

**EFFECT OF ORGANIZATIONAL CULTURE, ORGANIZATIONAL COMMITMENT
AND WORK DISCIPLINE ON EDUCATION AND TRAINING ORGANIZER
PERFORMANCE IN NORTH SUMATERA PROVINCE**

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ABSTRACT

Aim of the study is to obtain the valid and reliable data to determine direct effects of: (1) organizational culture on work motivation; (2) organizational commitment on work motivation; (3) work discipline on work motivation; (4) organizational culture on performance; (5) organizational commitment on performance; (6) work discipline on performance; (7) work motivation on education and training organizer performance in North Sumatera, and indirect effects of: (8) organizational culture on performance through work motivation; (9) organizational commitment on performance through work motivation and (10) work discipline on education and training organizer performance in North Sumatera through work motivation.

The study used causal explanatory in the form of survey. The population of this study was taken from the entire trainers in North Sumatera Government comprised of 221 people; a sample size of 142 people was taken as respondents by proportional random sampling method. Data was collected from questionnaires through path analysis, the data then was analyzed statically through use of SPSS Program.

The study result shows that: (1) organizational culture; organizational commitment; and work discipline partially and totally react significantly on work motivation. (2) Organizational culture; organizational commitment; work discipline; and work motivation partially and totally react significantly on education and training organizer performance in North Sumatera Government.

The study result concludes that in term of raising education and training organizer performance, profound considerations should be provided on those factors. This opportunity shows that education and training organizer should possess organizational culture, organizational commitment, work discipline and work motivation to be raised. Further study is suggested to analyze other factors that take effects on education and training organizer performance.

Keywords: organizational culture, organizational commitment, work discipline, work motivation and performance.

INTRODUCTION

Organization is a place to attain organization objectives to manage various activities which are then directed to the success of vision and mission of the organization. Implementation of various activities in organization runs by the members of the organization. People with certain expertise are required in an organization so that organization performs effective and expedite. These people are grouped in interaction and adaption in bureaucracy system.

Governmental bureaucracy functions to provide service for public in solving things that relates to every single governmental thing. This is the work form of government employees including civil servants, started from Echelon IV to the highest level of Echelon. Citizen activities in every area of life cannot be apart from services, regulations, licenses, and other provisions. Common regulations written in detail in the form of legislation, implementation guidelines, and technical instructions that held by government apparatus.

Education and training are a medium to raise human resources. Education and training help leaders and nominated leaders in a government to be more able and ready to confront obstacles that might happen later in government. Education and training are one of the activities to raise competency and include in management of human resources. Therefore, well-managed education and training are required to deliver reliable and specified competent human resources as organization necessity.

North Sumatera Government is one of large province governments with many employees who are respectively responsible to perform their main duties and functions. The success of North Sumatera Government in attaining its successful performance cannot be apart from well-performed employees. This situation started from the efforts made by the people in North Sumatera Government in utilizing the human resources effectively and efficiently.

North Sumatera Government should be more aware to raise coordination in every operational activity and develop educated and trained resources that have been possessed through education and training for the entire employees in North Sumatera Government. It is expected those resources are able to solve problems that might happen later.

Facilities given by education and training agency can be in the form of administrative service or regular service. Administrative service starts from preparation of education and training, the education and training itself and post education and training and also education and training support service. To support education and training, a team is formed that comprised of:

- a. Organizing committee, such as: founder, referrer, person in charge, secretary, academic affairs, administrative affairs, financial affairs/financial manager, common affairs, evaluation and report affairs.
- b. Instructors/trainers/interviewees; education and manager director (if needed); moderator; class officer.

The aims of education and training in Indonesia Government Regulation Number 14 year 1994 are:

- a. Raising loyalty and obedience of government employee to Pancasila, UUD 1945, The Nation and Government of Indonesia.
- b. Establishing resemblance paradigm that is dynamic and dignified so that can form comprehensive insight;
- c. Stabilizing dedication and be oriented to services, aegis and public participation developments;
- d. Raising education and/or skill and also conforming government employee personality rapidly.

The education and training are basically a proper implementation of curriculum. Curriculum is a concept that is really close and internal to education world even well-known by public. Every education act is directed to achievement certain objectives, and associated to self-development, social-competence development, work-competence development or further competence development. Conveying lectures needs certain technics and methods and also certain tools.

There are two apparatus matters involved in education and training for raising human resources, which are trainers and offices. Therefore, quality requirement of education and training also addressed to the quality of trainers and education and training agency.

Trainer is expected to master the lecture, method, and communication skill, also, trainer's attitude holds important role. Trainer should show modesty, yet honoring discipline and sportsmanship, representative, accommodative, not discriminative, and be able to communicate thoughts, apply education through andragogy approach, and also using props and supporting tools well.

Functionally, trainer has duties to identify and analyze education and training requirements, compile curriculum, educate/teach, evaluate, guide the education and training trainees and other trainers, develop lecture and method of education and training, conduct research and education and training development.

In addition, education and training agency is also one of the important components on the education and training success. Professionalism of the education and training agency is affected by the professionalism of the organizers, as they have “access” and “control” to required resources to expedite the execution of education and training.

In management of rehearsal, education and training organizer (office) and trainers are the main character involved in the execution of education and training. Office’s duty is organizing the entire rehearsal starts from the preparation to the reporting. Office manages the preparation of the class, schedules, tools and props, and lectures. Office also manages secretarial, accommodation of the trainees, transportation for practical class or outside campus activities. Office also has the duty and obligation to serve, observe, and assess the trainees inside the campus.

Development aspect through raising motivation and work satisfy maintenance is required. Togetherness and work regularity from education and training apparatus. This means education and training apparatus does not only teach other people and teach about togetherness and work regularity, but also expected to give a concrete example on their work system. The skill/professionalism enhancing of education and training apparatus and work system created to stabilize togetherness, discipline and work regularity, expected to raise quality of the education and training. High quality education and training will produce great graduate trainees.

Performance of education and training organizer in North Sumatera Province determines the achievement of organization purpose as it’s one of assigned programs to achieve organizational success. Currently, performance of education and training organizer in North Sumatera Government has not been maximized. It is suspected the education and training organizer finds many obstacles. This is caused by performance of education and training organizer has not been maximized so that execution of education and training is disturbed, lack of working motivation of education and training organizer, and also lack of discipline, and so on.

Enhancement of better performance requires evaluation to find out the magnitude of the increase of education, skill and attitude of trainees after attending training. Basically, training evaluation is an attempt taken to obtain information or discussion about the result of training. It means training evaluation looks for changes, enhancements, and advancements gained after training.

Evaluation result of education and training in North Sumatera Government in 2014 shows that in term of performance achievement, the realization reached only 70% from 100% of the total target. This means, performance achievement target at respective strategic targets has not been maximized and has not reached the target. This shows education and training execution has not reached the expected target.

The evaluation also shows that the performance of the official of education and training in North Sumatera Government requires improvement, for things have been done and also things that should been done. Low performance is affected by many factors, one of them is managerial ability from a leader in education and training execution.

