

# The Influence of Organizational Structuring and Organizational Culture on the Organizational Effectiveness of Structuring and Development of the Old Banten Cultural Heritage Area

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## ABSTRACT

The Old Banten area is an area with high historical value located in Serang Regency, Banten Province. Its existence is very important for the genealogy of the people of Banten and is also a national cultural heritage. As a historical relic, the Old Banten area is continuously being strived by the local government to be developed and arranged so that it is always sustainable so that the area can function as it should. This research departs from the main problem concerning the low effectiveness of work on the structuring and development policy of the Old Banten Cultural Heritage area, which is suspected to be caused by the not yet good organizational and organizational culture management regarding the implementation of the Area Revitalization policy implemented by the Banten Provincial government. The approach in this study refers to the concept of organizational structuring theory and the concept of organizational culture as well as the effectiveness of policy work which is part of the scope of Public Administration Science. This research is a correlational descriptive which is carried out using a quantitative approach with the analysis technique used is the Structural Equation Modeling (SEM) technique using the LISREL application. While the population is employees of implementing agencies for the arrangement and development of the Old Banten Cultural Heritage area, namely the Banten Province Tourism Office, the Banten Province Housing and Settlements Service, and the Banten Province Regional Development Planning Agency. The results showed that partially the organization arrangement variable (X1) which consisted of structural arrangement, technology arrangement, physical arrangement and human arrangement, had a positive effect of 0.18 and a significant value of 2.49 on the effectiveness of policy work (Y). Furthermore, partially the organizational culture variable (X2), which consists of innovation, focus on small things, human orientation, team orientation, result orientation, aggressiveness and consistency, has a positive effect of 0.16 and a significant value of 2.30 on the effectiveness of policy work (Y). while simultaneously organizational management and organizational culture are able to explain the work effectiveness of structuring and developing the Banten Lama Nature Reserve policy by 79%, with an epsilon of 21%. Which shows that there are still other variables that are also dominant and can be further investigated regarding other variables that can increase the effectiveness of policy work, from the perspective of the science of Public Administration.

**Keywords:** Organizational Structure, Organizational Culture, Organizational Effectiveness.

## 1 Introduction

Banten Province is one of the provinces in Indonesia which is known for its religious image. Located in the western part of Java Island, Banten Province has an area with very high historical value, namely the Old Banten Area. The area is an urban cultural heritage located in Serang City. This makes the area nicknamed the urban heritage. According to Kamal (2005) the Old Banten area is part of the historical story of the formation of Banten Province and also the area is a remnant of the glory of the Islamic Sultanate of Banten since 1,500.

Efforts to continue to develop the old Banten area have been carried out a lot. The Provincial Government, as the party carrying out spatial planning in the Old Banten Area, also pays great attention to cultural heritage as the engine of development in the area, while efforts to preserve the old Banten cultural heritage area are carried out by means of spatial planning.

Based on government policy regulations, the management and arrangement of the old Banten tourist area is the authority of the Serang City Government and the legacy of the Old Banten. It has been recorded since 2010 since the city of Serang was formed, the authority of the Old Banten Cultural Heritage tourist area was handed over to the Serang City Government. Meanwhile, from the geographical and administrative aspects, there is a cross-regional relationship between Banten Province and the 2 regions under it, namely Serang Regency and Serang City. Thus there is a consequence of cooperation and policy innovation strategies between regional governments at the

provincial and district/city levels in the revitalization of the Banten Lama cultural heritage tourism area (Satrio, 2009).

Shirvani (1985: 6) defines the Cultural Heritage area or what is known as the Heritage Urban Area as an area that was once the center of the complexity of the functions of economic, social and cultural activities that accumulated historical meaning. The Old Banten Cultural Heritage Area has been designed to be managed in an integrated manner since 1989. The results of Cronbach's research (2000) explain that this plan was followed up by the issuance of the 1990 Serang Regency Regional Regulation concerning the Old Banten Historical and Archaeological Heritage Area as a Cultural Tourism Park. This regional regulation was then used as a reference for making the RUTR of the Old Banten area in 1994 which was then followed by a master plan along with planning drawings and building models as well (Willian, 2013).

