

## **Influence of work environment and organizational culture on job satisfaction and performance of lecturers as intervening at Magister Management Program of Muhammadiyah University of Makassar**

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**ABSTRACT:** This research aims to know and analyze the influence of work environment and organizational culture on job satisfaction and performance of lecturers at Magister Management Programs of Muhammadiyah University Makassar. This research uses an explanatory research method, and the population is all lecturers at Magister Management of Muhammadiyah University Makassar. Samples in drag with saturated sample method which are 65 people. Data analysis was done using structural equation model Structural Equation Modeling or (SEM). Results of the analysis show that the work environment and organizational culture influential positive and significant to job satisfaction and performance of lecturers.

**Keywords-** work environment and organizational culture, job satisfaction and performance of lecturers.

### **A. Preface**

Indirectly, by developing information and technology have changed the mindset society for enlarging sight and scientific had and not only for personal needs but global demands much more competitive also. This is a challenge of education and learning management to improve better, like quality of education as society need.

In effort to create the best graduates quality needs also to be completed with the quality of educational institution. Whereas institutional quality is greatly influenced by the input of education system such as students, lecturers, and supporting facilities of learning and teaching process. Those three factors rely and influence each other in creating a successful learning and teaching process.

One of the main components that decides educational quality of higher education is lecturers. In this case, it is appropriate with the lecturers' position as professionals that the functions are improving dignity, roles of lecturers as agent of learning, developing knowledge, technology, arts and dedication to societies functioning to improve quality of national education (UU RI No. 14 Tahun 2005, pasal 5). Therefore the low of lecturers' performance influences the quality of university graduates.

Various phenomenons of lecturers performance that usually appear on institutional university are several lecturers have not got GBPP and SAP for subjects taught, the calculation of attendance each semester never achieves the number which has been determined 16 meetings per semester, mid and final exam are not on time as the due date on the schedules decided by the academic staff so report of score result in the exam is also late and the impact will be back to the students especially those who will register for the next semester. (Tribun Timur 2000). The phenomenon totality usually happens to several universities included Magister Management of Muhammadiyah University Makassar.

Another case related to the lecturers performance found on Sumardi's research (2007) found facts that academic condition has not been safe which caused many lecturers did not stand to stay at campus because of having no lecturers rooms, library, lack of supporting facilities in teaching and learning process, place for pray, cafeteria, and unavailable parking lot that fidgets all lecturers. This result was strengthened by Sedarmayanti's opinion (2011) that work environment like physical work environment and non physical work environment were important factors that was able to influence employees' performance in working. The better of work environment certainly would support the improvement of employee performance in finishing the job. The influence of work environment to employees' performance was proven by research done by Haryanti and Susialisasi (2009) proved that work environment influenced significant to performance.

Beside of work environment, organizational culture participates to contribute on employees' performance in this case is lecturer. According to Moeljono and Sudjatmiko (2007) stated that organizational culture was not released from organizational strategy, included vision and missions of the organization and one

of the important factor in implementation of strategy for the improvement of performance in an organization. This culture was related to norms and value that was implemented by employees in doing the job. Strong culture is a performance base of an organization. If there was an unsafe culture in an organization, so it might be able to influence employees in doing their activities and directly influenced the performance of each employee. Findings of Usman(2009) found that organizational culture influenced significantly to performance.

Another factor which influences performance is job satisfaction. Robbins (2006:184) stated that job satisfaction that is felt by employees was a factor which was able to influence employees' satisfaction. When employees felt that high job satisfaction in doing the duties surely would give positive contribution to improvement of employees' performance. Research result done by Brahmasari and Suprayetno (2008) proved that job satisfaction influenced significantly to employees' performance.

Based on preface above, it may be formulated the research problems such as: 1. Do work environment and culture influence the lecturers' job satisfaction? 2. Do work environment, organizational culture influence directly to the lecturers performance or indirectly through job satisfaction.

## **B. Theoretical Review**

### **1. Work environment**

Work environment is one of important factors in creating the employees' performance. Because work environment had direct influence to employees in finishing the job and at the end it would improve organizational performance. A condition of work environment was said good if employees may finish the activities optimally, healthy, safely, and comfortably. Therefore the decision and creation of work environment would decide the successful achievement of organizational purpose. On the contrary, if bad work environment would be able to decrease employees' performance. Condition and good environmental situation would be created with the existence of the organizational formation well as opinion of Sarwoto (1991) that condition of good work was produced especially in organization that was arranged well, while condition of bad work was produced by organization that was not arranged well (Sedarmayanti . 2001)

Ishak and Tanjung (2003), the benefit of work environment was to create work passion, so productivity and work achievement improved. On the other hand, the benefit got because of working with motivated people was a job which was able to be done appropriately. It meant that job was finished based on the right standart and the time scale decided. Job achievement would be motivated by an individual and not caused to much monitoring and passion would be higher.

