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Research paper

Efficiency as Mediator between Artifacts, Values and Cultural Organization Assumptions Employees Working On Effectiveness of Parliament Secretariat (Dprd) Riau Islands Provincial, Indonesia

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Abstract

The secretariat parliament (DPRD) Riau Islands chosen as the object of research for allegedly there are gaps between the theory with facts empirically; namely conflict with a culture of bureaucracy, political culture a variable that is submitted for held research is: artifact culture, the assumption of culture, cultural values increasing efficiency, and effectiveness of work. Respondents the employees of the secretariat DPRD Riau Islands. The data processed with program statistics AMOS for windows version 22.0 to test normality, CFA and test leverage with SEM based on assumptions in structural equation unified (SEM) model, in this research the number of respondents who obtained a total of 109 respondents, then the amount of the sampled using the census as much as 109 respondents, to test the feasibility this research result can be summarized as follows, Effect of Cultural Artifacts to Efficiency are a significant positive, Effect of Cultural Values on Efficiency is positive, not substantial, Effect of Assumption on Efficiency is a significant positive, Effect of Cultural Artifacts to Effectiveness are a significant positive, Effect of Cultural Values on Effectiveness are a significant positive, Effect of Assumption Cultural to Effectiveness is positively not substantial, Effect of Efficiency to Effectiveness significant positive, Efficiency changes are affected by Artifacts, Cultural Values and Cultural Assumptions 84.9%, while the effectiveness changes are affected by artifacts, Cultural Values, Assumptions Culture and Efficiency of 99.4%, Evidently there is a problem in the Riau Islands DPRD Secretariat, the gap between theory and empris answered, why there is performance hindrance of DPRD, one reason is the existence of two cultural organizations (bureaucratic and political) that interact in an institution DPRD Secretariat, to take a decision, is something unique in the organizational culture, so that positive outcomes are not significant.

Keyword: *cultural artifacts, cultural values, culture assumption, efficiency and effective*

1. Introduction

Two elements of the institution items, namely the legislative and the executive who was in Parliament, is an exciting thing for research Because The two cultures of different organisms items, namely the legislative and executive (political and bureaucratic) are in an institution to perform the process of human resource management efficiently and Effectively. A legislature is an institution based on politics, while the Riau Islands Parliament Secretariat is an element of a provincial government based executive agency. Therefore two culture of an organization that interact to the make decisions is something unique for the research on organizational culture. There are two essential meanings Involved, that the management or leadership, and human resources or employee. The process is in the form of creation of the strategy and its implementation.

1.1. The scope of the Problem

There are many independent variables that can be used as predictors besides Artifacts, Values and Assumptions of Culture proposed as an Efficiency variable predictor and Also as a variable mediators against Effectiveness (dependent variable), like variables: motivation, compensation, competence, work environment, communication, leadership, movement, effort, time and exhaustion, technology, power, tradition, security and much more free variables used as predictors. However, because of the problems that allegedly occurred at the Parliament Secretariat Riau Islands are linked with the variable Artifacts, Values and Cultural Assumptions, Efficiency and Effectiveness, the variables to be studied, besides time limitations. Variables proposed for the research is needed to Overcome the conflicts of political culture and culture of bureaucracy.

1.2. Purpose of Research

1) Analyzing cultural artifacts as a predictor of work on effectiveness of employee within the Riau Islands Province Parliament Secretariat.
2) Analyzing cultural values as a predictor of effectiveness on work efficiency of the employees within the Riau Islands Province Parliament Secretariat.

3) Analyzing cultural Assumptions on work as a predictor of the effectiveness of employee within the Riau Islands Province Parliament Secretariat.
4) Analyzing cultural artifacts as a predictor directly on the effectiveness of employee work within the Council Secretariat Riau Islands Province.
5) Analyzing cultural values as a predictor directly on the effectiveness of employee work within the Council Secretariat Riau Islands Province.
6) Analyzing cultural Assumptions as a predictor directly on the effectiveness of employee work within the Council Secretariat Riau Islands Province.
7) Analyzing efficiency as a mediator directly on the effectiveness of employee work within the Council Secretariat Riau Islands Province.

