

Relations Perception of the Organizational Culture and Job Motivation and Performance of the Widyaiswara PPPPTK BOE of Malang Indonesia

Siti Fatimah Soenaryo, Suprianto and Yuni Pantiwati
University of Muhammadiyah Malang, Malang, Indonesia

Abstract: The aims of the study is to describe and analyse the relations perception of the organizational culture and job motivation and the performance of Widyaiswara. The study is done by using descriptive, correlation with quantitative approach. The population in this study is the Widyaiswara on duty at the Center of Development and Empowerment of Teachers and Educational Personnel Automotive and Electronic Field in Malang as many as 119 people. The sampling is used cluster random sampling. The data collection technique is using the scale method by distributing the questionnaires to the respondents. Data analysis is using descriptive analysis and correlation analysis Ganda using SPSS program for Windows 17.0. The results analysis is showed the magnitude variable coefficient 0.332 of the perception of the organizational culture, job motivation variable coefficient 0.719 and the multiple correlation coefficient R^2 0.692 while the predictive power of the regression model (R^2) which is formed in this test of 0.479. The results indicating that the perception of the organizational culture and job motivation has contributed to the performance of lecturers about 47.9% while the remaining 52.1% is influenced by other variables outside the model.

Key words: Perception of the organizational culture, job motivation, performance of the Widyaiswara, teachers, model

INTRODUCTION

The sustainability of an organization is determined by the human resources supports which is reliable (Sulistyaningsih and Wijayanti, 2012). The human resources which is expected reliable is able to face the challenges and competition either in domestic or even in international level. The ability to be a reliable of the human resource, cannot be separated from efforts to increase the competence through education and training. Education is a process of formation of fully human Indonesia (the Indonesian Government Regulation number 19 of 2005 on National Education Standards). Some of the factors that influence the success of education, among others: teachers, learners, facilities and infrastructure, environmental education and curriculum. These various factors, the teacher in the learning process in school activities occupying a very important position as a subject of study to determine the success of education itself (Novitasari *et al.*, 2012).

Center for empowerment of Teachers and Education Personnel Automotive and Electronics Field of Malang (PPPPTK BOE Malang) as technical implementation unit that is structurally under the directorate general of Teachers and Education Personnel and the Widyaiswara as the spearhead, has a place, role and function of

strategic in improving the quality to provide the education resource teachers, supervisors and principals. The PPPPTK BOE to its characteristics as an institution to be given the task of carrying out the development and empowerment of teachers and technical education has a strategic role in improving the quality of education. The PPPPTK BOE of Malang needs to support the qualified trainers so that in performing its role and function may improve the performance.

The Widyaiswara is a government civil service which appointed as a functional official by the competent authority with the duties, responsibilities and authority to educate, to teach and train the civil service as the government educational institution and training (Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia number 22 year 2014). Widyaiswara is expected to carry out the task in accordance with the requirements of its businesses. Widyaiswara task as educators must master the required role in the learning process, i.e., as a facilitator, motivator, inspiratory and motivator. Widyaiswara is responsible for improving the attitudes, knowledge and skills training to produce the quality graduates. Roles, duties and functions Widyaiswara doesn't reach the optimal levels if other components in the education and training that are not or less to provide

an atmosphere conducive to work including organizational culture and job motivation. The organizational culture is a system of meanings and values which developed within the organization that became guiding the behaviour of its members (Yudana and Sunu, 2013). Organizational culture itself is forming a value system that contains the ideals of the organization as a system of internal and external social which reflected the vision, mission and goals of the organization. The most powerful forces affecting organizational culture is trust but also the attitude of the employees. Organizational culture can be positive but it can also be negative. The positive organizational culture may increase the productivity of labour, otherwise negative behaviour impede, hamper the effectiveness of individuals and groups within the organization.

According to Uha, a culture is a pattern of all good atmosphere materiel or all the behaviours that has been adopted by the society in a traditional way and as troubleshooting members. Culture in it is including the way that has been organized, beliefs, norms, values and cultural implicit as well as the basic premise and contains a command.