### **2. Organizational culture**

Robbins (2006) organizational structure was a meaning system together which followed by participants that distinguished that organization from other organizations. Tampubolon (2003) concluded that organizational culture was a deal of employees' behavior in an organization which was described to always try creating efficiency, free from mistakes, focused attention to result and employees' importance creatively and accurately in doing the job.

Pabundu(2008) stated that organizational culture was a set of base assumption and belief followed by participants of organization then improved and inherited in order to solve adaptation of external problems and internal integration. While according to Mahmuri (2005) organizational culture defined as characteristic of base assumptions found or developed by a particular group to learn solving the group problems of external adaptation and internal integration that had worked well.

According to Kotter (2004), organizational culture is experience, history, belief, and norms which become organizational character. Moreover Werther and Davis (2003) stated that organizational culture was a product from people in organization, even it was success or failed and it was past reflection that formed the future. Donnely (2001) stated that organizational culture is an association of belief, hope and values followed together by participants of organization and inherited from one generation to the next generation. Organization is an orientation, mindset, behavior similarities which influenced attitude, behavior and effectivity of all employees (Hofstede,1990).

All organizational culture definitions above show that center of an organization is attitude, belief, habits, hopes from all organization participants/committee and it is started from a leader until front lines. So, there is no management activities that are able to release its self from organizational culture.

### **3. Job Satisfaction**

Job satisfaction is subset of particular attitude which is owned by organization participants, it is somebody's behavior to his/her job. On the other words job satisfaction is effective response of a person on the job (Taba 2004) Job satisfaction was personal attitude on the job as differences between a lot of punishment that the employees got and a lot of belief which should be received (Robbins,2006). Whereas Uman (2010) explained that job satisfaction was an evaluation or mirroring and employees' feelings on the job and every thing which was faced on the work environment.

According to Simamora (2005) stated that job satisfaction was sets of employees' feeling about how exciting or not their own jobs. There was important difference between feeling with the other elements of employees' attitude. Job satisfaction was happy or unhappy feelings that is different relatively from objective mindset and attitude intension. Mathis and Jacksons (2002) stated that job satisfaction was a positive emotional condition of evaluating a person's job experience. Job dissatisfaction would appear when these hopes have not been fulfilled. As an example, if a labor hopes for a safe and clean work condition, then the labor may not be able to be satisfied when the work environment is unsafe and dirty.

### **4. Performance**

Performance is from performance definition. There is also a person giving definition of performance as work result or achievement, however performance has wide definition, not only result, but also how the process of the job was (Wibowo,2007).

According to Hasibuan (2007:52) stated that a work result which was achieved by a person in doing the job and duties and it was based on skills, experience, willingness and time. Thus, performance could be able to be defined as work result of quality and quantity which was achieved by a person in doing the duties based on the responsibility given to him/her. Performance was attitude of a related individu and group to their training and certainly the readiness to work together with other people completely and skills or experience which they had for organizational importance.

According to Rivai and Sagala (2009) bahwa performance is real behavior which is showed by each person as performance achievement and produces result by employees with their roles in a company. Employees' performances is an important thing in effort of company to achieve the goals. Whereas according to Mashun (2006) performance is related to achievement of activities implementation or programs/policies in creating the aims, goals, missions and visions of a plan strategy in an organization.

### **5. Inter Variable Relations**

Herzberg in Adair (2008) explained that the factors that made a person's satisfaction on the work environment was not be back from a factor that made it unsatisfied. Unsatisfaction on work environment was caused by not existence of environment or job context.

Remembering that performance is exactly behavior in trying, and behavior is function of inter variable relation between organism and stimulant like real environment or social culture to perfection "accomplishment" (Maier, 1965), thus performance is formed from the functional relation. So, there is an individual and environment characteristics which forms performance. Therefore, performance is not an event (a noun) but it is an action (verb) that contains of a number of components that are related each other in a process and time scale.

Parlinda and Wahyuni (2008) said that work environment had positive and significant influence on employees' performances. Based on several findings above, the researcher had similar opinion to Maier (1965), Baird (1986), and Parlinda and Wahyuddin (2008) stated that work environment had influence to performance.

