

# Environmental Leadership Models, Cultural Values, and Work Motivation on Environmentally Friendly Community Performance in Kebon Manggis Village, Matraman East Jakarta, 2019

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**Abstract:** Environmentally friendly community performance is an activity of someone how is in the organization in improving environmental quality and contributing positively to the completion of organizational goals through the dimensions of task performance and citizenship behavior. There are four strengths related to the response of environmental issues in going green, namely compliance with regulatory compliance, stakeholder pressure, economic motives and ethical concerns. The rational use of natural resources and ecosystems requires human efforts to conserve diversity and try to avoid damage by practicing environmentally and environmentally friendly regulations, laws and policies. This is effective if done by greening of institutions. Research on the environmentally friendly community performance is still little and urgent to do given the challenges of the increasingly complex and dynamic task of community performance. The Environmentally friendly community performance is thought to be influenced by environmental leadership model, cultural values, and work motivation. The purpose of the study was to obtain information and find out the direct influence of environmental leadership model, cultural values, and work motivation on environmentally friendly community performance. The data were collected by using questionnaires distributed to 101 samples. The samples were chosen through probability sampling technique from the population - all community in Kebon Manggis village, Matraman, East Jakarta. The research method is associative causal using a quantitative approach. Analysis of the data used is path analysis. The results showed that there are a direct influence of environmental leadership model on the environmentally friendly community performance ( $\beta = 0.338$ ); there is a direct effect of cultural values on the environmentally friendly community performance ( $\beta = 0.264$ ); there is a direct effect of work motivation on the environmentally friendly community performance ( $\beta = 0.197$ ); there is a direct influence of environmental leadership model on work motivation ( $\beta = 0.211$ ); there is a direct effect of cultural values on work motivation ( $\beta = 0.273$ ). The conclusion of the study is that environmental leadership model is not the only one that influences on the environmentally friendly community performance, it is also necessary to consider the variables of cultural values and work motivation.

## 1 INTRODUCTION

Environmental damage that has occurred in Indonesia is serious. The quality of the environment from year to year has degraded. This is marked by environmental pollution of plastic waste around beaches, damages to the forests caused by land conservation and forest fire, natural disaster, and

drought in the dry season. Human and institutional behavior is one of the causes of the decrease of the quality of today's environment and climate change (Robertson and Barling, 2013).

Climate change has become a global issue that causes various risks to the natural system and social system. This is worsened by the increase in human activities. Climate change can cause changes in

environmental system such as unpredictable climate and a poor quality of health (Zhang, Niua, and Wu, 2014). The increase in human personal activities is one of the causes of climate change.

As the major causes of climate change, human activities and institutional activities also contribute to climate change. There have been limited studies on workplace pro-environmental behaviors (Robertson and Barling, 2013). Some variables which are expected to have an effect on performances of environmentally friendly community such as environmental leadership, cultural values and work motivation.

Performances of environmentally friendly community are activities of people in an organization in improving the environmental quality and contribute positively to the attainment of the organizational objectives through the dimensions of task performance and citizenship behavior. Rondinelli (1998) in Atzori, Melis, and Giudici (2012) states that there are four dominant factors that are related to a response to the environmental issue in going green: regulatory compliance, stakeholder pressure, economic and motives ethical concerns.

Environmental leadership is someone's behavior in influencing and directing as well as negotiating in an effort to protect natural resources actively and effectively. Environmental leadership describes the norms and leadership while pro-environment behavior plays an important role in greening institutions. (Robertson and Barling, 2013). Greening institutions depend very much on the commitment and leadership of the top manager in implementing policies and practices that can improve the environmental performance (Boral, Baron, Gunnlaugson, 2013).

Cultural values are the beliefs and desired objectives. Cultural values can influence the characteristics of a person's personality development which can be shown in daily life (Colquitt, Le Pine and Wesson, 2015). Cultural values are beliefs that influence a person's personality development. They give an emphasis to the worker and the tradition. Loyalty and teamwork are important instruments to gain success in developing an environmentally friendly institution (Kampf, Lorincová, Hitka and Stopka, 2017). Norms and cultural values have an effect on natural resource conservations such as the conservations of tree species, water resources, forests, and mineral (Sigauke, Katsaruware, Chiridza, and Saidi, 2015).

