

# THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON THE WORK EFFECTIVENESS OF PUBLIC HIGH SCHOOL TEACHERS IN CENTRAL JAKARTA

Afriani<sup>1</sup>

Matin<sup>2</sup>

Desi Rahmawati<sup>3</sup>

Universitas Negeri Jakarta, Indonesia

Email: [afriani.ss92@gmail.com](mailto:afriani.ss92@gmail.com)

\*Correspondence: [afriani.ss92@gmail.com](mailto:afriani.ss92@gmail.com)

**ABSTRACT:** The purpose of this study is to describe and describe comprehensively the influence of organizational culture and work environment on the work effectiveness of public high school teachers in Central Jakarta. This research was conducted at a public high school in Central Jakarta. This research method uses quantitative research survey methods, as for analyzing the data using path analysis. The path analysis technique in this study is to determine the causal relationship between variables or the direct influence of exogenous variables on endogenous variables. The endogenous variables in this study are work effectiveness, while the exogenous variables in this study are organizational culture and work environment. Data was collected through filling out a questionnaire. Based on the calculation results obtained path analysis: 1) organizational culture has a direct effect on the effectiveness of teachers' work. 2) the direct effect of the work environment on the effectiveness of the teacher's work. 3) Organizational culture has a direct positive effect on the work environment with a path coefficient value of 0.680 and tcount 13.228.

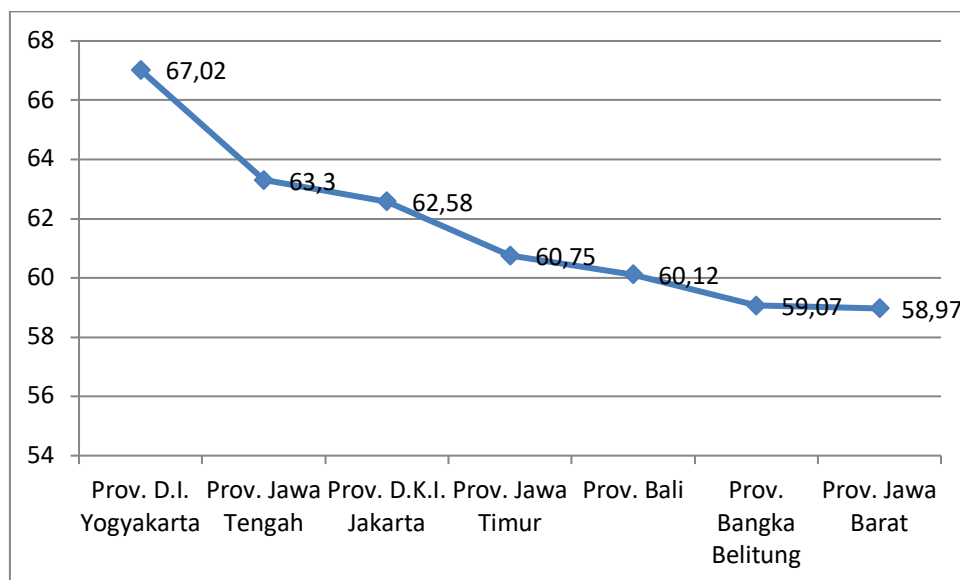
**Keywords:** Organizational Culture, Work Environment And Work Effectiveness

## INTRODUCTION

Schools are one of the important elements in the national education system in Indonesia. According to Law Number 20 of 2003 concerning the 'National Education System, schools are educational units that are carried out in a tiered and continuous manner. As part of the National Education System, schools also have a role in developing abilities and shaping the character and civilization of a dignified nation in order to educate the nation's life, aiming to develop the potential of students to become human beings who believe and fear God Almighty, have noble character, healthy, knowledgeable, capable, creative, independent, and become democratic and responsible citizens (Law Number 20 of 2003, 2019). For this reason, achieving this goal every student

must go through education through several levels.

The level of formal education in Indonesia based on Article 17 of the Law of the Republic of Indonesia No. 20 of 2003, is divided into two, namely the basic education level and the secondary education level. The basic education level consists of two forms, namely Elementary School (SD) with a learning period of 6 years and Junior High School (SMP) with a learning period of 3 years. Then for the secondary level consists of one form, namely Senior High School (SMA) with a learning period of 3 years. Each level has a vision and mission goal, but the main thing is the ability of humans who continue to grow. At each level of education there is an educational process.



**Figure 1. UKG Value Data for the 7 Highest Provinces in 2019 (Scale 0-100)**

Source: (Kemendikbud, 2019)