The Successes that was able to be achieved of a company because of being supported by a strong particular culture planted in the operational activities. On the contrary, a lot of failed companies maintained their organization caused by not paying attention to the culture that should be improved (Ndraha,2003).

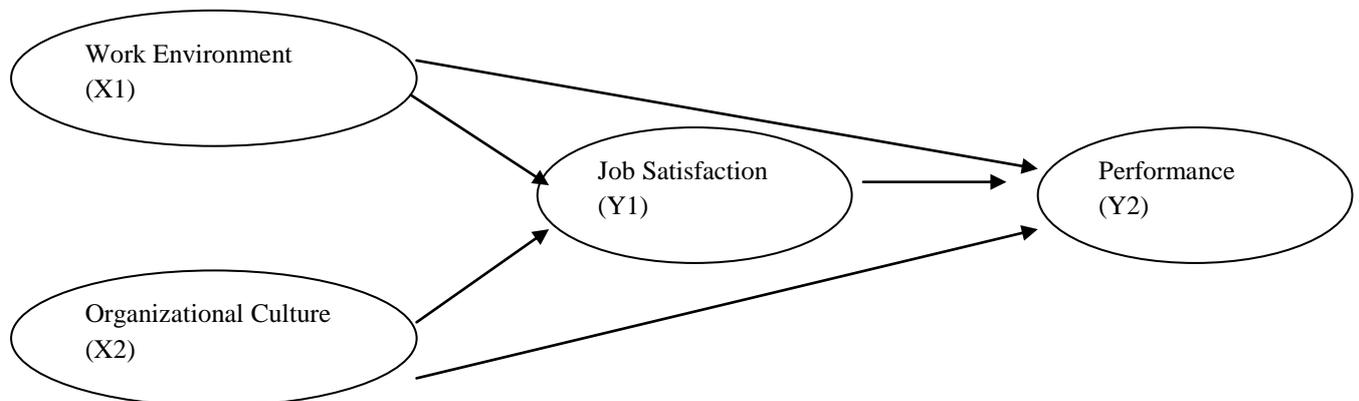
Several books were stated clearly that every organization and work environment generally grew a specific culture. According to Schein (1985) based on the Harjana's quote, organizational culture was a system of formed main assumption, findings or development of a group which have worked well. In solving this internal adaptation matter, so that it was thought that it needed to be taught to new committees as a right way in looking, thinking and feeling about those matters that were faced (Harjana,1997).

Several researches stated that positive and significant influence of employees' performance satisfaction, such as Zulkifli (1996), Haryani (1998) and Sule (2002). The significant relation of indication had been stated by Miner (1988), that "productive employees are happy employees". Then according to Adair (2008) said that an individu who was frustrated and unhappy (satisfied) on the work environment, the individu would not give maximum performance.

Hezberg in Adair (2008) also explained that the factors that made people satisfied on the work environment were not returned from the factors that made it dissatisfied. Dissatisfaction on the work environment caused by inadequate environment and job context. On the contrary, job satisfaction was got from the job standart, opportunity given to achieve performance, be able to get recognition, development of professionalism, and personality growth.

### C. Conceptual Framework

According to the problem and theoretical review, conceptual framework is proposed and shown on picture 1 below :



Picture 1. Conceptual Framework Scheme

### D. Hypotesis

Based on the problem statement and theoretical review, proposed hypothesis are : 1. Work environment, and organizational culture influenced directly, positively, and significantly to the job satisfaction of lecturers. 2. Work environment, organizational culture influenced directly and significantly to performances of lecturers or indirectly through job satisfaction.

### E. Research Methodology

Based on kinds of researches, this research is a research which explains causal relations between variable or explanatory research. Besides that, this research is included in descriptive research. The population of this research are all active lecturers in Magister Management Program of Muhammadiyah University of Makassar, the population are 65 people. Techniques of sampling used saturated sample and it used all populations as samples. Data analysis was done using structural equation modeling (SEM). In this research, the types of data were qualitative and quantitative. The data source was primary data. This research used techniques : 1. Observation, 2. Interview (indepth interview) or unstructural interviews. 3. Questionare or written questions are given to respondent. 4. Documentation needed were all written documents which showed and described all important information related to this research.

