

**The Effects Of Organizational Culture, Leadership And  
Work Motivation Toward Performance Of Employees  
And Its Implications On The Development Of School  
Organization  
At Badan Pendidikan Kristen Penabur (Bpk)  
In Lampung Province**

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**ABSTRACT**

*Such an implementation of effective organizational culture supported by leadership and motivation from the doers in an organization can improve the performance of employees, which in turn, will proceed to be a program in managing organizational development agenda. The purpose of this research is to find out the effects of organizational culture, leadership and work motivation toward the performance of employees partially and simultaneously and their implications on the development of school organization. Therefore, this research applies Structural Equation Modeling (SEM). The result of SEM indicates that the variables of organizational culture, leadership and work motivation affect the performance of employees and simultaneously influence the organization development. Partially, organizational culture affects on performance of employee but not on the organization development*

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## **INTRODUCTION**

Any organization has a prevailing culture. Organizational culture is a common perception held by all members of an organization and each of them shares this perception. It is the values of Christian faith that become ideological basis for Foundation of Christian Education Board (BPK) PENABUR as accordance to its statement in the Preamble of Statutes.

Development of organization is a planned process. It is systematically managed to change a culture, a system and organizational behavior in order to improve organizational effectiveness in solving problems and achieving goals. Development of organization required is based on performance of employees, which lays its importance on the role of human resources (human capital), especially on organization of educational service. According to the Chairman of BPK PENABUR Metro, dr. Alexander K. Ruslim, Sp.PK (Period 2010-2014), stated that the leadership, work motivation and

organizational culture are influenced by the quality of its employees.

Moreover, according to Murni Sugih, the Chairman of BPK PENABUR Bandar Lampung (period 2010-2014) said that the implementation of organizational culture requires re-evaluation on its values, as the new employees need to understand about the vision and the mission of BPK PENABUR by doing continues effort of dissemination. Furthermore, she also said that the development of foundation requires qualified and professional employees. At the moment, the foundation is conducting development of human resource capabilities on information systems management and information technology (IT)

## **Formulation of the Problem**

Formulation of problem as the focus of research are as followed:

1. Are there any effects of organizational culture on performance of employees in BPK PENABUR school?

2. Are there any effects of leadership on performance of employees in BPK PENABUR school?
3. Are there any effects of work motivation on performance of employees in BPK PENABUR school?
4. Are there any effects of organizational culture, leadership, and work motivation simultaneously on performance of employees in BPK PENABUR school?
5. Are there any effects of organizational culture toward the development of organization in BPK PENABUR school?
6. Are there any effects of leadership toward development of organization in BPK PENABUR school?
7. Are there any effects of work motivation towards development of organization in BPK PENABUR school?
8. Are there any effects of performance of employees towards development of organization of BPK PENABUR school?
9. Are there any effects of organizational culture, leadership, work motivation and performance

of employees towards the development of organization in BPK PENABUR school?

### **Objectives of the Research**

Based on formulation of the problem, the objectives of this research are as followed:

1. To find out the effects of organizational culture toward performance of employees in BPK PENABUR school.
2. To find out the effects of leadership toward performance of employees in BPK PENABUR school.
3. To find out the effects of work motivation toward performance of employees in BPK PENABUR school
4. To find out the effects of organizational culture, leadership, work motivation toward performance of employees in BPK PENABUR school.
5. To find out the effects of organizational culture toward development of organization in BPK PENABUR school.
6. To find out the effects of leadership toward development of organization in BPK PENABUR school.

7. To find out the effects of work motivation toward development of organization in BPK PENABUR school.
8. To find out the effects of performance of employees toward development of organization in BPK PENABUR school
9. To find out the effects of organizational culture, leadership, work motivation and performance of employees toward development of organization in BPK PENABUR school.