2. Literature Review

2.1. Organizational culture as a predictor of Effectiveness of Work

According toTjiharjadi, (2007: 1) Cultures of an organization have the healthy relationship with an effectiveness of an organization. Both of them can a make a significant impact on the future of an organization. In this journal, the writer will show the culture of research in three nations. There are Japan, South of Korea, and Indonesia. Many aspects of cultures have been found in Multinationals companies that operations in Indonesia. All of them have the Similar situation of cultures and have to deal with it to make good progress for the effectiveness of competing with the company in the future. There are so many definitions of culture Essentially the which is not much different from one professional to other professionals. Robbins (2003) stated that religion is a system of universal meaning held by members of the organization that distinguishes the organization from other organisms. Sami (2016) emphasised that organizational culture plays an important role to create public value.

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2.2. Artifacts culture as a predictor of Effectiveness of Work

When first entering the environment of the organization, the first thing can be observed artifacts and behaviors that are owned by an organization. Artifacts are cultural objects such as company logos, uniforms, architecture, and design workspace while the action is the individual responses or reactions attitude manifested in the movement. Artifacts and behavior can be observed directly with the senses. An organization can be a company owned by a person or a multinational corporation. The point is that the organization was formed with the goal of producing artifacts or cultural events, the which may be in the form of art, entertainment, or information. Also maybe a product in the traditional sense as a music CD or events, such as performances, dance or multimedia presentations (Stokes, 2003: 113). The term artifacts when used in the culture of directing our attention to the culture as a reality that a few observable forms and practices. Religion is represented by the phenomenon of its properties more concrete than just beliefs and values (Muchlas, 2008: 545).

2.3. Organizational Culture Values as a Predictor of Effectiveness of Work

Corporate culture is the norm, values, assumptions, beliefs, philosophy, customs organisasi, and so on (the contents of organizational culture) that was developed for a long time by the founders, leaders and members of the organization are socialized and taught to new members as well as applied in the activities of the organization so the effect on the mindset, attitude, and behavior of members of the organization in producing the products, serve customers and Achieve organizational goals (Wirawan, 2007: 10). If people join in an organization, they bring the values and beliefs that have been taught to them. However, values and beliefs are not enough to help the individuals concerned to succeed in the organization (Muchlas, 2008: 534).

2.4. Assumptions Organizational Culture as a Predictor of Effectiveness of Work

Comprehensively organizational culture is defined as a mode of-of basic assumptions, discovered or developed by A Certain groups to learn to Overcome the problems of a group of external adaptation and internal integration that has worked well. It was relevant enough to be Considered as something of value. Therefore, worthy taught to new members as a way to do with these problems. That definition is too complicated that According to Robbins, defined merely organizational culture as a collective perception held firmly by the members of the organization and Become a system that has an understanding of togetherness (Muchlas, 2008: 535).

2.5. Efficiency as a Predictor of Effectiveness of Work

Definition of energy in principle is inverted comparison between the results Obtained with the activities undertaken. Working efficiently is to work with movement, effort, time and exhaustion as little as possible. By using a simple way of working, using a tool that can help accelerating completion of tasks and saving movement and energy, then the person can be said to work efficiently and Obtain a satisfactory result. The primary purpose of office work is to Achieve effectiveness and efficiency in the implementation of a job Often encountered obstacles that may Affect the smooth running of work activities. Among them may be the system, time, procedure or way of working that is less efficient in carrying out the work. To measure the increasing variables efficiently use indicator system, movement, effort, time, and equipment. Efficiency itself is an attempt to combat the wastage of materials and labor and the adverse phenomena. According to Ahmad (2007), ability means the best comparison between the business that has been Sacrificed by the results Achieved. Definition of efficiency in principle or rationality is the best comparison between the results Obtained (Output) with activities undertaken as well as the resources and the time used (Input).
A useful word comes from the English language that is effective; the which means to succeed or do something that works so well. Popular scientific AS APPROPRIATE dictionary defines usage effectiveness, effectiveness or support purposes. According to Robbins definition of effectiveness as the level of achievement of the organization in the short term and long term. The effectiveness of the organization is the concept of efficient where an organization aims to produce. Organizational effectiveness (effectiveness of the organization) can be done by paying attention to customer satisfaction, the achievement of the organization's vision, the fulfillment of the aspirations, generate profits for the organization, human resource development organization owned and expectations, as well as had a positive impact for the community outside the organization