The used Analysis methodology in this research was Structural Equation Modeling (SEM) to know the causal relation between latent variable in the structural equation. Alalysis tools used in this research were done by *reduced form* and statistic application program AMOS ver. 20 and SPSS ver 17.0. The *reduced form* was based on conceptual structure, as follows :

1. The influences of work environment and organizational structure on job satisfaction :  $Y_1 = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \varepsilon_1$  where :  $\alpha_0$ ,  $\alpha_1$ , and  $\alpha_2$  are parameter to be estimated and  $\varepsilon_1$  is error term of job satisfaction.
2. The influence of work environment, organizational structure and job satisfaction on the performances of lecturers :  $Y_2 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y_1 + \varepsilon_2$  where  $\beta_0$ ,  $\beta_1$ ,  $\beta_2$  and  $\beta_3$  are parameter to be estimated and  $\varepsilon_2$  is error term of lecturers' performances.

**Operational Definition**

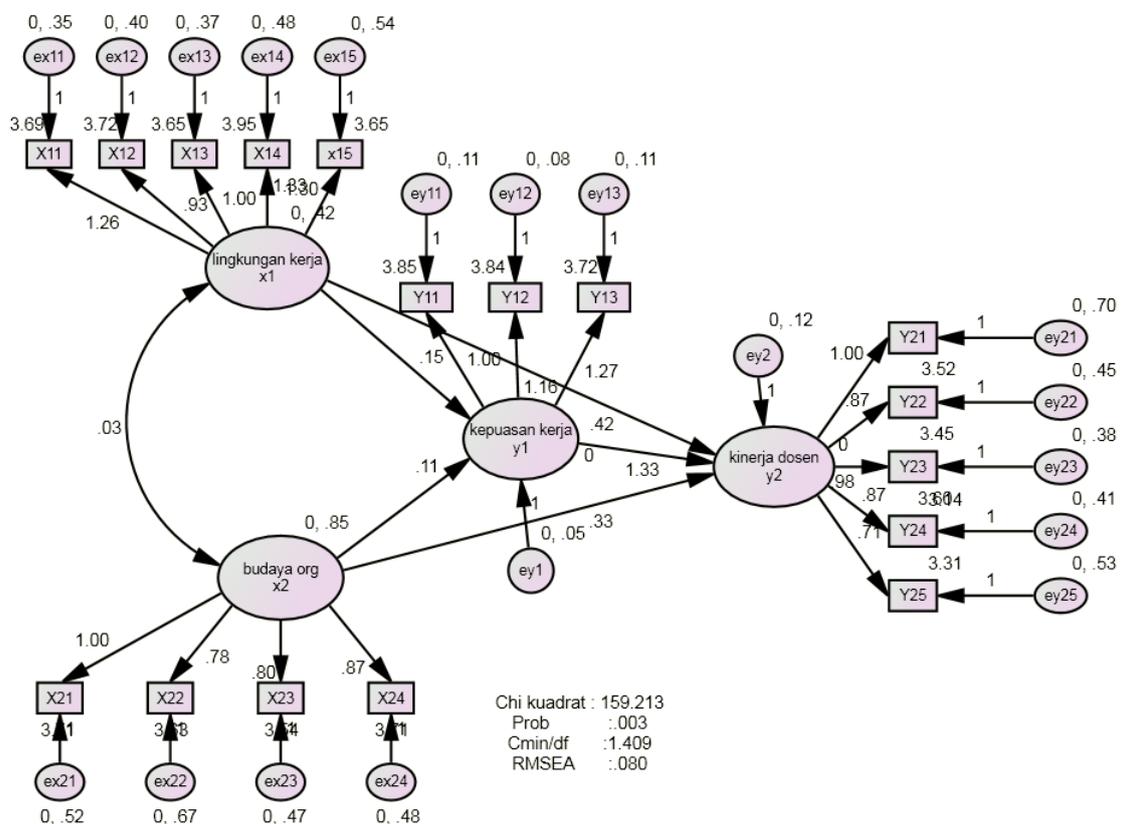
Work environment was everything around the workers and it influenced them to work. To measure the work environment variable (X1) it used Ahyari's indicator (2006:30), as follows : 1. Lightning, 2. Temperature, 3. Noise, 4. Space, 5. Job security.

Organizational culture was orientation, mindset, equality action that influenced behavior, attitude and effectivity of all employees (Hofstede,1990). To measure organizational culture variable, there were four indicators that influenced the organizational structure. Indicators to be developed to explain organizational culture were : 1. Professionalism, 2. Trust to work with partners, 3. Regulation, 4. Integrity

Job satisfaction was general attitude of an individu on the job given (Robbins, 2001:148). Job satisfaction variable operationally measured using three indicators adopted by two factors theories of Herzberg in Mangkunegara (2005:121-122) : 1. Compensation, 2. Work condition and 3. Opportunity to be developed.