The actualization of the organizational culture is as a measure of the value system contains the components that owned by an employee such as) understanding the basic substance of the meaning of the works) attitude towards employment and the working environment) behaviour when working) the work ethics; attitude toward time) means or tools used for work) the level of education Widyaiswara. Organizational culture can be positive but it can also be negative. The positive organizational culture may increase the productivity of labour, otherwise negative behaviour impede, hamper the effectiveness of individuals and groups within the organization. The more positive value of cultural components are owned by an employee, so it will become high performance (Sulistyaningsih and Wijayanti, 2012). Organizational culture which formed the impact on performance and productivity. This is reflected in the attitude of the employees in view of his work, the work attitude, work ethics and the use of time in work.

The leader's behaviour is a factor affecting of the implementation of the organizational culture within an organization. In this case the exemplary attitude needed to be made an example and a role model by all employees as well as policies in determining the direction, goals and vision and mission of an organization that is also used as a basis in the implementation of the organization's culture. Job motivation is a process that encourages, directs and maintain the human behavior to achieve the objectives. According Hasibuan, motivation is the driving force that

resulted in one member of the organization that wanted and willing to exert the ability in the form of expertise or skill, energy and time to carry out various activities to be responsible and fulfill its obligations, in order to achieve the objectives and targets of the organization that predetermined. Motivation is defined as a condition that affects evoke, direct and maintain behaviors related to work environments. Motivation refers to a process of influencing individual choices of the various forms of activity are desired. Motivation includes in it the purpose of behavior, the strength of the response, the persistence of behavior, encouragement, needs, reward, reinforcement, persistence purpose and hope.

Job motivation is motivating which occurs on the situation and working environment that contained in an organization or institution. Success and failure of education is often associated with job motivation of the teachers. Basically, humans have always wanted to be a good person only, so that the driving force or the driving force that motivates the spirit works depends on the expectations of the upcoming obtained if the hope it becomes reality then one tends to improve job motivation.

The purpose of job motivation is to move or inspire someone to be raised and desire to do something as to obtain the results or achieve certain goals (Siregar and Saridewi, 2010). The purpose of motivation is to improve morale and job satisfaction of employees, to increase productivity of employees, maintain the stability of the company's employees, improve discipline absenteeism, streamline procurement employees, creating atmosphere in and a good working relationship, increase loyalty, creativity and participation of employees, improve behavior employee benefits and heightens the sense of responsibility of employees towards their duties.

Job motivation is influenced by several factors, both internal and external. Internal factors are perception of themselves, self-esteem personal expectations requirements desire job satisfaction and the resulting performance. While external factors that affect one's motivation, among others the type and nature of work, working group where someone joins, organization where people work environmental employment situation and the salary.

The performance is a feat that can be accomplished by a person or organization based on specific criteria and measuring devices. The most common parameters used are effectiveness, efficiency and productivity. Also, performance is a feat that can be shown by employees in carrying out the tasks assigned to them based on skills, experience and determination as well as the time available. The concept refers to the level of achievement of the performance of employees or employees against job

requirements. Operationally, the performance can be monitored from agency records, namely about the efficiency and productivity of work.

The performance assessment is a systematic evaluation of the work that already done by the employee and intended to assist performance development, in a modern organization it is an important mechanism for management to use in explaining the objectives and standards of performance and motivation of individual performance for the next time. The performance assessment form the basis for decisions that affect the salary, promotion, dismissal, training and other employment conditions.

Widyaiswara performance criteria referring to the main duty. The principal tasks Widyaiswara which is a unit of lecturer's performance criteria set by the Minister of Administrative reform and bureaucratic reform RI number 22 of 2014 which is about the Functional Widyaiswara and credit numbers. Translation of the performance of trainers in this research is directed on the following criteria: the main element and the support element. The main element is composed of formal education, implementation, evaluation and development of training and professional development while the supporting elements are activities that support the implementation of the main tasks of trainers.

Based on the results of preliminary observations at the center for development of teachers and education personnel empowerment automotive and electronics of Malang, it was found that some widyaiswara that have not implemented all core activities the development and implementation of training. This has an impact on the success of the teaching and learning process conducted by Widyaiswara which will also affect the quality of education and training. As a result of training have not been able to promote behavioral change training of participants as expected user agencies.

