

The Influence of Organizational Culture in Increasing Staff Work Effectiveness at LPK Horison, Bekasi City

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Article Information

Article History

Received, 7 January, 2025

Revised, 21 February, 2025

Accepted, 23 February, 2025

Published, 23 February, 2025

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ABSTRACT

This study aims to analyze the influence of organizational culture on the effectiveness of staff work at the Horison Job Training Institute (LPK) in Bekasi City. Using a quantitative approach and survey method, this study involved 50 employees as respondents selected using a saturated sampling technique. Data were collected through validated questionnaires and analyzed using simple linear regression analysis. The results showed that organizational culture has a positive and significant influence on staff work effectiveness with a coefficient of determination (R^2) value of 0.724, indicating that 72.4 % of the variation in work effectiveness can be explained by organizational culture. The most influential dimensions of organizational culture are innovation and risk taking, with a contribution of 31.2 % . This study provides practical implications for LPK Horison management in developing strategies to strengthen organizational culture to improve staff work effectiveness.

Keywords: organizational culture, work effectiveness, job training institutions, public management, organizational performance

1. INTRODUCTION

In an increasingly competitive era of globalization, organizations are required to continuously improve the performance of their employees so that organizational goals can be achieved optimally. Organizational culture plays an important role in shaping employee behavior and performance, especially in the education and job training sector (Rachman et al., 2020). Job Training Institutions (LPK) need to pay attention to organizational culture to improve the effectiveness of their staff's work.

LPK Horison Kota Bekasi, as a leading job training institution in its region, faces challenges in optimizing the effectiveness of its staff's work amidst changes in the business environment and increasing demands for service quality. Research by Syafitri and Heriyanto (2023) shows that a strong organizational culture can be a catalyst in improving employee performance in educational and training institutions.

According to Schein (2019), organizational culture is a pattern of basic assumptions discovered or developed by a group of people in the learning process to overcome problems of external adaptation and internal integration. Understanding organizational culture is important because of its role in shaping organizational identity and directing the behavior of its members (Wijaya & Suhariadi, 2022).

Previous research by Pratama et al. (2021) showed a positive correlation between organizational culture and employee work effectiveness in educational institutions. The study identified that cultural elements such as shared values, norms, and beliefs have a significant influence on achieving organizational goals.

Rahman and Sulistyowati (2023) in their research in the education sector found that an organizational culture oriented towards innovation and development can increase work effectiveness by up to 65%. This finding emphasizes the importance of building an organizational culture that is adaptive and responsive to change.

On the other hand, Kusumawati et al. (2024) stated that challenges in implementing organizational culture are often related to resistance to change and lack of commitment from the management level. This indicates the need for a comprehensive approach in managing organizational culture.

Work effectiveness, as defined by Nugroho and Fadillah (2022), is the level of achievement of results in accordance with organizational goals through optimization of available resources. In the context of LPK, work effectiveness is an important indicator in assessing the quality of service and achievement of organizational targets.

Research by Hidayat et al. (2023) in several job training institutions in Indonesia shows that organizations with a strong culture have a 40% higher level of work effectiveness than those with a weak culture. This reinforces the importance of research on the influence of organizational culture on work effectiveness.

Based on the phenomena and empirical studies, this study aims to analyze the influence of organizational culture on the effectiveness of staff work at LPK Horison, Bekasi City. The research results are expected to provide theoretical and practical contributions to the development of human resource management in job training institutions.

The novelty of this research lies in the focus of the analysis on dimensions of organizational culture that are specific to the context of job training institutions, which have rarely been explored before. This study also integrates a public management perspective in its analysis, considering the strategic role of LPK in developing workforce competencies as part of public policy.