Performances of lecturers that were achieved by lecturers in doing the duties given to them. Performances variable was operationally measured using five indicators and it referred to Educational Leadership (1993), Supriadi (1998) : 1. Commitment to students in learning process, 2. Mastering the subjects, 3. Being responsible to monitor the learning result of students, 4. Systematic thinking, 5. Being able to be a part of the environment profession

**F. Result of Research**



Picture 2. Scheme of all variable influence

To ease in analyzing functional relation between variable then coefficient value to be arranged in the form of Table as the table showed on picture 2

**Influence of Organizational Culture (X2) to The Performance of Lecturers**

The influence coefficient of organizational culture variable (X<sub>2</sub>) to the performance of lecturers (Y<sub>2</sub>) is 0.332 with the value t 2.819 on the significant tariff 0.005. The coefficient shows that organizational culture variable (X<sub>2</sub>) it influences positive on the lecturers' performances (Y<sub>2</sub>). This means that organizational culture

improvement ( $X_2$ ), will be followed by performances of lecturers (Y2) assumed that other factors influence the performance of lecturers (Y2) thought constant. Statistic value t count the organizational value ( $X_2$ ) to performance of lecturers (Y2) 2.819 with significant 0.005 or under 0.05. This means organizational culture ( $X_2$ ) influences significantly to the performance of lecturers.

#### **Influence of Job Satisfaction (Y1) to Performance of Lecturers (Y2)**

The influence coefficient of Job Satisfaction variable (Y1) to the performance of lecturers (Y2) 1.329 with the value t is 2.697 on significant standart 0,007. The coefficient shows that Job Satisfaction variable (Y1) influences positively to performance of lecturers (Y2). This means that upgrading of Job Satisfaction (Y1), will be followed by the performance of lecturers upgrading (Y2) assumed that other factors influence the performance of lecturers (Y2) constant. Statistic value t is counted with job satisfaction influence (Y1) on performance of lecturers (Y2) 2.697 significant 0,007 or under 0,05. This means Job Satisfaction (Y1) influences significantly on performance of lecturers.

#### **EXPLANATION**

##### **The Influence of Work Environment To The Job Satisfaction**

The influence of variable to job satisfaction is positive. This means that work environment repair will be followed with the improvement of job satisfaction with the factors assumption influencing the constant work environment. The result of examination shows that work environment influences significantly on job satisfaction.

The findings research proves that work environment in MM Program Muhammadiyah University Makassar is very important to be noticed by the leaders. Work environment is able to support the improvement of lecturers job satisfaction and influence the performance of lecturers. This research finding is supported by Sarwoto opinion (1991) stated that work environment was good work environment, while the work condition was not good and appeared by the disarranged organization as well.

According to Robbins (1996) there are four important factors supporting job satisfaction, those are the job that is mentally challenging, worth reward, supporting job condition, and and co-workers who support and personal suitability to the job. Work environment that supports the work productivity will lead to job satisfaction for work in an organization. Work environment is power which supports the spirit within or outside of themselves either in the form of reward or punishment. Herbert in Luthans (2003) stated that there are six satiation factors of human. 1. Achievement, 2. Recognition of others people, 3. Responsibility, 4. Advancement, 5. The work satisfaction itself, 6. The possibility of growth.

##### **The Influence of Organizational Culture on Job Satisfaction**

The influence of variable organizational culture on job satisfaction is positive. This means that an increase of organizational culture will be followed by job satisfaction assuming other factors that affect the size of the organization's culture is considered constant. This research demonstrated that organizational culture in Magister Management Program of Muhammadiyah University Makassar influenced positively and significantly to the job satisfaction of lecturers, it meant that organizational culture was a concept to be a means to measure the suitability of organizational goals both of employees or lecturers in carrying out their duties.

This findings result were supported by the opinion of Marcoulides and Heck, 1993 in Brahmajari (2004) that stated organizational culture was factor influencing the employees' job satisfaction, organizational culture was a concept that could be used as a means to measure the suitability of the organization's goals, strategies and organizational tasks , as well as the resulting impact, because of the culture both in the internal organization of course would encourage the creation of job satisfaction was high on the faculty in doing activity.

