



The Influence of Organization Culture and Work Environment toward Work Motivation which Implications for The Job Performance The Charitable Efforts of Muhammadiyah Education Institutions in Tangerang -Indonesia

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ABSTRACT: The purpose of this study was to determine the influence of organizational culture, work environment and work motivation toward job performance in the charitable efforts of Muhammadiyah education institutions in Tangerang city. The study resulted in: 1). organizational culture was significantly (positively) correlated with work motivation by 16.5%, 2). work environment was significantly (positively) correlated with work motivation by 82.7%, 3). organizational cultures and work environment were significantly (positively) correlated with work motivation by 95.7%, 4). organizational cultures was significantly (positively) correlated with job performance by 26.6%, 5). work environment was significantly (positively) correlated with job performance by 61.2%, 6). work motivation was significantly (positively) correlated with job performance by 26.6%, 7). organizational cultures, work environment and work motivation were significantly (positively) correlated with job performance by 95.2%.

Keywords: Organizational culture, Work environment, Work motivation, Job performance

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INTRODUCTION

Human resource management in an organization is very important to the performance of an organization in order to realize the vision of the business. Employees is considered a valuable asset to an organization so that management becomes effective. Job performance of employee is a factor that affects the profitability of an organization. Inefficient job performance of employee will lead to low productivity of an organization that would decrease the effectiveness of the organization as a whole. Organization is needed in all aspects of human life. Since ancient times humans have known organizations such as when humans first arrange the order of life together, although they are not familiar with the organization and division of tasks clearly and unambiguously. However, a variety of basic organizational principles have been applied as well.

Culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that are shared and binding in a particular community. An organizational culture is essential for an organization because it will always be associated with life in the organization. Job satisfaction will be high if the needs of people with organizational culture aligned. Organizations that culture can be described as an emphasis on individual tasks is not concerned with the close guidance, and provide rewards based on high achievement and autonomy are preferred. And performance and job satisfaction of employees tends to be high when the values espoused have a match with the organization where they work.. The work environment is an important factor to job performance. Due to the work environment for employees have a major impact both positive and negative result. Over the past decade, factors in the work environment has changed because of changes in factors such as social environment, information technology and flexible ways of arranging work processes.

When employees of both physical and non-physical have the desire to work, so many factors working environment within the organization that may affect their performance, such as the state of the rooms were arranged neatly, air temperature (ventilated), the smooth communication among employees, harmonious relationship between employer with a subordinate who will furthermore be able to bring a positive influence on job performance. Work motivation is one of the factors that can support positive job performance. This means that high motivation can also increase job performance. Many factors within the organization that may affect the job performance, such as relations with the leaders, or the encouragement given by the leadership. But if there are differences in the perception of employees regarding the implementation of the

organization's culture cause workplace conditions become uncomfortable, thus undermining their motivation to work, which will cause the company's performance to be bad, furthermore will be a negative impact on their own job performance.

This study focused on the employees of the charitable efforts of Muhammadiyah education institutions in Tangerang. Muhammadiyah organization has characteristics towards reform in the field of organization shown by: 1). Changes in concepts, strategies and policies, 2). Changes that occur based on the values, norms, culture and philosophy of life of the community, 3). The emergence of new paradigms in an effort to anticipate the threats, taking advantage of existing opportunities. Muhammadiyah has always encouraged all employees of the institution in the organization to strive for the performance as expected and determined by the organization, but there are some obstacles that fundamental employee can not run and generate the expected performance, for example, employees must produce, finish the job well and true both in quantity and quality but if not supported by a good use of resources within the organization so that the job can not be completed properly in time.