Performance is one of the main problems close to governmental bureaucracy that is a criteria or a success standard applied to individual or group of employees in organization. On the other hand, performance can be interpreted as a level of achievement of execution of a work program or a regulation of creating target, purpose, vision and mission of organization that is written down in

strategic plans of an organization. Performance can be identified through the importance and measurable aspect from work behavior that reflects work performance valuation elements, such as work environment condition physically and socially, and personality of the employees.

There are some factors affect the performance of employees of an organization, public organization or private organization. According to Gomez (1999:154), performance enhancement can be formed because of ability, motivation, and work situation. Ability factor refers to individual capacity that is formed from intellectual and physical ability (Robbin, 2001:46).

Well performance will affect the performance of agency directly, but improving employees' performance is a time-consuming process. Performance is often neglected because of personal interest of the employees. In the end, the commitment of a leader that is expected to make a change and improvement in organization is neglected, so the organization objectives confront many obstacles and cannot be reached because of the inefficiency of work management.

Education and training in North Sumatera Province is executed by North Sumatera Education and Training Agency (Badan Diklat Provsu), where that agency collaborates with partnership system with other areas in executing education and training that is held at some cities/districts in North Sumatera Province. North Sumatera Education and Training Agency is an authorized agency in executing several kinds of education and training such as technical education and training, functional education and training and also leadership and general education and training. The trainers/interviewees come from the trainers that are on duty at North Sumatera Education and Training Agency, whilst the partnership system outside Medan City, the trainers/interviewees from North Sumatera Education and Training Agency will be assigned.

Performance is a process of an individual or a group of people in performing an activity and completing it in accordance with their responsibility to attain expected results. Performance according to LAN means work accomplishment or work implementation, or work achievement or work result/for work/works appearance. According to Gibson, performance is a level of success in completing task and ability to attain expected results. Assigned task should be in accordance with employee ability so the performance will be proper which can be seen through the achievement of expected objectives. The same thing stated by Rivai and Basri, "performance or level of success of individual relatively on certain period in completing task compared to several circumstances such as standard of performance, determined target or objective and also criteria should be first agreed by all parties".

According to Gibson, Ivancevich, and Donnely, performance is management measuring instrument that is used to evaluate the level of an individual responsibility in completing their tasks. George and Gareth state that performance is an evaluation result of individual behavior, including how well they are in completing a task or a duty.

Colquitt LePine and Wesson state that job performance is an individual outcome that is affected by individual mechanism, organizational mechanism, group mechanism, and individual characteristics. Furthermore, Colquitt LePine and Wesson add individual mechanism refers to work satisfaction, stress level, motivation, confidence, justice, and ethics. Organizational mechanism refers to organizational culture and organizational structure. Group mechanism refers to leadership style and attitude, power, leadership and team influence, and team characteristic. Individual characteristic refers to personality and cultural values and ability.

The success of government organization in attaining result by accountability approach is effected by performance level of the employees individually or corporately with the assumption that the better the employees' performance, the better organization performance will be. In performance measurement, organization should determine the aspects that become the measurement topics.

According to Gomez, the criteria of employee's performance are:

- a. Quantity of work, is amount of work that is completed in certain period of time.
- b. Quality of work, is work quality that is attained based on conformity and forwardness terms.
- c. Job knowledge, is wide knowledge about his work and ability.
- d. Creativeness, is an idea that is appeared and an action to solve issue arising.
- e. Cooperation, is willingness to collaborate with other people.
- f. Dependability, is awareness and trust in completing task.
- g. Initiative, is passion to perform new task of developing his responsibility.
- h. Personal qualities, refers to personality, leadership, hospitality, and personal integrity.

Based on explanation above, it can be concluded that performance has some indicators such as quality of work, quantity of work, job knowledge, cooperation, initiative, creativeness, dependability and personal qualities.

Organizational culture is an adhesive in organization that can be used to build relationship between organization members in performing their daily tasks. The relationship between organization members will weaken if the organizational culture is not intense, and this also tends to weaken the performance within the organization. Human being is cultured creature that their single behavior reflects cultural influence that is integrated to them. Taylor in Ndraha states that culture guides individual to behave and gives direction to them about anything to be followed and learnt. The concept of culture is a complex concept which includes knowledge, faith, art, morale, law and other abilities and also habits gained by human being as social members. Kotler and Heskett also state that culture is a totality of behavior pattern, art, faith, agency and all other products through creations and ideas of humans that characterize a community or population which are transmitted together.

Based on the explanation above, it can be concluded that culture is creation, sense of initiative through mind and intellect of human beings as social beings. Culture affects individual behaviors.

Schein suggests a model of organizational culture that also can be used to test organizational culture. According to Schein, there are three levels of culture: (1) artifacts, (2) norms and values, and (3) basic assumptions. Schein emphasizes the assumption of organizational culture can be qualitative observed through artifacts which represent first level of culture. Artifacts can be observed by anyone; artifacts represent the simplest culture element to be observed. For instance, physical manifestos, ceremonies, gifts, behavior manifestos, and stories and verbal manifestos that are grouped as artifacts. In addition, the way a person speaks in a meeting, periodic table structure, and conference room condition can be also considered as artifacts through values of an organization.

The second level of culture is norms and values. Unlike artifacts, norms and values generally cannot be observed. Norms are closely related to unwritten values and regulations that make organizational culture members understand what things are expected from them in wide range of situation. According to Schein's model, organization members hold values and adapt them to norms, as assumption suppression builds and supports norms. Afterwards, norms will promote activities to build levels of artifact surfaces.

The artifacts in basic assumption are bulletin boards in any room that requires employees stating their locations, phone numbers, and when to return. Schein emphasizes that organization researchers do not study the deepest level of basic assumptions, artifacts and values, then the norms cannot be well-measured.

Cameron and Quinn's model has different viewpoint compared to Schein's model that states that culture and culture assumption are multidimensional symptom, which cannot be easily reduced

into dimensions. Schein analyzes culture to obtain internal integrity and external adaption of an organization and eventually the analysis is stressed to deeper basic dimension of mutual assumption principles, such as realistic and validity nature, time and space, human beings' activities and relationships, and their personality.

According to Schein, there are 3 levels of organizational culture, such as:

- 1) Artifacts are things that can be seen, heard, and sensed on known culture, including technology, art, even behavior of organization members which is physical and social organization environment.
- 2) Values are the values that are supported and become the reason that we sacrifice for what we do, including recognition or acceptance of organization members on solutions given by the leader on solving problems.
- 3) Basic assumption is the assumption that is considered to be right by organization members based on the experience of the solutions given by the leader has been right frequently. On this level, trust is gained by organization members that every solution given by the leader will always be right.

According to Snyder, Dowd and Houghton, the word "commitment" comes from the Latin word "*Committere*" which means combining, uniting, believing and doing. The result of the study of consumer behavior by Long in a variety of industries in The United State in 2000, the idea and the form of commitment are associated with pledge or bond of an action.