2.6. Framework of thinking

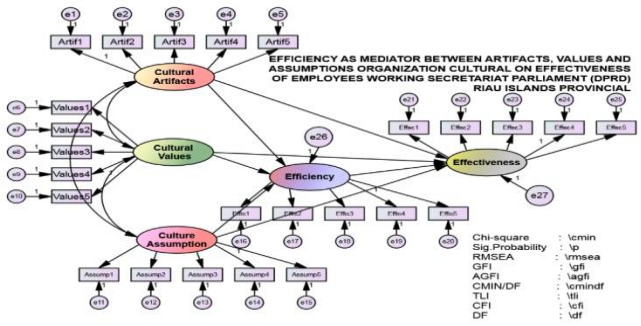

Figure 1. Research Model with variable Artifacts, Assumption Culture, Cultural Values, Efficiency and Effectiveness Variable Causality Model

2.7. Hypothesis

Relationships between variables that need to be tested for truth or statement tentatively (temporary) the which is Assumptions or guesses on what the Researchers observed in the effort to understand it. A hypothesis must demonstrate a clear structure so easy to Determine the variable type and direction of the relationship between variables from, whether positive or negative. From the formulation of the problem observed with the theories put forward so that it can be made a conceptual model of research can be Formulated as follows:

1. Cultural artifacts as a predictor for efficiency.
2. Cultural values as predictors for efficiency.
3. Cultural assumpsions as predictor for efficiency.
4. Cultural artifacts, cultural values, cultural Assumptions simultaneously as predictors for efficiency.
5. Cultural artifacts as predictors directly to the effectiveness of the work.
6. Cultural values as predictors directly to the effectiveness of the work.
7. Cultural assumptions as predictors directly to the effectiveness of the work.
8. Cultural artifacts, cultural values, cultural Assumptions simultaneously directly as a predictor for efficiency.
9. Efficiency directly Affects the effectiveness of the work.

3. Research Methodology

3.1. Population

The population is a collection of the whole object to be measured in the research (Cooper and Schindler, 2003: 179). The Community in this research are all employees within the Council. Secretariat, Riau Islands province; the population number is as many as 109 people. The Data Obtained are determined based on the theory that if the population is less than 100, then it is better to be taken all, but if a large number of subjects or more than 100 can be made between 10-15% or 10-25% of the population (Suharsimi: 120). The sampling technique used in the category of non-probability sampling (have now: 235; Black and Champion, 2001: 233; Cooper and Schindler, 2003: 198). According to the characteristics, samples required, that is all structural employees, the technique of non-probability sampling technique selected is a judgmental (purposive).

Table. 1. Details of Civil Servants and Employees Non-Permanent Population DPRD Secretariat of Riau Islands Province In 2012

Employment Status	Male	Female	Amount
(1)	(2)	(3)	**(4)**
Civil Servants (PNS)	39	19	**58**
Honorary	33	18	**51**
Amount	**72**	**37**	**109**

Source: Secondary Data (DPRD Secretariat of the Riau Islands Province, 2017)

3.2. Sample

Samples is an element of the population selected to represent the people in the research (Cooper and Schindler, 2003: 82). In this research, the sample size adapted to the analysis, the model used is Structural Equation Model (SEM). In this regard, the sample size for SEM using the models estimates the maximum likelihood estimation (MLE) is 100-200 samples (Ghozali, 2004: 17), or as much as 5-10 times the number of parameters to be estimated. In this research the number of respondents who Obtained a total of 109 respondents, then the amount of the sampled using the census as much as 109 respondents.

3.3. Validity and Reliability

Validity Test of questionnaires (list of questions) is performed to Determine the ability of a survey to measure what should be measured. The list of questions used in this research is the unknown level of validity and reliability. Therefore validity test of each item and issue the safety of the questionnaire used in this research. A measuring instrument that is unreliable or invalid will provide inaccurate information about the state of subjects or individuals who are subject to the test. If the misinformation was consciously or not consciously, we used as a basis for making a conclusion and a decision then surely Conclusions and the decision will not be a conclusion and the right choice. (Saifuddin Azwar, 2006: 2)

Criteria for validity testing is to compare recount with table, at the significant level of 95% or $\alpha = 5\%$. According to Sugiyono (2001: 115), the item in question is valid if the issues have rcount> RStandard = 0:30. In this case, that meant hitting for everything in question is product moment correlation coefficient between the scores of each item with the total count of all elements are denoted by Corrected Item-Total Correlation on the calculation results of SPSS for each issue the question of a variable, (Singgih Santoso, 2005: 277).