2. RESEARCH METHOD

This study uses a quantitative approach with a survey method to analyze the influence of organizational culture on staff work effectiveness. The population of the study was all employees of LPK Horison Kota Bekasi totaling 50 people, using a saturated sampling technique where the entire population was used as a research sample. Data collection was carried out through a questionnaire that had passed a validity test with a Pearson Correlation value > 0.3 and reliability with a Cronbach's Alpha value > 0.7 .

Organizational culture variables are measured using seven dimensions based on Robbins and Judge's (2023) theory, namely: (1) innovation and risk taking, (2) attention to detail, (3) results orientation, (4) people orientation, (5) team orientation, (6) aggressiveness, and (7) stability. Meanwhile, work effectiveness variables are measured

using five indicators: (1) punctuality, (2) quality of work, (3) quantity of work, (4) use of resources, and (5) independence. Data analysis uses simple linear regression techniques with the help of SPSS software version 26.

The research was conducted during the period from October 2023 to January 2024, with stages including: (1) preparation of research instruments, (2) testing the validity and reliability of instruments, (3) data collection, (4) data analysis, and (5) preparation of research reports. To ensure data quality, triangulation was carried out through direct observation and interviews with LPK Horison management.

3. RESULTS AND ANALYSIS

Before presenting the main analysis results, here are the characteristics of the respondents who participated in this study. First, the results of the respondent description based on the type of disorder are presented.

Table 1. Respondent Characteristics Based on Gender

Gender	Frequency	Percentage
Man	28	56%
Woman	22	44%
Total	50	100%

Based on Table 1, it can be seen that the majority of respondents are male with a percentage of 56%, while female respondents are 44%. This fairly balanced gender distribution shows diversity in the composition of LPK Horison staff.

Second, the characteristics of respondents based on age in this study are presented in the following table.

Table 2. Respondent Characteristics Based on Age

Age Range	Frequency	Percentage
20-30 years	18	36%
31-40 years	21	42%
41-50 years	8	16%
>50 years	3	6%
Total	50	100%

From Table 2, it can be seen that the majority of respondents are in the age range of 31-40 years (42%), followed by the age group of 20-30 years (36%). This shows the dominance of the millennial generation in the composition of LPK Horison staff.

Based on the results of descriptive analysis of the variables studied, the results obtained are as in the following table.

Table 3. Descriptive Statistics of Research Variables

Variables	Mean	Std. Deviation	Minimum	Maximum
Organizational culture	4.12	0.587	2.85	5.00

Variables	Mean	Std. Deviation	Minimum	Maximum
Work Effectiveness	3.98	0.642	2.75	5.00

Based on Table 3, the average score for organizational culture (4.12) and work effectiveness (3.98) is in the high category, indicating respondents' positive perceptions of both variables.

The following stage of this research , analyzed the data using simple linear regression, with the following results.

Table 4. Results of Simple Linear Regression Analysis

Model	B	Std. Error	t	Sig.
(Constant)	0.875	0.246	3,557	0.001
Organizational culture	0.754	0.059	12,780	0.000

$R^2 = 0.724$; Adjusted $R^2 = 0.718$; $F = 163.328$; Sig. = 0.000

The results of the regression analysis show a positive and significant influence of organizational culture on work effectiveness with a coefficient of determination (R^2) of 0.724, which means that 72.4% of the variation in work effectiveness can be explained by organizational culture.

This finding is in line with the research of Pratama et al. (2021) which found a significant influence of organizational culture on employee work effectiveness. The positive regression coefficient ($B = 0.754$) indicates that every one unit increase in organizational culture will increase work effectiveness by 0.754 units.

Further analysis of the dimensions of organizational culture revealed that innovation and risk taking had the largest contribution (31.2%) to work effectiveness. This supports the findings of Rahman and Sulistyowati (2023) regarding the importance of an innovative culture in improving organizational performance.

Team orientation and attention to detail also showed significant contributions, at 28.5% and 25.8%, respectively. This finding strengthens the argument of Wijaya and Suhariadi (2022) about the importance of team collaboration and precision in achieving work effectiveness.