In the journal Merilee (2005) states that, at that time the master plan was not followed up with concrete actions until 2000, after that the Banten area was utilized and managed by various parties, including the Cultural Heritage Preservation Center, the Banten Mosque Kenadziran, the regional government of Banten province, private entrepreneurs and local communities. Regional governments have considerable authority in the preservation and development of cultural heritage areas, which are listed in Article 96 of Law Number 11 of 2010 concerning Cultural Conservation Objects, namely establishing the ethics of Cultural Conservation Preservation, coordinating Cultural Conservation Preservation across sectors and regions, collecting Cultural Conservation data, as well as determine the Cultural Conservation rating.

Based on the results of initial observations, researchers in the field found problems with organizational effectiveness in structuring and developing areas in the Old Banten Cultural Heritage area, which is still low, one of which is in the flexibility of the response that has not been maximized, the programs between elements involved in structuring and developing the area are still not the same, This can be seen in the overlapping policies and authorities between the Serang city government and the Banten provincial government, with the OPDs being under their respective instructions. Lack of integration between implementing elements makes regional development not run well. Meanwhile Haryanto (2012) argues that, the lack of socialization and management of community contributions around the area, which at some point made the development and arrangement of the area seem like a useless program. For example, controlling traders around the area often creates friction and opposition from the community, so that it seems difficult for the area to get out of its slum image (Hertati & Haeruddin, 2015).

Meanwhile, according to Haeruddin (2015) another condition found is development which guarantees organizational effectiveness through investment which is still low, as can be seen from the status of ownership or control of its own cultural heritage. The Banten Lama Cultural Heritage Area is only part of the cultural heritage that is controlled and managed by the government, especially those that fall into the "dead monument" category, while the other parts that are used most intensively are under community management, especially cultural heritage that is included in the "living monument" category. , for example the Grand Mosque and the tombs of the Sultan of Banten and other figures. This problem is because the organizational functions of both the community and the government involved in the management of the area are not going well.

The arrangement and development of the Old Banten cultural heritage involves agencies or organizations in handling it, namely the Banten Province Tourism Office, the Housing and Settlements Service, and the Banten Province Regional Development Planning Agency (Ginandjar, 2002). Each agency plays a role and contribution in accordance with the authority that has been determined. Every government organization has its own main duties and functions. Structural arrangements that are still weak are characterized by not yet optimal coordination between agencies, so that the relationship of authority becomes unclear. Technological support is considered inadequate, as well as the arrangement of human resources that support program implementation is still not professional, so that it still creates dissatisfaction with government services in implementing policies (Manik, 2011).

This is intended to run the government and solve problems in accordance with the duties and functions. The tasks and functions carried out will determine how the government runs well or not. The tasks carried out by government organizations will produce a policy that is useful for the benefit of society. In this study, what will be measured in each agency is the authority related to the arrangement and development of the Banten Lama cultural heritage area. The duties and functions of each government organization involved in handling the development of the Banten Lama cultural heritage area will run effectively if the implementation is well organized and organized, if it is not organized in practice then overlapping can occur and cause the goals of the development policy of the Banten Lama cultural heritage area not maximally achieved. Based on the background and problems found in the field, the researcher intends to analyze more deeply about the Influence of Organizational Arrangement and Organizational Culture on the Effectiveness of the Arrangement and Development of the Old Banten Cultural Heritage Area.

## 2 Method

This research is a research using descriptive correlational method and through a quantitative approach and hypothesis testing, while the goal is to get the magnitude of the influence of the independent variable on the dependent variable. According to Sugiyono (2017: 147) the descriptive method is a method used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations. On the other hand, according to Sugiyono (2013: 13), quantitative research is a research method based on the philosophy of positivism, used to examine populations or certain samples, sampling techniques are generally carried out randomly. The quantitative approach is carried out by collecting and processing data to find accurate facts as well as precise and systematic interpretations.

This study will examine in depth the influence of the variables in the unit of analysis. As for the unit of analysis are the Tourism Office of Banten Province, the Public Housing and Settlements Office of Banten Province and the Revenue Service and the object of research is Organizational Arrangement and Organizational Culture in Structuring and Development of the Old Banten Cultural Heritage Area. Data analysis techniques are used to test models and hypotheses, in this study using multivariate data analysis methods using SEM (Structural Equation Modeling). With SEM researchers can analyze the relationship between latent variables and their indicator variables, the relationship between variables and other variables, as well as knowing the magnitude of the measurement error.