Work motivation is the desire and drive in meeting the life requirements and the requirements

of a good job through the dimension of motif, expectation, and incentive. Motivation ends in the decision on how much the effort will be made for a particular work situation. This choice is based on two stages of expectation. Motivation is influenced by the person's expectation that a certain degree of effort will produce the desired performance objective. Motivation is also influenced by the feeling felt by the worker about the opportunity to obtain various results as the reward for success in achieving the performance objective.

Work motivation is a very important topic for an organization and community success and individual's welfare. Related to work, work motivation is related to organization and community success and individual's welfare (Kanfer, Frese, and Johnson, 2017)

Dinas Pembinaan Mental Angkatan Darat (Disbintalad) as an environmentally friendly institution has run a regular environmentally friendly program in territorial development activities for the local community. The activities take the form of environment clean up, drainage repair, Ciliwung river clean up and protecting trees planting. It is hoped that the activities will have a positive effect on the environmentally friendly performance, especially in the community around Kebon Manggis Village

It is the tradition of the soldiers in the Indonesian National Army that has lasted up to now around the community of Kebon Manggis to do a voluntary community work around the institution. Environment clean-up is regularly done as one of the roles of the Indonesian National Army in the surrounding community. The environment clean up activity is a part of the regular program every fiscal year. This conforms to the Strategic Plan of Dinas Pembinaan Mental Angkatan Darat (Disbintalad), that is to create a clean living environment and good corporate governance. The environmental leadership model, cultural values and work motivation shown by the personnel of the institution of Disbintalad which is environmentally friendly is expected to become the model for the community of Kebon Manggis.

The community around Disbintalad is the community that is located around Kebon Manggis, Matraman District. The typical characteristic of the community of Kebon Manggis of Matraman District is they socialize frequently with the Indonesian National Army. Besides Disbintalad, there are some Indonesian National Army units that are located in Kebon Manggis Village.

The community members consist of active national Indonesian army officers, retired arm service officers and civil residents. Based on the initial observation, there were community members in Kebon Manggis Village who were still not environmentally friendly yet. For example, they still smoked in the smoke free zones, which were not special places for smoking; there were those who threw rubbish into a place other than where rubbish should be dumped, there were a very small number of the groupings of organic waste and nonorganic waste; there were those who did not switch lights when they were not used; the people still walked on the grass in the planted areas; the people still used plastic bottled mineral water and the people still let AC and TV on when they were not needed.

To use natural resources and ecosystem rationally one needs to conserve diversity and tries to avoid damages by practicing the regulations, acts and policies of environmentally friendliness and sustainability. This will be effective if it is done by environmentally friendly institutions (greening of institutions) (Putrawan, 2015).

Environmental concern can be seen with latent indicators such as the importance of environmental protection (Hirsh, 2010), its implementation in institutions in the form of the use of electricity and water energies, reduction of waste volume, use of public transportation system, etc. The implementation will not only contribute positively to the greening of institutions, but also influence the rate of climate change and prevent environmental damages, especially workplace environments. The implementation of this condition needs leaders with environmental leadership and cultural values in strong institutions.

This study used the integration model of organizational or institutional behavior from Calquitt, Le Pine and Wesson (2011). Leaders and workers as individuals can be evaluated from individual outcomes or behaviors that give good or bad contributions and organizational commitment (organizational performance), that is whether the individuals in the organization or institution have a strong or weak desire (Colquitt, Le Pine and Wesson, 2011).

Some of the previous studies related to the present study include the following:

The study by Bangwal, Tiwari, and Cahmola (2017) which aimed at finding out the direct and indirect effects of green human resource management (GHRM) on environment performance as mediated by work -life.

The work by Al-Omary and Okasheh (2017) which states that job achievement is the product of worker motivation and ability and how a worker adapts to situational and environmental constraints that lead to behavioral interference, which is specifically called performance decline.