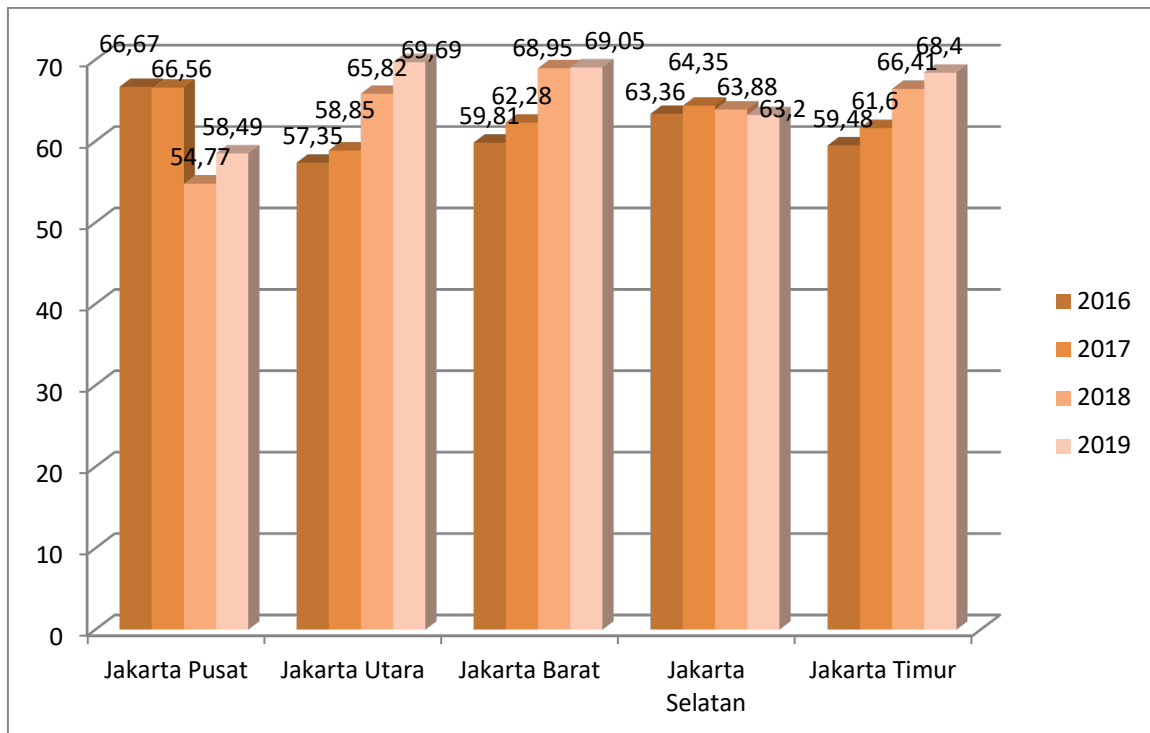
The results of various efforts made by the DKI Jakarta Regional Government have produced good results. Data from the Teacher Competency Test (UKG) in 2019 shows that the results of the DKI Jakarta UKG are above the minimum score set and rank third out of all provinces in Indonesia with a score achievement of 62.58 out of a minimum score of 55. DKI Jakarta is below DI Yogyakarta at 67.02 and Central Java at 63.30 (Ministry of Education and Culture, 2021). The data can be seen in Figure 1.

The results of UKG above are a reflection of the achievements of various policies that have been carried out by the DKI Jakarta regional government to improve the quality of education in their regions. According to Spenser and Spenser (1993) competence can also be interpreted as a basic characteristic of a person that has a relationship with work effectiveness (Hutapea and Thoha, 2008). In line with this statement, Wahyudi (2014) in his research said that with the competence possessed by employees, it means that each employee is a characteristic that underlies a person related to individual effectiveness in his work so that it needs to be optimally implemented.

There are several factors that affect the effectiveness of teachers in schools. According to Pranitasari (2019), work environment factors positively affect the work effectiveness of a

teacher. According to Karnati, *et al* (2019) work effectiveness is also closely related to the work environment, a conducive work environment with a neat organizational structure, regular working relationships between members, a comfortable work environment and the fulfillment of physical and material needs will increase work effectiveness. The work environment is the workplace of employees in carrying out their activities that also affect the spirit and emotions of work. The environment of a teacher can be seen from the condition of the classroom where the teacher teaches. The comfort of the work environment is very important for a teacher in launching his work (Wu, 1998).

According to data published by the Ministry of Education and Culture (2020), the percentage of high school classrooms in good condition from 2016-2019 can be seen in Figure 2. The data shows that there are three regions that have increased, namely North Jakarta, West Jakarta and Central Jakarta. Meanwhile, the percentage of classrooms in good condition in the South and Central Jakarta areas fluctuated. However, the largest percentage decrease occurred in Central Jakarta from 66.56% in 2017 to 54.77 in 2018. Then, the area that has the smallest percentage in 2019 is in the Central Jakarta area with a value of 58.49%.

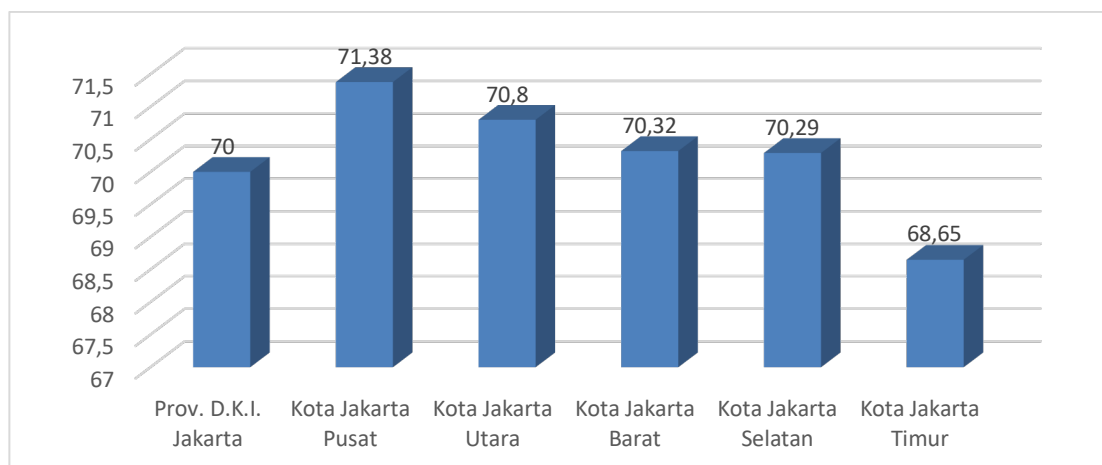


**Figure 2. Percentage of High School Classrooms in Good Condition in DKI Jakarta in 2016-2019(%)**

Source: (Kemendikbud, 2019)