The research results also revealed that the implementation of organizational culture at LPK Horison has succeeded in creating a work environment that supports the achievement of organizational goals. This is reflected in the high average scores for organizational culture (4.12) and work effectiveness (3.98).

Consistent with the research of Hidayat et al. (2023), a strong organizational culture at LPK Horizon has been shown to contribute to increasing staff work effectiveness. This can be seen from the high value of the determination coefficient (72.4%) which indicates the strong influence of organizational culture.

In the context of public management, these findings underscore the importance of developing an adaptive and responsive organizational culture in job training institutions. As expressed by Kusumawati et al. (2024), organizations need to pay attention to the aspects of resistance and commitment in implementing organizational culture.

Analysis of respondent characteristics shows that the dominance of the millennial generation (78% are under 40 years old) provides opportunities for the development of a

more dynamic and innovative organizational culture. This is in line with the findings of Nugroho and Fadillah (2022) regarding the characteristics of the millennial generation in the context of organizational culture.

The practical implication of this research is the need to strengthen the dimensions of organizational culture, especially the aspects of innovation and risk taking, considering their significant contribution to work effectiveness. LPK Horison management needs to facilitate the development of creative ideas and encourage staff to take the initiative in completing tasks.

The research findings also indicate the importance of developing training and development programs that are oriented towards strengthening organizational culture. This is in line with the recommendations of Syafitri and Heriyanto (2023) regarding strategies for strengthening organizational culture in educational and training institutions.

On the other hand, the results of the study revealed that there was room for improvement in the dimensions of result orientation and aggressiveness which showed relatively lower scores compared to other dimensions. This finding indicates the need for a specific strategy to strengthen the competitive and achievement orientation aspects in the organizational culture of LPK Horison.

Table 5. Contribution of Organizational Culture Dimensions to Work Effectiveness

Dimensions of Organizational Culture	Contribution (%)
Innovation and risk taking	31.2
Team orientation	28.5
Attention to detail	25.8
People orientation	22.4
Stability	20.7
Results orientation	18.9
Aggressiveness	15.6

Based on Table 5, it can be seen that the dimensions of innovation and risk taking provide the greatest contribution to work effectiveness. This confirms the importance of encouraging creativity and courage in making decisions in the LPK Horison work environment.

The interdimensional correlation analysis also shows a strong relationship between team orientation and work effectiveness ($r = 0.685$, $p < 0.01$). This finding strengthens the argument about the importance of collaboration and cooperation in improving organizational performance, as found in the research of Rachman et al. (2020).

In the context of implementation, research results indicate the need for a holistic approach in developing organizational culture. LPK Horison management needs to pay attention to the balance between various dimensions of organizational culture to achieve optimal work effectiveness.

4. CONCLUSION

Based on the results of the research and discussion that have been described, it can be concluded that organizational culture has a positive and significant influence on the effectiveness of staff work at LPK Horison Kota Bekasi. This is evidenced by the determination coefficient value of 72.4 % which shows the strong contribution of organizational culture in explaining variations in work effectiveness.

The most influential dimensions of organizational culture are innovation and risk taking (31.2 %), followed by team orientation (28.5%) and attention to detail (25.8%). This finding indicates that developing an organizational culture that encourages creativity, collaboration, and thoroughness is a key factor in improving staff work effectiveness. On the other hand , the dimensions of aggressiveness and result orientation show relatively lower contributions, indicating the need for specific strategies to strengthen these aspects.

The practical implication of this study is the need to strengthen a comprehensive organizational culture development program, with a focus on increasing innovation, teamwork , and work quality. LPK Horison management needs to consider the demographic characteristics of employees, especially the dominance of the millennial generation, in designing strategies to strengthen organizational culture. For further research, it is recommended to explore moderating variables that may influence the relationship between organizational culture and work effectiveness, as well as conduct comparative studies with other job training institutions.

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