## 3 Results And Discussion

### Validity Test Results

The research questionnaire was arranged in three groups according to the number of variables measured. The total number of items is 50 question items. These variables consist of Organizational Structure Variables (X1), Organizational Culture Variables (X2) and Policy Effectiveness Variables (Y). Instrument testing is intended to determine whether the instrument used meets the requirements both in terms of validity and reliability. In this study, the instrument can be said to be valid if the instrument can measure organizational structuring variables and organizational culture as well as the effectiveness of structuring and development policies for the Old Banten Cultural Heritage Area (Zakaria, 2015). The level of instrument validity shows the extent to which the data collected does not deviate from the description of the variable in question. Based on the results of the validity test above, it is obtained that the instrument on the policy effectiveness variable identifies all valid statements, so that all data can proceed to the next analysis.

### Reliability Test Results

The reliability test aims to determine how far a measurement result is relatively consistent if the measurement is repeated many times. Thus reliability is an index that shows the extent to which a measuring instrument can be trusted or relied on. Each instrument must have the ability to provide consistent measurement results. Measurement results can be trusted only if relatively similar results are obtained after repeated measurements on the same group of subjects. The reliability test aims to determine the extent to which a measurement result is relatively consistent when the measurement is repeated many times. Thus reliability is an index that shows the extent to which a measuring instrument can be trusted or relied on. Each instrument must have the ability to provide consistent measurement results. Measurement results can be trusted only if relatively similar results are obtained after repeated measurements on the same group of subjects.

**Table 1**  
**Research Instrument Reliability Test Results**

| No | Variable                        | Reliability | Critical Point | Decision |
|----|---------------------------------|-------------|----------------|----------|
| 1  | Organizational Arrangement (X1) | 0,928       | 0,6            | Reliable |
| 2  | Organizational culture (X2)     | 0,956       | 0,6            | Reliable |
| 3  | Work Effectiveness Policy (Y)   | 0,897       | 0,6            | Reliable |

Source: Data Processing Results (2021)

The table above shows that all research variables have a "reliable" reliability value. This decision shows that all the instruments used to measure all items from the variables of organizational management, organizational culture and policy effectiveness can be accepted for reliability or consistency.

**Model Fit Test**

In this study, researchers used structural equational modeling (SEM) contained in the Lisrel program where this method tested a model consisting of exogenous and endogenous variables together. After passing the validity and reliability with the CFA model, the next step is to analyze the suitability of the data with goodness of fit (GOF). This test will evaluate whether the resulting model is fit or not.

| <b>Goodness of Fit</b>          |              |                        |                    |
|---------------------------------|--------------|------------------------|--------------------|
| <b>Model Fit Size</b>           | <b>Limit</b> | <b>Research result</b> | <b>Match Level</b> |
| <b>Absolute fit indices</b>     |              |                        |                    |
| p-value Chi Square              | $\geq 0,05$  | 0.22                   | Good fit           |
| GFI                             | $\geq 0,90$  | 0.95                   | Good fit           |
| RMSEA                           | $\leq 0,08$  | 0.02                   | Good fit           |
| <b>Incremental fit indices</b>  |              |                        |                    |
| AGFI                            | $\geq 0,90$  | 0.93                   | Good fit           |
| NFI                             | $\geq 0,90$  | 0.98                   | Good fit           |
| CFI                             | $\geq 0,90$  | 1.00                   | Good fit           |
| IFI                             | $\geq 0,90$  | 1.00                   | Good fit           |
| RFI                             | $\geq 0,90$  | 0.97                   | Good fit           |
| <b>Parsimonious fit indices</b> |              |                        |                    |
| AIC default model               | model        | $< 201.29$             |                    |
| AIC saturated                   | saturated    | $< 306.00$             | Good fit           |
| AIC independence                | independence | 6205.63                |                    |
| CAIC default model              | model        | $< 371.15$             |                    |
| CAIC saturated                  | saturated    | $< 1008.42$            | Good fit           |
| CAIC independence               | independence | 6283.68                |                    |
| ECVI default model              | model        | $< 0.75$               |                    |
| ECVI saturated                  | saturated    | $< 1.15$               | Good fit           |
| ECVI independence               | independence | 23.24                  |                    |
| PGFI                            | $> 0.6$      | 0.72                   | Good fit           |

Source: Results of data processing (2021)

From the overall fit analysis of the model, it shows that the results of the Absolute fit indices, Incremental fit indices, and Parsimonious fit indices each show good fit results. Thus the fit of the model as a whole is still not good so it is necessary to modify the model used. Thus, the overall fit of the model is quite good compared to the previous model.

