

Uncovering the Dynamics: Exploring How Organizational Culture and Diversity Shape Organizational Effectiveness

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Abstract

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This study aims to investigate the impact of organizational culture and diversity on organizational effectiveness in elementary schools in the XYZ district. Utilizing survey methods and path analysis, the research examines hypotheses regarding the relationships between organizational culture, diversity, and organizational effectiveness. A random sampling process was used to select a sample of 25 elementary schools. The research results show that there is a direct influence of organizational culture on organizational effectiveness, highlighting the importance of building and strengthening cultural values in the school environment. Additionally, there is a direct influence of diversity on organizational effectiveness, emphasizing the importance of managing and utilizing diversity as a positive resource. Research also finds a direct influence of organizational culture on diversity, indicating that a strong organizational culture can shape and influence the dynamics of diversity in elementary schools. These findings provide a deeper understanding of the factors that influence organizational effectiveness at the basic level, as well as provide a foundation for the development of more effective management strategies in improving school performance.

Kata kunci:

Budaya Organisasi,
Keragaman, Efektivitas
Organisasi

Abstrak.

Penelitian ini bertujuan untuk mengeksplorasi dampak dari budaya organisasi dan keberagaman pada efektivitas organisasi di sekolah dasar di wilayah XYZ. Dengan menggunakan metode survei dan analisis jalur, penelitian ini menguji hipotesis mengenai hubungan antara budaya organisasi, keragaman, dan efektivitas organisasi. Proses random sampling digunakan untuk memilih sampel sebanyak 25 sekolah dasar. Hasil penelitian menunjukkan bahwa terdapat pengaruh langsung dari budaya organisasi terhadap efektivitas organisasi, menyoroti pentingnya membangun dan memperkuat nilai-nilai budaya dalam lingkungan sekolah. Selain itu, terdapat pengaruh langsung dari keberagaman terhadap efektivitas organisasi, menekankan pentingnya mengelola dan memanfaatkan keberagaman sebagai sumber daya yang positif. Penelitian juga menemukan pengaruh langsung dari budaya organisasi terhadap keberagaman, menunjukkan bahwa budaya organisasi yang kuat dapat membentuk dan memengaruhi dinamika keberagaman di sekolah dasar tersebut. Temuan ini memberikan pemahaman yang lebih dalam tentang faktor-faktor yang mempengaruhi efektivitas organisasi di tingkat dasar, serta memberikan landasan bagi pengembangan strategi manajemen yang lebih efektif dalam meningkatkan kinerja sekolah.

INTRODUCTION

An organization's skill in achieving its goals is a reflection of its effectiveness. Clear goals motivate organizational members to carry out their duties and responsibilities with enthusiasm. However, achieving goals is not always easy. Organizations are often faced with various obstacles, both from within and without. An organization can be said to be effective if it can maintain and appreciate the skills possessed by external resources, align resources with employee creativity to produce innovative products, and adapt to changing customer needs. Additionally, efficiency in converting skills and resources into useful products and services is also a key (Julianto & Carnarez, 2021; Junedi, Yahya, & Sari, 2021; Nisa, 2022). As a lower-level organizational unit in the education management structure, schools cannot be separated from the problem of organizational effectiveness. Schools have organizational tools that relate directly to the community in implementing education. The principal is responsible for achieving educational goals at the school level. The school principal must be able to mobilize all organizational resources to achieve organizational goals. Apart from that, school principals must also try to minimize everything that could hinder the achievement of organizational goals, including the diversity of their subordinates (Gumilar, Ratnasari, & Zulkifli, 2020; Indajang, Jufrizen, & Juliandi, 2020; Setiawan & Ariani, 2022). Organizational culture is not only the basis for employee commitment and consistency but also determines the direction and values that are firmly held in achieving organizational effectiveness (Kartiko, Rokhman, Priyono, & Susanto, 2024).