Meanwhile, to test the reliability of a list of questions from a research variable used Cronbach's Alpha coefficient. The amount of Cronbach's Alpha coefficient indicates the level of reliability of the issue in this list. According to Bhuono Agung Nugroho (2005: 72), a variable construct is said to be reliable if it had a Cronbach's value> than 0.60.

Table 2. Corrected Item-Total Correlation Coefficient to Questions Item of Cultural Artifacts Variable

Item-Total Statistics				
	Scale Mean if Item Deleted	**Scale Variance if Item Deleted**	**Corrected Item-Total Correlation**	**Cronbach's Alpha if Item Deleted**
Artifact1	17.83	2,557	,263	,663
Artifact2	17.97	2,723	,310	,631
Artifact3	17.80	2,579	,400	,595
Artifact4	17.93	2,133	,385	,614
Artifact5	17.93	2,133	,743	,441

Table 3. Cronbach's coefficient for the List of Questions Variable Cultural Artifacts

Reliability Statistics	
Cronbach's Alpha	**N of Items**
, 646	5

Tabel.4. Corrected Item-Total Correlation Coefficient to Questions Item of Cultural Values Variable

Item-Total Statistics				
	Scale Mean if Item Deleted	**Scale Variance if Item Deleted**	**Corrected Item-Total Correlation**	**Cronbach's Alpha if Item Deleted**
Value1	14.43	10.668	, 832	, 883
Value2	14.47	10,740	, 851	, 881
Value3	14.63	11.826	, 534	, 935
Value4	15.17	9.109	, 906	, 861
Value5	14.77	8.530	, 835	, 885

Tabel.5. Cronbach's coefficient for the List of Questions Cultural Values Variable

Reliability Statistics	
Cronbach's Alpha	**N of Items**
, 911	5

Tabel.6. Corrected Item-Total Correlation Coefficient Questions about the Cultural Item of Assumptions Variable

Item-Total Statistics				
	Scale Mean if Item Deleted	**Scale Variance if Item Deleted**	**Corrected Item-Total Correlation**	**Cronbach's Alpha if Item Deleted**
Assumpsion1	16.70	6.148	, 396	, 838
Assumpsion2	17.07	4.133	, 810	, 693
Assumpsion3	17.03	5.413	, 481	, 799
Assumpsion4	17.20	3.614	, 668	, 764
Assumpsion5	16.93	4.685	, 818	, 711

Tabel.7. Cronbach's coefficient for the List of Questions Variable Assumption

Reliability Statistics	
Cronbach's Alpha	**N of Items**
, 806	5

Tabel.8. Corrected Item-Total Correlation Coefficient to Questions Item of Efficiency Variable

Item-Total Statistics				
	Scale Mean if Item Deleted	**Scale Variance if Item Deleted**	**Corrected Item-Total Correlation**	**Cronbach's Alpha if Item Deleted**
Efficiency1	17.00	5.586	, 783	, 814
Efficiency2	17.10	5.679	, 571	, 862
Efficiency3	17.13	5.637	, 546	, 871
Efficiency4	17.27	4.754	, 811	, 798
Efficiency5	16.97	5.620	, 758	, 819

Tabel.9. Cronbach's coefficient for the List of Questions Efficiency Variable

Reliability Statistics	
Cronbach's Alpha	**N of Items**
, 862	5

Tabel.10. Corrected Item-Total Correlation Coefficient for Questions Item of Work Effectiveness Variable

Item-Total Statistics				
	Scale Mean if Item Deleted	**Scale Variance if Item Deleted**	**Corrected Item-Total Correlation**	**Cronbach's Alpha if Item Deleted**
Effectiveness1	17.37	6.033	, 497	, 826
Effectiveness2	18.00	5,448	, 370	, 863
Effectiveness3	17.63	4,585	, 709	, 762
Effectiveness4	17.70	3.941	, 845	, 712
Effectiveness5	17.70	4.493	, 755	, 748

Tabel.11.Cronbach's coefficient for the List of Questions Work Effectiveness Variable

Reliability Statistics	
Cronbach's Alpha	**N of Items**
, 824	5

Based on Table 2 are one indicator invalid Artifact 0263 <0:30 it was not included in subsequent studies, while other signs that are declared valid and reliable and can be included in the next survey.