#### 4 Discussion of Research Results

In this discussion section, the research data that has been previously presented will be interpreted. The discussion will be in the form of presenting the results of the research hypotheses that have been tested in research. The discussion is presented as follows

##### Partial Discussion of the Effect of Organizational Arrangement on the Organizational Effectiveness of Structuring and Development of the Banten Lama Cultural Heritage

The results of testing the first hypothesis, H1 is proven to be accepted, indicated by Organizational Structuring has a positive and significant effect on Organizational Effectiveness. Departing from the results of the analysis of the sub-structure of the Standardized Solution Model variable X1 which is determined by X1.1 to X1.4 its effect on Y, the standard loading value of organizational management variables on policy effectiveness is 0.18. Based on this value, the organization arrangement variables consist of structural arrangement, technology arrangement, physical arrangement and human arrangement. All indicators have a direct effect on the effectiveness of the structuring and development policy of the Old Banten Cultural Heritage area. Judging from the t-value, the value of organizational management on policy effectiveness is 2.49.

This is supported by the results of observations and interviews which show that all agencies carry out organizational arrangements by means of structural arrangements, technological arrangements, physical arrangements and human arrangements. And these efforts have had a positive impact and increased the effectiveness of the policy on structuring the Old Banten Cultural Heritage area.

From the results of the analysis and testing of the hypothesis, it can be explained that organizational management influences organizational effectiveness in regional planning policies positively and significantly. The results of this study confirm the statement put forward by Steers (1985:53) which reveals the correlation between organizational management and organizational effectiveness based on the perspective of goals, systems and organizational behavior. Listening to the results above, the researchers then examined the components of organizational management individually to determine the effect of each component on the latent variable of policy effectiveness.

##### Organizational Culture on the Organizational Effectiveness of Structuring and Development of the Old Banten Cultural Heritage Area

The results of testing the second hypothesis, H2 is proven to be accepted, indicated by Organizational Culture has a positive and significant effect on Organizational Effectiveness. Descriptive analysis shows Organizational Culture has an average value of 3.852 meaning that overall respondents have doubtful perceptions tend to agree with Organizational Culture. Where the highest average dimension of Organizational Culture is Aggressiveness, which is 3.899 and the lowest average is the dimension of Orientation on results, namely 3.794. Then Organizational Effectiveness has an average value of 3.118 meaning that overall respondents feel doubtful tend to agree with Organizational Effectiveness. The highest average is the quality dimension of 3.182 and the lowest is the satisfaction average of 3.02.

From the results of the analysis and testing of the hypothesis it can be explained that organizational culture influences organizational effectiveness in regional planning policies positively and significantly. Following the results above, the researcher then examined the components of organizational management separately to determine the effect of each independent variable component on the latent variable of policy effectiveness.

As it is known that the program for structuring and developing the Banten Lama Cultural Heritage area has been included in the regional development plan for Serang Regency and Banten Province since 2014 and continuously developing this area is carried out in several stages of development which are implemented in the Banten Lama Area Revitalization program which is held under the coordination of Banten Provincial Government. This shows that policy programs related to the arrangement and development of the Old Banten Nature Reserve Area are carried out continuously and sustainably.

The results of the research above can give meaning to consistency in the policy for structuring and developing the Banten Lama Cultural Heritage area which has been going quite well by applying the principles of maintaining structure, policy continuity and consistency in decisions. This is aimed at achieving the effectiveness of the structuring and development policy of the Old Banten Cultural Heritage area.

##### Simultaneous Discussion of the Influence of Organizational Structuring and Organizational Culture on the Organizational Effectiveness of Structuring and Development of the Old Banten Cultural Heritage Area

As it is known that the Organizational Structuring and Organizational Culture variables are influential variables, namely the independent variables that affect the effectiveness of development policies and structuring of the Old Banten Cultural Heritage area. To test the hypothetical model, Structural Equation Model (SEM) analysis is used. The use of SEM analysis is intended to analyze the relationship between one latent variable and another latent variable, as well as to determine the magnitude of measurement error (Ilhami et al., 2022; Suwanto et al., 2022).