Table 1. The achievement of the performance targets of the employees of the charitable efforts of Muhammadiyah education institutions in Tangerang 2010-2015

Dimension of Job Performance	2010		2011		2012		2013		2014		2015	
	T	R	T	R	T	R	T	R	T	R	T	R
Quantity	85	80	85	80	85	80	85	80	85	90	95	90
Quality	75	70	75	70	95	90	90	80	90	85	95	90
Timely	95	89	80	90	95	90	90	85	95	80	95	90
Efectiveness	85	75	95	80	95	80	95	85	95	85	95	85
Independence	85	80	95	85	95	80	85	80	95	90	95	90

Source: the charitable efforts of Muhammadiyah education institutions in Tangerang, 2016

Description:

T = target; R = Realization The table shows the efforts of the employees realize and improve their performance although the percentage is still relatively small, even between the target and the realization is not reached, but by doing so Muhammadiyah continue to work and strive to improve employee performance by providing the passion and drive of work to keep them within a period of five years forward, although the dimensions of quality and

dimensional accuracy of the time, has a value which is quite high but it is expected to keep them on hold and with dimensions that have not maximized the value to be always on the increase within a period of five years has been towards a better direction.

In order to achieve the success of the charitable efforts of Muhammadiyah education institutions in Tangerang so that employees who work should be based on their motivation, culture and a good working environment to achieve organizational performance required performance good employees in order to encourage organizations to the quality of work, which in turn will contribute to the attainment the purpose of the organization. Organizations that have good organizational culture and a comfortable working environment will provide motivation for employees to improve their performance. Cultural organizations need to be observed, because the organizational culture is a factor contextual performance of employees. The work environment is also an important factor, because of unfavorable working environment can affect the activity of the employees, as a result of employees less enthusiastic in their work, so that their job performance will decline According to the above description, it can be identified factors that lead to less than optimal performance of employees of the charitable efforts of Muhammadiyah education institutions in Tangerang, including: organizational culture that is not yet understood among the employees, dissemination of the culture of the organization is not optimal, the work environment is less supportive, structuring organizational environment is not good, employee motivation is still relatively low, a decrease in the spirit of association, the low level of compensation, the leadership failed to give a sense of comfort to the employees, the lack of evidence of an appreciation of the job performance, understanding of employees about the job is still relatively low, there are no standard assessment of the job performance, there is subjectivity factor in the performance appraisal and supervision of employees is less than optimal, thus making the impression that employees often overlook job.

Based on the background and the identification of the problem, the formulation of the problem in this research is to analyze and explain the influence of organizational culture on work motivation at the charitable efforts of Muhammadiyah education institutions in Tangerang, analyze and explain the influence of the work environment on work motivation at the charitable efforts of Muhammadiyah education institutions in Tangerang, analyze and explain the influence of organizational culture and work environment on work motivation at the charitable efforts of Muhammadiyah education institutions in Tangerang, analyze and explain the cultural influence of the organization to job performance at the charity efforts of Education Muhammadiyah in Tangerang, analyze and explain influence the work environment to job performance at a charity effort of Education Muhammadiyah in Tangerang, analyze and explain the influence of work motivation on employee performance at the charitable efforts of Muhammadiyah education institutions in Tangerang, and analyze and explain the influence of organizational culture, work environment and

work motivation simultaneously the job performance at the charitable efforts of Muhammadiyah education institutions in Tangerang.

LITERATURE REVIEW

Organizational Culture Edy Sutrisno (2010: 2) states that organizational culture is the system of values, beliefs, assumptions, or norms that have long lasting, agreed and attended by members of the organization as a code of conduct and the solution to the problem of organization. Darsono (2009: 57) states the organization's culture is an effective and efficient mindset, and an effective and behavior repeated constantly to achieve organizational goals.

Due to the effective and efficient that the man repeated continuously so as to form a character or moral. Ivancevich (2008: 36) states that: "Organization culture is what the employees perceive and how this perception creates a pattern of beliefs, values, and expectation." This definition implies that organizational culture is what is perceived by employees and how the perception of creating a pattern of belief , values, and expectations.

