

SOCIO-ECONOMIC CORRELATES OF CULTURAL ORGANIZATION PATTERN TO IMPROVEING THE EMPLOYMENT WORK EFFICIENCY IN ADVENTIST WEST JAVA CONFERENCE.

Romulo Sinabutar

Faculty of Economics, Universitas Advent Indonesia (UNAI), Bandung, Indonesia

ABSTRACT. The aims of this research are to find out how the socio economic and the organizational culture of Adventist West Java Conference to improving the employment work efficiency. This descriptive correlational study utilized questionnaires to 130 respondents. The results of the study are the following: 1) the socio economic of Adventist West Java Conference was not significantly related to the employment work efficiency, 2) the organizational culture was significantly related to the employment work efficiency, and 3) as the simultaneous that the socio economic and organizational culture are significantly related to employment work efficiency.

Keywords: socio economic, organizational culture, Organization Culture Assessment, Organization Culture Assessment Instruments, work efficiency

INTRODUCTION

The Seventh-day Adventist Organization is a globalized organization in which the management system for the whole world is organized starting from the leaders in the United States and divided by division and continuously down by union, region, district and neighbor. The concept of leadership is based on functionalization but in implementation sometimes based on the organizational structure that adheres to the matrix system.

Rangga Putra (2013) writes that the existence of global developments directly and indirectly also has an influence on organizations and humans in them. Global culture interacts with national, regional, organizational and organizational functions including individual attitudes and behaviors in them so that global changes can also be responded to and have a relationship and influence with human activities within the organization. Global development has a major influence on the development of the quality of human resources because basically the changes occur in all people who are in organizations.

According to Kreitner and Kinicki (2005: 79) that organizational culture is a form of assumption that is owned, implicitly accepted by groups and determines how the group feels, thinks, and reacts to its diverse environment. Robbins and Judge (2015: 355-356) say that organizational crocodiles refer to a system of various meanings carried out by members where the culture has characteristics, namely: innovation and risk taking, paying attention

to details, orientation to results, orientation to people, orientation on the team, aggressiveness, and stability.

In Limbong and Elfira (2013) write some understanding of work culture in accordance with what was stated by experts, among others: Susanto (1997) states that work culture is a value that becomes a guideline to deal with external problems and attempts to adjust integration into company so that each member of the organization understands the values that exist and how they must act or behave; and Supriyadi (2003) which states that work culture is a philosophy that is based on a view of life as values that are traits, habits and driving forces, entrenched in the life of a community group or organization, then reflected in attitudes, beliefs, dreams, opinions and actions that manifest as "work" or work.

Organizational culture is formed by individual values and the values of nature that are related to each other and have a positive impact on the emergence of organizational culture practices that are also influenced by attitudes, individual behavior and attitudes of collective behavior.