The study conducted by Al Rabbi, Khalid and Khan (2017) with the aim of finding out the non-financial reward that form an important and effective way to motivate a team in health service organizations. In this study it is said that teams need support and motivation from a leader. Hence, the efficiency and potentiality of a leader has a great effect on the level of motivation of the team. Transformational, transactional, authentic, and servicing leadership style influences the motivation of the team. Transformational, transactional, authentic and servicing leadership style correlates positively with the motivation of the team, while transactional leadership style correlates negatively.

Worker motivation is the main factor in making the objective of a business become a reality. Consequently, in today's world, every organization tries to manage its human resource development to keep the workers being motivated. The function of the business or its performance in the market can be evaluated by evaluating the level of motivation of the workers. Motivation can play the main role in reaching a professional stage in every fiscal year easily (Zubir, 2018).

Another work was the one conducted by Saifulina and Carballo-Penela (2017) on promoting sustainable development at an organization level: an analysis of the drivers of workplace environmentally friendly behavior of employees. The practice of Green human resource management (GHRM) considers the aspect of human resources from the corporation environmental management. GHRM is a promotion of worker workplace environmentally friendly behaviors). The importance of the two factors: motivation and worker environmental harmony can support the organizational environment. The result shows that worker enthusiasm toward the environment is a WEFB relevant predictor.

The work of Kanfer, Frese, and Johnson (2017) on Motivation Related to Work: A Century of Progress. The study aimed at finding out work motivation. Work motivation is a very important topic for success in an organization, community and individual welfare. Work motivation uses meta-framework which groups theories, findings, and progresses and focuses on (a) motif, characteristics, and motivation (content); (b) job features, job role,

and broader environment (context); (c) mechanisms and processes involved in the selection and struggle (process). In relation to jobs, work motivation is related to success in an organization, community and individual's welfare.

The work of Nikpour (2017) aimed at finding out the direct and indirect effects of cultural values and worker commitment organizational performance. The indirect effect was greater than the direct effect. Cultural values and organizational performance had direct and indirect effects if mediated by worker organizational commitment. Worker organizational commitment had a role in the effect of cultural values on organizational performance.

Supramono, Soewarto and Sunaryo (2015) studied the direct effect of organizational culture, personality and work motivation on organizational commitment. The result of the study indicated that the highest individual contribution came from work motivation.

Raman, Anantharaman, Anda Ramanathan (2013) study on the effect of environmental factor, personality, and motivation on business women and nonbusiness women. Personality was more represented in reasoning skill, emotional stability, and alertness, privacy in the openness toward change, perfectionism, more stress, and passivity in environmentally friendly performance.

Based on several international journals above, one can see similarities with the present study in performance, environmental leadership, cultural values and work motivation. However, there has not been any study that reports on the direct effect of environmental leadership, cultural values, and work motivation on environmentally friendly community performance. The novelty was in the environmentally friendly community performance which is influenced by environmental leadership model, and work motivation. The researcher was interested in doing a study entitled Environmental Leadership Models, Cultural Values, and Work Motivation on Environmentally Friendly Community Performance in Kebon Manggis Village, Matraman, East Jakarta, 2019.

## 2 RESEARCH METHODOLOGY

This study used a causal associative method with a quantitative approach. It used four instruments, the first for measuring environmentally friendly community performance and has 40 items which were tried out. The try-out result showed that 35 of the items were valid and 5 invalid. The reliability

coefficient was 0.944. However after the invalid items were discarded, the reliability coefficient was 0.948.

The instrument to measuring environmental leadership model consists of 40 items which were tried out. The try-out result showed that 33 of the items were valid and 7 invalid. The reliability coefficient of the instrument for measuring environmental leadership model was 0.933. However after the invalid items were discarded, the reliability coefficient was 0.938.

The third instrument measures cultural values and consists of 40 items. After the try-out 34 items were valid and 6 were invalid. The reliability coefficient was 0.943, However after the invalid items were discarded the reliability coefficient was 0.950.

The fourth instrument measures work motivation and consists of 40 items. The number of valid items is 34 and the invalid 6. The reliability coefficient was 0.936. However after the invalid items were discarded the reliability coefficient was 0.943.