### **Methodology**

Organizational culture is a shared-meaning system on the values held and appreciated in an organization, which serves to create a clear distinction between one organization and other ones, to create a sense of identity for all members of an organization, to facilitate a collective commitment to the organization, to improve stability of the social system and to create the making and control of meaning mechanism that guides the shaping of attitudes and behaviors (Robbins 2008:525). Furthermore, according to Ndraha (2000:18), it is said that value can only be understood if it is associated with attitudes and

behavior. Gibson (2000:77) states that organizational culture contains a mixture of values, beliefs, assumptions, perceptions, norms, and behavior patterns and peculiarities and according to Luthans (2006:213), it is said that organizational culture is norms and values that guide behavior of members of an organization.

According to Yukl (2009: 4.8), it is said that leadership is the process of influencing others to understand and to agree with what needs to be done and how a task is done effectively, as well as a process for facilitating individual and collective efforts to achieve common goals. Similarly, Hadari Nawawi (2006:236) said that leadership is to make the organization effective, which is very much influenced by the intelligence of the leader.

According to Mangkunegara (2010:61), work motivation is something that makes people act or behave in certain ways. Work motivation is a condition or energy that drives employees to achieve organizational goals of the company. While, according to Herzberg in Luthans (2006:283), work motivation is the process of influencing or encouraging employees to complete

the task or work, which are intrinsic (motivator) and extrinsic (hygiene). According to Wibowo (2009:7), it is said that performance of employees is the result of work that has strong relationship with organizational strategic goal, customer satisfaction, and to contribute to the economy matters. Performance of employees is about conducting the work and the results achieved from the work. While, Kienel (1998: 215) said that the role of the Christian teacher is categorized as a model (*the teacher as a model*), teacher as instructor (*the teacher as an instructor of truth*), teacher as pelatih (*the teacher as a trainer*), teachers as father and mother (*the teacher as father and mother*), the teacher as a shepherd (*the teacher as a shepherd*). According to Gibson (2000:353), it is said that development of organization is a systematically planned and managed process to change culture, system and organizational behavior, in order to improve organizational effectiveness in solving problems and achieving goals. The sub-objective of organizational development is to change the attitudes or values, to modify behavior, and to induce changes in a structural form and policy. Similarly, W. Warner Burke in

Nawawi (2006:199) said that development of organization is a process of designing (planning) the changes in organizational culture by using knowledge about behavior of technology (behavior in science of technology), research and any relevant theories. Thus, development of organization is to make planned changes (*Planned Changes*).

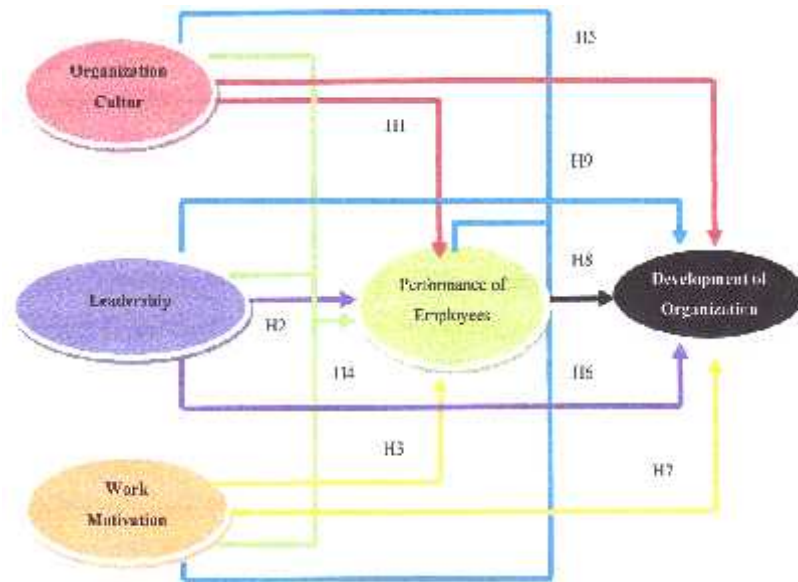


Figure 1. Theoretical Framework and Research Hypothesis

The method used in this research is descriptive survey with descriptive analysis and qualitative descriptive techniques. Data of the research are from primary and secondary data for collected both by research (questionnaires) and the second party. Data from questionnaires use Likert scale with interval type.