Work Environment Silalahi (2013: 118) states work environment is the entirety of the elements both inside and outside of the boundaries of organizations, both of which impact directly or indirectly on managerial activities to achieve organizational goals. Alex Nitisemito (2011: 17) states work environment is everything that is around the workers and may affect him in carrying out the tasks entrusted to them. According to Schultz (2006), the work environment is defined as a condition relating to the characteristics of a work on the behavior and attitudes of employees where it is associated with the occurrence of changes in psychological because things that should continue to be considered by organizations that include boredom, employment the monotony and fatigue. **Work Motivation** According to Yaser Mansour Almansour (2012), motivation is the forces the people do something: this is a result of the individual needs being satisfied (or met) so that individual has the inspiration to complete the task. Motivation refers to the initiation, direction, intensity and persistence of human behaviour.

According to Gail and Kinman (2001: 133), motivation refers to an individual's personal circumstances that encourage the desire of individuals perform certain activities in order to achieve a goal of employee motivation related to the work of individual simultaneously affect organizational performance Colquitt et.al (2009: 178) states that "Motivation is defined as a set of energetic forces that originates both within and outside an employee, intuities work-related effort, and determines its direction, intensity, and persistence." This definition implies Motivation is the driving force that a group that has the following characteristics: derived both from within and from outside the individual; can cause behavioral work; and also can determine the form, purpose, intensity, and duration of work behavior.

Job performance According to Sudaryono (2014: 65) job performance of employee is a performance that can be achieved by a person in performing his job duties in accordance with the authority and responsibility in order to achieve organizational goals. According to Kaswan (2012: 212), the job performance is the ability of the employees to do the work might be improved by emphasizing the advantages and understanding of what changes are needed. Meanwhile, according to Wilson Wake (2012: 231), job performance is a result of work accomplished person based on the job requirements. Another opinion is oriented to responsibility is the opinion of Anwar Prabu Mangkunegara cited by Asri Laksmi Riani (2011: 98), he states the notion of job performance as follows: "Job performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the the responsibilities given to them". Based on those definitions can be concluded that the job performance is the result of a predetermined target that has been determined in Schultz (2006), the work environment is defined as a condition relating to the characteristics of a work on the behavior and attitudes of employees where it is associated with the occurrence of changes in psychological because things that should continue to be considered by organizations that include boredom, employment the monotony and fatigue. Work Motivation According to Yaser Mansour Almansour (2012), motivation is the forces the people do something: this is a result of the individual needs being satisfied (or met) so that individual has the inspiration to complete the task. Motivation refers to the initiation, direction, intensity and persistence of human behaviour.

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performance as follows: "Job performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the the responsibilities given to them". Based on those definitions can be concluded that the job performance is the result of a predetermined target that has been determined in accordance with the authority and responsibilities of each in order to attempt to achieve organizational goals.

THEORITICAL REVIEW

Conceptual Model Referring to the results of research of Pujiati (2013) which prove that organizational culture and working environment with motivation as mediating variables affect the performance of employees of PT Texmaco Perkasa Engineering in Kaliwungu, nd also the results of research of Dina Yosalinga Forizal (2007) which prove that organizational culture and career development affect the work motivation and its implications on the job performance at 3 star hospitality in Jakarta. Likewise, the results of research of Revi Rezita (2014), which proves that the work environment can affect employee motivation at Bank Jatim Main Branch Surabaya, and the results of research of Asri Warnanti (2014), which proved that training, motivation and work environment affect the improvement of job performance of employee at PT. Bank Central Asia Tbk. KCU Thamrin.