Coleman states that the essence of commitment is making targeted employees and targeted organizations to be one and equal, and also building intense bond to targeted groups. Employees who appreciate and are passionate about company mission will make effort to and are inspired with mutual target, will have higher commitment compared to the employees who possess commitment because of incentive and financial.

Thornhill states that commitment becomes one main attention in global information, where business entity is expected to be able to adapt to internal and external business environment that is constantly changing. Under that changing situation, it's easy to employees to forget their commitment on consumer service. Moreover, employees' commitment is something that is voluntary and private, so it cannot be forced and furthermore the commitment can be taken back independently.

There are several ways to build organization commitment, such as:

- 1) Fairness and satisfaction
- 2) Job security
- 3) Organizational comprehension
- 4) Employee involvement
- 5) Employee trust

Commitment becomes one main attention in global information, where business entity is expected to be able to adapt to internal and external business environment that is constantly changing. Under that changing situation, it's easy to employees to forget their commitment on consumer service. Moreover, employees' commitment is something that is voluntary and private, so it cannot be forced and furthermore the commitment can be taken back independently. Organizational commitment is more than formal membership, because it includes organizational liking and also willingness to attempt higher efforts to attain organization objectives. Organization commitment also includes loyalty element on organization, involvement on tasks and identification on values and objectives of organization.

Based on the explanation above, it can be concluded that organizational commitment has these indicators, such as: fairness and satisfaction, job security, organizational comprehension, employee involvement, and employee trust.

Discipline is a regulation of organization that must be obeyed by every employee. Discipline word comes from Latin word “discipline” which means “training or education about politeness, spirituality, and character development. This emphasizes on employees support to develop decent characters on their works. Discipline is a power that is developing in employees’ body that causes them to adapt voluntarily to decisions, regulations, and high values of work and attitude.

Furthermore, Siswanto explains that work discipline is an attitude of respect, obedient and adhere on applied regulations, written or not, and also an ability to receive sanctions if breaking given tasks and authority. In addition, Moenir states that work discipline is addressed to regulation that is related to time discipline and behavior and attitude discipline corresponding with work system.

Discipline is an important thing to an organization on maintaining its survival. This is caused by only high discipline an organization can be high performed. This is also supported by Widjaja’s opinion that states that discipline is an important element on affecting performance on organization. There is not a single high-performed organization exists without implementing high discipline.

These are the indicators of discipline according to Hasibuan, such as:

- 1) **Work Objective and Employee Ability**
Work objective in an organization must be clear and be assigned ideally and also challenging to employee ability. This means that work objective must be imposed to an employee suited his ability so he will work hard and disciplined.
- 2) **List of attendees**
List of attendees is a verification device as an obligation fulfillment in conforming working hours’ provision that must be filled orderly, straight, supervised and well-managed.
- 3) **Leader Representative**
Leader representative has a role in determining employee discipline because a leader becomes a representative and a role model to his employees.
- 4) **Fringe Benefit**
To actualize good employee discipline, fringe benefits (salary and welfare) must be adapted to the employee workload.
- 5) **Fairness**
If fairness is created as basic leader wisdom in giving fringe benefit or punishment, so it will promote good employee discipline.
- 6) **Close Supervision**
Close supervision (waskat) is a real and the most effective action on creating employee discipline because waskat requires leaders to be active and supervise directly the attitude, morale, behavior, work enthusiasm, and performance of their employees.
- 7) **Legal Sanction**
Legal sanction scares employee to break organization regulations. Legal sanction must be determined according to logical and reasonable consideration, and informed clearly to employees.
- 8) **Human Relation**
Harmonious human relation between all employees participates on creating good discipline on an organization. Vertical or horizontal relations should be harmonious because it promotes

comfortable work environment and condition so that will motivate good discipline to be created on that organization.

Discipline is a solicitous situation where people incorporated in an organization, work in order with and obedient with existing regulations with pleasure. Discipline that is conceived through attitude, behavior, and deed in accordance with written or unwritten regulations set by organization must be obeyed by each employee.

Based on the explanation above, writer concludes that work discipline has indicators such as employee ability, list of attendees, leader representative, fringe benefit and fairness, close supervision, legal sanction and human relation.

Motivation comes from Latin word “movere” which means forces or movements. Motivation according to McShane and Glinow is “the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior. Motivation according to Slocum and Hellrigel is “represent the forces acting on or within a person that cause the person to behave in a specific, goal-directed manner. Hereafter, Colquitt *et al* state that motivation is defined as a set of energetic forces that originates both within and outside an employee, initiates work-related effort, and determines its direction, intensity, and persistence.

On the other hand, Lussier states that motivation is the willingness to achieve organizational objectives. Robbins and Coulter (in Winardi) state that motivation is a process of making high effort voluntarily to attain organizational objectives that are conditioned with the effort to satisfy individual needs. In addition, Sedarmayanti states that motivation as a whole process of assigning work motive to employees so they want to work voluntarily so the organization objectives attained effectively and efficiently. In line with that opinion, Usman states motivation is a work enthusiasm giving to employees and with that giving, it’s expected that it will promote the employees to work hard.

Based on the opinions above, it can be concluded that motivation is a force or stimulus in someone to make effort or work.

Motivation is a process that is used to encourage, direct, and maintain efforts to attain objectives. There are three main elements in motivation, such as energy, direction, and persistence. The energy element is a measurement of intensity or force so that motivated person attempt and work hard to attain objectives. High effort does not always produce good performance, if organization-oriented direction is not given. The efforts that are directed and consistent to organization objectives are the kind of effort wanted by employees. Then, persistence is the efforts that employees continue to work to attain organization objectives.

Colquitt, LePine and Wesson state that motivation has intense influence on job performance. People with high motivation tend to have higher task performance. The influence is more intense for competency, self-efficacy, followed by adversity of objectives combined with valence-instrumentality-expectation. On the other hand, Robin and Coultier state that work motivation is influenced by job enlargement factor, job enrichment factor, and job characteristic model.

Motivated trainers tend to do their tasks well and do the new tasks well also, and job enlargement becomes something challenging to them. In addition, trainers will completely and independently do their task and be responsible with it. And the trainers will also be motivated to do their tasks with various talents and expertise.

Herzberg theory states that there are two kinds of motivation requirement factors, such as:

- 1) Requirement of health or requirement of maintenance factors. Health factor is a constant requirement, because this requirement will be back to the 0 level after being fulfilled.

Maintenance factors include fringe benefit, physical work condition, and various kinds of allowance.

- 2) Maintenance factors correlated to physiological requirement. This requirement is connected to intrinsic condition, work satisfaction, and if these requirements include in tasks, they will strongly motivate, that leads to better performance.

Motivated people in work will attempt and work harder to reach their goals. However, higher effort does not always lead to profitable performance, besides the effort is distributed to the lines that prospering the organization. The effort that is directed and consistent to organization objectives is the kind of effort that needs to be sought. The requirement refers to state of mind makes certain results appear attractive. The unfulfilled requirement creates tension that promotes encouragement in a person, where they decrease it with effort mobilization. As humans interest in work behavior, the efforts to decrease tension must be directed to organization objectives. If individual requirements and organization objectives are not compatible and consistent, individuals in organization may do higher efforts to obstruct organization interests.

