others. Productive nature will not occur if it is not based on an awareness of the role that someone performs and the role of a person, usually the role will be seen from the results of the work they do. This nature applies to all aspects of life including employees in any office.

This also applies in government organizations, especially the office of the Ministry of Religion of Riau Province. Employees in the Ministry of Religion office Riau province have a tiered rank. One of the career paths

of employees in the religious ministries Riau is employees who have echelon IV positions. Employees with echelon IV positions are 343 people .

Organizational culture is an important element and is influenced by values and beliefs that are the principles and mission of the organization. Organizational culture is as values, principles, traditions and ways of working that are shared by members of the organization and influence the way they act. In most organizations, the values and practices adopted together have developed rapidly along with the times and really greatly affect how an organization is run [2].

The values and norms that are believed can be used as a reference for behaving in the office and greatly affect the productivity of echelon IV employees. The values and norms that apply in the organization are called culture. Organizational culture is often interpreted as a unique character, atmosphere or work ethic adopted by an organization. Based on the results of research conducted by Adolf Henry in the Psychology journal that there is a direct influence of organizational culture variables on work productivity [3]. Then it can be concluded that organizational culture affects the productivity of echelon IV employees.

Based on the initial survey by conducting interviews indirectly, there are several symptoms as follows: (1) Some employees have not been able to complete the task quickly and precisely (2) The employee has not achieved more than expected targets, (4) Employees have not been able to provide satisfying services to the community, it is seen that every community wants to deal with having to wait for employees to arrive because the presence of employees is often late, (5) Employees have not been able to work creatively and innovatively, this can be seen in less comfortable office space, no own initiative at work (6) Reports submitted to the leadership all this time only relate to brief reports, while other reports are rarely reported (7) Delivering reports are often late, sometimes only reported by semester trials, (8) There are several Ministry of Religion offices that have far distance from the district.

II. LITERATURE REVIEW

2.1 Productivity

Productivity is a measure that is used as a guideline to determine the extent to which natural, technological and human resources can be managed and utilized to realize certain desired outcomes. Small C Bozart and Robert B. Handfield also explain that one measure that often arises in discussions is productivity . Productivity is a measure of the ratio, defined as follows: $Productivity = output / input$. productivity measurement is always expressed in units of output per input unit. Outputs and inputs can be expressed in monetary terms or in several other units of measure. In general, organizations strive to increase productivity by increasing output, lowering inputs, or both [4].

According to Malayu S.P. Hasibuan that in general productivity is interpreted or formulated as follows: productivity is the ratio between output (input) with input (input) [5]. The definition above shows that there is a connection between work results and time needed to produce products from a workforce so that organizational goals can be achieved effectively and efficiently. Productive individuals describe the potential, perception and creativity of someone who always wants to contribute the ability to benefit themselves and the environment.

According to Sedarmayanti, quoting Gaffar's opinion [6] that productive individu is a individu who produce quality products, can be observed and useful to the community, meaning that they relate to individual contributions qualitatively which have a positive impact on society. Related to productive mental attitude, among others, concerns attitude; (1) Motivative, (2) Discipline, (3) Creative, (4) Dynamic, (6) Professional, (7) Patriot [6]. From the opinion above, it can be concluded that workforce productivity is highly dependent on the unit of input given by the workforce and the unit of output produced by the workforce.

As explained by Mukhtar and Iskandar that there is no day without dynamics towards change as the responsibility of humanity for every person, the business carried out by promoting productivity, God willing, can achieve maximum results [7]. Peter and Waterman in Achmas Sobirin, the factors that led company to the success include Productivity through people who are treated with respect. People are seen as the source of productivity and quality assets. There is feeling of familiy. Increasing productivity through workers must be treated humanely. They must be recognized as assets that are a source of productivity and quality of the company. There must be a feeling that all workers are a family [8]. From the various meanings above, productivity can be defined as the power to make things come into being. A process that describes the comparison between input and output, is influenced by several factors both internal and external and all of them are key to performance in an organization.

2.2. Organizational Culture

The meanings of culture by Acmad Sobirin said by combining ideational school and adaptationist school was given by Edgar Schein as follows: Culture is a pattern of basic assumptions that are shared by a group of people after they have studied and believed the truth of the assumption pattern as a way to solve various problems related to adaptation external and internal integration, so that the pattern of basic assumptions

needs to be taught to new members as the right way to perceive, think and express their feelings in relation to organizational issues [8].

Jonson, Jeffrey and Michael, define organizational culture as a shared social knowledge in organizations regarding rules, norms, and values that shape employee attitudes and behavior [9]. As social knowledge, because culture is formed from explicit communication and simple observation between employees, as rules and norms and values apply in the work environment, usually in the form of rules for how to dress, attitude between employees, how an employee acts and so on, culture also shapes attitude of mutual understanding between employees.

Formally, culture is defined as the order of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religions, time, roles, relationships, spaces, concepts of the universe, material objects and possessions obtained by a large group of people from generation to generation through effort individuals and groups [10]. Culture also deals with the physical properties of material objects which play an important role in everyday life. Culture also deals with the physical and environmental forms and structures that affect our lives [11].

Based on some of the cultural understandings outlined above, it can be concluded that the notion of culture is a pattern of behavior that is formed as a result of human creation that is used for generations in the form of special values inherent in achieving human life goals, which can be symbols, behavior and knowledge patterns.