3.4. Normality Test

For the evaluation of the normality be tested skewness and kurtosis test. Skewness test used to view the skewness/healing spread of the data, while kurtosis to see kurtosis distribution data. According to Suharyadi (2003: 117), the Data has a range has slanted/inclined when a critical value (cr) for skewness more significant than ± 3:00. Data is said to have the pointed spread of if a critical value (cr) for kurtosis> 3:00. According to Ferdinand (2006: 97), Normal spread the data can be declared if a critical value (cr) for skewness and kurtosis are not bigger than ± 2:58. This research used the criteria According to Suharyadi. Normality tests were performed on the data of each indicator latent variables items, namely a variable data Artifacts, Cultural Values, Assumptions Culture, Efficiency, and Effectiveness. Based on the results of the Confirmatory Factor Analysis (CFA) program version 22.0 for Windows Amos of research the data for any latent variables. Data normality Variable Test Artifacts Culture, Cultural Values, Assumption Culture, efficiency, and effectiveness. Table Assessment of normality (Group number 1) as follows:

Tabel.12. Cultural Artifacts Variable

variable	min	max	skew	cr	kurtosis	cr
Artifact5	2,000	5,000	-,521	-2.222	-, 331	-, 706
Artifact4	2,000	5,000	-,541	-2.308	-, 241	-, 514
Artifact3	3,000	5,000	-,193	-,821	-1.151	-2.454
Artifact2	3,000	5,000	-,276	-1.176	-, 981	-2.091
Artifact1	3,000	5,000	-,251	-1.070	-1.108	-2.361
multivariate					23.275	14.522

Tabel.13. Cultural Values Variable

variable	min	Max	skew	cr	kurtosis	cr
Value1	2,000	5,000	-,250	-1.067	-1.003	-2.136
Value2	2,000	5,000	-,079	-,338	-1.123	-2.393
Value3	2,000	5,000	-,041	-,176	-1.188	-2.533
Value4	3,000	5,000	, 062	, 265	-1.291	-2.751
Value5	2,000	5,000	-,079	-,338	-1.123	-2.393
Multivariate					25.471	15.892

Tabel.14. Cultural Assumptions Variable

variable	min	max	skew	cr	kurtosis	cr
Assumption5	2,000	5,000	-,344	-1.467	-, 531	-1.132
Assumption4	2,000	5,000	-,379	-1.616	-, 567	-1.209
Assumption3	2,000	5,000	-,171	-,728	-, 784	-1.670
Assumption2	3,000	5,000	, 030	, 129	-1.240	-2.644
Assumption1	3,000	5,000	, 000	, 000	-1.183	-2.522

variable	min	max	skew	cr	kurtosis	cr
Multivariate					19.712	12.299

Tabel.15. Efficiency Variable

variable	min	max	skew	cr	kurtosis	cr
Efficiency 1	2,000	5,000	-,361	-1.538	-, 737	-1.571
Efficiency 2	2,000	5,000	-,185	-,788	-, 947	-2.017
Efficiency 3	2,000	5,000	-,140	-,597	-1.164	-2.481
Efficiency 4	2,000	5,000	-,331	-1.410	-, 672	-1.431
Efficiency 5	2,000	5,000	-,258	-1.099	-, 525	-1.119
Multivariate					25.615	15.982

Tabel.16. Variable Effectiveness

variable	min	Max	skew	cr	kurtosis	cr
Effectiveness5	2,000	5,000	-,197	-,839	-1.049	-2.236
Effectiveness4	2,000	5,000	-,223	-,952	-, 831	-1.772
Effectiveness3	2,000	5,000	-,295	-1.258	-, 797	-1.698
Effectiveness2	2,000	5,000	-,231	-,984	-1.030	-2.195
Effectiveness1	2,000	5,000	-,286	-1.220	-, 958	-2.042
Multivariate					12.989	8.104

Based on the results of the confirmatory factor analysis of the indicator variable Variable Artifacts Culture, Cultural Values, Assumption Culture, efficiency, and Effectiveness, how in the table above. It is known that the Standardized Regression Weight (λ) For all five indicators of brackish respectively> 0.50 and CR coefficient> 2.00 and a probability value 5th indicator <0.05. Thus it can be said regarding the CFA, that the symbols of the five signs of each variable can be included in further analyzes.