For employees, culture has important value because it outlines the actions taken and what is considered important, especially in the context of its impact on overall organizational performance. The link between culture and organizational effectiveness is regarded as an indicator of organizational success, reinforced by the combination of values, beliefs, rules, practices, and the dynamics of the relationships among them (Aisyah, Ilmi, Rosyid, Wulandari, & Akhmad, 2022; Alazeez, AL-Momani, & Rababa, 2024; Anwar, Rahman, Nurwahidin, Sutrisno, & Saputra, 2023). Thus, it is important to identify the characteristics of organizational culture that make a significant contribution to achieving effectiveness. By considering four key aspects of culture; involvement, consistency, adaptability, and mission, organizations can effectively pursue goals and achieve optimal performance (Denison, 1995; Kassem, Ajmal, Gunasekaran, & Helo, 2018; Prasetyo, Salabi, & Muadin, 2021). Assessing organizational effectiveness in the context of diversity management involves establishing a strategic framework that ensures a holistic approach in understanding the factors that influence individual performance. Although various approaches are used to assess diversity and organizational performance, four key aspects are needed in developing an organizational effectiveness evaluation strategy, namely: creating diversity, managing diversity, appreciating diversity, and utilizing diversity. Organizational effectiveness is always related to the achievement of measurable goals, including aspects of quality, quantity, and time. The level of target achievement is the main indicator of its effectiveness; the higher the percentage of targets achieved, the more effective the organization is considered. Therefore, organizations that have clear goals will be able to operate effectively. Overall, organizational effectiveness reflects conditions in which the selection of objectives, implementation methods, and capacity are appropriate so that the desired objectives can be achieved with satisfactory results. (B, Kardini, Elshifa, Adiawaty, & Wijayanti, 2023; Khoiriyah, Mu'is, & Mukaffan, 2024; Mulyatini, Herlina, & Mardiana, 2019; Nugraha, 2020).

Organizational effectiveness refers to the extent to which an organization achieves its goals by utilizing its resources without compromising the sustainability of those resources. Organizational performance is measured through the implementation of predetermined activities, tasks, programs or missions. The level of success of an organization in achieving its goals and objectives includes various things such as profit, growth, product quality, efficiency, stability, or desired results. An organization that is unable to achieve its goals is considered ineffective. However, organizational effectiveness is not only related to achieving goals but also to the ability to meet the needs of constituents or members who contribute to the organization's performance and maintain its survival. Thus, indicators of organizational effectiveness include member satisfaction, responsiveness to change, conducive relationships, and achievement of organizational goals according to predetermined targets. (Perawironegoro, 2020; Solechan & Setiawati, 2009).

One way to conceptualize organizational culture is as the presumptions made by individuals and groups to take advantage of opportunities and solve issues that a company faces. As new hires learn to see, think, and interpret opportunities and issues in the same way as current employees, they are also taught these beliefs and values. A group of people's customs, values, rules, beliefs, and attitudes regarding how they think and behave inside an organization make up its culture. For most businesses to achieve a balanced composition of stability and flexibility, external adaptation must be used in tandem with internal integration and coordination. (Dunggio, 2020; Fauzi, 2019; Handayani, Lian, & Rohana, 2021; Manik & Megawati, 2019). Based on the description above, it can be synthesized that organizational culture is a set of shared values, beliefs, convictions, and norms that are firmly held and bind all members of the organization in carrying out tasks and achieving organizational goals with indicators of relationships between members, members, relationships with superiors, maintaining organizational stability, mutual interest orientation, commitment to tasks, obeying organizational rules, and enthusiasm for achieving goals (aggressiveness).

There is a trend of increasing variety and interaction between human resources who have differences. The resilience of an organization depends greatly on its ability to manage diverse human resources. A perspective that only relies on the abilities of one person, or a certain group, is not enough to support and continue the growth of the organization. In organizations, diversity brings opportunities as well as obstacles. Diversity can sometimes be a competitive advantage since it enhances team effectiveness and decision-making on challenging assignments. According to research, diverse teams are more capable than teams with similar backgrounds at making decisions when it comes to tackling complicated problems. Additionally, according to some research, businesses that receive diversity awards see an increase in financial returns—at least initially.

Age, gender, race, ethnicity, religion, sexual orientation, socioeconomic status, and talents or limitations are among the factors that contribute to diversity. When individuals in an organization or group share the same gender, race, age, religion, and other characteristics, their attitudes and behaviors tend to be highly similar. Diversity is a combination of different demographic elements of human resources, organizations, communities, societies, and ethnicities. The existence of diversity is a challenge for managers in managing various combinations of human resources in the organization (Altin & Suhardi, 2021; Kartiko, Wibowo, Gobel, Wijayanto, & Saputra, 2023; Rahmanto & Lestari, 2020; Rogers & Wright, 1998).

Based on the description above, it can be synthesized that diversity is differences in characteristics that refer to the attributes possessed by members of the organization which are managed and utilized to achieve organizational goals with indicators of work style, work

opportunities, work experience, and social aspects. background, and professional orientation. This research examines and analyzes the direct influence of organizational culture and diversity on organizational effectiveness, with the research subjects being elementary schools in XYZ District, Central Lombok Regency.