Based on the explanations above, it is found that motivation indicator is requirement of health or requirement of maintenance factors and maintenance factor of individual physiological requirement.

RESEARCH METHODS

The method used in this research is path analysis approach. This research reviews or analyzes the linkage between each research variable, and also measures the effect from one variable to other variables. There are five variables are reviewed, such as: (1) Organizational Culture, (2) Organizational Commitment, (3) Work Discipline, (4) Work Motivation, and (5) Performance.

Population according to Irawan is whole elements that will be explained by a researcher in his research while Arikunto states that population is whole research subjects.

The population in this research was taken from the entire trainers in North Sumatera Education and Training Agency comprised of 221 trainers.

According to Roscoe and Sugiyono (2008), decent size of sample used in a research comprised of 30 to 500. If the research uses multivariate test (multiple correlations and regressions), so the number of the sample is at least ten times larger than the number of the variable used in the research. So, if there are 5 variables, the number of sample is at least $10 \times 5 = 50$.

This population represents fourteen agencies/districts/cities where the education and training is held, which comprised of 221 people shown in table 1 below.

Table 1. Distribution of Number of Population and Sample

No.	Agency	Amount
1.	Badan Diklat Provsu	27 people
2.	Dairi	16 people
3.	Tebing Tinggi	14 people
4.	Binjai	12 people
5.	Humbang Hasundutan	15 people
6.	Tapanuli Tengah	15 people
7.	Padang Lawas	13 people
8.	Sibolga	19 people
9.	Gunung Sitoli	11 people

10.	Pemko Medan	18 people
11.	Deli Serdang	16 people
12.	Tobasa	13 people
13.	Nias Barat	17 people
14.	Labuhan Batu	15 people
	Total amount	221 people

To determine the number of the sample, Slovin formula in Umar is used in this research, that is

$$n = N / \{1 + (N \times e^2)\}$$

Explanation n = Size of Sample

N = Number of Population

e = Error Level = 0,05

$$n = 221 / \{1 + (221 \times 0,0025)\} = 142 \text{ (rounded up)}$$

RESULTS

As it was explained in the research methods part that before the selected analysis method is used to test the hypothesis, it is required to review the analysis requirements first. Assuming the analysis requirements are a model adheres to the principle of causal flow, the variable measured right, the variable contains interval data, and all residue variables are not correlated to the cause variables, so the test of analysis requirements used is tests of normality or tests of linearity and also tests of significance of regression.

1. Tests of Normality

To test if the data is distributed normally and fulfill the normal slope, Shapiro-Wilk instrument is used because this instrument is the most effective test in testing normality compared to Kolmogorov-Smirnov and Lilliefors test.

Ho : the research data comes from normally distributed population

Ha : the research data does not come from normally distributed population

Based on the calculation of tests of normality, the summary test results of tests of normality obtained the research data of endogenous variable on exogenous variable as seen on Table 2 below.

Table 2. Summary of Test of Normality

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
X1	.072	142	.172	.982	142	.155
X2	.144	142	.200	.945	142	.080
X3	.081	142	.122	.978	142	.321
X4	.129	142	.200	.944	142	.076
Y	.123	142	.200	.953	142	.105

a. Lilliefors Significance Correction

Based on the summary above, it is shown that $L_{\text{calculate}} < L_{t(5\%)}$, so it can be concluded that the distribution of all estimate errors is not deviated from the normal distribution, so the assumption of normality is fulfilled.

2. Tests of Linearity and Significance of Regression

Test of Linearity is done by using F-test on the data of each research variable through these hypotheses:

Ho : The regression is not linear

Ha: The regression is linear

The criteria of hypothesis test is used with the assumption that H_0 is rejected if significance value of $F_{\text{calculate}} < 0,05$ or otherwise H_0 cannot be rejected if significance value of $F_{\text{calculate}} > 0,05$, for test of significance of regression, these hypotheses are used:

Ho: The regression is not significant

Ha: The regression is significant

In test of significance of regression states that H_0 is rejected if significance value of $F_{\text{calculate}} < 0,05$ and otherwise H_0 is accepted if significance value of $F_{\text{calculate}} > 0,05$.

Through use of SPSS program version 19 for Windows is obtained the result of test of linearity and test of significance of regression to each endogenous variable which is shown on table 3 below:

Table 3. Summary of Test of Significance of Regression and Test of Linearity

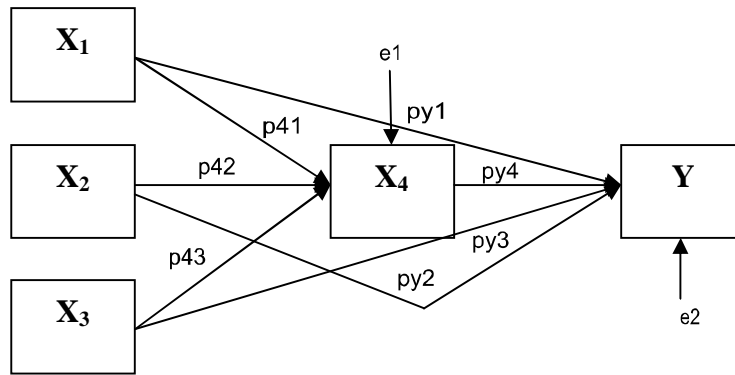
No.	Exogenous and Endogenous Variable	Test of Significance of Regression			Test of Linearity		
		$F_{\text{calculate}}$	Sig.	Status	$F_{\text{calculate}}$	Sig.	Status
1.	X_4 and X_1	6,593	0,011	Significant	1,097	0,349	Significant
2.	X_4 and X_2	5,752	0,018	Significant	1,869	0,107	Significant
3.	X_4 and X_3	32,021	0,000	Significant	1,315	0,144	Significant
4.	Y and X_1	21,871	0,000	Significant	1,586	0,136	Significant
5.	Y and X_2	30,893	0,000	Significant	1,388	0,099	Significant
6.	Y and X_3	18,509	0,000	Significant	2,254	0,201	Significant
7.	Y and X_4	11,545	0,001	Significant	1,282	0,161	Significant

The result of test of linearity and significance of regression on table above shows that all significance value of $F_{\text{calculate}} > 0,05$ and in test of significance of regression the $F_{\text{calculate}} < 0,05$. So the assumption of linearity and significance of regression is fulfilled.

Test of Hypothesis of Research

The test of analysis requirement has been fulfilled, next is test of hypothesis of research is done to answer the formulated research problems.

Based on theoretic causal model, it is obtained this line diagram below in Picture 1



Picture 1. The Diagram of Line Variable of Research

Explanation:

- X₁ = Organizational Culture
- X₂ = Organizational Commitment
- X₃ = Work Discipline
- X₄ = Work Motivation
- Y = Performance and e1, e2 = variable of residue (error)

Based on statistical calculation through use of SPSS program version 19, the results can be summarized as in the table below.