The research objective to be achieved are: to describe the perception of organizational culture, motivation and performance of Widyaiswara PPPPTK BOE of Malang; describing the relationship between perceptions of organizational culture with Widyaiswara performance; describing the relationship between job motivation trainers with Widyaiswara performance describing the relationship between perceptions of organizational culture and job motivation widyaiswara with widyaiswara performance.

MATERIALS AND METHODS

The aims of the study is to describe and analyze the relationship between perceptions of organizational culture

and job motivation and the performance of the Widyaiswara PPPPTK BOE of Malang. This study is done by using descriptive and correlation with quantitative approach. The population in this study were the trainers on duty at the center for development and empowerment of teachers and education personnel automotive and electronics of Malang about 119 persons. The sampling is done by using cluster random sampling.

Measurement of the individual statements is using a Likert scale which are never rare sometimes often and always. Experiments is carrying out to test the validity and reliability of the instrument and to fulfil the instrument. Whether or not valid instrument item known to compare methods of pearson product moment. To test the reliability of the instrument using cronbach's Alpha (Darmawan, 2014).

The data collection technique is using a scale by distributing questionnaires to the respondents. Data analysis is using descriptive analysis and correlation analysis Ganda with SPSS for Windows 17.0, to analyze the relationship between organizational culture and job motivation and performance of Widyaiswara.

RESULTS AND DISCUSSION

Test validity and reliability instruments: Based on the validity of the test results that performed on the items of instruments which used in the study, showed that all items can be said to be valid research instrument because it has met the criteria of testing the validity of the instruments items which used the values index correlation with product moment ($r = 0.3$). The results is indicating that the instrument used is to reveal the data of the variables which properly researched. The reliability test results of the item instrument is to demonstrate the perception of the organizational culture 0.923, 0.928 job motivation and performance of the Widyaiswara 0.927. Based on the results of reliability test that used in the study is showed that all items can be said to be reliable research instrument because it has already met the criteria of reliability testing instrument used items which Cronbach alpha value is greater than or equal to 0.6. The results is indicating that the instruments used it might be trusted or relied when it is used repeatedly.

Description of the respondents responds: The descriptive statistical analysis is illustrating the frequency of the distribution of respondents by response to the statements that stated in the questionnaire which distributed includes three variables: perceptions of organizational culture (X1), motivation (X2) and performance of Widyaiswara PPPPTK BOE of Malang (Y).

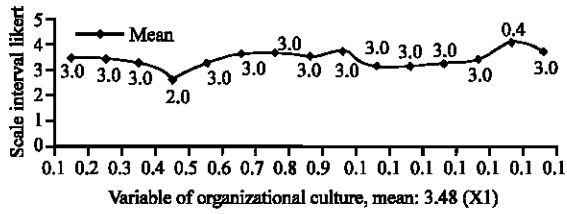


Fig. 1: Variable frequency distribution of the organizational cultural (X1)

Organizational culture: Based on data collected from a questionnaire on perceptions of organizational culture, it appears that the frequency distribution of items such variables is shown in Fig. 1.

Based on the Fig. 1 expressing that the average of respondent perception index of organizational culture is 3:48. It means that the respondent's perceptions is related to the understanding of the organizational culture. Meaning, a cultural organization of BOE PPPPTK of Malang must be well accepted by employees which employees receive enough the actualization oriented of organizational culture:) the development of personnel which includes the institute provides opportunities for Widyaiswara to follow the training/upgrading of relevant, has an average value of 3:57, the institution provides opportunities for Widyaiswara to continue studies, has an average value of 3:50, institute provides opportunities for Widyaiswara to convey the idea/comments and suggestions for improvement of quality has an average value of 3.39, Institutions rewards lecturer who has been carrying out duties in accordance with the standard of work organization, has an average value of 3.76, Institutions provide the opportunity for Widyaiswara to adjust to the new values are deemed most appropriate, has an average value of 3:31; oriented team that includes interaction and cooperation of Widyaiswara in carrying out the tasks that assigned leadership in order to achieve a common goal, has an average value of 3.72, the team responsible for carrying out the program of work that in accordance with its intended purposes, has an average value of 3.74, establish communication and trust among co-workers to change organizational behavior has an average value of 3:57, solidarity between groups were realized with mutual aid in the implementation of education and training, has an average value of 3.83 and the changing demands of individual behavior in organizations which include the competition for the lecturers to improve the progressive of the institution, has an average value of 3.11, the employment situation encourages the Widyaiswara to work hard, has an average value of 3:15, job challenges created institutions for the advancement of the institution, has an average