Referring to several studies such as the results of research of Dwi Agung Nugroho Arianto (2013) which proves that the work discipline, work environment and work culture influence on the performance of teaching staff and the results of research of Bagus Surya Kurniawan (2013) which proves that the work environment, organizational culture and leadership effect on employee performance of PT. Koran Tempo Yogyakarta Central Java. Likewise, the results of research Umi Wita Zahriyah (2015) which prove that organizational culture influence on the job performance of employees and the results of research of Kadir and Gugum Pamungkas (2013) which prove that simultaneous work motivation, organizational culture, and the compensation effect on job performance . Based on a review of theory and the results of research mentioned above, it can be developed conceptual model as follows:

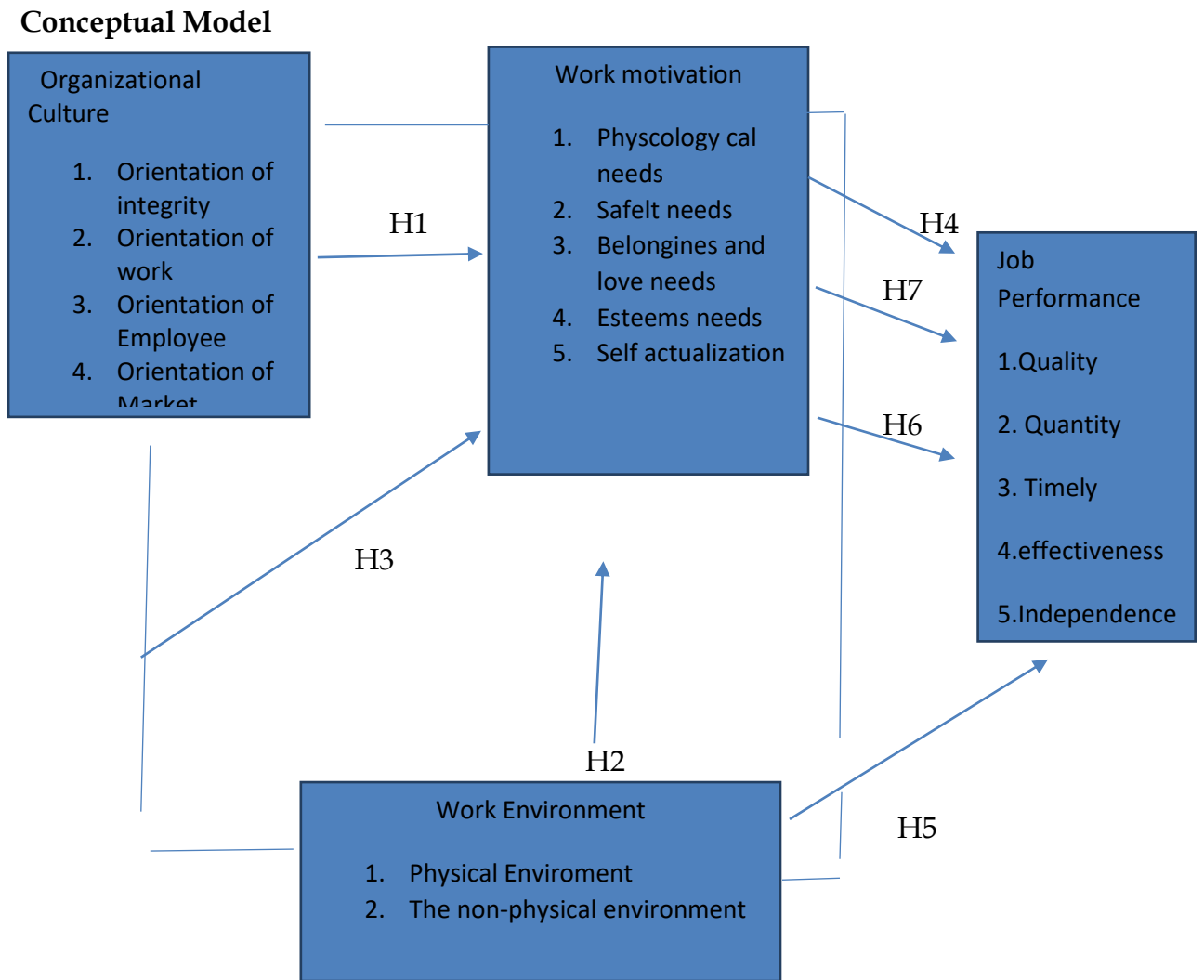


Figure 1. Conceptual Framework

RESEARCH METHOD

Based on the conceptual model, the research hypothesis can be formulated as follows:

H1: Organizational Culture has a significantly positive relationship with Work Motivation at the charitable efforts of Muhammadiyah education institutions in Tangerang.