Table 4. Calculation of Coefficient of Research Variable Correlations

		X1	X2	X3	X4	Y
X1	Pearson Correlation	1	.524**	.433**	.212*	.368**
	Sig. (2-tailed)		.000	.000	.011	.000
	N	142	142	142	142	142
X2	Pearson Correlation	.524**	1	.433**	.199*	.425**
	Sig. (2-tailed)	.000		.000	.018	.000
	N	142	142	142	142	142
X3	Pearson Correlation	.433**	.433**	1	.431**	.342**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	142	142	142	142	142
X4	Pearson Correlation	.212*	.199*	.431**	1	.276**
	Sig. (2-tailed)	.011	.018	.000		.001
	N	142	142	142	142	142

Y	Pearson Correlation	.368**	.425**	.342**	.276**	1
	Sig. (2-tailed)	.000	.000	.000	.001	
	N	142	142	142	142	142

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

* . Correlation is significant at the 0.05 level (2-tailed).

As seen on the table above, it can be concluded that all research variable instruments are positively correlated on significance level on 0,01 (2 tailed). This shows that there is positive correlation between Organizational Culture (X₁), Organizational Commitment (X₂), and Work Discipline (X₃), with Work Motivation (X₄), comprised of 0,212; 0,199; and 0,431 in sequence. Furthermore, there is positive correlation between Organizational Culture, Organizational Commitment, Work Discipline, Work Motivation with Performance comprised of 0,368; 0,425; 0,342; and 0,276 in sequence.

Test of significance of correlation coefficient is done by using general formulation of t-tests:

$$t_{xy} = \frac{r_{xy} \sqrt{N-2}}{\sqrt{1-r_{xy}^2}}$$

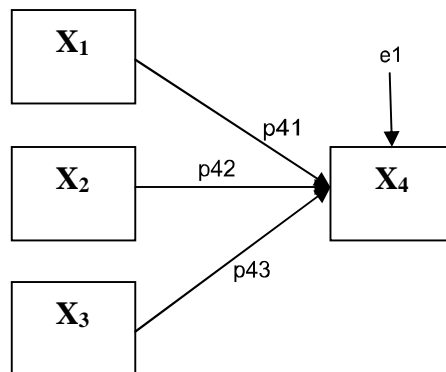
and it is obtained that $t_{\text{calculate}} > t_{\text{table}}$ on significance level on 0,05 ($t_{\text{table}} = 1,65566$).

Hereafter, the coefficient data on table 4 above is summarized into table 5 below.

Table 5. Recapitulation of Calculation of Coefficient of Line, Coefficient of Correlation, and Significance

Number of Hypothesis	Coefficient of Correlation	Coefficient of Line	T _{calculate}	Significance	Explanation
1.	r ₁₄ = 0,212	ρ ₄₁ = 0,130	2,320	0,049	significant
2.	r ₂₄ = 0,199	ρ ₄₂ = 0,202	2,024	0,011	significant
3.	r ₃₄ = 0,431	ρ ₄₃ = 0,417	4,722	0,000	significant
4.	r _{1y} = 0,368	ρ _{y1} = 0,151	1,670	0,037	significant
5.	r _{2y} = 0,425	ρ _{y2} = 0,276	3,057	0,003	significant
6.	r _{3y} = 0,342	ρ _{y3} = 0,392	1,601	0,019	significant
7.	r _{4y} = 0,276	ρ _{y4} = 0,149	1,814	0,042	significant

1. Test of Decomposition of Substructure-I



Picture 2. Decomposition of Substructure-1, X₁, X₂, X₃ on X₄

- Ho : $\rho_{x_{iji}} = 0$: Organizational Culture (X_1), Organizational Commitment (X_2), and Work Discipline (X_3) are not directly affected on Work Motivation (X_4)
- Ha : $\rho_{x_{iji}} > 0$: Organizational Culture (X_1), Organizational Commitment (X_2), and Work Discipline (X_3) are directly affected on Work Motivation (X_4).

Test of hypothesis is based on the criteria on significance value of $t_{\text{calculate}} > t_{\text{table}}$ on confidence level on 95% or significance value of $\rho < 0,05$, so Ho is rejected and Ha cannot be rejected or if significance value of $F_{\text{calculate}} < 0,05$ so Ho is rejected.

To test if Ho is rejected or not, analysis of line is conducted as seen on Table 6 below.

Table 6. Calculation of Coefficient of Line X_1, X_2, X_3 on X_4

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	63.510	18.196		3.490	.001		
X1	.038	.119	.130	2.320	.049	.673	1.486
X2	.003	.106	.202	2.024	.011	.673	1.485
X3	.534	.113	.417	4.722	.000	.754	1.327

a. Dependent Variable: X_4

Based on the coefficient table above, it can be seen that $\rho_{41} = 0,130$, $\rho_{42} = 0,202$, $\rho_{43} = 0,417$ and $t_{\text{calculate}} > t_{\text{table}}$ (1,65566), so it can be concluded that all three coefficients of line are significant. So, Ho is rejected and Ha is accepted. Then to test Anova as seen on Table 7 below.

Table 7. ANOVA Test of Variable X_1, X_2, X_3 on X_4

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5163.547	3	1721.182	10.575	.000 ^a
	Residual	22460.228	138	162.755		
	Total	27623.775	141			

a. Predictors: (Constant), X_3, X_2, X_1

b. Dependent Variable: X_4

The table also shows that all three variables are not respectively correlated which is stated on statistic of collinearity, with tolerance value $> 0,1$ and VIF < 10 . The each VIF value in sequence is $X_1 = 1,486$; $X_2 = 1,485$; and $X_3 = 1,327$.

On table 7 of ANOVA test, it is obtained that $F_{\text{calculate}} > F_{\text{table}}$ ($10,575 > F_{df1/140} = 1,65566$) and $p < 0,05$ or ($0,000 < 0,05$), so it can be concluded that the effects of organizational culture, organizational commitment and work discipline on work motivation are significant.

Table 8. Model Summary of Variable X₁, X₂, X₃ on X₄

Model Summary^b

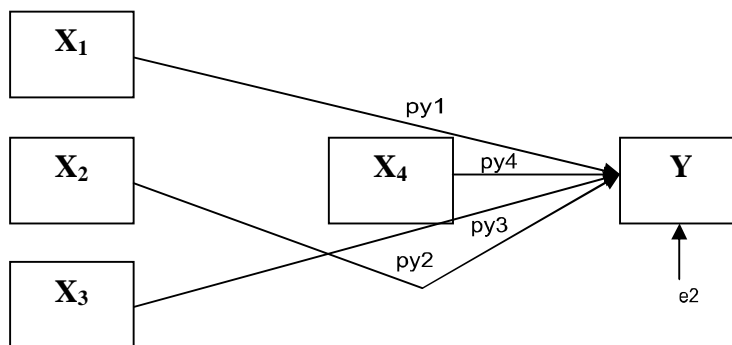
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.432 ^a	.187	.169	12.757558

a. Predictors: (Constant), X₃, X₂, X₁

b. Dependent Variable: X₄

Based on table 8 of Model Summary, it is known that $R^2 = 0,432$ and $e_1 = \sqrt{1 - R^2} = \sqrt{1 - 0,432^2} = 0,901$.