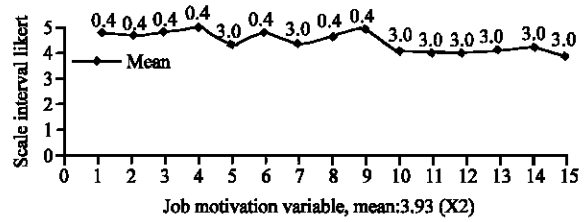


Fig. 2: Variable frequency distribution of job motivation (X2)

value of 3:19, loyalty to the noble values that created the institution, has an average value of 3:41, Widyaiswara consistent in carrying out its duties and responsibilities, has an average value of 4.13 common vision in carrying out its duties and responsibilities has an average value of 3.81.

Job motivation (X₂): Based on data collected from a questionnaire on work motivation, it appears that the frequency distribution of items such variables is shown in Fig. 2. Based on the 4.2 diagram it could be explained that the average of respondent perceptions index on job motivation is 3.93. It means, trainers at PPPPTK BOE of Malang has a highly motivated embodied in:) internal motivation which includes trying meticulous in carrying out the work has an average value of 4:30, eager to carry out the tasks which assigned, has an average value of 4:15, to manage the work to be completed on time, has an average value of 4:31, trying to complete tasks right, has an average value of 4:55, please work given boss, has an average value of 3.93, always come to the work place with a sense of joy, has an average value of 4:31, the more priority work achievements, has an average value of 3.91; external motivation that includes interaction with colleagues working in interpersonal, has an average value of 4:06, build relationships with people in the workplace, has an average value of 4:48, keen to be involved in decision-making, has an average value of 3.72, get an opportunity to improve in knowledge, skills and expertise as well, has an average value of 3.65, was challenged to ask for responsibility and greater authority has an average value of 3.56, can develop creativity to support career advancement as well, has an average value of 3.67, can improve productivity for career enhancement as well, has an average value of 3.74, more motivated to seek an increase in office, has an average value of 3:54.

Widyaiswara performance (Y): Based on data collected from questionnaires about the performance of various technical terms, it appears that the frequency distribution of items such variables shown in Fig. 3. Based on the diagram it could be explained that the average respondent

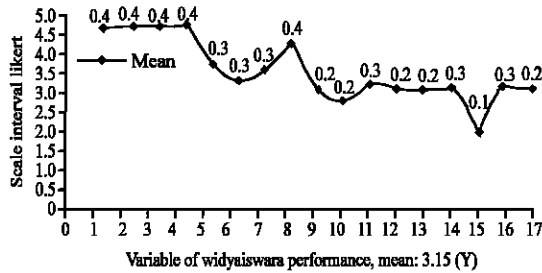


Fig. 3: Variable frequency distribution of widyaiswara performance (X3)