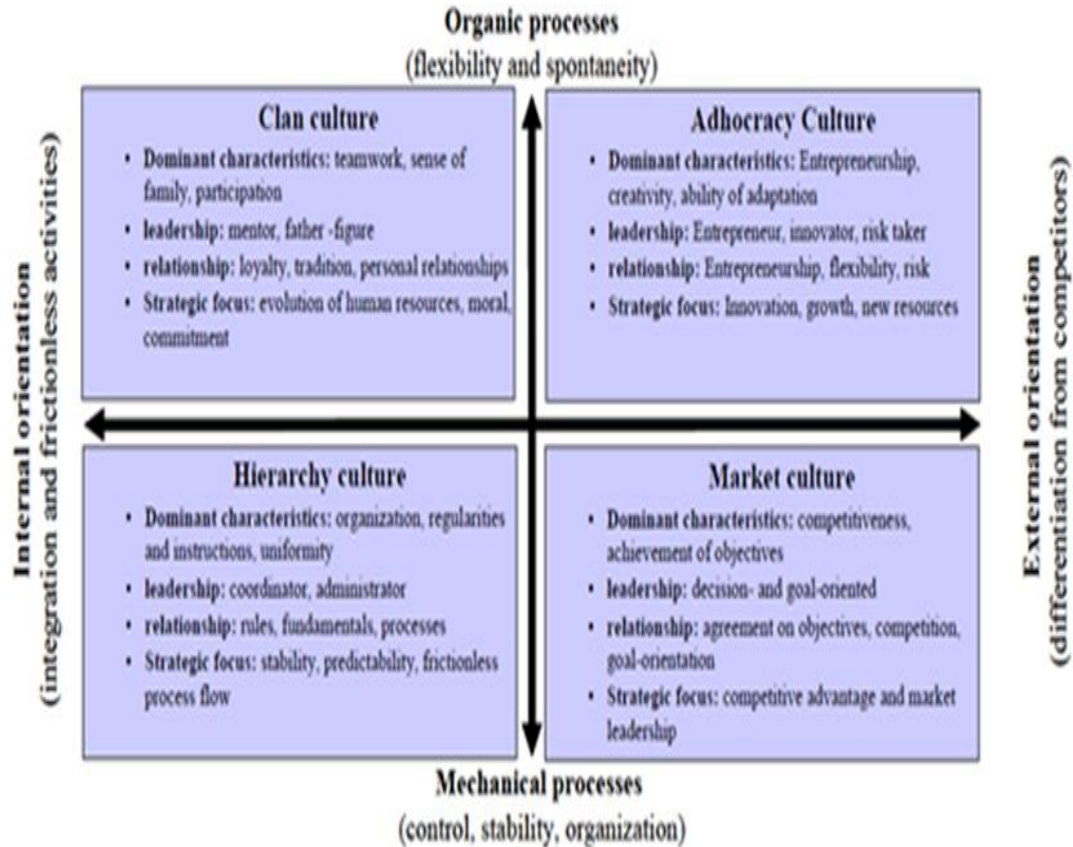
The development of organizational culture because of the influence of attitudes, behaviors and results of work on an individual basis and accumulative influences that form a work culture. Work culture is a attitude of life that is based on the values of life views that have become the nature, habits and driving forces that are entrenched in the life of a group / community / organization reflected in behavior, beliefs that manifest as work or work (Sudirman 2005).

Yenny and Wisanggeni (2011) say that there are several methods for classifying organizational culture, among other classifications made by Hofstede, Charles Handy, Edgar Schein, Robert A. Cooke and Cameron and Quinn. The core of the benefits of organizational culture is supporting the process and results of organizational performance for the better; able to support the organization's competitive advantage; and able to support the organization to survive, grow and be sustainable.

Roffy (2015) writes that the adhocracy is a rapidly changing, adaptive system, usually only temporary and organized around problems that must be solved by groups or people who have relatively various professional skills. The Adhocracy is a form of organization characterized by high horizontal differentiation, low vertical differentiation, low formalization, decentralization, flexibility and high responsiveness.

Cameron and Quinn (2006) in Yenny and Wisanggeni (2011) use organizational focus dimensions and flexibility and control dimensions as follows:

Figure 1.1
Organization and Dimensions of Flexibility and Control



Organizational culture which is characterized by processes that prioritize stability, order and control, on the other hand focus orientation on the external factors of the organization, differentiation and competition. Organizational culture characterized by processes that prioritize flexibility, consideration or wisdom, and dynamism, on the other hand focus orientation on the external aspects of the organization, differentiation and competition. Organizational culture is characterized by processes that prioritize stability, order and control, on the other hand focus on internal organization, integration and unity. Organizational culture characterized by processes that prioritize flexibility, consideration or wisdom, and dynamically, on the other hand focus orientation on organizational internal factors, integration and unity.

Hierarchy Culture (Control).

Hierarchical organizations are usually characterized by bureaucracy. The hierarchical culture prioritizes stability and control and focuses on internal processes and integration. Organizations with a hierarchical culture prioritize standardization, control,

and a standard structure and firmly regulate authority and decision making. The organized work environment is very structured and formal. Rules and procedures govern the attitudes and behavior of members of the organization. Leaders are required to be coordinators and managers with a mindset and efficiency approach. Maintaining an organization to run smoothly is the most important task. Formal policies become guidelines that must be understood, adhered to and implemented by all members of the organization. The long-term orientation emphasizes stability, operation and efficient performance. Success is defined as the ability to deliver quality products and services on the right schedule at a low cost.