2. Test of Decomposition of Substructure-2 : Test of Hypothesis



Picture 3. Decomposition of Substructure-2, X₁, X₂, X₃, X₄ on Y

Ho : $\rho_{x_{iji}} = 0$: Organizational Culture (X₁), Organizational Commitment (X₂), Work Discipline (X₃), and Work Motivation (X₄) are not directly affected on Performance (Y).

Ha : $\rho_{x_{iji}} > 0$: Organizational Culture (X₁), Organizational Commitment (X₂), Work Discipline (X₃), and Work Motivation (X₄) are directly affected on Performance (Y).

The test of hypothesis is based on the criteria on if significance of $t_{\text{calculate}} > t_{\text{table}}$ on confidence level on 95% or significance of $\rho < 0,05$. Ho is rejected and Ha cannot be rejected or if significance value of $F_{\text{calculate}} < 0,05$ so Ho is rejected.

Testing if Ho is rejected or not, analysis of line is conducted as seen on table 9 below.

Table 9. Calculation of Line Coefficient of X₁, X₂, X₃, X₄ on Y

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	74.937	12.822		5.844	.000		
	X1	.134	.080	.151	1.670	.037	.672	1.487
	X2	.219	.072	.276	3.057	.003	.673	1.485
	X3	.082	.082	.392	1.601	.019	.649	1.541
	X4	.104	.057	.149	1.814	.042	.813	1.230

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	74.937	12.822		5.844	.000		
X1	.134	.080	.151	1.670	.037	.672	1.487
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X3	.082	.082	.392	1.601	.019	.649	1.541
X4	.104	.057	.149	1.814	.042	.813	1.230

a. Dependent Variable: Y

Based on the coefficient table above, it can be seen that $\rho_{y1} = 0,151$; $\rho_{y2} = 0,276$; $\rho_{y3} = 0,392$; $\rho_{y4} = 0,149$ and $t_{\text{calculate}} > t_{\text{table}} (1,65566)$, so it can be concluded that all four line coefficients are significant. So, H_0 is rejected and H_a is accepted. Then testing ANOVA is conducted as seen on Table 10 below.

Table 10. ANOVA Test on Variable of X₁, X₂, X₃, X₄ on Y
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3314.790	4	828.697	11.160	.000 ^a
	Residual	10172.907	137	74.255		
	Total	13487.697	141			

a. Predictors: (Constant), X₄, X₂, X₁, X₃

b. Dependent Variable: Y

The table also shows that all four variables are not respectively correlated which is stated on statistic of collinearity, with tolerance value $> 0,1$ and $VIF < 10$. The each VIF value in sequence is $X_1 = 1,487$; $X_2 = 1,485$; $X_3 = 1,541$; and $X_4 = 1,230$.

On table 10 of ANOVA test, it is obtained that $F_{\text{calculate}} > F_{\text{table}} (11,160 >_{df1/140} = 1,65566)$ and $p < 0,05$ or $(0,000 < 0,05)$, so it can be concluded that the effects of organizational culture, organizational commitment, work discipline and work motivation on performance are significant.

Table 11. Model Summary of Variable of X₁, X₂, X₃, X₄ on Y
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.496 ^a	.246	.224	8.617122

a. Predictors: (Constant), X₄, X₂, X₁, X₃

b. Dependent Variable: Y

Based on table 11 of Model Summary, it is known that $R^2 = 0,496$ and $e_2 = \sqrt{1 - R^2} = \sqrt{1 - 0,496^2} = 0,868$.

Test of Goodness of Fit Model

Test of goodness of fit model aims to test if the suggested model fits the data or not. In path analysis framework, the suggested model is fit to the data if the sample correlation matrix is not greatly different with reproduces correlation matrix or expected correlation matrix.

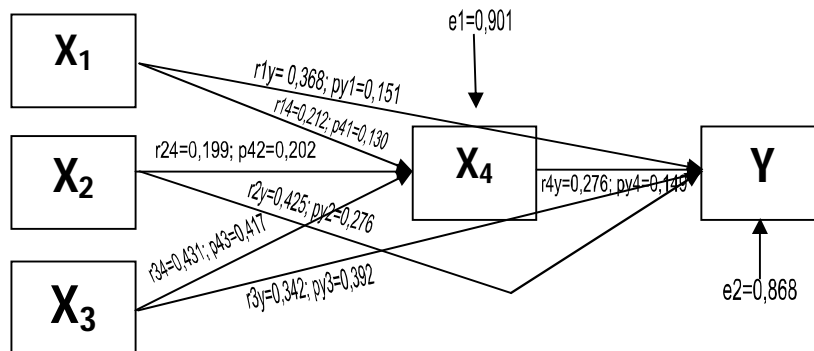
The general formulation used in testing goodness of fit model is:

$$Q = \frac{1 - R_m^2}{1 - M}$$

$$R_m^2 = 1 - (1 - R_1^2) (1 - R_2^2) (1 - R_3^2) (1 - R_4^2)$$

If all the path coefficients are significant, so $M = R_m^2$ that $Q = 1$ and if $Q = 1$, it indicates the fit model is perfect. Based on the result of calculation above, all the path coefficients are significant, it means $Q = 1$, so it can be concluded that the suggested model is fit to the data.

Forward, based on the prices of coefficient of correlation and path obtained from the calculation, the path diagram which is fixed model or theoretic model can be described. Path diagram describes causal relationship between research variables that determine performance of education and training organizer as in Picture 3.



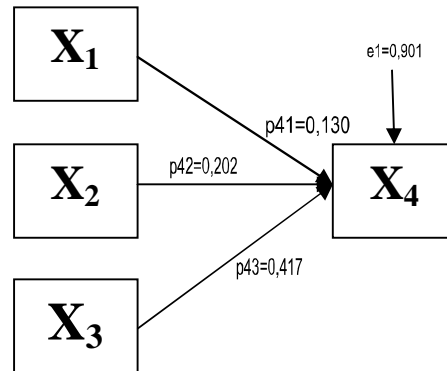
Picture 3. Empirical Casual Relationship of X₁, X₂, X₃, X₄ on Y

Direct and Indirect Effects

In accordance with research variable path diagram that is obtained based on the theory and result of test of hypothesis and also refers to Pedhazur’s explanation on decomposition of correlation, relative effects of exogenous variables on endogenous variables can be measured.

1. Decomposition of Substructure-1

Effects of Organizational Culture (X_1), Organizational Commitment (X_2), Work Discipline (X_3) on Work Motivation (X_4).



Picture 4. Model of Substructure-1

The direct effect of organizational culture on work motivation is 0,130; organizational commitment on work motivation is 0,202; and work discipline on work motivation is 0,417. The magnitude of the direct effect of substructure-1 described below on table 12.