H2: Work Environment has a significantly positive relationship with Work Motivation at the charitable efforts of Muhammadiyah education institutions in Tangerang.

H3: Organizational Culture and Work Environment have a significantly positive relationship simultaneously with Work Motivation at the charitable efforts of Muhammadiyah education institutions in Tangerang.

H4 : Organizational Culture has a significantly positive relationship with Job Performance at the charitable efforts of Muhammadiyah education institutions in Tangerang.

H5 : Work Environment has a significantly positive relationship with Job Performance at the charitable efforts of Muhammadiyah education institutions in Tangerang.

H6 : Work Motivation has a significantly positive relationship with Job Performance at the charitable efforts of Muhammadiyah education institutions in Tangerang.

H7 : Organizational Culture, Work Environment and Work Motivation have a significantly positive relationship simultaneously with Job Performance at the charitable efforts of Muhammadiyah education institutions in Tangerang.

The sampling technique used is the probability sampling using the proportionate stratified random sampling is a sampling technique that consists of strata that have multilevel arrangement.

ANALYSIS OF THE DATA

The analysis of Data technique used is SEM (Structural Equation Modeling) with software Lisrel 9.1 to test the suitability of the model (Goodness of Fit) in the structural equation.

1. Normality Test to check that whether the normal distribution of data, it can be seen from the value C.R or Z Value. C.R value is compared with the Z value table $\alpha = 0:05 (\pm 1.96)$. All existing variables (organizational culture, work environment, work motivation, employee performance) qualify normalcy for $Z_{value} < Z_{table}$. And multivariate testing obtained $Z = 2.460 < Z_{table}$, it can be said that the data is multivariate normal distribution.
2. Multivariate Outlier Test Distance mahalanobis are in the range of 9791 and 30 220, the value of Chi-Square table with $\alpha = (0.05)$, with 16 degrees of freedom (the number of indicator variable) is 32.00. From these results it can be concluded that there are no outliers in multivariate data is for all Mahalanobis distance value is smaller than χ^2 table.
3. Multicollinearity Test Determinant of sample covariance matrix = 0.024, the value indicates that the value of the determinant of the covariance matrix samples away from zero, so it can be concluded that the data did not happen multicollinearity or singularity.
4. Causality relationships between variables By observing the t value in a regression compared with t table ± 1.96 describes all significant coefficients as illustrated in the following structural equation.

Structural Equation 1:

$$MOT = 0.165*BUD + 0.8277*LING, Error = 0.043, R^2 = 0.957$$

(0.05809)	(0.20700)	(0.01990)
2.840	3.995	2.175
0.043	0.000	0.042

Structural Equation 2:

$$\begin{array}{cccc}
 \text{KIN} = 0.266 * \text{MOT} + 0.111 * \text{BUD} + 0.612 \text{ LING}, \text{Error} = 0.048. R^2 = 0.952 & & & \\
 \begin{array}{cccc}
 (0.10813) & (0.03907) & (0.20937) & (0.0177) \\
 2.460 & 2.841 & 2.923 & 2.719 \\
 0.034 & 0.040 & 0.036 & 0.044
 \end{array}
 \end{array}$$

Structural Equation 1 shows that: – The estimated value of the coefficient of BUD (Organisational culture) is 0.165, while the value of error is 0.05809 and if estimated value of the coefficient of BUD divided by the value of error obtained t value of 2.840 with a significance value of 0.043 which is then compared with t table ± 1.96 .