Furthermore, another factor that can also affect the effectiveness of high school teachers' work is organizational culture. Based on research conducted by Tridasawarsa *et al* (2019), organizational culture positively affects the effectiveness of a teacher's work. According to Luthans (2007) organizational culture is a shared value and norm that guides the behavior of organizational members. Indirectly, the form of organizational culture within the scope of high school can be illustrated from the rules and values that exist in the school. Based on the DKI Jakarta Regional Regulation (Perda) Number 8

of 2006 concerning the education system in article 76 explains that the management of early, primary, and secondary education units is carried out based on minimum service standards with school/madrasah-based management principles. School-based management must be implemented based on the principles of independence, partnership, participation, openness and accountability. This shows that schools are given independence in managing schools, including forming an organizational culture in them.



**Figure 3. Results of the DKI Jakarta Teacher Competency Test 2019 (Scale 0-100)**

Source: (Kemendikbud, 2016)

Based on the percentage data on school conditions in Figure 2, the percentage of school conditions in Central Jakarta during 2016-2019 fluctuated. Meanwhile, teacher UKG data as a factor in work effectiveness in 2019 in Central Jakarta has the highest value compared to other regions (Figure 3).

## RESEARCH METHODS

### Populasi

A population is a set with traits determined by the researcher in such a way that each individual/variable/data can be stated precisely whether that individual is a member or not (Kadir, 2016). The affordable population in this study is public high school teachers in Central Jakarta. The study population was obtained from data on the number of teachers in the Central Jakarta area in 2019. The population is 465 people from 12 public high schools in Central Jakarta (Ministry of Education and Culture, 2020).

While a sample is a subset or part of a population whose characteristics are

actually investigated. Sampling in this study used *proportional random sampling technique*. This method provides equal opportunities for each population. It is said to be *proportional random sampling because the sampling of members of the population is carried out randomly without regard to the strata in the population with a proportional number*. Therefore, the samples to be taken in this study are as many as 207 samples.

### Data Collection Techniques

The data collection technique used in this study was by questionnaire (questionnaire). Questionnaire used to obtain data from respondents who were the research sample. The questionnaire with the form of a list of statements that will be given to respondents serves to explore the responses of respondents to each item submitted.

The research questionnaire was prepared using a Likert scale of indicators developed from studies of work design, quality of work life and affective commitment. Before being

used in research, the instrument is tested for validity and reliability. Valid instrument items are used for measurement tools in assessment.

So that from these data collection techniques, the conceptual and operational definitions of the variables to be examined in this study in detail can be explained as follows.

### Data Analysis Techniques

The collected data analysis technique begins by using descriptive statistics to describe the state of the data on each variable, by finding the lowest score, highest score, average, medium, mode, standard deviation, variance. Descriptive data analysis can be presented in the form of distribution tables and histograms. Furthermore, a prerequisite test process was carried out with a normality test, linearity test, then regression analysis. Finally, a hypothesis test was carried out using the path analysis method. Hypothesis testing uses significance levels  $\alpha = 0.05$  and  $\alpha = 0.01$ . Before hypothesis testing, the normality test of the estimated error was carried out using the *liliefors* test, the significance test and regression linearity using the t-test and the f-test.

### Hypotesis Statistics

Based on the study of the theory underlying this research variable and the framework described above, the statistical hypothesis is formulated as follows:

1. The first hypothesis is that Organizational Culture (X1) has a positive effect on Work Effectiveness (Y)

Ho. :  $\beta_1 \geq 0$

H1. :  $\beta_1 < 0$

2. The second hypothesis of Work Environment (X2) has a positive effect on Work Effectiveness (Y)

Ho. :  $\beta_2 \leq 0$

H1. :  $\beta_2 > 0$

3. The third hypothesis is that Organizational Culture (X1) has a positive effect on the work environment (X2)

Ho. :  $\beta_3 \geq 0$

H1 :  $\beta_3 < 0$

Information:

H0 = Hypothesis nol

H1 = Hypothesia alternative

$\beta_1$  = Coefficient of influence of organizational culture on work effectiveness

$\beta_2$  = Coefficient of influence of the work environment on work effectiveness

$\beta_3$  = Coefficient of influence of organizational culture on the work environment.

## RESULT AND DISCUSSION

### Analysis Requirements Testing

The requirements test process needs to be carried out to ensure that the data used can provide good regression model estimation results. Regression analysis can provide good estimation results if it meets the requirements that the regression model falls into the normal and linear distributed categories. The testing of these requirements is carried out using normality tests and linearity tests

### Test Normality Error Estimation

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Parametric statistical analysis requires that the data used in the study be normally distributed. Assessment error normality testing is carried out using the *Liliefors* method or *Kolmogorov Smirnof Test* to find out whether the research data used are normally distributed or not. The *Kolmogorov Smirnof Test technique*, is said to be normal if the significance

probability value (*asymp.sig*) is greater than the significant level of 0.05. Vice versa, if the probability value of significance (*asymp.sig*) is smaller than the level of significance level of 0.05, it can be said that it is not normally distributed. Based on the data processing process carried out, the following results were obtained :

**Table 1. Normality Test Results Error Estimation of Organizational Culture (X<sub>1</sub>) to Work Effectiveness (Y)**

Variable Estimation Error	N	Level of Significance	<i>Asymp.sig</i> (Probability)	Information	Decision
Organizational Culture (X <sub>1</sub> ) to Work Effectiveness (Y)	207	0,05	0,200	0.200>0.05	Normal Distributed

Based on the calculation of the normality test of the organizational culture estimation error on work effectiveness, a significance probability value (*asymp.sig*) of 0.200 is obtained

this value is greater than the significant level of 0.05. So that the distribution of data can be said to be normally distributed.