III. METHODOLOGY

This research is a quantitative research with survey method. The total population is 335 people. Sampling is based on the sampling area with the total sampling technique. Then the samples taken as a whole from the sample region are as many as 150 people. The sample will be taken as many as 30 people, then the rest of the study sample is 120 people. Data collection in this study was collected through: Questionnaire, Test and Documentation. The measurement scale used in this study is a Likert scale

IV. RESULT AND DISCUSS

Calculation of analysis requirements or classical assumption tests is carried out before hypothesis testing.

4.1. Classical Assumption Test Results

4.1.1. Normality Test

a. Productivity Normality Test (Y)

From the results of the calculation obtained the value $\chi^2_{count} = -781.28$; whereas from the Chi Squares table for $\alpha = 0.05$ and $dk = 5$ obtained value $\chi^2_{table} = 11.07$. Because value $\chi^2_{count} < \chi^2_{table}$, then H_0 accepted and concluded productivity data is distributed normal.

b. Normality Test of Organizational Culture (X)

From the results of the calculation obtained the value $\chi^2_{count} = -632.54$; whereas from the table Chi Squares for $\alpha = 0.05$ and $dk = 5$ obtained value $\chi^2_{table} = 11.07$. Because value $\chi^2_{count} < \chi^2_{table}$, then H_0 accepted and concluded organizational culture data distributed normal.

1. Homogeneity Test

Homogeneity test productivity variable (Y) for Organizational Culture variable (X). From calculations carried out using Ms. Excel for $\alpha = 5\%$ from distribution list χ^2 with $dk = 97$ obtained $\chi^2_{table} = 120.989$. Therefore value $\chi^2_{count} = 33.215 < \chi^2_{table} = 120.989$. So it can be concluded that the data variant of the productivity variable (X_4) with the organizational culture variable (X_2) comes from a population that has a homogeneous variant.

2. Linearity Test Regression Coefficient

The next test carried out is the regression linearity test. The test is intended to find out that the variables formulated in the theoretical model of the study have a real linear relationship. Organizational Culture Regression Linearity Test (X) on Productivity (Y).

By consulting F on the distribution table F for degrees of freedom 1: 105 getting price 3.93 on thle level significance $\alpha = 0.05$. So it can be seen that $F_{count} > F_{table}$, is $24.87 > 3.93$. Thus it can be concluded that the regression equation $\hat{X} = 62.66 + 0.47X_2$, very important on the level of significance $\alpha = 0.05$.

Hypothesis Analysis

The next inferential statistical analysis is the analysis of the hypothesis test formulation of the problem.

$$\sum x_4^2 = \sum X_4^2 - \frac{(\sum X_4)^2}{n}$$

$$\sum x_4^2 = 1506769 - \frac{(12695)^2}{107} = 527.51$$

$$\sum x_2x_4 = \sum X_2X_4 - \frac{(\sum X_2)(\sum X_4)}{n} = 496701 - \frac{(12613)(12695)}{107} = 233.38$$

$$r_{2_4} = \frac{N \sum X_2X_4 - (\sum X_2)(\sum X_4)}{\sqrt{[N \sum X_2^2 - (\sum X_2)^2] \cdot [N \sum X_4^2 - (\sum X_4)^2]}}$$

$$r_{2_4} = \frac{107 \times 1496701 - (12613)(12695)}{\sqrt{[107 \times 1487293 - (12613)^2] \cdot [107 \times 1506769 - (12695)^2]}}$$

$$r_{2_4} = 0.44$$

Furthermore, an individual test was carried out to obtain the Standardized Coefisients Beta value can be seen in the following description :

$$\rho_{42} = \frac{\begin{pmatrix} \sum X_2^2 & \sum X_1X_2 \\ \sum X_1X_2 & \sum X_2X_2 \end{pmatrix}}{\begin{pmatrix} \sum X_1^2 & \sum X_1X_2 \\ \sum X_1X_2 & \sum X_2^2 \end{pmatrix}}$$

$$\rho_{42} = \frac{\begin{pmatrix} 1 & 0.347 \\ 0.369 & 0.420 \end{pmatrix}}{\begin{pmatrix} 1 & 0.365 \\ 0.365 & 1 \end{pmatrix}} = \frac{(1)(0.44) - (0.365)(0.347)}{(1)(1) - (0.365)(0.365)} = 0.32$$

In addition, to conduct a test based on significance testing, it can be seen in the significance output of 0.001. Because the number of significance is smaller than 0.05 (0.05 > 0,000) means that H₀ is rejected and H₁ is accepted, it can be concluded that organizational culture has an effect on productivity of 32%.

V. CONCLUSION

1. Organizational Culture in the offices of the religious ministries Riau Province are included in the good category.
2. Productivity of echelon IV employees in the offices of the Ministry of Religion Riau province are included in the good category.
3. Organizational culture has a significant effect on the productivity of echelon IV employees in the religious ministry offices Riau province. The influence of organizational culture on the productivity of echelon IV employees in the offices of the religious ministry in Riau province is 32% while the remaining 68% is influenced by other variables.

VI. SUGGESTIONS

Based on the conclusions above, we can give some suggestions that will help increase the productivity of echelon IV employees in the Riau provincial religious ministry office, as follows:

1. Echelon IV employees in the environment of religious ministries in Riau Province should improve and improve their productivity. Likewise with the organizational culture formed within the religious ministry offices in Riau province to be more guarded and improved so that the office atmosphere is better and more harmonious.
2. There needs to be supervision from higher authorities to the offices of the religious ministries province of Riau to be able to pay attention to the existence of echelon IV employees themselves.
3. Researchers in the field of education management in general and education management in particular are able to conduct in-depth further research on variables that will affect employee productivity so that it will contribute to the development of echelon IV employees by integrating with Islamic sciences.

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