perceptions index of Widyaiswara Performance is 3.15. It means trainers at PPPPTK BOE of Malang have a high enough performance at: the major elements which involves the preparation dikjartih by arranging materials training, has an average value of 4:35, made preparations dikjartih by formulating questions material training exam has an average value of 4:41, do face to face training has an average value of 4:30, check the results of the exam training, has an average value of 4:48, involved in evaluating education and training has an average value of 3:44, involved in the implementation of the analysis of training needs, has an average value of 3:06, involved in curriculum development training has an average value of 3:26, was involved in preparation module training has an average value of 3.96, compiled a book of guidelines/provisions for the implementation/technical regulations in the field of education and training, has an average value of 2.81, specialized expertise in the form of a book with ISBN published nationally has an average value of 2.56, making Essay in the field of specialized expertise in scientific journals, scientific magazines, books proceedings, has an average value of 2.96, making Essay in the field of specialized expertise in the form of papers in scientific meetings, has an average value of 2.93) the elements of support which includes the role as a resource discussant/presenter/chair of the committee and seminars workshops/conferences in the field of education and training, has an average value of 2.93, the role as moderator/participant/committee members in the seminars workshops/conferences in the field of education and training, has an average value of 3:00, wrote an article in a national newspaper, has an average value of 1.78, write articles on the website, has an average value of 2.96, has been awarded the Satya Lencana Karya Satya/other awards from the government, has an average value of 2.85.

Classic assumption test: Model testing of multiple regression analysis that used in this study had to meet the classical assumptions to produce a valid parameter value.

Table 1: Recapitulation regression analysis results

Variable	Unstandardized coefficients (B)	t-values	Prob.	Information
Constant	-4.228	2.248	0.029*	Significant
X1	0.332	3.855	0.000*	Significant
X2	0.719			

R = 0.692; R² = 0.479; F arithmetic =23,417; Prob. F = 0.000; Statistically significant at the level $\alpha = 5\%$

Multicollinearity test: The multicollinearity test in this study is using a value of Variance Inflation Factor (VIF) obtained from testing. The test result of multicollinearity assumptions such as: perception of organizational culture 1.549, job motivation 1.549, indicating that the path model in this study does not contain symptoms (problems) of multicollinearity, because the Variance Inflation Factor (VIF) is below the limit criteria of the existence of multicollinearity problems which is 10. Such data can provide different information for each independent variable.

Heteroscedasticity test: Heteroscedasticity test in this study were tested by the method of Spearman's rho correlation between the residual values (disturbance errors). Criteria for the presence or absence of symptoms heteroscedasticity is when Spearman's rho correlation values below 0.7 means that the regression model showed no problems heteroscedasticity.

The test results assuming of heteroscedasticity perceptions of organizational culture is 0.004, 0.001, job motivation. Results of correlation analysis of Spearman rho shows that between variants nuisance (unstandardized residual) with each independent variable no one showed values in above 0.7. This means that the variant factors confounding predictor variables are the same or constant, so that heteroscedasticity does not occur in this study regression model.

Multiple regression analysis: Methods of multiple regression analysis is used to see whether there is influence organizational learning variable (X1), market orientation (X2) and organizational innovation (X3), on competitive advantage (Y). The results of multiple linear regression analysis calculation is done with Statistical Package for Social Science (SPSS) 17.0 for Windows as shown in Table. 1 Based on the Table 1 can be obtained multiple regression model as follows: $Y = -0.4228 + 0.332 X1 + 0.719 X2$. The amount of alpha coefficient has an average of -0.4228. This shows that if the perception of organizational culture and job motivation is not enforced then the magnitude of the performance of lecturers decreased by -4228. The amount of organizational culture variable coefficient of 0.332 and has a positive coefficient. It has meaning that the better the perception of

organizational culture is applied, the more better performance of lecturers with an increase of 0.332. The amount of job motivation variable coefficient of 0.719 and has a positive coefficient. It has meaning that the more better motivation to work, the more better performance of lecturers with an increase of 0.719.

The value of the correlation coefficient (R) has an average of 0.692, this shows that the perception of the relationship between organizational culture and job motivation and performance of lecturers at 69.2% while the predictive power of the regression model (R^2) which is formed in this test of 0.479. The results is indicating that the perception of organizational culture and job motivation has contributed to the performance of lecturers by 47.9 while the remaining 52.1% is influenced by other variables outside the model.

Based on Table 1, it can be explained that the value t for the variable perception of organizational culture (X1) is 2.248 with a significance of 0.029 is smaller than statistically significant at $\alpha = 5\%$, thus rejecting H_0 which means that organizational culture has a positive and significant relationship to the performance of trainers. The value of t for job motivation variable (X2) is 3.855 with the significance of 0.000 is smaller than statistically significant at $\alpha = 5\%$, thus rejecting H_0 which means that job motivation has a positive and significant correlation to the performance of trainers.