The population in this research is the employees of Badan Pendidikan Kristen (BPK) PENABUR in Lampung (Bandar Lampung and Metro), 125 people, from which the total population as samples is taken for the research using SEM. According to

Augusty Ferdinand (2006), the requirement of using technique of SEM, if taken from the number of samples, SEM analysis method is 100-200, depending on the number of indicators used in all latent variables. The number of samples is the number of indicators  $25 \times 5 = 125$ .

After the data are collected (questionnaire), validity and reliability tests are conducted. Data analysis method hypothesis test uses model of Structure Equation Model (SEM). SEM model is used since the variables analyzed consists of independent variables, which are organizational

culture, leadership, work motivation (variable X1, X2 and X3), and dependent variables are development of organization performance of as an intervening variable. In addition, this research examines a dependent relationship series / sequence simultaneously which turn out to be independent variable in the subsequent

dependency relationships. The setting of these relationships, in which each of dependent and independent variables are the foundation (base) of SEM (Supranto, 2004).

## Discussion

Validity test for each question are as follows:

**Table 1. Validity of Questionnaire**

Variables	Item	r-hit	r-tab	t-hit	t-tab	Remark
Organizational Culture	BO1	.559	0,176	7.477	1,979	Valid as the value is $r_{hitung} > r_{tabel}$ and Significant as the value is $t_{hitung} > t_{tabel}$
	BO2	.618	0,176	8.718	1,979	
	BO3	.664	0,176	9.849	1,979	
	BO4	.696	0,176	10.750	1,979	
	BO5	.711	0,176	11.214	1,979	
	BO6	.624	0,176	8.856	1,979	
	BO7	.498	0,176	6.369	1,979	
Leadership	KP1	.593	0,176	8.168	1,979	Valid as the value is $r_{hitung} > r_{tabel}$ and Significant as the value is $t_{hitung} > t_{tabel}$
	KP2	.430	0,176	5.282	1,979	
	KP3	.527	0,176	6.877	1,979	
	KP4	.412	0,176	5.015	1,979	
Work Motivation	M1	.477	0,176	6.019	1,979	Valid as the value is $r_{hitung} > r_{tabel}$ and Significant as the value is $t_{hitung} > t_{tabel}$
	M2	.427	0,176	5.237	1,979	
	M3	.596	0,176	8.232	1,979	
	M4	.503	0,176	6.455	1,979	
Performance of Employees	K1	.561	0,176	7.516	1,979	Valid as the value is $r_{hitung} > r_{tabel}$ and Significant as the value is $t_{hitung} > t_{tabel}$
	K2	.611	0,176	8.560	1,979	
	K3	.573	0,176	7.754	1,979	
	K4	.634	0,176	9.092	1,979	
	K5	.542	0,176	7.153	1,979	
Development of Organization	PO1	.694	0,176	10.690	1,979	Valid as the value is $r_{hitung} > r_{tabel}$ and Significant as the value is $t_{hitung} > t_{tabel}$
	PO2	.612	0,176	8.582	1,979	
	PO3	.556	0,176	7.419	1,979	
	PO4	.531	0,176	6.950	1,979	
	PO5	.540	0,176	7.116	1,979	

Source: Primary Data processed in 2012

Based on the table above, it appears that each item is valid that can be used to address the problems in this research. Reliability test on these items uses Cronbach Alpha formula in which

the items considered reliable if the value of Cronbach is greater than 0.600. The following is the statement of reliability test results for each research variable.

Table 2. The Result of Reliability Test for Research Instruments

Variables	Measuring Cronbach Alpha	Result of Cronbach Alpha Value	Decision
Organizational Culture	0,851	1,979	Reliable since the value of cronbach alpha > 0,600
Leadership	0,701	1,979	
Work Motivation	0,708	1,979	
Performance of Employee	0,799	1,979	
Development of Organization	0,802	1,979	

Source: Primary Data processed in 2012

Based on the table above, it appears that each item question is considered reliable and trustworthy to discuss the problems in this research.