RESEARCH METHODS

This research adopts a quantitative approach by applying survey methods and path analysis techniques. Path analysis is used to evaluate the impact of organizational culture and diversity on organizational effectiveness. The research was conducted at State Elementary Schools (SDN) spread across XYZ District, Central Lombok Regency, during the 2022/2023 school year for approximately 4 months. Using a random sampling method, 35 schools were selected from a total population of 106 schools. The data sources in this research are respondents, namely supervisors and elementary school principals involved in the survey. They provide the feedback and information necessary to evaluate the impact of organizational culture and diversity on organizational effectiveness in elementary schools. Using a random sampling method, 35 schools were selected from a total population of 106 schools. This provides an adequate representation of the primary school population in the area.

In this research, validity and reliability tests play an important role in ensuring the accuracy and reliability of the data collected (Kabukcu & Chabal, 2021). The validity test is used to assess the extent to which the survey instrument or questionnaire used in data collection measures the variable in question. Validity can be tested through several methods, such as content validity tests, criterion validity tests, and construct validity tests (Watson, 2015). For example, the researcher may have ensured that the questions in the questionnaire cover relevant aspects of organizational culture, diversity, and organizational effectiveness. Meanwhile, reliability tests are used to evaluate how consistent a measurement instrument is in producing similar results if repeated on the same sample. This is important because it measures the reliability of the instrument and ensures that the results obtained are consistent over time. One common method for testing reliability is Cronbach's alpha test, which measures the internal consistency of the questionnaire or scale used in research. By ensuring that the measurement instruments used are valid and reliable, researchers can have greater confidence in the results of data analysis and interpretation of research findings

The data analysis techniques applied include descriptive statistics to summarize sample characteristics, as well as inferential statistics to test research hypotheses. The hypothesis testing procedure involves testing analytical requirements, such as the normality test of simple regression estimation error, linearity test, simple regression significance test, and path analysis to test the relationship between variables proposed in the research. Simple regression estimation error normality test: This test is used to ensure that the estimation error in a simple regression model has a normal distribution. Normality distribution is required to be able to carry out appropriate statistical tests. Linearity test: This test aims to check whether the relationship between the independent variable and the dependent variable in a simple regression model has a linear form (Lerche, 2012). This is important because regression analysis assumes a linear relationship between these variables. Simple regression significance test: This test is carried out to assess the significance of the relationship between the independent variable and the dependent variable in a simple regression model. By determining whether the relationship is statistically significant, researchers can determine whether the independent variable has a significant influence on the dependent variable. Path analysis: Path analysis is carried out to test the relationship between the variables

proposed in the study. This involves examining the extent to which the relationships between these variables can be explained by predetermined pathways. Path analysis can provide deeper insight into the causal relationships between these variables (Cen, Ruta, Powell, Hirsch, & Ng, 2016).

RESULTS AND DISCUSSION

Results

After checking the validity of the data collected, the results obtained were that eight statements were tested as valid because the calculated r value exceeded the r table (0.316). Therefore, the statements proposed in this research questionnaire, namely organizational culture, loyalty, and employee performance, can be used to measure research variables, both independent and dependent variables. See Table 1 for details.

Table 1 Recapitulation of Validity Test Results of organizational culture Correlations

		R Count
item1	Pearson Correlation	.773**
item2	Pearson Correlation	.630**
item3	Pearson Correlation	.790**
item4	Pearson Correlation	.821**
item5	Pearson Correlation	.945**
item6	Pearson Correlation	.981**
item7	Pearson Correlation	.780**

Source: Data processed by SPSS Version.23

The validity test results for the organizational culture variable (X1) against eight statement items, which have R-values greater than the r -table value (0.316), indicate that all items are valid and can thus be administered to the respondents.

Table 2 Recapitulation of Diversity Test Results Correlations

		R Count
item1	Pearson Correlation	.507**
item2	Pearson Correlation	.567**
item3	Pearson Correlation	.715**
item4	Pearson Correlation	.715**
item5	Pearson Correlation	.647**
item6	Pearson Correlation	0.259
item7	Pearson Correlation	.777**
item8	Pearson Correlation	.503**
item9	Pearson Correlation	.633**
VAR00002	Pearson Correlation	1

Source: Data processed by SPSS Version.23

The results of validity testing carried out on the Diversity variable (X2) above are from 9 statement items where the calculated r is greater than the r table (0.316) so that it can be stated that everything is valid, and can be passed on to respondents.