This study aimed at obtaining information pertaining to and finding out the direct effect of environmental leadership model on environmentally friendly community performance, of cultural values on environmentally friendly community performance, of work motivation on environmentally friendly community performance, of environmental leadership model on work motivation, and of cultural values on work motivation.

This study was done from February to July, 2019. The population used in this study consisted of all community in Kebon Manggis village, East Jakarta. The sample was selected using the probability sampling technique. The sample consisted of 101 community in Kebon Manggis village, East Jakarta since the number was judged to have been able to represent the existing population.

The classical assumptions testing was done by using normality test, linearity test, heteroscedasticity test, and multicollinearity test. The data were analyzed with multiple linear regression analysis, path analysis, and path diagram. SPSS Version 23.00 was used to process the data in this study.

## 3 RESULTS AND DISCUSSIONS

The results of classical assumption testing showed that all groups of data had a normal and linear distribution and there was no indication of heteroscedasticity, and there was no case of multicollinearity in the model.

The estimation of inter-variable relations in the sub-structure I of the result of data processing using

the computer software SPSS version 23.00 can be seen in Table 1 below.

Table 1: Correlation coefficient matrix environmental leadership model (X<sub>1</sub>), cultural values (X<sub>2</sub>), and work motivation (X<sub>3</sub>) on environmentally friendly community performance (X<sub>4</sub>).

		X1	X2	X3	X4
X1	Pearson Correlation	1	.451**	.334**	.522**
	Sig. (2-tailed)		.000	.001	.000
	N	101	101	101	101
X2	Pearson Correlation	.451**	1	.368**	.488**
	Sig. (2-tailed)	.000		.000	.000
	N	101	101	101	101
X3	Pearson Correlation	.334**	.368**	1	.406**
	Sig. (2-tailed)	.001	.000		.000
	N	101	101	101	101
X4	Pearson Correlation	.522**	.488**	.406**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	101	101	101	101

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 2: Path coefficient of sub-structure-1 model of environmental leadership model (X<sub>1</sub>), cultural values (X<sub>2</sub>), and work motivation (X<sub>3</sub>) on environmentally friendly community performance (X<sub>4</sub>).

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	67.801	8.829			7.679	.000
X1	.281	.076	.338		3.706	.000
X2	.146	.051	.264		2.858	.005
X3	.118	.053	.197		2.249	.027

From the result of the path analysis of sub-structure 1 (X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub> and X<sub>4</sub>) showed the following values:

- $\beta_{41} = \text{Beta} = 0.338$  [ $t_{\text{obs.}} = 3.706$  and the probability (sig) = 0.000]
- $\beta_{42} = \text{Beta} = 0.264$  [ $t_{\text{obs.}} = 2.858$  and the probability (sig) = 0.005]
- $\beta_{43} = \text{Beta} = 0.197$  [ $t_{\text{obs.}} = 2.249$  and the probability (sig) = 0.027]

The results prove that all of the path coefficients are significant.

The ANOVA of sub-structure I model is presented in Table 3 below.

Table 3: ANOVA table for sub-structure 1 model.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7806.471	3	2602.157	20.240	.000
	Residual	12470.539	97	128.562		
	Total	20277.010	100			

The multiple regression analysis (F-test) of Sub-Structure I model yielded  $F_{\text{obs.}} = 20.240 > F_{\text{c.v.}} (3:97)$  at  $\alpha = 0.05$  of 2.70; thus it could be continued with an individual test or t-test.

The recap of the result of the computation and the testing of path coefficient of Sub-Structure I Model is shown in Table 4 below.

Table 4: Recap of the result of computation and testing of path coefficient of sub-structure I Model

Path	Path Coefficient	$t_{\text{obs.}}$	$t_{\text{c.v.}}$ $\alpha = 0.05$	Remarks
$\beta_{41}$	0.338	3.706	1.66	Significant
$\beta_{42}$	0.264	2.858		Significant
$\beta_{43}$	0.197	2.249		Significant

The result of the analysis of inter-variable causal relation of Sub-Structure Model 2 as processed using SPSS version 23.00, is shown as follows.