### **Structural Model Test**

After conducting the test of measurement model, the next step is to conduct the test of structural model (Structural Model). There are two stages in this test, which are suitability test model and hypothesis test (path coefficient)



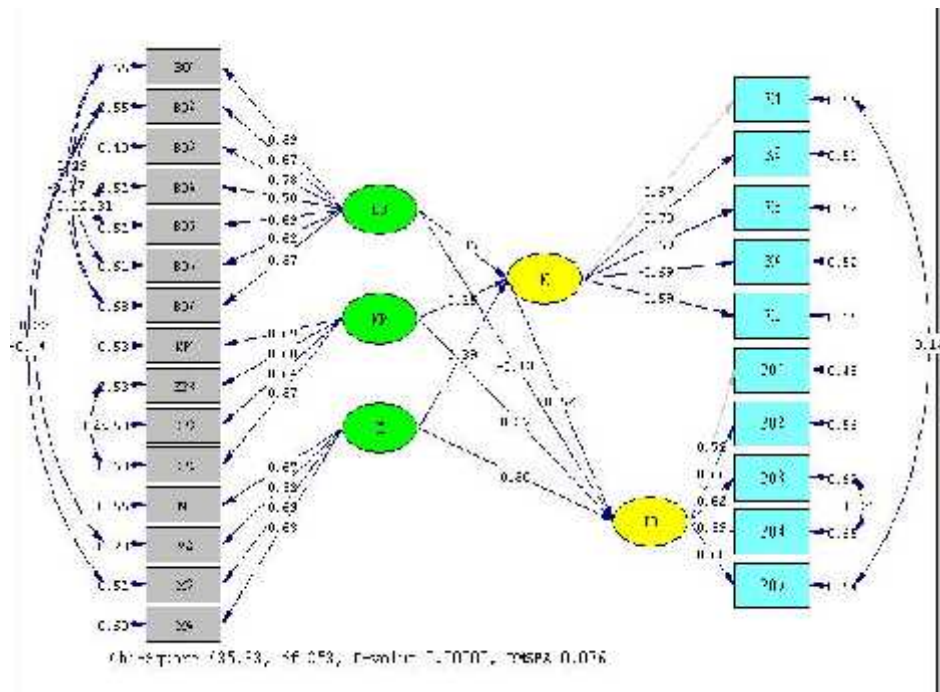


Figure 2. Estimation of Full Structural Model Test after being modified

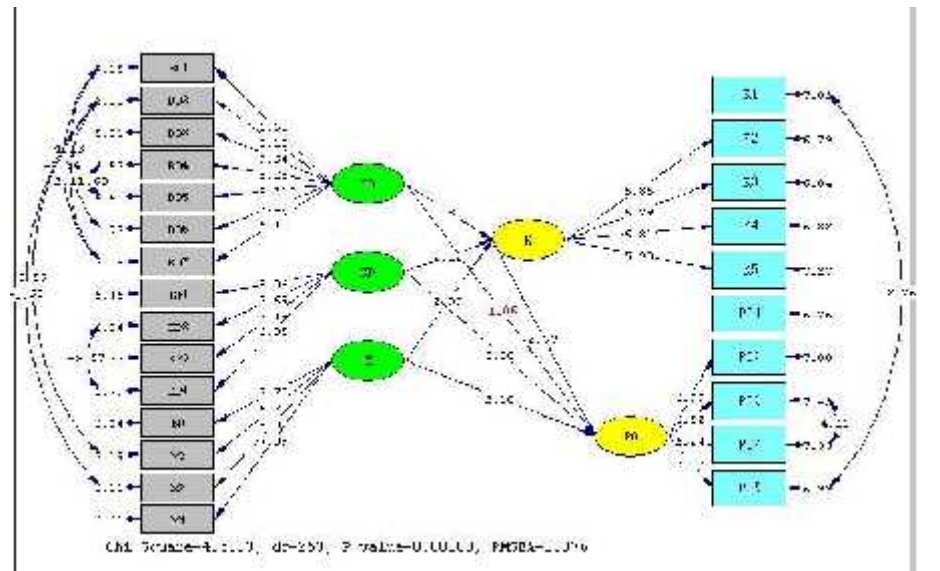


Figure 3. T-values of Full Structural Model Test after being modified

Tabel 3. Goodness of fit Index Model Struktural

<b>Goodness of Fit Statistics</b>	<b>Result of Model</b>	<b>Criteria</b>
Chi Square (P)	435.83 (0.000)	Good
NFI; NNFI	0.90; 0.94	Good
CFI; IFI	0.95; 0.95	Good
RMSEA	0.076	Good
GFI; AGFI	0.78; 0.72	Fair