From the results of the analysis and testing of the hypothesis it can be explained that together the Organizational Arrangement and Organizational Culture can significantly shape organizational effectiveness in the development and arrangement of the Banten Lama Cultural Heritage area. Based on the results of the research above, the magnitude of the influence of Organizational Arrangement and Organizational Culture together influences Organizational Effectiveness in the development and arrangement of the Banten Lama Cultural Heritage area. The two independent variables are variables that can solve the problem of the effectiveness of a policy.

The opinions and results of previous research have been proven in this study, that the variables of organizational management and organizational culture have a positive effect on the effectiveness of the work on the Management and Development of the Banten Lama Nature Reserve area policy. The magnitude of the influence of organizational management and organizational culture on the effectiveness of work on the Structuring and Development of the Banten Lama Nature Reserve area policy and the existence of theoretical support as stated above, has shown that in the future with so many challenges in the development and arrangement of the Banten Lama area, with taking into account the strengths possessed by this policy, with the strong foundation and objectives of implementing the development and arrangement of the Old Banten area policy, namely to restore the glory of the old Banten kingdom and the main goal of which is to improve the welfare of the surrounding community in particular, and regional income in general.

These big goals will be carried out optimally by utilizing the results of this research, namely by making and developing theories of organizational structuring and organizational culture as a solution to increase the effectiveness of the work of development policies and structuring the Old Banten area. Relevant agencies as implementing policies for the development and arrangement of the Old Banten area appear to have carried out the aims and objectives of the stipulated area planning planning. The step used is the implementation of organizational structuring, the purpose of organizational structuring is to maximize the function of all resources in the organization to be able to achieve organizational goals that have been set.

Besides organizational structuring, another variable that can influence the effectiveness of policy work is organizational culture. As is well known, a policy program can be implemented properly by culturally mature institutions. Organizational culture serves to emphasize organizational characteristics that can support the implementation of functions and achievement of organizational goals. The organizational culture as measured by the implementing agencies for the arrangement and development of the Banten Lama Nature Reserve area includes innovation factors consisting of innovative work, daring to take risks and thinking about change. The components above have been clearly discussed in partial analysis and clearly show the results. positive results related to organizational culture and its influence on the effectiveness of work on the management and development of the Banten Lama Nature Reserve area policy.

### **The Effect of Other Variables Not Examined**

The results of the research analysis showed that organizational management variables and organizational culture variables were able to explain the work effectiveness variable for structuring and development of the Banten Lama Nature Reserve area by 79%, while the remaining 21% was explained by other variables not examined (epsilon). This shows that there are still other variables outside the variables studied which are able to explain the effectiveness of the policy work on structuring and developing the Banten Lama Nature Reserve area. These other variables need to be further investigated to enrich the concept of organizational management and organizational culture as well as the effectiveness of work on public policies that are formulated and implemented by government agencies in Indonesia.

### **Research Findings**

Based on the results of the research that has been carried out, several findings and novelties were found in the research to focus on the policy of structuring and developing the Banten Lama Nature Reserve area. Of all the organizational management components, it turns out that the human management component is the most powerful component. While the component with the lowest influence that influences is the structural arrangement component. This shows that humans are the most important factor in structuring an organization to be able to

achieve the goals that have been set. The influence of organizational structuring variables shows a greater value than the influence of organizational culture variables. This shows that the application of organizational culture is not enough in an effort to increase the effectiveness of policy work. Partially the results of the study found important categories to strengthen the effectiveness of policy work from organizational culture variables, namely the category of obsession with support and the dimension of obedience to regulations in organizational culture theory, which determines the effectiveness or not of the policy on structuring and developing the Banten Lama Cultural Heritage area by the Provincial Government of Banten.

## 5 Conclusion

In general, the results of this study can be concluded that Organizational Arrangement and Organizational Culture can build organizational effectiveness in the development and arrangement of the Banten Lama Cultural Heritage area. The most dominant variable in shaping organizational effectiveness is Organizational Structuring, while the lower variable is dominant in shaping organizational effectiveness in the development and arrangement of the Banten Lama Cultural Heritage area.

The results of this analysis confirm the theories and various previous studies which analyzed the influence of these variables on organizational effectiveness in the tourism context. Directly, Organizational Arrangement and Organizational Culture were found to significantly influence organizational effectiveness in the development and arrangement of the Banten Lama Cultural Heritage area.

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