Table 5: Coefficient of Sub-Structure 2 Model of environmental leadership model (X<sub>1</sub>), cultural values (X<sub>2</sub>) on work motivation (X<sub>3</sub>).

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	54.858	16.006			3.427	.001
X1	.292	.143	.211		2.045	.044
X2	.251	.095	.273		2.647	.009

The result of the path analysis of sub-structure model 2 (X<sub>1</sub>, X<sub>2</sub>, and X<sub>3</sub>) showed the following values:

- $\beta_{31} = \text{Beta} = 0.211$  [ $t_{\text{obs.}} = 2.045$  and probability (sig) = 0.044]
- $\beta_{32} = \text{Beta} = 0.273$  [ $t_{\text{obs.}} = 2.647$  and probability (sig) = 0.009]

The result proves that all path coefficients are significant.

The result of the F-test of the sub-structure 2 in the form of table of the ANOVA of environmental leadership model (X<sub>1</sub>), cultural values (X<sub>2</sub>) on work motivation (X<sub>3</sub>) is shown in Table 6 below.

Table 6: ANOVA table for sub-structure 2 model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9541.674	2	4770.837	10.084	.000
	Residual	46366.386	98	473.126		
	Total	55908.059	100			

Based on the table 6 above, the F-test of Sub-Structure 2 yielded  $F_{\text{obs.}} = 10.084 > F_{\text{c.v.}} (2:98)$  at  $\alpha =$

0.05 of 3.09; thus, it could be continued with the t-test.

The recap of the result of computation and testing of the path coefficients of sub-structure 2 is shown in Table 7 below.

Table 7: Recap of the result of computation and testing of path coefficients of sub-structure 2

Path	Path Coefficient	t <sub>obs.</sub>	t <sub>c.v.</sub> α=0.05	Remarks
β <sub>31</sub>	0.211	2.045	1.66	Significant
β <sub>32</sub>	0.273	2.647		Significant

Based on the result of path coefficients of Sub-Structure 1 and Sub-Structure 2, the entire inter-variable causal relations of variables X<sub>1</sub>, X<sub>2</sub> and X<sub>3</sub> and X<sub>4</sub> can be drawn as follows.

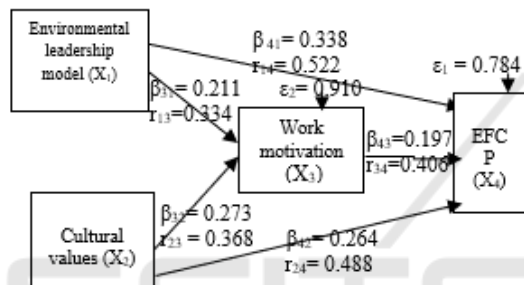


Figure 1: Causal Relation of Variables X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, and X<sub>4</sub>

The result of path coefficients of Sub-Structure 1 and Sub-Structure 2 changes into the equation of structure as follows.

$$X_4 = \beta_{41}X_1 + \beta_{42}X_2 + \beta_{43}X_3 + \beta_4\varepsilon_1 \text{ and } R^2_{4321} \quad (1)$$

$$X_4 = 0.338X_1 + 0.264X_2 + 0.197X_3 + 0.784\varepsilon_1 \text{ and } R^2 = 0.385$$

$$X_3 = \beta_{31}X_1 + \beta_{32}X_2 + \beta_3\varepsilon_2 \text{ and } R^2_{321} \quad (2)$$

$$X_3 = 0.211X_1 + 0.273X_2 + 0.910\varepsilon_2 \text{ and } R^2 = 0.171$$

The result of the computation of environmental leadership model on environmentally friendly community performance yielded a path coefficient (β) of 0.338; t<sub>obs.</sub> = 3.706 > t<sub>c.v.</sub> (1.66 at α = 0.05). Hence, H<sub>0</sub> was rejected, the result of the study showed that environmental leadership model had a direct and positive effect on environmentally friendly community performance. It means that the higher environmental leadership model, the higher environmentally friendly community performance in Kebon Manggis village, Matraman, East Jakarta.