Compete Culture (Market)

Compete culture has a similarity with hierarchical culture, especially in terms of prioritizing stability and control. The difference is that compete (market) culture focuses on external aspects and differentiation. Compete (market) culture focuses on relationships and transactions with suppliers, customers, contractors, lawmakers, consultants and regulators. Focusing on the external aspects of the organization is believed to bring the organization to success. On the other hand, hierarchy and control are carried out through regulations, standard operating procedures, and highly specialized jobs. Management of human resources is results-oriented and competitive. Leaders are people who are demanding, and motivating, and productive. Emphasis on victory is a goal that unites members of the organization. Focus on success and reputation.

Clan Culture (Collaborative Culture)

In the matrix, clan culture has similarities with hierarchical culture, especially in terms of focusing on internal processes and integration. The difference is that clan culture emphasizes flexibility and wisdom rather than stability and integration. Clan culture is more common in Japanese companies, where they place more emphasis on teamwork. The work environment is open and friendly which allows everyone to interact and share.

Adhocracy (Create) Culture

Is a culture that focuses on external organizations and differentiation. In the information age, a new approach is needed to manage the organization in the face of changes that are relatively fast and have a broad impact. Social, economic and technological changes make the old strategies and tactics used become irrelevant. Organizations that are able to survive, compete, grow and sustainably are organizations that are capable of being creative and innovative.

Riswanda, at all (2011) writes that culture with professionalism has four types of organizational culture, namely: a culture of power, which focuses on a small number of

leaders using more power in how to govern; Role culture, has to do with bureaucratic procedures, such as organizational rules and specific roles / positions / positions that are clear because it is believed that this will stabilize the system; support culture, the existence of groups or communities that support someone who seeks the occurrence of integration and a shared set of values in the organization; and culture of achievement, a culture that is based on individual encouragement in self-expectation and hard work for the existence of independence and pressure is on success and work performance.

The following is the flow concept of an analysis of organizational culture using the OCAI (Organizational Culture Assessment Instrument) method that deals with improving work efficiency (Figure 1.2).

Statement of the Problem

This study focused on factors affecting work efficiency, such as social economic, and organizational cultural. This study will specifically seek to answer the following questions:

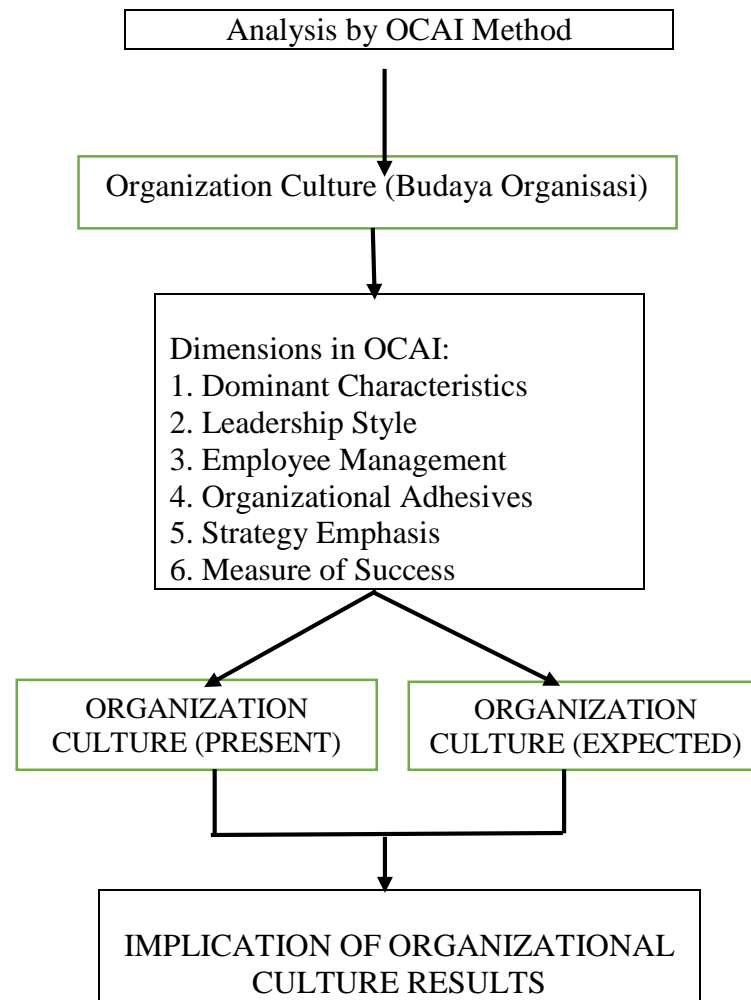
1. What is the social economy of Adventist employees in the West Java Conference area
2. What is the cultural pattern of Adventist organizations in the Conference Region of West Java
3. What is the level of work efficiency of employees in the West Java Conference area?
4. How is the socio-economic correlation of employees with cultural patterns of Adventist organizations in the West Java conference area
5. How does the cultural pattern of Adventist organizations correlate with the level of work efficiency of employees in the West Java Conference region.