**Table 2. Normality Test Results of Work Environment Estimation Error (X<sub>2</sub>) on Work Effectiveness (Y)**

Variable Estimation Error	N	Level of Significance	<i>Asymp.sig</i> (Probability)	Information	Decision
Work Environment (X <sub>2</sub> ) to Work Effectiveness (Y)	207	0,05	0,200	0.200>0.05	Normal Distributed

Based on the calculation of the normality test of the organizational culture estimation error on work effectiveness, a significance probability value (*asymp.sig*) of 0.200 is obtained

this value is greater than the significant level of 0.05. So that the distribution of data can be said to be normally distributed.

**Table 3. Normality Test Results of Organizational Culture Estimation Error (X<sub>1</sub>) Against Work Environment (X<sub>2</sub>)**

Variable Estimation Error	N	Level of Significance	<i>Asymp.sig</i> (Probability)	Information	Decision
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Organizational Culture (X1) to the Work Environment (X2)	207	0,05	0,069	0.069>0.05	Normal Distributed
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Based on the calculation of the error normality test of organizational culture estimation of work effectiveness, a significance probability value (*asymp.sig*) of 0.069 is obtained this value is greater than the significant level of 0.05. So that the distribution of data can be said to be normally distributed.

### Linearity Test

Regression linearity tests are performed to ensure that the requirements of the regression model used for hypothesis testing are linear, with the *compare means method*, said to be linear if the significance value ( $p$ ) of *linearity* is smaller than 0.05 ( $p < 0.05$ ).

**Table 4. Linearity of the Model of Organizational Culture to Work Effectiveness**

Variable	Level of Significance	Significance (p) <i>linearity</i>	Information	Decision
Organizational Culture (X1) to Work Effectiveness (Y)	0,05	0,000	0.000<0.05	Linear

Based on the table shows the significance value ( $p$ ) *linearity* of 0.000 ( $p < 0.05$ ) is linear, because the significance value ( $p$ ) is smaller than 0.05.

So it can be said that the regression model of organizational culture to work effectiveness is linear.

**Table 5. Linearity of the Work Environment Model to Work Effectiveness**

Variable	Level of Significance	Significance (p) <i>linearity</i>	Information	Decision
Work Environment (X2) to Work Effectiveness (Y)	0,05	0,000	0.000<0.05	Linear

Based on the table shows the significance value ( $p$ ) *linearity* of 0.000 ( $p < 0.05$ ) is linear, because the significance value ( $p$ ) is smaller than 0.05. So it can

be said that the regression model of the work environment to work effectiveness is linear.

**Table 6. Linearity of the Model of Organizational Culture to the Work Environment**

Variable	Level of Significance	Significance (p) <i>linearity</i>	Information	Decision
Organizational Culture (X1) to the	0,05	0,000	0.000<0.05	Linear



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Work Environment  
(X2)

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Based on the table shows the significance value ( $p$ ) *linearity of 0.000 ( $p < 0.05$ ) is linear*, because the significance value ( $p$ ) *is smaller than 0.05*. So it can be said that the regression model of organizational culture to the work environment is linear.

The F test is performed to see if the linear regression equation model used is significant or good with the test criteria, accept  $H_0$  if F count is greater than F table or significance probability (*sig.*) less than 0.05 then the regression model is declared significant or good.

**Test F**

**Table 7. Test the Significance of Organizational Culture Regression Model on Work Effectiveness**  
**Model Summary<sup>b</sup>**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683a	.467	.464	10.333

a. Predictors: (Constant), Organizational Culture

b. Dependent Variable: Work Effectiveness

**ANOVA<sup>a</sup>**

Type	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	19157.900	1	19157.900	179.414	.000b
	Residuals	21889.926	205	106.780		
	Total	41047.826	206			

a. Dependent Variable: Work Effectiveness

b. Predictors: (Constant), Organizational Culture

Significance testing rules:  $F_{\text{calculate}} \geq F_{\text{table}}(0.95)(1; n-2)$ , hence the regression model *is significant* while  $F_{\text{calculate}} \leq F_{\text{table}}(0.95)(1; n-2)$ , hence the regression model *is insignificant*. From the regression model significance test table,  $F_{\text{calculate}} = 179.414 \geq F_{\text{table}}(0.95)(1; n-2) = 2.649$ , or can be seen from the value of  $p.\text{value} / \text{sig} = 0.000 < 0.05$  then the regression model *is significant*. So it can be concluded that

there is a positive influence between organizational culture on the work effectiveness of public high school teachers in Central Jakarta. In addition, the closeness of the relationship in this hypothesis is strong with an R value of 0.683 and an R square value of 0.464, which means that organizational culture affects work effectiveness by 46.4%, the rest is influenced by other factors.

**Table 8. Test the Significance of the Work Environment Model on Work Effectiveness**

Model Summary <sup>b</sup>				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.692a	.479	.476	10.214

a. Predictors: (Constant), Work Environment  
b. Dependent Variable: Work Effectiveness

ANOVA <sup>a</sup>						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19662.519	1	19662.519	188.485	.000b
	Residuals	21385.308	205	104.319		
	Total	41047.826	206			

a. Dependent Variable: Work Effectiveness  
b. Predictors: (Constant), Work Environment

Significance testing rules:  $F_{\text{calculate}} \geq F_{\text{tabel}}$ , then the regression model is significant while  $F_{\text{calculate}} \leq F_{\text{tabel}}$ , then the regression model is *not significant*. From the regression model significance test table,  $F_{\text{calculate}} = 188.485 \geq F_{\text{tabel}} = 2.649$ , or it can be seen from the value of  $p.\text{value} / \text{sig} = 0.000 < 0.05$ , the regression model is *significant*. So it can be concluded that there is a positive

influence between the work environment on the work effectiveness of public high school teachers in Central Jakarta. In addition, the closeness of the relationship in this hypothesis is strong with an R value of 0.692 and an R square value of 0.476, which means that the work environment affects work effectiveness by 47.6%, the rest is influenced by other factors.