Leadership had an effect on green institution and worker health viewed from four different leader's behaviors (task-oriented, relationship-oriented,

change-oriented, and passive/destructive) (Wegge, Shemla and Haslam, 2014). Hence, the key factor that caused the low green institution and worker health status was the leader's leadership style.

Institution and leadership system in an organization were regulated by beliefs, which were caused by rationality and result. Values and beliefs played a very important role as determining factors of institution cultural values. Spiritual values and environmental friendliness as dominant institutional values predictors of leader behavior extended the existing typologies of values and opened a discourse toward values, and a spiritually oriented leadership paradigm (Klenke, 2005). Leadership and cultural values influence environmentally friendly communities.

There were three ways to observe leader behavior: whether a leader moves away from the stress on performance; his or her personality, and the leader contextual characteristics that can lead to success or failure. Every evaluation of a leader performance is based on behavior (Walton, 2011). Leader performance is based on behavior as the basic core of success or failure.

The result of the computation of the effect of cultural values on environmentally friendly community performance yielded a path coefficient (β) of 0,264; t<sub>obs</sub> of 2,858 > t<sub>c.v.</sub> (1.66 at α = 0.05). Hence, H<sub>0</sub> was rejected, the result of the study proved that cultural values had a direct and positive effect on environmentally friendly community performance. It means the higher the cultural values, the higher environmentally friendly community performance in Kebon Manggis village, Matraman, East Jakarta.

There was the effect of personality values on sustainable consumption behavior that was moderated by cultural context and consumption which contributed significantly to the practitioners who wanted to sustainably sell products in different contexts. (Sharma and Jha, 2017). Cultural values influenced sustainable consumption behavior.

Cultural context and the elements that were integrated into an effective leadership correlated with autocratic leadership and strong morality. Cultural context correlated with leadership (Truong and Hallinger, 2015).

The use of various kinds of social support depends on cultural background. Cultural variation correlated with environmentally friendly institution that under lied it to seek for social support and emotional implication of the receivers of the support (Ishii et al, 2017). Cultural values had an effect on environmentally friendly institution performance.

Values play an important mediating role in the involvement of environmentally friendly institutions. The combination of achievement values and virtues were very important in developing environmental involvement (Schaefer, Williams, and Blundel (2018). Cultural values correlated with environmentally friendly institutions.

The result of the computation of the effect of work motivation on environmentally friendly community performance yielded a path coefficient ( $\beta$ ) of 0.197;  $t_{obs.}$  of 2.249 >  $t_{c.v.}$  (1.66 at  $\alpha = 0.05$ ). Thus,  $H_0$  was rejected, the result of the study proved that work motivation has a direct effect on environmentally friendly community performance. It means that the higher the work motivation, the higher environmentally friendly community performance in Kebon Manggis village, Matraman, East Jakarta.

The result of the study done by Rathee (2017) showed that there was a significant difference between the work motivation of teachers who worked at public schools and those who worked at private schools and there was a significant difference between male teachers work motivation and female teachers work motivation who were young and those who were old. Hence, there was a difference in motivation between teachers who taught at public schools and those who worked at private schools.

Competence which was supported by motivation could improve students' physical activities. Motivation correlated with competence and physical activity (Bebeley, Yi-gang, and Liu, 2015).

Work motivation was a very important topic for success in organizations, communities and individual's welfare (Kanfer, Frese, and Johnson, 2017).

The result of computation of the effect of environmental leadership model on work motivation yielded a path coefficient ( $\beta$ ) of 0.211;  $t_{obs.}$  of 2.045 >  $t_{c.v.}$  (1.66 at  $\alpha = 0.05$ ). The conclusion is that  $H_0$  was rejected, the result of the study proved that environmental leadership model has a direct and positive effect on work motivation. It means that the higher environmental leadership model the higher work motivation community in Kebon Manggis village, Matraman, East Jakarta.

The leadership had an effect on performance. The role of a leader was to create a better performance. Motivation correlated significantly with a good performance. Work climate had a significant correlation with performance. A better climate had an effect on a better performance (Siwi, Siswandari, and Gunarhadi, 2019).