Based on the Table 1, the F test that used in this study is to examine the relationship simultaneous perception of organizational culture and job motivation on the performance of trainers. Based on the research results obtained F value of 23.417 with a significance value of 0.000 is smaller than alpha (β) of 5% (0.05). This has meant that the perception of organizational culture and job motivation is feasible to explain the performance of trainers. Based on the results of inferential statistical analysis found evidence that perceptions of organizational culture and job motivation is feasible to explain the performance of trainers. These results indicating that the performance of Widyaiswara PPPPTK BOE of Malang will increase if there is an attempt to develop an organizational culture at PPPPTK BOE of Malang, meaning that management should be able to see the organization's environment in a holistic manner, in order to obtain a broader framework for understanding the issues that are difficult and relation-complex relationships at PPPPTK BOE of Malang.

The role perceptions of organizational culture in improving the performance of lecturers is applied to the employee receives the actualization of organizational culture that oriented of personnel development, team-oriented and demand changes in individual behavior in organizations.

The actualization of the organizational culture is oriented the personnel development is done with the opportunities which given to Widyaiswara to follow the training/upgrading of relevant, continuous study, communicate ideas/suggestions and criticisms for improvement of quality, awarding to the given authority for the Widyaiswara which has been carrying out of duties in accordance with the standards of the organization's work and the opportunity given to the Widyaiswara to adjust the new values that are considered most appropriate.

Actualization of the organizational culture is oriented of the team, carried out with interaction and cooperation of the Widyaiswara in carrying out the tasks which assigned the leadership in order to achieve a common goal, the team responsible for the implementation of the work program in accordance with its intended objectives, communication and trust among co-workers for a change and solidarity inter-group members realized with mutual assistance in the implementation of training. Actualization of the organizational culture to change the behavior of individuals within the organization, carried out with the competition for the Widyaiswara to improve the progress of agencies, the employment situation encourages the Widyaiswara to work hard, challenging the jobs created agency, loyalty to the noble values that created the agency, consistency of Widyaiswara in implementing of duties and responsibilities and common vision in performing its duties and responsibilities.

According to Schein, revealed that organizational culture is a pattern of shared assumptions which was learned by a group in solving problems through external adaptation and internal integration, that has worked well enough to be considered correct, therefore, to be taught to the new members as the correct way to see, think and feel a connection with the problems that has exist. This findings concurs with the research conducted by Sambasivan and Johari showed that organizational culture is well developed and organized within the organization will influence the increasing of organizational commitment and performance of employees. Koesmono (2006) concluded that organizational culture is influence on employee's performance in sub-Sector Medium Sized Wood Processing Industry in East Java.

Nurjanah (2008) concluded that organizational culture has positive influence on the performance of employees in the agency of the scope of the department of agriculture. Suprayitno (2007) concluded that the contribution to the performance work culture of Widyaiswara is 26.3%. In other perception of organizational culture, motivation gives contribution that significantly to the performance of Widyaiswara PPPPTK

BOE of Malang. The role of motivation to work in improving the performance of lecturers, applied to the provision of internal and external motivation.

Provision of internal motivation to do and responsibility of Widyaiswara in carrying out the task with clear goals and targets, have a sense of excitement in the work and prioritize achievement of what it does. While the provision of external motivation to do with relationships with the working group, subsistence and its needs and work with the hope of career advancement and promotion.

As Siagian disclosed, it needs a first aspect of the motivation come from within a person if he feels there is a deficiencies within himself. The needs arise or are created when the perceived imbalance between what belongs to what is perceived in question should be held both in terms of physiological and psychological. Efforts to address imbalances normally cause a boost, meaning a boost is an attempt to fulfill directionally. Thus it can be said that in terms of both motivation boost as specific action oriented consciously is done by someone. Encouragement can be sourced from within oneself or from outside the person itself. Thrust outside oneself to be inflicted by the leader and that things outside oneself that helped influence, a leader must choose the means or tools that correspond to the person. The impulse-oriented action that is exactly the core motivation.