RESEARCH METHODOLOGY

The research design is descriptive correlation with cross sectional study approach. The study of descriptive correlational designs between variables; the independent variables is socio-economic with dependent variable is organization cultural pattern of Adventist West Java Conference. The approach used in this research is cross sectional approach meaning research subject only found once and measurement done simultaneously at the same time (Notoatmojo 2010 in Aulia 2012). In this study, researchers wanted to know what the correlation of socio-economic in regards to organization cultural pattern of Adventist West Java Conference. Also utilize the OCAI concept (Organizational Assessment Culture Instrument). The independent variable is socio-economic (X_1) while the dependent variable is organization cultural pattern. The variables were measured by

survey using a certain questionnaire with Likert scale (1- 5) and results are processed and categorized by ordinal scale.

Figure 1.2
Concept of Organizational Culture Analysis Flow



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Adoption of the Thinking Framework Concept, Ubinus Thesis (2014)

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variable is organization cultural pattern. The variables were measured by survey using a certain questionnaire with Likert scale (1- 5) and results are processed and categorized by ordinal scale.

Population and Sample

The population in this study were employees of UNAI, RSA, IPH, PASIM, PAB, West Java Conference with total amount as many as 800 persons. To determine the required sample size was utilized by Husein Umar formula (2008: 141-142) where the sample is people:

$$n = \frac{N}{1 + N(0.05)^2}$$

Information:

N = population size

n = sample size

e = margin of errors maximum (5%)

So the total sample is $800 / (1 + N (0,08) ^2 = 130$ persons

Data Collection Technique

Data collection methods use are questionnaires and interviews. The questionnaire that will be used is a closed questionnaire, means the answer has been provided, so the respondent just chooses. In addition to using the questionnaire method the authors also conduct interviews with relevant parties, in order to obtain information that has not been represented through distributed questionnaires.

Data Processing and Analysis Techniques

Data processing techniques are quantitative descriptive; data processing with product moment correlation analysis, linear and multiple linear regression analysis, and analysis of the coefficient of determination. These analyzes are used to determine the extent of the relationship and influence between the dependent variable and the independent variable.

The Simple Linear Regression Equation Model is $Y = a + bX$ and Multiple Linear Regression $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$. As for the hypothesis test using the formula t

Test = $r \sqrt{\frac{n-2}{1-r^2}}$ and the significance of the coefficient of determination with the formula

$Kd = rs^2 \times 100\%$.

RESULTS

The processed data shows the current condition of organizational culture and expected organizational culture both from the perceptions of the leadership, employees and shared perceptions between leaders and employees.