4. Result and Finding

4.1. Research Object

Legislative Council Riau Islands (Abbreviated DPRD Riau Islands) is an institution, in performing the duties of Parliament Kepri accompanied by the Secretariat of the Council which is an element of service to the Parliament, the Parliament Secretariat has the task of organizing the administration of secretarial, financial administration, supporting the implementation of the responsibilities and functions of Parliament (DPRD) and providing and coordinating expertise required by Parliament in accordance with local financial capacity , To carry out the task of Parliament Secretariat of the functions: the organization of the administrative secretariat of Parliament, the implementation of economic administration of Parliament, Facilitation meeting of members of Parliament, provision and coordination necessary expertise Parliament, the application of other duties at the secretariat provided by the Executive Board. (The Parliament Secretariat Kepri, 2017)

4.2. Effect Analysis by SEM

Data score of respondents' answers to any further processed with statistical indicators Full Model Structural Equation Modeling (SEM) using AMOS software for Windows version 22.0.

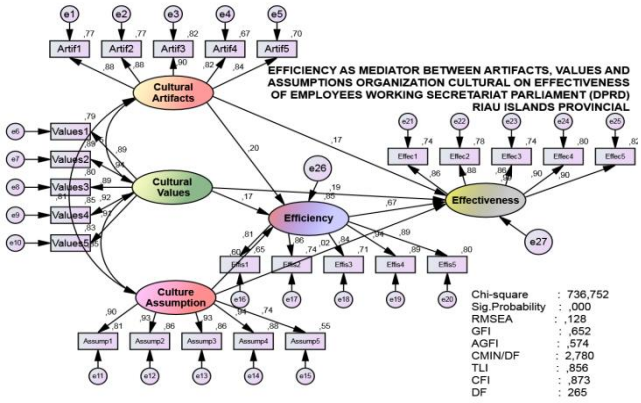

Figure 3. Full Model Artifacts, Cultural Values, Assumptions Culture, Efficiency and Effectiveness Variable

Tabel.17. Regression standardized Weight (Lamda) Indicators of Artifacts, Cultural Values, Assumptions Culture, Efficiency, and Effectiveness

			Estimate
EFI	<---	ART	, 200
EFI	<---	VALU	, 173
EFI	<---	ASU	, 598
EFE	<---	EFI	, 667
EFE	<---	ART	, 169
EFE	<---	ASU	, 022
EFE	<---	VALU	, 192

Tabel.18. Regression Weight (Lamda) Indicators of Artifacts, Cultural Values, Assumptions Culture, Efficiency, and Effectiveness

			Eestimate	SE	CR	P	Label
EFI	<---	ART	, 236	,106	2,239	.025	par_18

			Eestimate	SE	CR	P	Label
EFI	<---	**VALU**	, 183	,102	1,789	,074	par_19
EFI	<---	**ASU**	, 578	,111	5.215	***	par_21
EFE	<---	**EFI**	, 620	,093	6.664	***	par_20
EFE	<---	**ART**	, 186	,066	2.816	,005	par_22
EFE	<---	**ASU**	, 019	,084	, 231	,817	par_23
EFE	<---	**VALU**	, 189	,062	3.028	.002	par_27

Table. 19. Squared Multiple Correlations: (Group number 1 - Default model)

			Estimate
EFI			, 849
EFE			, 994

4.3. Analysis of Structural Equation Model

A structural equation of Cultural Artifacts (X1), Cultural Values (X2), Assumption Culture (X3), efficiency (Y) and Effectiveness (Z) as the following equation.

H1: $Y = \gamma_{y.x1} X1 + e1$, → Direct Effects X1 to Y,
H2: $Y = \gamma y.x2\ X2 + e1$, → Direct Effects X2 to Y,
H3: $Y = \gamma_{y.x3} X3 + e1$, → Direct Effects X3 to Y,
H4: $Y = \gamma_{yx1} X1 + \gamma_{yx2} X1 + \gamma_{yx3} X3 + e1$, → Direct Effects X1, X2, X3 to Y,
H5: $Z = \gamma_{z.x1} X1 + e2$, → Direct Effects X1 to Z,
H6: $Z = \gamma_{z.x2} X2 + e2$, → Direct Effects X2 to Z,
H7: $Z = \gamma_{z.x3} X3 + e2$, → Direct Effects X3 to Z,
H8: $Z = \gamma_{z.x1} X1 + \gamma_{z.x2} X2 + \gamma_{z.x3} X3 + e2$, → Direct Effects X1, X2, X3 to Z,
H9: $Z = \beta ZY\ Y1 + e2$, → Direct Effects Y to Z

Model testing was performed using the regression coefficients for the Artifacts Culture (X1), Cultural Values (X2), Assumption Culture (X3), efficiency (Y) and Effectiveness (Z)

4.4. Analysis Goodness of Fit

Based on test criteria, Chi-square (χ^2), Relative Chi-square (χ^2/ Df), RMSEA, GFI, AGFI, TLI and CFI above and Goodness of Fit value processing results Amos for Windows version 22.0, as shown in the figure above, it can be prepared the following table.