Table 3 Recapitulation of Organizational Effectiveness Validity Test Results

		RCount
item1	Pearson Correlation	.812**
item2	Pearson Correlation	.840**
item3	Pearson Correlation	.840**
item4	Pearson Correlation	.876**
item5	Pearson Correlation	.798**
item6	Pearson Correlation	.694**
item7	Pearson Correlation	.886**
item8	Pearson Correlation	.543**
item9	Pearson Correlation	.771**
item10	Pearson Correlation	.732**
item11	Pearson Correlation	.886**

Source: Data processed by SPSS Version.23

The results of the validity testing carried out on the Organizational Effectiveness (Y) variable above from the 11 statement items where the calculated r is greater than the r table (0.316) can be stated as all valid and can be forwarded to respondents..

The results of the reliability test for the organizational culture, Islamic work ethics and employee performance instrument items can be seen in the following table :

**Table 4 Reliability Test Data
Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Organizational culture	90.8462	43.660	.477	.843
Diversity	85.8718	43.378	.836	.562
Organizational Effectiveness	76.4103	29.827	.652	.690

Source: Processed primary data, 2024

Reliability test results for all variables: organizational culture, reliability test of 0.843 (greater than 0.60 meaning reliability), Islamic work ethic, reliability test results of 0.562 (greater than 0.60), indicating employee performance of 0.690. That is, greater than 0.60. The reliability test on the

variables of organizational culture, Islamic work ethic, and employee performance was concluded to be reliable.

Organizational success is directly impacted by organizational culture

Testing the first hypothesis yielded data that, with a correlation coefficient value of $r_{13} = 0.353$ and a path coefficient value of $p_{31} = 0.264$, indicate a positive direct influence of organizational culture on organizational effectiveness. This implies that the effectiveness of an organization is directly impacted by its culture. Based on these findings, the first hypothesis—that is, the idea that organizational culture directly improves organizational effectiveness—can be accepted. This implies that greater organizational effectiveness will result from a strong organizational culture.

Diversity's Direct Impact on Organizational Effectiveness

Test results for the second hypothesis show that diversity positively and directly influences organizational success, with a path coefficient value of $p_{32} = 0.259$ and a correlation coefficient value of $r_{23} = 0.350$. This implies that the effectiveness of an organization is directly impacted by diversity. Based on these findings, it is possible to accept the second hypothesis, which holds that diversity directly improves organizational effectiveness. Thus, good management and utilization of diversity will boost organizational effectiveness.

The direct influence of organizational culture on diversity

Based on the testing of the third hypothesis, the findings indicate that organizational culture positively influences diversity, as indicated by the correlation coefficient value of $r_{12} = 0.345$ and the path coefficient value of $p_{21} = 0.345$. This implies that diversity is directly impacted by organizational culture. Based on these findings, it is possible to endorse the third hypothesis, which holds that corporate culture directly promotes diversity. This implies that diversity can be effectively managed and utilized when an organization has a strong organizational culture.

DISCUSSION

The direct influence of organizational culture on organizational effectiveness

According to (Robbins, 1994) gave his opinion on the definition of effectiveness in an organization as the extent to which an organization can achieve its goals. (Tika, 2010) defines how an organization can exist and develop adaptability, regardless of the function it has. With a correlation coefficient value (r_{13}) of 0.353 and a path coefficient value (p_{31}) of 0.264, it is evident from the testing of the first hypothesis that there is a direct and positive influence of organizational culture on organizational effectiveness. These coefficient values show that organizational effectiveness and culture are significantly correlated. According to a substantial correlation coefficient value of 0.353, there is a corresponding increase in organizational effectiveness of 0.353 units for every unit increase in organizational culture. Similarly, changes in organizational culture can account for 26.4% of the variation in organizational performance, as confirmed by the significant path coefficient value of 0.264.

These findings indicate that the first hypothesis, which states that organizational culture has a direct positive influence on organizational effectiveness, can be accepted. This means that the existence of a strong and positive organizational culture directly contributes to increasing organizational effectiveness. The implication is that organizations that can build and maintain a strong culture will tend to achieve higher levels of effectiveness, as well as encourage success in achieving organizational goals and objectives more efficiently.

The study's findings are consistent with the opinion (ARFATI, 2018) which asserts that knowledge management has a positive and significant impact on organizational effectiveness, organizational culture, and strategy have a positive and significant impact on knowledge management and organizational effectiveness, and knowledge management can partially mediate the relationship between organizational culture and strategy and effectiveness at UPT PT PLN (Persero) Makassar. Likewise, the research results (Ratmanto, 2019) state that there is an influence of organizational culture on teacher work effectiveness through management and supervision support variables at SMK 3 Boyolangu Tulungagung.