Table 12. The Magnitude of the Direct Effect of Exogenous Variables (X_1 , X_2 , X_3) on Endogenous Variable (X_4)

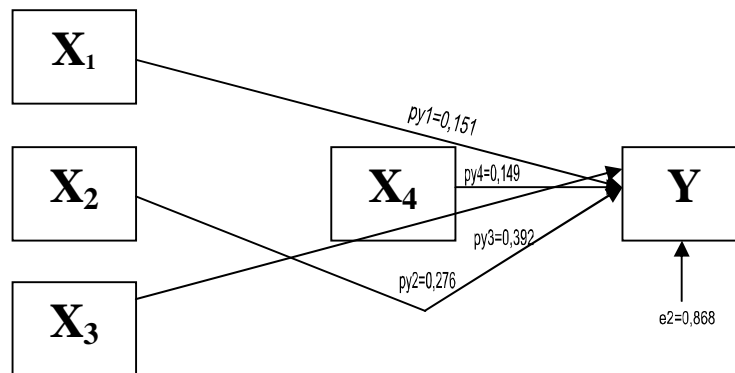
Exogenous Variables	Path Coefficient	Direct on Work Motivation (X_4)	Total
Organizational Culture	0,130	$0,130^2 = 0,0169$	0,0169
Organizational Commitment	0,202	$0,202^2 = 0,0408$	0,0408
Work Discipline	0,417	$0,417^2 = 0,1738$	0,1738

Based on the table above, it can be concluded:

- 1) The direct effect of organizational culture on work motivation is 1,6%
- 2) The direct effect of organizational commitment on work motivation is 4,08%
- 3) The direct effect of work discipline on work motivation is 17,38%

2. Decomposition of Substructure-2

Effects of Organizational Culture (X_1), Organizational Commitment (X_2), Work Discipline (X_3) Work Motivation (X_4) on Performance (Y).



Picture 5. Model of Substructure-2

The magnitude of the direct effect of organizational culture on performance is 0,151; organizational commitment on performance is 0,276; work discipline on performance is 0,192; and work motivation on performance is 0,149. The magnitude of the direct effect of Substructure-1 is described on table 13 below.

Table 13. The Magnitude of the Direct Effect of Exogenous Variables (X_1 , X_2 , X_3 and X_4) on Endogenous Variable (Y)

Exogenous Variables	Direct on Performance (Y)	Indirect Effect through Work Motivation	Total
Organizational Culture	$0,151^2 = 0,0228$	$0,130^2 = 0,0169$	0,0397
Organizational Commitment	$0,276^2 = 0,0761$	$0,202^2 = 0,0408$	0,1169
Work Discipline	$0,392^2 = 0,1536$	$0,417^2 = 0,1738$	0,3274
Work Motivation	$0,149^2 = 0,0222$	-	0,0222

Based on the table above, it can be concluded:

- 1) The direct effect of organizational culture on performance is 2,28%
- 2) The indirect effect of organizational culture on performance through work motivation is 3,97%
- 3) The direct effect of organizational commitment on performance is 7,61%
- 4) The indirect effect of organizational commitment on performance through work motivation is 11,69%
- 5) The direct effect of work discipline on performance is 17,38%
- 6) The indirect effect of work discipline on performance through work motivation is 32,74%
- 7) The direct effect of work motivation on performance is 2,22%.

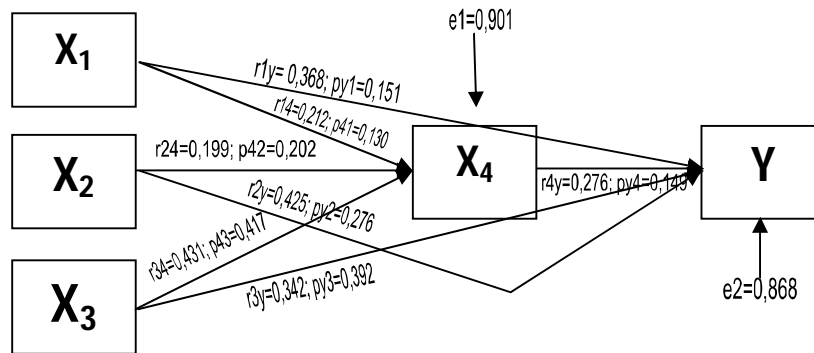
Test of Goodness of Fit Model

Test of goodness of fit model aims to test if the suggested model is fit with the obtained data or not. A model is stated fit if sample correlation matrix is not greatly different with reproduces correlation matrix or expected correlation matrix.

The general formulation used in testing goodness of fit model is:

If all the path coefficients are significant, so $M = R^2m$, that $Q = 1$, it means the fit model is perfect.

The calculation result through use of SPSS version 19 program which is summarized on table 5 above, shows that all the path coefficients are significant, which means the suggested model is perfectly fit with the obtained data, and it does not require test of goodness of fit model on the suggested model. Using prices of correlation coefficient and path coefficient, it can be summarized and described into path diagram of research variables as seen on picture 6 below.



Picture 6. Empirical Causal Relationship of X_1 , X_2 , X_3 , X_4 on Y

DISCUSSION

Based on the data descriptions and the test of hypothesis, discussion was done as follows:

1. The Effects of Organizational Culture on Work Motivation

The results of the test of the research hypothesis show that organizational culture gives positive and significant effects directly on work motivation. The magnitude of path coefficient between organizational culture on work motivation is $p_{41} = 0,130$. The effect of organizational culture on work motivation is 0,212. This shows that the magnitude of the effects of organizational culture of education and training organizer on work motivation is 21,2%. Therefore, it can be concluded that organizational culture has important role in enhancing work motivation of education and training organizer.

2. The Effects of Organizational Commitment on Work Motivation

The results of the test of the research hypothesis show that organizational commitment gives positive and significant effects directly on work motivation. The magnitude of path coefficient between organizational commitment on work motivation is $p_{42} = 0,202$. The effect of organizational commitment on work motivation is 0,199. This shows that the magnitude of the effects of organizational commitment of education and training organizer on work motivation is 19,9%. Therefore, it can be concluded that organizational commitment has important role in enhancing work motivation of education and training organizer.

3. The Effects of Work Discipline on Work Motivation

The results of the test of the research hypothesis show that work discipline gives positive and significant effects directly on work motivation. The magnitude of path coefficient between work discipline on work motivation is $p_{43} = 0,417$. The effect of work discipline on work motivation is 0,431. This shows that the magnitude of the effects of work discipline of education and training

organizer on work motivation is 43,1%. Therefore, it can be concluded that work discipline has important role in enhancing work motivation of education and training organizer.

4. The Effects of Organizational Culture on Performance

The results of the test of the research hypothesis show that organizational culture gives positive and significant effects directly on performance. The magnitude of path coefficient between organizational culture on performance is $\rho_{y1} = 0,151$. The effect of organizational culture on performance is 0,368. This shows that the magnitude of the effects of organizational culture of education and training organizer on performance is 36,8%. Therefore, it can be concluded that organizational culture has important role in enhancing performance of education and training organizer. This result is in accordance with Colquitt, LePine and Wesson's theory (2009:8) that states that organizational culture gives direct effect on performance. Then, Newstrom (2007:26) also states that organizational culture gives direct effect on performance. The same statement also stated by Robbins and Judge (2009:608) that organizational culture gives direct effect on performance.