**Table 9. Test the Significance of Organizational Culture Regression Model on Work Environment**

Model Summary <sup>b</sup>				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679a	.460	.458	10.625

a. Predictors: (Constant), Organizational Culture  
b. Dependent Variable: Work Environment

ANOVA <sup>a</sup>						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19753.659	1	19753.659	174.976	.000b
	Residuals	23143.210	205	112.894		
	Total	42896.870	206			

a. Dependent Variable: Work Environment  
b. Predictors: (Constant), Organizational Culture

Significance testing rules:  $F_{\text{count}} \geq F_{\text{tabel}}$ , then the regression model is significant while  $F_{\text{count}} \leq F_{\text{tabel}}$ , then the regression model is *not significant*. From the regression model significance test table,  $F_{\text{count}} = 174.976 \geq F_{\text{table}} = 2.649$ , or it can be seen from the value of  $p.\text{value} / \text{sig} = 0.000 < 0.05$ , the regression model is *significant*. So it can be concluded that there is a positive influence between organizational culture on the work environment of public high school teachers in Central Jakarta. In addition, the closeness of the relationship in this hypothesis is strong with an R value of 0.679 and an R square

value of 0.458, which means that organizational culture affects the work environment by 45.8%, the rest is influenced by other factors.

#### Test t

The t test is performed to see if the regression between the variables used can describe a significant relationship between the pairs of variables studied with the test criteria, accept  $H_0$  if t count is greater than t table or the probability of significance (*sig.*) less than 0.05 then the regression model is declared significant in linea formr.

**Table 10. Test the Significance of Organizational Culture Regression on Work Effectiveness**

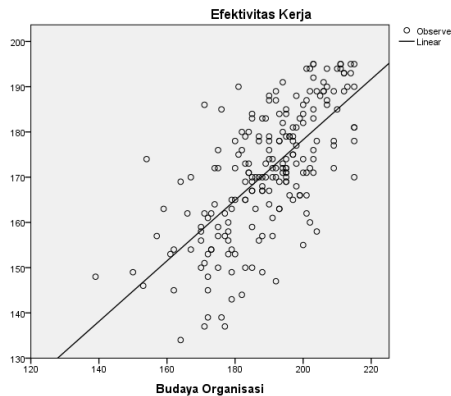
		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
Type		B	Std. Error	Beta		
1	(Constant)	44.395	9.502		4.672	.000
	Organizational Culture	.669	.050	.683	13.395	.000

a. Dependent Variable: Work Effectiveness

Significance testing rules:  $t_{\text{count}} \geq t_{\text{table}(0,05)(n-3)}$ , then *significant*.  $t_{\text{count}} \leq t_{\text{table}(0,05)(n-3)}$ , then insignificant. If using the value  $p.\text{value} / \text{sig}$   $p.\text{value} < 0.05$   $H_0$  then it is rejected but if the  $p.\text{value} > 0.05$  then  $H_0$  is accepted.

From the Coefficients<sup>a</sup> table obtained the results  $t_{\text{count}} = 13,395 \geq$

$t_{\text{table}(0,05)(n-3)} = 1,652$ , then minus  $H_0$  and accept  $H_a$ . The meaning is *significant*. And from the value of  $p.\text{value} / \text{sig} = 0.000 < 0.05$ , then  $H_0$  is rejected and accepts  $H_a$ . So it can be concluded that there is a *significant influence* between organizational culture on work effectiveness.



**Figure 1. Pattern of Organizational Culture Relationship to Work Effectiveness**

The magnitude of the influence between organizational culture on work effectiveness can be seen from the value of the correlation coefficient of 0.669 and the path coefficient of 0.683. From the Coefficientsa table, the value of the

regression equation  $Y = 44.395 + 0.683X$  is declared feasible to describe how much influence organizational culture has on work effectiveness, where the variable Y here is work effectiveness

**Table 11. Test the Significance of Work Environment Regression on Work Effectiveness Coefficientsa**

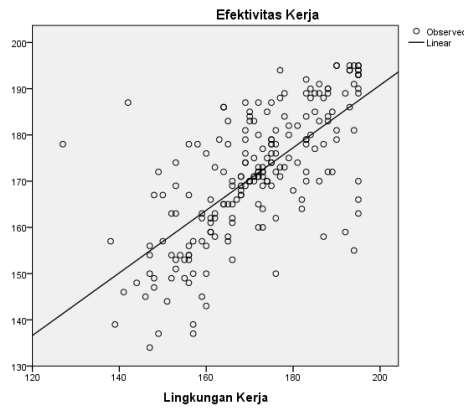
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	55.376	8.474		6.535	.000
	Work Environment	.677	.049	.692	13.729	.000

a. Dependent Variable: Work Effectiveness

Significance testing rule:  $t_{count} \geq t_{table}(0.05)(n-3)$ , then significant.  $t_{count} < t_{table}(0.05)(n-3)$ , then it is not significant. If using the value  $p.value / sig$   $p\ value < 0.05$   $H_0$  then it is rejected but if the  $p\ value > 0.05$  then  $H_0$  is accepted.