Diversity's Direct Impact on Organizational Effectiveness

The second hypothesis was tested, and the findings showed that diversity had a direct, positive impact on organizational effectiveness, with a path coefficient (p32) of 0.259 and a correlation coefficient (r23) of 0.350. The correlation coefficient values suggest a noteworthy association between organizational efficiency and diversity. According to a substantial correlation coefficient value of 0.350, there will be a 0.350 unit rise in organizational performance for every unit increase in diversity. Similarly, changes in diversity can account for a portion of the variation in organizational performance (totaling 25.9%), according to the significant path coefficient value of 0.259.

These results suggest that the second hypothesis, according to which diversity directly and favorably affects organizational effectiveness, can be accepted. This implies that good management and utilization of diversity will boost organizational effectiveness. These figures suggest that more effective organizations are those that recognize and make use of diversity in people, ideas, and viewpoints. Prior studies have demonstrated that diversity can yield advantages like heightened inventiveness, inventiveness, problem-solving skills, and organizational flexibility in response to external shifts, all of which augment an organization's overall efficacy. Thus, these results offer compelling evidence for the significance of managing and taking into account diversity as a crucial component of organizational management strategy.

This is following the research results (B. Harto et al., 2023; K. Harto, 2018) which states that transformational leadership, digital technology (digitization), and cultural diversity have a significant positive effect on the effectiveness of the project implementation team. Research result (Hall, Schmader, Cyr, & Bergsieker, 2023) states that "Collectively, these contributions advance a broader conceptualization of the effectiveness of diversity initiatives, in which broader mechanisms and outcomes, as well as the relationships between them, must be considered." Collectively, these contributions advance a broader conceptualization of the effectiveness of diversity initiatives, in which broader mechanisms and outcomes, as well as the relationships between them, must be considered. Likewise with opinions (Sukartini & Gaol, 2022) which states that "differences in race, gender, and national origin of organizational members have important implications for organizational cultural values and organizational effectiveness". Differences in race, gender, and national origin of organizational members have important implications for organizational cultural values and organizational effectiveness.

The direct influence of organizational culture on diversity

The third hypothesis was tested, and the results showed that organizational culture positively and directly influences diversity (correlation coefficient (r12) = 0.345, path coefficient (p21) = 0.345). These coefficient values show that organizational culture and diversity have a

strong correlation. According to a substantial correlation coefficient value of 0.345, there will be a 0.345 unit rise in diversity for every unit increase in organizational culture. Similarly, the significant path coefficient value (0.345) suggests that modifications in organizational culture can account for as much as 34.5% of the variation in diversity.

These findings confirm that the third hypothesis, which states that organizational culture has a direct positive influence on diversity, can be accepted. This means that a strong and positive organizational culture directly contributes to an organization's ability to manage and utilize diversity well. These numbers illustrate that an organizational culture that promotes inclusivity, cooperation, and respect for differences will help create a supportive environment for managing diversity effectively. Thus, these results emphasize the importance of building an inclusive and supportive organizational culture as a strategy for optimizing the benefits of diversity in an organizational context.

The results of this study are in line with the research results (Amrullah, Ismail, & Uzliawati, 2019) which states that organizational culture has a positive and significant effect on organizational performance, as well as Intellectual Capital has a positive effect on organizational performance, mediated by Diversity Performance measurements. Same opinion (Ely & Thomas, 2001) Wagner & Hollenbeck (2020) states "Organizational culture is a barrier to diversity. Hiring new employees who differ from the majority in race, age, gender, disability, or other characteristics creates a paradox. Management wants to show support for the differences these employees bring to the workplace, but newcomers who want to fit in must accept the organization's core cultural values. Because behavioral diversity and unique strengths tend to diminish as people attempt to assimilate, strong cultures can become a burden when they effectively diminish these advantages."

CONCLUSION

These findings provide support for the importance of paying attention to and managing organizational culture and diversity as strategies for achieving higher organizational effectiveness. Management that pays attention to and promotes a positive organizational culture and manages diversity well can create a productive and inclusive work environment. This research creates a deeper understanding of the importance of organizational culture and diversity in the context of organizational effectiveness. These findings also underscore the need for an inclusive approach to managing diversity to achieve optimal organizational effectiveness. In theory, the results of this research can be used as a reference by future researchers, while practically it can also be used by institutional managers as a reference in making policies and implementing these policies in developing their organizations.

This research has limitations, including the relatively small number of variables used in this research and the research methods used. So in the future, researchers suggest adding other variables that were not studied because the scope of human resources is so broad and using other methods so that the results of this research are truly consistent.

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