The result is t value is greater than t table. – The estimated value of the coefficient of LING (Work environment) is 0.827, while the value of error is 0.20700 and if estimated value of the coefficient of BUD divided by the value of error obtained t value of 3.995 with a significance value of 0.000 which is then compared with t table ± 1.96 . The result is t value is greater than t table. – The estimated value of error variance is 0.043, while the value of error is 0.01990 and if estimated value of error variance divided by the value of error variance obtained t value of 2.175 with a significance value of 0.042 which is then compared with t table ± 1.96 .

The result is t value is greater than t table. – The coefficient of determination (R2) of 0.957 indicates the magnitude of the influence exerted by the variable BUD (organizational culture) and LING (work environment) to MOT (Work motivation) is 95.7%, while the remaining 4.3% is influenced by other variables not examined in this research.

Structural Equation 1 shows that: – The estimated value of the coefficient of MOT (Work motivation) is 0.266, while the value of error is 0.10813 and if estimated value of the coefficient of BUD divided by the value of error obtained t value of 2,460 with a significance value of 0.034 which is then compared with t table ± 1.96 .

The result is t value is greater than t table. – The estimated value of the coefficient of BUD (Organisational culture) is 0.111, while the value of error is 0.03907 and if estimated value of the coefficient of BUD divided by the value of error obtained t value of 2.841 with a significance value of 0.040 which is then compared with t table ± 1.96 . The result is t value is greater than t table. – The estimated value of the coefficient of LING (Work environment) is 0.612, while the value of error is 0.20937 and if estimated value of the coefficient of BUD divided by the value of error obtained t value of 2.923 with a significance value of 0.040 which is then compared with t table ± 1.96 . The result is t value is greater than t table. – The estimated value of error variance is 0.048, while the value of error is 0.01770 and if estimated value of error variance divided by the value of error variance obtained t value of 2.719 with a significance value of 0.044 which is then compared with t table ± 1.96 . The result is t value is greater than t table. – The coefficient of determination (R2) of 0.957 indicates the magnitude of the influence exerted by the variable BUD (organizational culture), LING (work environment), and MOT (Work motivation) to KIN (Job performance) is 95.7%, while the remaining 4.3% is influenced by other

variables not examined in this research. The estimates of coefficients from path analysis and also based on the construct of theoretical models used to build a structural model.

The influence of organizational culture and work environment on work motivation and job performance can be described the plot as follows:

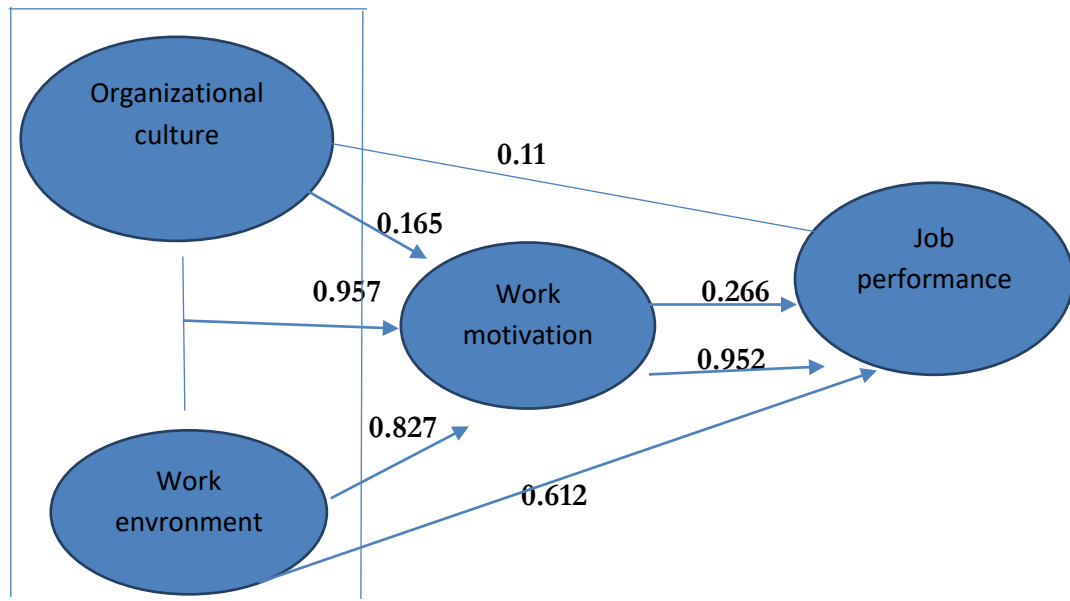


Figure 2. The influence organization culture , work environment, and work motivation for the job performance

DISCUSSION

Based on the causality partial appears that the most influence is the work environment on work motivation is 0822 while the following is the work environment on job performance is 0612, work motivation on job performance is 0266, the organizational culture on work motivation is 0165, and the last is organizational culture on job performance is 0111. From these results it appears that the working environment is essential in influencing the motivation and performance of employees, the general statement that someone would increase motivation and performance when the work environment in the company is very supportive can be proven. BUD LING MOT 0.165 0.827 KIN 0.111 0.612 Indirect Effects.

BUD LING MOT MOT 0.000 0.000 0.000 KIN 0.044 0.220 0.266 The direct effect can be explained as follows: there is a direct effect of organizational culture on work motivation is 0165, the work environment on work motivation is 0827, cultural organizations on job performance is 0111, whereas the work environment on job performance is 0612. Associated with the results of direct influence is apparently work environment has a most great direct effect, this is reasonable because basically people feel motivated and be able to improve their

performance if the work environment is perceived can increase their motivation and performance.

The indirect effect can be explained as follows: there is the indirect effect of the organizational culture on job performance are encouraged is 0.044, nor are the indirect impacts of the work environment on the performance of employees is 0.220, while the indirect effect of work motivation to variable employee performance is 0.266. Based on these results it can be seen that there is an indirect effect of organizational culture on performance through work motivation as mediating variable. In addition there is an indirect effect of the work environment on job performance through work motivation as mediating variable.

Indices of Goodness of Fit criteria Critical value Results Evaluation χ^2 (Chi-square) Expected value is low 0,645 (small) Less than χ^2 table = 5,991 Probability ≥ 0.05 0,724 good GFI $\geq 0,90$ 0,997 good AGFI $\geq 0,90$ 0,986 good CFI $\geq 0,90$ 1,000 good NNFI / TLI $\geq 0,90$ 1,010 good RMSEA $\leq 0,08$ 0,000 good RMR $\leq 0,05$ 0,018 good shows that all the indices in accordance with the criteria so that the existing model can be said goodness of fit with existing data.

Table 2. Evaluation of Goodness of Fit Indices

Criteria	Critical value	Results	Evaluation
X ² (Chi-square)	Expected value is low	0.65 (small)	Less than X ² Table = 5.991
Probability	≥ 0.05	0.724	good
GFI	≥ 0.90	0.997	good
AGFI	≥ 0.90	0.986	good
CFI	≥ 0.90	1.000	good
NNFI/TLI	≥ 0.90	1.010	good
RMSEA	≤ 0.08	0.000	good
RMR	≤ 0.05	0.018	good

Based on the results of research and of the coefficient of path analysis that is it can be described as the following matters:

1. Organizational culture influence on work motivation positively.
2. Work environment influence on work motivation positively.
3. Organizational culture and work environment is simultaneously affect the job performance positively.
4. Organizational Culture influence on job performance positively.
5. Work environment influence on job performance positively.
6. Work motivation influence on job performance positively.
7. Organizational culture, work environment and work motivation simultaneously influence job performance positively.