Leadership style significantly had an effect on organizational leadership. However, it did not have a significant effect on worker loyalty. Leadership style had a significant effect on work motivation. Organizational culture significantly had an effect on worker loyalty (Mochklas, Budiyanto and Suwitho, 2018) and work motivation had a significant effect on worker loyalty.

Work motivation was a very important topic for success in organizations, communities and individual's welfare. The work of Kanfer, Frese, and Johnson (2017) on Motivation Related to Work: A Century of Progress. The study aimed at finding out work motivation. Work motivation is a very important topic for success in an organization, community and individual welfare. Work motivation studies use meta-framework which groups theories, findings, and progresses and focuses on (a) motif, characteristics, and motivation (content); (b) job features, job role, and broader environment (context); (c) mechanisms and processes involved in the selection and struggle (process). In relation to jobs, work motivation is related to success in an organization, community and individual's welfare (Kanfer, Frese, and Johnson, 2017).

The result of computation of the effect of cultural values on work motivation yielded a path coefficient ( $\beta$ ) of 0.273;  $t_{obs.}$  of 2.647 >  $t_{c.v.}$  (1.66 at  $\alpha = 0.05$ ). The conclusion is  $H_0$  was rejected, the result of the study proves that cultural values has a positive direct effect on work motivation. It means that the higher cultural values, the higher work motivation community in Kebon Manggis village, Matraman, East Jakarta.

The result of the study done by Irfan and Marzuki (2018) showed that cultural values moderated the correlation between work motivation and work commitment among university academic staff members. Institution cultural values could be used to improve work motivation, which eventually would enhance work commitment among the academicians. Simultaneously and partially cultural values and work motivation had a significant effect on worker performance; work motivation variable had a dominant effect on worker performance. A high work motivation that was supported by cultural values was an important factor that contributed to worker performance (Elisabeth, 2018).

On the other hand, cultural values and job satisfaction influenced motivation; cultural values had an effect on performance; cultural values did not have an effect on performance; cultural values and job satisfaction had an effect on performance

through motivation (Bangun, Theresia, Lahuddin and Ranti, 2018).

#### 4. CONCLUSIONS

From the result of hypotheses testing the following findings can be stated:

- a. Environmental leadership model has a direct and positive effect on environmentally friendly community performance. It means that the higher environmental leadership model the higher environmentally friendly community performance.
- b. Cultural values has a direct and positive effect on environmentally friendly community performance. It means that the higher cultural values the higher environmentally friendly community performance.
- c. Work motivation has a direct and positive effect on environmentally friendly community performance. It means that the higher work motivation the higher environmentally friendly community performance.
- d. Environmental leadership model has a direct and positive effect on work motivation. It means that the higher environmental leadership model the higher work motivation
- e. Cultural values has a direct and positive effect on work motivation. It means that the higher cultural values the higher work motivation

In the light of the findings it can be concluded that to improve environmentally friendly community performance the factors such as environmental leadership model, cultural values and work motivation need to be improved too.

The effort to improve the factors can be made like what is stated in the following implications:

- 1) Policy implication; The leaders or superiors give employees the opportunity to education and training, workshop, and seminar on soldier performance should be made. In addition, the improvement can be made by enhancing environmental leadership model, cultural values and work motivation.
- 2) Theoretical implication; anything which has not been included in the measurement on environmentally friendly community performance should be specified.
- 3) Research implication: more variables should be involved by using more complex methods and analyses such as experiment, ex post facto, correlational study, Partial Least Square (PLS), and LISREL.

On the basis of the findings, conclusions and implications above, the following suggestions can be made:

- a) To the institution; there is a need to consider environmental leadership model, cultural values, work motivation as factors which affect on environmentally friendly community performance.
- b) To the community; in an effort to enhance on environmentally friendly community performance, there is a need for providing education and training activities which can increase knowledge, understanding and insight.
- c) To further researchers, it is expected that they investigate soldier performance using other variables such as *locus of control*, local wisdom, *self-efficacy*, *spiritual intelligence*, knowledge, *corporate culture*, *reward*, satisfaction, etc.

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