From the Coefficientsa table obtained the result:  $t_{count} = 13.729 \geq t_{table}$

$(0.05)(n-3) = 1.652$ , then reject  $H_0$  and accept  $H_a$  means significant. And from the value of  $p.value / sig = 0.000 < 0.05$ , then  $H_0$  is rejected and accepts  $H_a$ . So it can be concluded that there is a significant influence between the work environment on work effectiveness.



**Figure 5. Pattern of Work Environment to Work Effectiveness**

The magnitude of the influence between organizational culture on work effectiveness can be seen from the value of the correlation coefficient of 0.677 and the path coefficient of 0.692. From the Coefficients table, the value of the

regression equation  $Y = 55.376 + 0.692X$  is declared feasible to describe how much influence the work environment has on work effectiveness, where the variable Y here is work effectiveness.

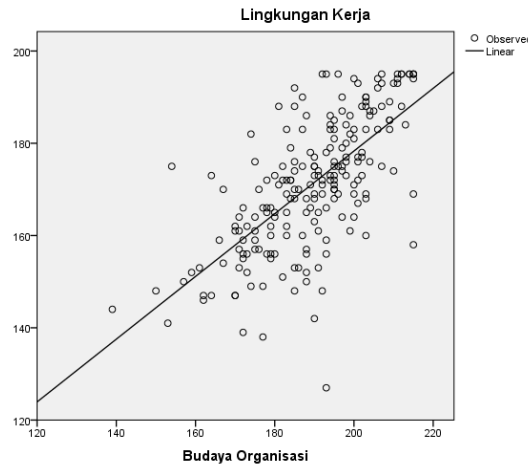
**Table 12. Test the Significance of Organizational Culture Regression to the Work Environment Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	42.365	9.770		4.336	.000
Budaya Organisasi	.680	.051	.679	13.228	.000

a. Dependent Variable: Work Environment

Significance testing rules:  $F_{hitung} \geq F_{tabel}$ , then the regression model is significant while  $F_{hitung} \leq F_{tabel}$ , then the regression model is not significant. From the regression model significance test table, it is obtained that  $F_{hitung} = 174.976 \geq F_{tabel} (0.01; 2; 204) = 6.761$ , or it can be seen from the p.value (sig.) = 0.000 < 0.01, so the

regression model is significant. So it can be concluded that the regression model is good or can be used as a conclusion in hypothesis testing to describe the relationship or influence of Organizational Culture (X1) on the Work Environment (X2) of Public High School Teachers in Central Jakarta.



**Figure 2. Pattern of Organizational Culture Relationship to Work Environment**

In addition, the closeness of the relationship in this hypothesis is strong with an R value of 0.679 and an R square value of 0.460, which means that the regression model is able to show the relationship between the influence of Organizational Culture on the Work Environment by 46.0%, the rest is influenced by other factors outside the Organizational Culture variable.

The rules for testing the significance of the t test where  $t_{count} \geq t_{table}$ , then it is significant and  $t_{count} \leq t_{table}$ , then it is not significant. If using the p value (sig.) for  $p \text{ value} < 0.01$  then it is significant but if  $p \text{ value} > 0.01$  then it is not significant.

From the Coefficients table, the results obtained:  $t_{count} = 13.228 \geq t_{table} (0.01; 205) = 2.345$ , then reject  $H_0$  and accept  $H_a$ , meaning significant. then reject  $H_0$  and accept  $H_a$ , meaning significant. As well as from the p value (sig) = 0.000 < 0.01, then  $H_0$  is rejected and accepts  $H_a$ . So it can be concluded that there is a positive direct effect of Organizational Culture on the Work Environment which is very significant.

**Hypothesis Testing**

Models that have met the analysis requirements can be used to test hypotheses using regression and correlation analysis. Regression analysis

**Table 13. Simple Correlation Coefficient Matrix between Variables**

		Correlations		
		Efektivitas Kerja (Y)	Budaya Organisasi (X <sub>1</sub> )	Lingkungan Kerja (X <sub>2</sub> )
Pearson Correlation	Efektivitas Kerja (Y)	1.000	.683	.692
	Budaya Organisasi (X <sub>1</sub> )	.683	1.000	.679
	Lingkungan Kerja (X <sub>2</sub> )	.692	.679	1.000

can provide an overview of the pattern of relationships between variables tested. Correlation analysis can be used to find out how much influence one variable has on other variables. Regression analysis is carried out with

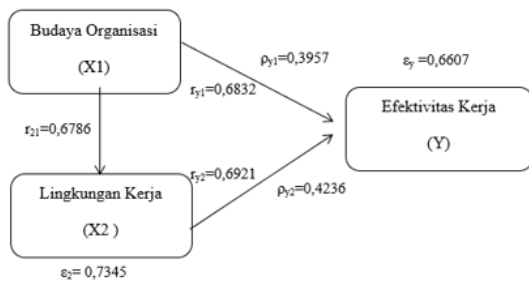


Figure 7 Structural Equation Model

Regression Model Significance Test (F Test) and correlation analysis is carried out with Regression Significance Test (T Test) on Path Analysis Method as described in requirements testing with regression significance and linearity test.

Hypothesis testing to see the influence between each variable tested is carried out with the Path Analysis Method (*Path Analysis*). The regression model used in the Path Analysis Method is determined based on the confusion of thinking to be able to answer the hypothesis proposed. The Path Analysis method can be used to perform regression analysis with a regression model significance test. In addition, the Path Analysis Method is also used to perform correlation analysis with regression significance tests between variables in pairs.