The results is supporting the research which conducted by Koesmono (2006) in his study that found the evidence that the motivational effect on the performance of production employees in the wood processing industry sector in East Java. Suprayitno (2007) has found the evidence that there is a positive and significant influence of job motivation on employee's performance Sub-Department of Hygiene and City Planning DPULLAJ of Karanganyar. Ekaningsih (2012) has showed that the motivation significantly affect the employee's performance of Civil Service Police Unit of Surakarta. Jumatra *et al.* (2014) concluded that there is a significant contribution to the performance of job motivation of teacher's performance of SMPN 3 in Denpasar about 59.7%.

CONCLUSION

The results of the study is indicating that the perception of the respondents relates to the understanding of the high organizational culture, meaning the organizational culture at PPPPTK BOE of Malang can be well accepted by employees which employees reasonably accept the actualization of the organizational culture that oriented personnel development, team-oriented and demand changes in individual behavior in

organizations. Perceptions of respondents associated with high job motivation, meaning the lecturer at PPPPTK BOE of Malang is highly motivated embodied in internal and external motivation. Lecturer at the BOE PPPPTK of Malang has a performance is quite high in the major elements and supportive. The Perception of an organizational culture has a significant connection with the performance Lecturer at the BOE PPPPTK of Malang. In this case could be explained that perceptions of organizational culture was oriented the personnel development, team-oriented and demand changes in individual behavior in organizations to contribute to the employment performance. Job motivation has a significant connection with the performance Lecturer at the BOE PPPPTK of Malang. In this case it can be said that Lecturer at the BOE PPPPTK of Malang will have a good performance when Widyaiswara has a highly motivated which embodied in internal and external motivation. Perception of the organizational culture and job motivation has a significant relationship with the performance of Widyaiswara at the BOE PPPPTK of Malang. This can be explained that the perception of organizational culture and job motivation decent explaining the performance of Widyaiswara at the BOE PPPPTK of Malang.

REFERENCES

- Darmawan, D., 2014. Metode Penelitian Kuantitatif. PT Remaja Rosdakarya, Bandung, Indonesia.
- Ekaningsih, S.A., 2012. Influence of work motivation perception to performance with work environment as moderating variables (Study on Civil Service Police Unit Surakarta). *J. Soc. Sci.*, 4: 1-12.
- Jumatra, I.W., I.M. Yudana and I.N. Natajaya, 2014. Contribution to discipline, work motivation, completeness and device to performance learning guru smp state 3 denpasar. *J. Educ. Administration*, 5: 1-13.
- Koesmono, H.T., 2006. The influence of organizational culture on the motivation and job satisfaction and employee performance in the sub-sector medium-scale wood processing industry in Eastern Java. *J. Manage. Entrep.*, 7: 171-188.
- Novitasari, A., A. Wahyudin and R. Setiyani, 2012. Effect of principal leadership, work environment, education and training of teachers performance. *Econ. Educ. Anal. J.*, 1: 1-6.
- Nurjanah, 2008. The influence of leadership style and organizational culture on organizational commitment in improving employee performance study on the scope of the bureau of the department of agriculture. Masters Thesis, Diponegoro University, Semarang, Indonesia.

- Siregar, A.N. and T.R. Saridewi, 2010. The relationship between motivation and work culture with the performance of agricultural extension in Subang, West Java Province. *J. Agric. Extension*, 5: 1-12.
- Sulistyaningsih, A.S.D. and Y.T. Wijayanti, 2012. Influence of organizational culture on employee performance UIN sunan kalijaga yogyakarta. *J. Sociol. Reflective*, 2: 90-101.
- Suprayitno, D.S., 2007. Effect of work discipline, work environment and work motivation on employee performance. *J. Hum. Resour. Manage.*, 2: 23-34.
- Yudana, M. and I.A. Sunu, 2013. Effect of organizational culture, self-efficacy and job satisfaction on the performance of teaching teachers smk Denpasar South District State. *J. Educ. Administration*, 4: 1-13.