According to Emmons (1999) stated that an individu felt uncomfortable in an environment would experienced the helplessness, fear. Conversely, if somebody felt comfortable with his or her environment, he/she would show positive attitude and chose to stay longer in the environment. Furthermore, the suitability between individu and culture where they work, it would appear job satisfaction, commit in working and support individu to stay in a company and carier longer. (Kotter and Heskett, 1997, Wallach, 1983, O'Reilley III et al, 1991).

According to this result, this result stated: work environment, and organizational culture positive and significant directly on job satisfaction lecturers accepted.

### **The Work Environment Influence On Lecturers Performances**

The influence of environmental variable on the performance of lecturer is positive. This means that an increase of work environment will be followed by an increase of the lecturers' performance assuming other factors that affect the size of work environment is constant. The results show that work environment affects significant on lecturers' performance. The results findings demonstrated that the achievement level of lecturers in Magister Management Program of Muhammadiyah University Makassar in doing the daily job affected by the measurement of employees to environmental organization as work place of lecturers everyday. If employee feels physical or non physical work environment in Magister Management Program of Muhammadiyah University Makassar will be able to improve the performance of employees performance in finishing the job. This result was supported by Sedamayanti Opinion (2001:80) explained that work environment as physical or non physical work environment are important factor to affect the performance of lecturers in working. The better the work environment would certainly support to the improvement of the performance of employees in performing the duties.

According to Gibson (2004) one of the factors that affected the performances is psychological factors such as : perception, roles, attitude, personality, motivation, work environment and job satisfaction. Soedarmayanti (2003) stated that pleasant work environment for employees through binding of a harmonious relationship with the leader/boss, co-workers, or other staffs supported by complete facilities in work place would bring positive impacts for employees, so the performances of employees would be increased.

### **The Influence of Organizational Culture To The Performance of Lecturers**

The influence of organizational culture variable to performance of lecturers is positive. This means that an increase of work environment will be followed by an increase of the lecturers' performance assuming other factors that affect the size of work environment is constant. The results show that work environment affects significant on lecturers' performance, Kotter and Hekett (1997) said that strong culture could create effects that affected individu and the performance, even in a competitive environment may be greater influence than other factors such as organizational structure, financial tools analysis, leadership and so on. Organizational culture that was easily adapting the changing of era (adaptive) could be able to improve the performance. According to Mangkunegara (2007) work environment factors in an organization supported for individu to achieve the performance. Organizational work culture such as a clear job description, appropriate authority, challenging target, effective communication, harmonious work relations, work climate of respect and dynamic, career opportunities and employment relatively adequate facilities.

### **The Influence of Job Satisfaction to performance of lecturers**

The influence of job satisfaction variable to performance of lecturers is positive. This means that an increase of job satisfaction will be followed by an increase of lecturers performance assuming that other factors that affect the size of job satisfaction are constant. The results show a significant effect on job satisfaction of lecturers performance, according to Robbins (1996), the statement that a happy worker was a productive worker" (for individual). If it was applied in an organization, it could be said that organization with satisfied employees tend to be more effective, thus productivity would be increase more. According to Siagian (1995), job satisfaction was general attitude of a person to his/her job. This meant that it could be formulated that a person who had satisfaction to the job would have positive attitude to the organization where he/she worked.

Based on this result so that the second hypothesis stated. Work environment, organizational culture affect direct and significant to performance of lecturers or indirect through the job satisfaction accepted.

### **Implications Research**

Theoretical implication that is able to be stated in this research/study that improving the performance of lecturers regularly may use work environment modeling, organizational culture and the indirect influences as job satisfaction. This research finding stated that when the performance of lecturers improved, it is a result of the conducive work environment and the better of organizational culture so that it is impacted to the increase of job satisfaction and at the end there will be performance of lecturers improvement. Empirical finding in this result is finding a formulation improvement of the performance of lecturers through improvement of work environment and organizational culture that may be able to improve the job satisfaction.

### **Conclusion**

There is significant influence of work environment and organizational culture to lecturer job satisfaction so that the improvement of work environment, improvement of organizational culture will create the improvement of job satisfaction. This indicates that higher education/university that will improve the job satisfaction may be done with the improvement of work environmental improvement and organizational culture improvement of university.

There is significant influence and organizational culture to performance of lecturers so that work environment improvement, organizational culture improvement would create the performance of lecturers improvement. This indicates that higher education/university that will improve lecturers performance may be done with the improvement of work environment and organizational culture of university.

### **Suggestion**

Work environment totality, organizational culture and job satisfaction affect positively and significantly to the performance of lecturers. This condition may be used as reference formulation of the lecturers performance improvement when university wants to create a professional performance of lecturers.

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