5. The Effects of Organizational Commitment on Performance

The results of the test of the research hypothesis show that organizational commitment gives positive and significant effects directly on performance. The magnitude of path coefficient between organizational commitment on performance is $\rho_{y2} = 0,276$. The effect of organizational commitment on performance is 0,425. This shows that the magnitude of the effects of organizational commitment of education and training organizer on performance is 42,5%. Therefore, it can be concluded that organizational commitment has important role in enhancing performance of education and training organizer. This result is in accordance with Steers and Porter's theory (1983:148) that explains that organizational commitment gives effect on performance. Then, Unruh's theory (1996:29) states that organizational commitment can enhance performance.

6. The Effects of Work Discipline on Performance

The results of the test of the research hypothesis show that work discipline gives positive and significant effects directly on performance. The magnitude of path coefficient between work discipline on performance is $\rho_{y3} = 0,392$. The effect of work discipline on performance is 0,342. This shows that the magnitude of the effects of work discipline of education and training organizer on performance is 34,2%. Therefore, it can be concluded that work discipline has important role in enhancing performance of education and training organizer.

7. The Effects of Work Motivation on Performance

The results of the test of the research hypothesis show that work motivation gives positive and significant effects directly on performance. The magnitude of path coefficient between work motivation on performance is $\rho_{y4} = 0,149$. The effect of work motivation on performance is 0,274. This shows that the magnitude of the effects of work motivation of education and training organizer on performance is 27,4%. Therefore, it can be concluded that work motivation has important role in enhancing performance of education and training organizer.

8. The Effects of Organizational Culture, Organizational Commitment and Work Discipline on Work Motivation

Based on the research results, it can be concluded that the variable that gives higher effects directly on work motivation is work discipline by 0,7138 or 17,38%, followed by organizational commitment variable by 0,0408 or 4,08%, then organizational culture by 0,0169 or 1,69%.

9. The Effects of Organizational Culture, Organizational Commitment, Work Discipline and Work Motivation on Performance

The results show the total of the direct and indirect effects of organizational culture on performance by 0,0397 or 3,97%. The total of the direct and indirect effects of organizational commitment on performance is 0,1169 or 11,69%. The total of the direct and indirect effects of work discipline on performance is 0,3274 or 32,74%. The total of the direct and indirect effects of work motivation on performance is 0,0222 or 2,22%.

Therefore, the total effect of organizational culture, organizational commitment, work discipline, and work motivation on performance is 0,496 which is the coefficient of determination, while 0,868 or 86,8% is affected by other factors.

CONCLUSION

Based on the earlier commentaries and data analysis results and also the discussion of the results of the research, so it can be concluded that:

1. Organizational Culture gives positive effects directly on work motivation of 1,69% which means the better the organizational culture, the better the work motivation of the education and training agency of North Sumatera Government.
2. Organizational Commitment gives positive effects directly on work motivation of 4,08% which means the better the organizational commitment, the better the work motivation of the education and training agency of North Sumatera Government.
3. Work Discipline gives positive effects directly on work motivation of 17,38% which means the better the work discipline, the better the work motivation of the education and training agency of North Sumatera Government.
4. Organizational Culture gives positive effects directly on performance of 3,97% which means the better the organizational culture, the better the performance of the education and training agency of North Sumatera Government.
5. Organizational Commitment gives positive effects directly on performance of 11,69% which means the better the organizational commitment, the better the performance of the education and training agency of North Sumatera Government.
6. Work Discipline gives positive effects directly on performance of 32,74% which means the better the work discipline, the better the performance of the education and training agency of North Sumatera Government.
7. Work Motivation gives positive effects directly on performance of 2,22% which means the better the work motivation, the better the performance of the education and training agency of North Sumatera Government.

IMPLICATIONS

Based on the research conclusions, performance enhancement of education and training organizer can be committed through the enhancement of (1) organizational culture, (2) organizational commitment, (3) work discipline, and (4) work motivation.

1. Research Implication

Based on this research results, Organizational Culture, Organizational Commitment, Work Discipline, and Work Motivation give positive effects on Performance. This shows that performance can be improved if organizational culture, organizational commitment, work discipline, and work motivation enhanced. The results in this research were obtained consistently through use of theoretic model. These results are expected to be used as a reference for further relevant research, especially on performance-related.

2. Theoretic Implication

Enhancement of performance theoretically can be committed through enhancement of the performance aspects of education and training organizer in North Sumatera Government by improving the quality of service, the quantity of work, knowledge about position and duty, good collaboration, initiative, creativeness, and possessing self-firmness, and improving self-quality.

Enhancement of organizational culture can be committed through enhancement of the application of initiative aspects on the implementation of vision and mission, empowerment of employees, leading and briefing, and management of refinement and development administrative.

Enhancement of organizational commitment can be committed through enhancement of the application of acceptance aspects of instance values and purposes, pride and willingness to work hard for the instance, and willingness to maintain the membership on the instance.

Enhancement of work discipline can be committed through enhancement of the application of the aspects of mutual respect, adaptation on work environment, volunteerism on decisions, written or unwritten regulations, and ability of doing and accepting sanctions if breaking the assigned tasks and authority.

3. Policy Implication

Based on the conclusion of this research, policy implication is submitted as follows:

- a. The effort of applying organizational culture can be enhanced systematically and consistently through attitude and behavior that refer to the enhancement of work passion, discipline, loyalty, involvement and alignment in organization, including loyalty on tasks, willingness to be the part of organization/instance, having an active role on and responsibility with activities and tasks.
- b. The effort of applying good organizational commitment.
- c. The effort of applying optimal work discipline through educating employees to act orderly, run the list of attendees equitably, and also be willingness to accept assigned sanctions if breaking the discipline.
- d. The efforts that can be committed on enhancement of work motivation, such as:
 - 1) Giving attention to employees through career promotions so the employees are motivated to perform their works well.
 - 2) Giving verbal and written compliments as awards.
 - 3) Giving adequate and sustainable rewards to high-performance employees.
- e. The efforts that can be committed on enhancement of performance, such as:
 - 1) Giving work motivation to high-performance employees by giving rewards.
 - 2) Giving good work facility to support employees to work better efficiently and effectively.
 - 3) Giving attention to employees' problems and trying to solve the problems by deliberation.

SUGGESTIONS

Based on the discussion and implication of the research results, in order to improve the performance of education and training organizer in North Sumatera Government, there are several affected variables that require to be improved, such as:

1. For North Sumatera Province

Improving the performance of education and training organizer in North Sumatera requires attention on the values of Organizational Culture, Organizational Commitment and Work Discipline of the education and training agency so superfine services can be executed well.

2. Next Researcher

Further researches are necessary to discover evidences that the performance of education and training organizer is affected by other exogenous variables outside organizational culture, organizational commitment, work discipline, and work motivation because there are a lot of other variables that affects the performance of education and training organizer, such as innovative attitude, emotional intelligence, managerial skill, competency, work experience and so on.

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