Most employee of the charitable efforts of Muhammadiyah education institutions in Tangerang do not understand much about the culture of Muhammadiyah. It is shown that the absence of a standard code of conduct that is standard in carrying out any activity that is in the business education

charity, which exists only pollutes labor regulations is the smallest part of the culture of the organization and does not yet reflect the culture of Muhammadiyah. There is still a sense of "like" and "dislike" in resolving labor problems illustrate the fundamental differences of belief in the values that should be universally implemented without prejudice to both parties. The culture of Muhammadiyah as a social glue within at the charitable efforts of Muhammadiyah education institutions in Tangerang needs to be lived and diamalkannya values contained therein for the sake of life together in the organization. Besides, there is a direct influence of the most powerful in the variable that is work environment on work motivation of 0827 means that the perception of the work environment has a great influence on work motivation significantly someone acceptable. The fulfillment of the needs of the working environment is not inevitable for all employees because if a good work environment and work motivation will appear on the next turn will have an impact on job performance. The work environment can be either physical environment and non-physical environment that will have an impact on job performance. It is reasonable for a person in a work environment is affected by physical and nonphysical environment. At the end of this research, it was found organizational culture, work environment and work motivation indeed have an influence on job performance.

CONCLUSIONS

Conclusions Based on the analysis that has been described, it can be concluded as follows:

1. Organizational culture is partially positive and significant impact on work motivation, which means that the better organizational culture will get better, or increase work motivation with a value of 0.165.
2. Work environment is partially positive and significant impact on work motivation, which means that the better work environment will increase work motivation with a value of 0827.
3. Organizational culture and work environment simultaneously positive and significant effect on the performance of employees, which means that the job performance improvement will occur if supported by organizational culture and a good work environment with a contribution value of 0.612
4. Organizational culture is partially positive and significant effect on the job performance of employees, which means that the better job performance will increase job performance with a value of 0111.
5. Work environment is partially positive and significant effect on the performance of employees, which means that the better work environment will increase job performance with a value of 0612.
6. Work motivation partially positive and significant effect on job performance, which means which means that the higher employee motivation will increase job performance of employees with a contribution value of 0.266.

7. Organizational culture, work environment and work motivation simultaneously positive and significant effect on job performance, this means that job performance increased if supported by a good organizational culture and work environment, as well as high motivation to contribute a value of 0.952, although this conclusion is not full of mediation of work motivation, but do not make the value of contributions is increasing.

RECOMMENDATION

This means that job performance is quite influenced by the value of organizational culture and work environment. Suggestions:

1. The work motivation of Employee in the charitable efforts of Muhammadiyah education institutions in Tangerang relatively high, the variables that most affect the work motivation is the work environment, while variable low is variable dimensions of organizational culture with employee orientation. Improvement of work motivation is inseparable from the improvement of organizational culture considering that there are several dimensions of organizational culture should get the focus of attention for improved dimensional orientation of integrity and market orientation, while the other dimensions are the focus of attention to be retained as the dimensions of work orientation and employee orientation. In addition to improving employee motivation, work environment should be the focus of attention especially dimensional of physical environment. Indicators suggested in the work environment to be maintained, especially on the dimensions of the physical environment, while the dimensions that should receive attention to be repaired is the dimension of non-physical environment.
2. The Job performance of employees of the charitable efforts of Muhammadiyah education institutions in Tangerang already relatively high based on the perception of respondents in carrying out their duties and responsibilities. Improving employee performance is dominantly influenced by the work environment variables, especially the dimensions of the physical environment, therefore the dimensions of the physical environment should be maintained. However, there is an indicator variable that is suggested to be a concern to repair the motivation variable with dimensions of basic needs, social needs, future needs, self-actualization needs, then the indicator variable of organizational culture with the dimensions of the focus of attention is the dimension of orientation integration and market orientation.

FURTHER STUDY

Other variables that need to be investigated further and are associated with efforts to improve employee motivation and employee performance are: ability to work, the value system, work discipline, interpersonal communication, attitude, compensation, job satisfaction and career management.

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