Based on the results found in Table 3, the value of suitability is better. The value of Chi square which comes down from 657.60 to 435.83 with a probability of 0.000 indicates that the result is better than before though the probability is below 0.05, therefore the whole model is said to be goodfit. Although the values of GFI and AGFI do not meet the required criteria but other models' suitability values have already met all criteria of being goodfit. So, this model need not modified anymore and it can be analyzed.

### **Path Diagram Model Analysis**

From the test results above, it is obtained the model of path diagram based on estimation of parameter (coefficients), which is a model that can explain the relationship of the structural model. From Figure 2 and 3, it can be seen that there are 7 lines (paths) that show path hypothesis to be tested. The path is indicated by the

direction of arrows from one variable to another one. The symbol of arrow indicates the direction of this causal relationship (effect) of independent variables with dependent variable. The values attached to each line is identical to the path coefficient of beta coefficient in regression analysis.

Based on the result of estimation in path diagram model in Figure 2 and 3, it can be arranged a structural equation as follows:

$$K = 0.36 BO + 0.25 KP + 0.39 M, R^2 = 0.76$$

$$PO = 0.52 K - 0.13 BO + 0.37 KP + 0.30 M, R^2 = 0.95$$

In this equation, it is known that there is a path coefficient with positive and negative signs. The positive sign indicates positive effect of independent variables toward dependent variable. Positive values indicates that the higher the values of independent variables, the higher the value of dependent variable. Whereas, the negative sign indicates

negative effect of independent variables toward dependent variable. Negative values indicate that the higher the values of independent variables, the lower the value of dependent variable.

### Hypothesis Test

Hypothesis test is conducted using path coefficient significance test T test at alpha 5%. In this equation, it is known that there is a sign of positive path coefficient that indicate positive effect of independent variables toward dependent variables. Positive values indicate that the higher the values of

independent variables, the higher the value of dependent variable. Hypothesis test that shows causality relationship of SEM is basically to test the path coefficients (path coefficient) or beta coefficient, with one-way t-test at alpha 5% so it is decided that Ho is rejected if the value of E value > 1.96, which means that the hypothesis of the research is proved.

The result of hypothesis test based on Figure 2 and 3, which describes the effect between variables in the research model, can be seen in the following table:

Table 4. The Result of Hypothesis Test

Path	Estimation/ Kof. Regresion	Value -t	Conclusion	Result
H1. Organizational Culture→ Performance of Employees	0.36	2.82	Significant	H1 Accepted
H2. Leadership→ Performance of Employees	0.25	2.12	Significant	H2 Accepted
H3. Work Motivation→ Performance of Employees	0.39	2.99	Significant	H3 Accepted
H5. Organizational Culture → Development of Organization	-0.13	-1.06	Not Significant	H5 Rejected
H6. Leadership → Development of Organization	0.37	3.30	Significant	H6 Accepted
H7. Work Motivation → Development of Organization	0.30	2.18	Significant	H7 Accepted
H8. Performance of Employees → Development of Organization	0.52	2.77	Significant	H8 Accepted

Source: Primary Data processed in 2012

### Conclusion

The presence of the effects of organizational culture toward the performance of teachers and employees basically represents organizational culture norms of behavior held by teachers and employees, including all members of the organization in its organizational hierarchy. The measurement of organizational culture in this research focuses on the application of the values, attitudes and behaviors, so that every teacher and staff who are able to apply the values in BPK PENABUR and have positive attitudes and behaviors will directly improve their performance.