- a. In terms of Clan (collaborative organizational culture) shows that the leader's perception is 2.00 which means it is more inclined towards employee management. However, the expected organizational culture is 22.35 for domain characteristics. While employee perceptions show the current organizational culture and what is expected is the emphasis on strategies with numbers of 26.24 and 30.09 respectively
- b. In terms of adhocracy (current organizational culture in the face of change) shows that the leader's perception is to highlight leadership style (19.12) while employee perceptions are needed management of employees (20.53). However, for the expected organizational culture shows the leadership perceptions is for employee management (20.00) while employee perceptions are the characteristics of the domain (21.24).
- c. In terms of the market (current organizational culture in business competition) shows that the leader's perception is to highlight the measure of success (22.35) while the employee's perception is the same namely the measure of success (20.97). However, for the expected organizational culture, it shows the leadership's perception of the organization's adhesive, namely to collaborate in an integrated manner (15.29) while the employee's perception is a measure of success (21.33).
- d. In terms of hierarchy (current organizational culture in achieving stability and control) shows that leadership perceptions are a measure of success (21.76) while employee perceptions are leadership styles (21.42). However, for the expected organizational culture to show leadership perceptions, namely to maintain leadership style (16.76), while employee perceptions are the same in order to maintain leadership style (20.66).

DISCUSSION AND CONCLUSION

Social Economy of Adventist employees in West Java Conference

By the distribution of questionnaires found that the characteristics of respondents will stated as follows. Managerial positions are 13.10% while non managerial positions are 86.90%; Under finance department which is 15.40%; production 32.30%; security guards 15.40%; and other departments are 36.90%. They have work experiences about 10 to 20 years about 36.20%; 5 to 10 years about 34.60%; less than 5 years is 11.50% and more than 20 years is 17.70%.

Statistics

		PROFILE RESPONDEN	EFISIENSI KERJA
N	Valid	130	130
	Missing	0	0
Mean		11.1923	2.2454
Std. Deviation		3.18206	1.00237
Variance		10.126	1.005
Minimum		6.00	1.15
Maximum		17.00	5.60

The payroll system of all Adventist permanent employees in West Java proposes to the payroll system of Adventist organizations throughout the Western Indonesia Union. The basic salary is based on Adventist staffing rules for the entire Asia Pacific Division where Indonesia is included. The base salary is measured by salary points where each point is valued (tariff) of Rp. 60,500. In addition to basic salary, employees also receive permanent allowances and other temporary benefits; for example, child education allowances, health benefits, housing allowances, professional allowances and transport allowances. In addition to the remuneration, the permanent employee (index) also receives a retirement benefit and is valid from the time he / she is due to retire after 65 years of age.

Cultural pattern of Adventist organizations in the Conference of West Java

Based on the results of the evaluation of the respondents' answers, it was shown that the pattern of work culture across Adventists in West Java was based on the perceptions of leaders, employees, and leaders and employees as follows.

Table 1.1
Current Work Culture

Description	Leader	Employee	Leader & Employee
Language	2.65	2.78	2.77
Artifacts & Symbols	2.75	2.54	2.57
Pattern of Behavior	2.34	2.36	2.36
Supported values	2.49	2.68	2.66
Basic Assumption	2.82	2.57	2.60

Table 1.2
Comparative Perception of Leaders and Employees to the Organization Cultur
(Present and Expected)

CULTURE	PRESENT	EXPECTED
Leaders & Employees		
Language	2.77	2.69
Artifact & Symbol	2.57	2.48
Pattern of Behavior	2.36	2.14
Supported Value	2.66	2.60
Basic Assumption	2.60	2.38
Leader		
Language	2.65	2.34
Artifact & Symbol	2.75	2.29
Pattern Behavior	2.34	1.97
Support Value	2.49	2.34
Basic Assumption	2.82	2.31
Employees		
Language	2.78	2.75
Artifact & Symbol	2.54	2.51
Pattern Behavior	2.36	2.17
Support Value	2.68	2.64
Basic Assumption	2.57	2.39

Source: Data Process by Researcher

The current work culture of both leaders, employees and overall leaders and employees shows a figure above the average of 2.50 except for behavior patterns that are under the position of 2.50. This means that all indicators in this work culture are at the top position 2.00 both for language, artifacts & symbols, behavior patterns, supported values, and basic assumptions. In this table shows that the perceptions of Leaders, Employees and Leaders & Employees, especially in Language (delivery of information, the presence of new ideas, respect, and leadership roles) averaged over 2.50, which means being in a position of disagreement. In behavior patterns also illustrates that active employees develop knowledge to be able to work better.