Based on the table 13, it can be seen that the correlation between Organizational Culture (X1) and Work Effectiveness (Y) is 0.683. The correlation

between Work Environment (X2) and Work Effectiveness (Y) is 0.692. The correlation between Organizational Culture (X1) and Work Environment (X2) is 0.679.

So that the Structural Equation Model of the regression significance test between variables in pairs is obtained which can be described as follows as follows:

$$X_2 = 0,6786 X_1 + 0,7345$$

$$Y = 0,3957 X_1 + 0,4236 X_2 + 0,6607$$

### Test the Hypothesis of Organizational Culture Positively Affecting Work Effectiveness

H0 = Organizational Culture (X1) does not have a positive effect on Work Effectiveness (Y)

Ha = Organizational Culture (X1) has a positive effect on Work Effectiveness (Y)

From the Coefficientsa table obtained the result :  $t_{\text{calculate}} = 6,284 \geq t_{\text{tabel}(0,01;204)} = 2,345$ , then reject H0 and accept Ha means *very significant*. And from the value of  $p.\text{value} / \text{sig} = 0.000 < 0.01$ , the magnitude of the influence between organizational culture on work effectiveness can be seen from the value of the correlation coefficient of 0,6832 and the path coefficient of 0,3957.

Based on these results, H0 is rejected and accepts Ha. So it can be concluded that *significantly* Organizational Culture (X1) has a positive effect on Work Effectiveness (Y).

**Test the Hypothesis of the Work Environment Hypothesis has a positive effect on Work Effectiveness**

H<sub>0</sub> = Work Environment (X<sub>2</sub>) does not have a positive effect on Work Effectiveness (Y)

H<sub>a</sub> = Work Environment (X<sub>2</sub>) has a positive effect on Work Effectiveness (Y)

From the Coefficients table obtained the result :  $t_{\text{calculate}} = 6,284 \geq t_{\text{tabel}(0,01;204)} = 2,345$ , then reject H<sub>0</sub> and accept H<sub>a</sub> means *very significant*. And from the value of  $p.\text{value} / \text{sig} = 0.000 < 0.01$ , the magnitude of the influence between organizational culture on work effectiveness can be seen from the value of the correlation coefficient of 0,6921 and the path coefficient of 0,4236.

Based on these results, H<sub>0</sub> is rejected and accepts H<sub>a</sub>. So it can be concluded that significantly the *Work Environment* (X<sub>2</sub>) has a positive effect on Work Effectiveness (Y).

**Test the Hypothesis The first hypothesis is that Organizational Culture has a positive effect on the Work Environment**

H<sub>0</sub> = Organizational Culture (X<sub>1</sub>) does not have a positive effect on the work environment (X<sub>2</sub>)

H<sub>a</sub> = Organizational Culture (X<sub>1</sub>) has a positive effect on the work environment (X<sub>2</sub>)

From the Coefficients table obtained the result :  $t_{\text{calculate}} = 13,228 \geq t_{\text{tabel}(0,01;205)} = 2,345$ , then reject H<sub>0</sub> and accept H<sub>a</sub> means *significant*. And from the value of  $p.\text{value} / \text{sig} = 0.000 <$

0.01, the magnitude of the influence between organizational culture on the work environment can be seen from the value the path coefficient of 0,6786.

Based on these results, H<sub>0</sub> is rejected and accepts H<sub>a</sub>. So it can be concluded that *significantly* Organizational Culture (X<sub>1</sub>) has a positive effect on the work environment (X<sub>2</sub>).

**Discussion of Research Results**

Discussion of Research Results refers to the results of hypothesis testing supported by literature reviews and previous empirical studies. This discussion seeks to provide a clearer picture related to the results of research on the relationship of organizational culture to work effectiveness, work environment to work effectiveness and organizational culture to the work environment.

**The Influence of Organizational Culture on Work Effectiveness**

The results showed that testing the first hypothesis can provide an overview of the positive influence of organizational culture on work effectiveness with a coefficient value of 0,6832 and a path coefficient of 0,3957.

This result is in accordance with research conducted by Aceng Ulumudin (2013), where there is an influence and relationship between work culture on work effectiveness. From this study, it shows the magnitude of the influence of work culture on the variable of work effectiveness implemented in public



servants which is inseparable from public interest issues.

In addition, research conducted by Research from Heris (2014) shows that organizational culture indicators in the form of involvement, consistency, adaptation and mission have a significant and positive relationship with organizational effectiveness.

The results of this study are also in line with Denison (1997) who defines organizational culture as follows:

*Organizational culture refers to the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles. These principles and practices endure because they have meaning for the members of an organization.*

Organizational culture refers to the values, beliefs and principles that form the basis of behavior of all members of the organization that function as a managerial system and reinforce the principles of the organization. Individuals who are members of groups try to equalize perceptions and carry out activities together or work to achieve the goals of an organization. If an analysis is carried out that the organization is a set of individuals who have common goals and interests. This is supported by Gibson (1984: 3) who argues that organizations pursue goals and objectives that can be achieved more efficiently and more effectively by actions taken together.

Thus, the interaction carried out by the individual has agreement and creates the culture of an organization.

Handoyo *et al.* (2019) also argues that:

*The success of an educational institution is not only supported by the complete facilities and infrastructure, qualified teachers or good student input, but the school culture is very instrumental in improving school effectiveness. School culture is the spirit of a school that gives meaning to the school's educational activities, if the school culture is weak, then it is not conducive to the formation of effective schools.*

The results of this study also explain that a good high school organizational culture in Central Jakarta will be a reference for all members of the organization (teachers) to behave effectively in achieving organizational goals. Where, a good work culture at school will make teachers able to carry out effective managerial both in teaching and learning activities and activities outside the classroom. Thus, it is important for stakeholders to build a good organizational culture in order to create a work climate that supports the effectiveness of teacher work in schools.