The presence of the effects of leadership toward the performance of teachers and staff is due to, if viewed in the context of leadership, the very basic things that a person who leads, drives, communicates the goals of organization brings the benefits. Basically, any action taken by the principal of school will affect the performance of teachers and staffs, such as regulations, policies, and procedures the organization, especially on personelia issues, distribution of compensation or rewards, communication styles, ways to

motivate, technical and disciplinary action, interaction between management and other groups, and the interaction between groups.

There are the effects of work motivation from teachers and staffs as educator employees who determine important factor in the success of educational goals as the teachers are the people who directly deal with students in giving direction and guidance during the class. Teachers as planners, educators determine the achievement of educational goals, while employees as the executor of administration of the school. Thus, to support the activities of teachers and employees, work motivation and good relationships among elements that exist in schools as principals, fellow teachers, administrators and students are highly required. Not only that, but also a good relationship between the elements that exist outside the school such as parents and community

There are the effects of organizational culture, leadership, work motivation and performance of employees towards the development of organization. The application of organizational culture for teachers and employees is based on the values,

attitudes and behavior of teachers and employees as the drives of the school's performance and others existing in school. As motivation of teachers and employees are as the pioneer in advancing school employees. In addition, the leadership factor also determines the performance of teachers and school employees. Principals as leaders in the school should provide motivation to all teachers and staff to continue improving their performance based on their respective roles. The principal's concern becomes the foundation for helping teachers and employees in implicating the vision, mission and goals of the school. Hence, the support from organizational culture, leadership and work motivation play essential role for teachers and employees to improve the performance of organization and individual as well..

Organizational culture that does not result in any effects for the development of organization is one of the findings that requires attention from the management of BPK PENABUR in Bandar Lampung and Metro since the development of organization is basically well-planned and managed by the top leadership to

enhance organizational effectiveness through planned interventions in the organization that uses behavioral science. One of the efforts to develop the organization through organizational-oriented culture innovation. Meaning, that all elements that exist in the organization are given the freedom to innovate their works and be responsible for those innovations, so that the competence of teachers and employees can be optimized.

There are the effects of leadership on the development of organization. The function of leadership in developing the organization is to integrate the development of organization with the concept of leadership and organization development. Development of organization in this research focuses on the development of teachers and school employees of BPK PENABUR Bandar Lampung and Metro as well.

There are the effects of work motivation towards the development of organization. Work motivation as energy is to boost to awaken inner-drives of the influential teachers and employees, that generate, direct and maintain behavior based on working

environment. So to say, work motivation is the self- drives of teachers and employees to meet the needs of goal-oriented and individual achievement of a sense of satisfaction.

There are the effects of performance of teachers and employees toward the development of organization. Development of organization is the preparation of an individual to take on different or higher responsibilities in the organization. Development of organization is usually associated with the increase of better intellectual and emotional abilities. Without good performance of the teachers and employees, the school is hardly able to make changes.

There are effects of organizational culture, leadership, work motivation and performance of employees toward the development of organization. The value of  $R^2$  at 0.95 means that the value of all these aspects is 0.95 (95%), and the effect of other variables is  $100\% - 95\% = 5\%$ . Implementation of an effective organizational culture along with the support of the leader and the work motivation from the organization can improve the performance of employees or teachers, which eventually become a

program in managing organization development agendas.

## **Recommendation**

Managerial recommendations based on Structural Equation Model (SEM) states that the development of BPK PENABUR Bandar Lampung and Metro is strongly influenced by the orientation of humanity, which is the development of teachers and employees in accordance with their respective potentials. Therefore, to increase the development of BPK PENABUR schools in Bandar Lampung and Metro, it is necessarily to further enhance potential of all teacher and appreciation for employees as well.

Development of organization of BPK PENABUR Bandar Lampung and Metro is strongly influenced by the performance of teachers and staff employees. Therefore, if BPK PENABUR Bandar Lampung wishes to further enhance the development of their organization, they need to focus more on improving the performance of teachers and staff employees.

Development of school organization of BPK PENABUR is influenced by the performance of

employees and work motivation as well. Indicator that greatly affect work motivation of the employees is

achievement in employment. Work motivation grows up as they suppose to feel convenient and satisfied to be a teacher or employee based on their ability to carry out excellent achievement.

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