Processed data shows the expected work culture where artifacts and symbols, behavior patterns and basic assumptions show significant numbers to be increased, which are at an average position below 2.50. especially the behavior pattern of the leader as a patron is at position 1.97. This means that leaders and employees in addition to increasing work knowledge must also solve so many trivial problems.

Level of work efficiency of employees in the West Java Conference area

In this statistical data shows that the level of work efficiency is an average of 2.24 which means that its position is still below the satisfying category or in other words it is above the efficient.

The socio-economic correlation of employees with cultural patterns of Adventist organizations in the West Java conference area

Based on processed data, it was found that the socio-economic correlation of Adventist employees in West Java towards a culture that is both culturally collaborative, a change approach, business competition and a culture of stability and control are 0.460; 0.459; 0.127; 0.255 or 46%, 45.90%, 12.70% and 25.50%. But for socio-economic correlations for collaborative culture, change approaches, business competition, and a culture of stability and control are 0.075; 0,009; 0,320; 0.161 or 7.5%; 0.9%; 32.0%; and 16.10%.

Cultural pattern of Adventist organizations correlates with the level of work efficiency of employees in the West Java Conference.

Based on processed data that correlates the work culture of employees with work efficiency such as collaborative culture of 16.40%, the approach culture changes 7.0%; culture of business competition 45.90%; and the culture of stabilization and control is 25.50%. The perception of Leaders and Employees on Organizational Culture (present and expected) based on clan culture, adhocracy, market and hierarchy culture will present in the Table 2, as follows:

Table 2:
Perception of Leaders and Employees on Organizational Culture (Now and Expected)

No	Description	A	B	C	D	A	B	C	D
	Leader & Employee								
1	Leadership Style	32.42	21.81	23.85	22.00	32.08	24.96	22.96	20.15
2	Characteristic Domain	27.81	21.96	25.54	24.85	32.77	23.04	23.04	22.96
3	Employee Management	25.50	20.77	29.46	24.42	30.23	22.92	22.92	24.42
4	Organizational Glue	26.88	21.42	24.50	27.19	31.81	21.38	21.38	22.31
5	Strategy Emphasis	25.46	22.38	23.23	29.00	30.15	21.88	21.88	23.31
6	Measure of Success	29.73	23.85	21.15	29.12	31.23	21.35	21.35	23.50
	Leader								
1	Leadership Style	28.24	19.12	26.76	25.88	31.47	26.76	25.00	16.76
2	Characteristic Domain	22.06	25.88	26.18	25.88	22.35	22.35	25.29	30.00

3	Employment Management	20.00	22.35	33.24	24.41	30.59	20.00	23.53	25.88
4	Organizational Glue	29.12	20.00	26.65	28.24	37.06	22.94	15.29	24.71
5	Strategy Emphasis	20.29	28.53	26.76	24.41	30.59	22.94	23.53	22.94
6	Measure of Success	28.53	27.35	22.35	21.76	32.94	21.18	21.47	24.41
	Employee								
1	Leadership Style	33.05	22.21	23.41	21.42	32.17	24.69	22.65	20.66
2	Characteristic Domain	28.67	21.37	25.44	24.69	34.34	21.24	22.70	21.90
3	Employment Management	26.33	20.53	28.89	24.42	30.18	22.79	22.83	24.20
4	Organizational Glue	26.55	21.64	24.78	27.04	31.02	24.91	22.30	21.95
5	Strategy Emphasis	26.24	21.46	22.70	29.69	30.09	24.73	21.64	23.36
6	Measure of Success	29.91	23.32	20.97	25.62	30.97	24.51	21.33	23.36

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