### **The Effect of the Work Environment on Work Effectiveness**

The results showed that testing the second hypothesis can provide an overview of the positive influence of the work environment on work effectiveness with a correlation coefficient value of 0,6921 and a path coefficient of 0,4236.

The results of research conducted by Wihartani (2016) also illustrate that the work environment has a significant positive influence on the effectiveness of employee work at the Sragen District Education Office. The study shows that work effectiveness can be improved by improving lighting in the workplace, the use and selection of colors in the workspace.

In addition, research conducted by Handayani (2019) explains that employees in carrying out their duties are required to have high work abilities to support the implementation of work. To realize this, it is necessary to conduct intensive coaching to improve the effectiveness of employee work. Employees who have not carried out their work optimally are instructed by providing a work environment that is not optimal. Based on the results of the calculation, there is a significant influence between the work environment and the effectiveness of employee work because a comfortable work environment is very important in determining the quality of a job.

In accordance with Saydam (2000: 226), which defines the work environment as the entire work infrastructure around employees who are carrying out work that can affect the implementation of the work itself. In addition, this opinion is also supported by Pranitasari (2019) who explains in his journal:

*The success of an organization is influenced not only by the human resources in it, but also by other*

*resources, namely funding, materials and equipment, technology and work mechanisms. Likewise whether the work environment or work situation provides comfort that encourages employee performance*

It was explained above that the success of an organization is not only influenced by the human resources in it, but also by other resources namely funding, materials and equipment, technology and work mechanisms. Likewise, the work environment or work situation provides comfort that encourages employee performance to achieve work unit targets.

Razil, *et. al* (2014) also explains that:

*Good working environment increases employee loyalty, level of commitment, efficiency & effectiveness, productivity, and also develops a sense of ownership among employees which ultimately increases organizational effectiveness as well as reduces prohibit cost emerging as a result of dissatisfied employees.*

A good work environment will increase loyal employees and increase commitment, as well as employee effectiveness and efficiency at work. Hill, *et.al.* (1993) also explained related to the teacher's work environment:

*In the meantime, the finding of large amounts of between-school differences in teacher morale, and the capacity to predict 73 percent of the variation in teacher morale in terms of leadership support, goal congruence and peer support, suggest that improving the*

*quality of leadership support in the school is the key to positive teacher work environments.*

A warm teacher work environment with support obtained from a leader and equalization of perceptions of goals as well as places of learning have an influence on the quality of work or they call an effective school. According to Matin and Fuad (2016) regarding infrastructure as a support for learning are:

In the context of schools, the procurement of educational facilities and infrastructure is all activities carried out by providing all the needs of goods or services based on the results of planning with a view to supporting learning activities so that learning activities can run effectively and efficiently in accordance with the desired goals.

### **The Influence of Organizational Culture on the Work Environment**

The results showed that testing the third hypothesis can provide an overview of the positive influence of organizational culture on the work environment with a path coefficient of 0,6786.

The results of research conducted by Peter W. Hill, *et.al.*, (1993) illustrate that school profiles that provide an effective framework for monitoring and reporting on their achievements, meaning that schools need transparency in terms of goal achievement strategies. The interesting thing in this study is that the existence of teachers who are

positive and "warm" towards students will have an impact on student achievement. Leadership also plays an important role in developing a positive teacher work environment, which will increase the effectiveness of teacher work.

As explained by Kotter and Heskett (1997), successful companies not only have a strong culture, but that strong culture must match their environment. A working environment condition is said to be good or appropriate if the members in it carry out activities optimally. In line with the opinion above, a good work environment can support the implementation of effective work so that it can generate enthusiasm in work that can improve teacher work competence.

In addition, Handoyo, *et al* (2019) also explained the relationship between school culture as an organization and the teacher's work environment:

*School culture has a role in increasing and reducing the motivation of teachers in work. If the teacher feels a conducive working atmosphere in his school, a safe environment, a comfortable work situation, a relationship between teachers and the headmaster are warmly interwoven, as well as openness in all forms of financial reporting, it is expected that professional competence in work will increase, and if professional competence increases so students will achieve satisfactory academic achievement*

School culture can increase teacher motivation as a good environmental impact where teachers

feel good relationships and behaviors between individuals, a safe and comfortable environment. This is expected to improve the competence and professionalism of teachers.

## CONCLUSION

The results of research and discussion show that the research conducted can answer the formulation of the problem to see the relationship between organizational culture on teacher work effectiveness, work environment on teacher work effectiveness and organizational culture on work environment. The results of hypothesis testing using the path analysis method in this study are the basis for drawing the following conclusions: 1). Organizational culture has a direct positive effect on the effectiveness of teacher work. So if the organizational culture in a school increases or gets better, then the effectiveness of the work of the school teacher will also be better. Conversely, if the organizational culture in a school is getting worse or declining, the effectiveness of teacher work will also decrease. 2). The work environment has a direct positive effect on the effectiveness of teacher work. So if the environmental conditions in a school improve or get better, then the effectiveness of the work of the school teacher will also be better. Conversely, if the environmental conditions in a school are getting worse or declining, the effectiveness of teacher work will also decrease. 3). Organizational culture has

a direct positive effect on the work environment. So if the organizational culture in a school improves or gets better, it can improve the work environment of teachers in the school. Conversely, if the organizational culture in a school is getting worse or declining, it will have an impact on decreasing the condition or atmosphere of the teacher's work environment.

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