Tabel.20. Evaluation of Goodness of Fit

A goodness of Fit Index	Cut-off Value	Results Model	Information
Chi-square (χ^2)	expected to be small	736.752	Not Good
Chi-square Relative (χ^2/ Df)	≤ 3.00	2,780 *)	Good
probability	> 0.05	0,000	Not Good
RMSEA	≤ 0.08	0,128+)	Marginal
GFI	≥ 0.90	.652	Not Good
AGFI	≥ 0.90	.574	Not Good
TLI	≥ 0.94	0,856+)	Marginal
CFI	> 0,94	0,873+)	Marginal

*) Fulfilling Goodness of fit, +) Marginal

Noting the cut-of-value and goodness of fit model results in Table 19 above, it appears that the criteria are met, and the two marginal of the eight criteria were used. The criteria are met Relatitive Chi-square (□2/ Df) while the marginal is RMSEA, TLI, and CFI. Because only one criterion is met and the marginal three of the eight criteria required, then the models can be expressed as a model that is not good (Solimun, 2002: 80 and Solimun, 2004: 71). From the two tables above it can be seen that all indicators have standardized estimate the latent variables (regression weight) in the form of loading factor or lambda (□i)> 0:50, the critical value CR>2,000 and has a probability of less than 0:05 (***). Tus it can be said that all indicators of the latent variable are valid/significant

5. Discussion

Based on the research object that there is a gap between theory and empirical facts, and was composed frame of mind based on Reviews those theories exist, then drafted Variable Operational Definition. Questionnaires were Responded by Respondents Servants in Parliament Secretariat Riau Islands and processed with Amos statistical program for Windows version 20.0 for normality test, CFA and test the effect of the SEM based on the Assumptions in Structural Equation Modeling (SEM) to test the feasibility of the models, the research results can be concluded as follows:

1) Effect of Cultural Artifacts latent variables to the latent variables Efficiency has the standardized estimate (regression weight) of 0.200 with Cr (Critical ratio = identical to the value of t-test) of 2,197 on probability = 0.028. CR value 2,197>2:00 and Probability = 0.028>0.05 indicates that the effect of Culture Artifacts against Efficiency Latent Variables Latent Variables is a significant positive. Compliance with the theory that the artifacts in the method of organizational culture means something invisible or visible, but does not reflect the actual behavior (although in some cases, reflect too).
2) Effect of Cultural Values latent variables to the Efficiency Latent Variables has the standardized estimate (regression weight) of 0173, with Cr (Critical ratio = identical to the value of t-test) of 1,772 on probability = 0.076. CR value 1,772<2,000 and Probability = 0.076>0.05 indicates that the effect of Cultural Values Latent Variables to the Efficiency Latent Variables is positive, not significant. On the empirical view that the positive impact was not significant due to the DPRD Secretariat is an institution of two elements items, namely the legislative and the executive. There are diction contacts of two different organizational cultures items, namely the legal and executive (political and bureaucratic) are in one institution.
3) Effect of Assumption Cultural Latent Variables to the Efficiency Latent Variables has the standardized estimate (regression weight) of 0598 with Cr (Critical ratio = identical to the value of t-test) of 5142 on a probability = ***. CR = 5.14 2>2.000 and Probability = ***<0.05 indicates that the effect of Assumption Cultural Latent Variables ASU to the Efficiency Latent Variables are a significant positive. Compliance with the theory that, comprehensively assuming organizational culture is defined as a pattern of underlying assumptions, discovered or developed by a specific group to learn to cope with the problems of a group of external adaptation and internal integration, that has worked well (efficient)
4) Effect of Cultural Artifacts to the Efficiency is a positive and significant effect of Cultural Values to the Efficiency is confident and not substantial, and the impact of Cultural Assumption to the Efficiency is a positive and significant, then the simultaneous effect of Cultural

Artifacts, Cultural Values Assumption Culture to the Efficiency is a significant positive.

5) Effect of Cultural Artifacts latent variables to the Effectiveness Latent Variables have the standardized estimate (regression weight) of 0169 with Cr (Critical ratio = identical to the value of t-test) of 2,725 on probability = 0, 006. Values CR 2,725>2,000 and Probability = 0, 0, 006> 0.05 indicates that the effect of Culture Artifacts Latent Variables to the Effectiveness Latent Variables is a significant positive. Menyimbulkan cultural meanings and values that give direction or instructions employees in berperilaku.dengan said other cultures as social glue in keeping the organization together.
6) Effect of Cultural Values Latent Variables to the Effectiveness Latent Variables has the standardized estimate (regression weight) of 0192, with Cr (Critical ratio = identical to the value of t-test) of 2945 on a probability = 0.003. CR value of 2.945>2.000 and Probability = 0.003>0.05 indicates that the effect of Cultural Values Latent Variables to the Effectiveness Latent Variables are a significant positive. Many essential values advocated by an organization, and it is hoped the participants would share the taste with these values. Particular examples are podunk high quality, low labor absenteeism, and high efficiency (Muchlas, 2008: 536). Nilli culture is maintained and developed in the organization will be a significant positive effect on organizational effectiveness.
7) Effect of Assumption Cultural Latent Variables to the Effectiveness Latent Variables has the standardized estimate (regression weight) of 0022, with Cr (Critical ratio = identical to the value of t-test) of 0,211 on probability = 0,833. 0,211 CR value <2.000 and Probability = 0833> 0.05 indicates that the effect of Assumptions Culture Latent Variables to the Effectiveness Latent Variables is positively not significant. Two organizational culture (bureaucratic and political) that berinteraksi in an institution of Parliament Secretariat, to the make decisions is something unique in the corporate culture so that positive outcomes are not significant. Two interacting organizational culture of the institution of Parliament Secretariat, to take a decision is something that is unique for the research on corporate culture. There are two essential meanings involved in the organization that the management or leadership, and human resources or employee. The process is in the form of the creation of the strategy and its implementation. While its outcome is achieving this goal effectively and efficiently. These conditions affecting that latent variable Assumption Cultural against latent variable is favorable, not significant effectiveness.
8) Effect of Cultural Artifacts Latent Variables to the Effectiveness Latent Variables is a significant positive effect of Cultural Values Latent Variables to the Effectiveness Latent Variables is a substantial and positive effect of Assumptions Culture Latent Variables to Effectiveness Latent Variables are positively not significant, it can be stated Artifacts influences culture, cultural Values, culture assumption jointly to the Effectiveness Latent Variables notable is positive.
9) Effect of Efficiency Latent Variables to the Effectiveness Latent Variables has the standardized estimate (regression weight) of 0667, with Cr (Critical ratio = identical to the value of t-test) of 5981 on a probability = ***. CR value 5,981> 2,000 and Probability = ***> 0.05 indicates that the effect of Efficiency Latent Variables to the Effectiveness Latent Variables are significantly positive. Efficiency itself is an attempt to combat the wastage of materials and labor and adverse symptoms. According to Ahmad (2007), the effectiveness means the best comparison between the business that has been sacrificed with the results achieved.
10) Efficiency changes are affected by Artifacts, Cultural Values and Cultural Assumptions 84.9%, while the effectiveness changes are affected by artifacts, Cultural Values, Assumptions Culture, and Efficiency of 99.4%.
11) Evidently there is a problem in the Riau Islands Parliament Secretariat, the gap between theory and empirics answered the, why there is a performance hindrance of Parliament, one reason is the existence of two cultural organizations (bureaucratic and political) that berinteraksi in an institution of Parliament Secretariat, to take a decision, is something unique in the organizational culture, so that positively outcomes are not significant.

6. Conclusions and Recommendations

6.1. Conclusion

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6.2. Suggestion

1. Leadership and Members of Parliament and the Parliament Secretariat Riau Islands should integrate organizational culture based Employee bureaucracy with deciding parliamentarian politics based public policy, so that the indicator variables and assumptions Cultural Values Cultural positive but not significant effect can be positive and significant.
2. Since the efficiency is a variable between (intervening) between Cultural Artefacts and Assumption Culture with effectiveness, it is necessary to attempt to manageability, so Artifacts, Cultural Values Cultural Assumptions able contribute significantly to the efficiency of Labor.
3. Due to changes influenced by the efficiency of Artifacts, Cultural Values and Assumptions Budayasebesar 84.9%, while the effectiveness of the changes affected by artifacts, Cultural Values, Assumptions Culture and Efficiency of 99.4%, of course, other variables need to be observed and implemented in order increase effectiveness.

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