

## **The Influence of Organizational Culture on Employee Performance at Rahadi Oesman Ketapang Airport**

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### **Abstract**

Optimum performance improvement is one very important thing to do in a company. Quality and successful performance in achieving a goal is influenced by factors originating from within the company such as the organizational culture within the company. based on the results of observations made at Rahadi Oesman Ketapang Airport it was found that there were employees/airport staff who seemed ignorant and not optimal in doing their jobs. The purpose of this research is to find out whether there is an influence between organizational culture on employee performance and to find out the influence of this variable. This study uses a combination research method. The data sources used are primary data and secondary data related to employee responses, literature reviews, and journals regarding the influence of organizational culture. Data will be analyzed by simple linear regression analysis. The theoretical basis used is management, human resource management, organizational culture, employee performance, and the state civil apparatus. The results of the study show that there is an influence between organizational culture on employee performance at Rahadi Oesman Ketapang Airport. The results of the study also show that the influence of organizational culture on employee performance at Rahadi Oesman Ketapang Airport is 47.9%, while 52.1% is influenced by other variables outside of organizational culture. Employees at Rahadi Oesman Ketapang Airport in carrying out work refer to predetermined SOP.

**Keywords:** Organizational Culture, Employee Performance



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### **INTRODUCTION**

Human resources are one element in a company that has an important role, where the success of a company depends on the roles played by the people in it. To achieve the goals of a company, optimal human resource performance is needed. Quality performance and success in achieving its goals can be influenced by factors originating from within the company such as the right organizational culture so as to produce quality performance.

According to Wardani (2016) states that a strong organizational culture will not necessarily run easily so there needs to be adjustments in it. Anwar and Prihatini (2016) also revealed that training on instilling a corporate work culture provided was only carried out at the management level, possibly causing problems in organizational culture. Lack of socialization and coaching in relation to the existing culture makes the culture not fully supported and implemented by employees, this can also be a cause of problems in organizational culture. (Fisla Wirda, 2013).

This research was conducted at Rahadi Oesman Ketapang Airport, West Kalimantan, which is one of the pioneer airports in the West Kalimantan region. This airport is located in a regency area which is very far from the capital city of West Kalimantan. The location of the airport which is still very thick with customs makes it very difficult for the airport to implement an organizational culture. As a comparison, from the results of research conducted by Krismawidia (2016) regarding organizational culture at PT. Angkasa Pura II (Persero) Supadio Pontianak Airport, it was found that the organizational culture at PT. Angkasa Pura II

(Persero) Supadio Pontianak Airport is inseparable from the principles of efficiency & effectiveness, loyalty, customer centricity, honesty & openness, and integrity. The attitude of discipline in the company is relatively low, because there are still many employees who often arrive late and do not comply with regulations such as not wanting to use finger print for attendance.

As a comparison, the two Septiani (2012) based on the results of a pre-survey of organizational culture at PT Angkasa Pura II (Persero) Sultan Syarif Kasim II Pekanbaru, there are various problems that greatly interfere with the sustainability of achieving organizational performance, including those concerning a culture of trust, a culture of honesty, and a conflict-free culture. Based on the results of the pre-survey regarding the competence of Angkasa Pura II Sultan Syarif Kasim II employees, it was found that the company has clearly and transparently defined competency variables for all employees to serve as work guidelines, but in reality it still cannot be implemented properly.

Based on the results of this study, it shows that organizational culture is a very important thing to be considered by a company in order to achieve good cooperation between employees. From the results of observations that were made during On The Job Training at Rahadi Oesman Airport, researchers found that there were many employees and airport staff who seemed less concerned and less than optimal in doing their jobs. Referring to some of the problems that have been described above, the researcher is interested in conducting research with the title "The Influence of Organizational Culture on Employee Performance at Rahadi Oesman Ketapang Airport".

### **Human Resource Management**

Management according to Hasibuan (2011) is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. Meanwhile, according to Henry L. Sisk (1973) in Jimmy L. Gaol (2014) says that Management is the coordination of all resources through the process of planning, organizing, providing guidance/direction, and controlling/supervising in order to achieve the goals that have been set. According to Nawawi (2001) in Jimmy L. Gaol (2014) human resources (HR) are people who work and function as organizational/company assets that can be counted. According to Hasibuan (2011) human resource management is the science and art of managing labor relations and processes so that they are effective and efficient and help the realization of corporate, employee and community goals.

### **Organizational Culture**

Organizational culture according to Edgar H. Schein in the journal Wiwik Yuswani (2016) is a pattern of basic assumptions that are created, discovered or developed by certain groups as learning to overcome problems of external adaptation and internal integration that are official and well implemented and therefore taught or passed on to new members as the right way to understand, think, and feel related to the problems that occur. The characteristics of organizational culture according to Robbins and Judge (2012) are divided into 7 of which are as follows: Innovation and Risk Taking; Attention to Detail (Attention To Detail); Results Oriented (Outcome Orientation); Oriented to Humans (People Orientation); Group Orientation (Team Orientation); Aggressiveness; Stability.

### **Employee Performance**

Employee performance according to Donnelly and Gibson (2013) is the level of success in carrying out tasks and the ability to achieve the goals set by the company where he works. Meanwhile, according to Hersey (2015), employee performance is a function of motivation

and ability to complete a task or job. One must have a certain degree of willingness and level of ability. Employee performance indicators according to Griffin (2015) include the following: Quality; Quantity; Punctuality; effectiveness; and Independence.

## RESEARCH METHODS

The method used in this study is a combination method. According to Sugiyono (2016) a mixed research method is a research method by combining two qualitative and quantitative research methods in a research activity so that more comprehensive, valid, reliable and objective data will be obtained. The sample in this study were all employees at Rahadi Oesman Ketapang Airport which were found from the nominative list for the 2020 period, totaling 71 people. Sampling in this study was conducted using non-probability sampling method. The non-probability sampling method in this study is more precisely saturated sampling. In this study there are several techniques that will be used in data collection, namely: questionnaires, interviews, observation, and literature study. Data analysis techniques performed in this study were: instrument test (validity test, reliability test), hypothesis testing (multiple linear regression analysis, partial test), analysis of the coefficient of determination.

## RESEARCH RESULTS AND DISCUSSION

### Simple Linear Regression Test

The simple linear regression equation is obtained as follows:  $Y = -1.240 + 0.641X + e$   
Based on these equations, it can be concluded that:

1. A constant value of -1.240 indicates that if the regression coefficient value of the organizational culture variable is 0, then the employee performance variable has a regression coefficient of -1.240 with a negative value (-).
2. The regression coefficient value of the Organizational Culture Variable (X) is 0.641 with a positive value (+). This shows a unidirectional relationship between the independent variable X and the dependent variable Y. In other words, an increase or decrease in the size of the independent variable X will be followed by an increase or decrease in the size of the dependent variable Y.

### Partial T Test

Based on the results of the T test, a comparison was obtained between the Organizational Culture Variable (X) and the Employee Performance Variable (Y), with a tcount of 7.965 > ttable of 1.994. These results show and prove H1 is true that there is an influence between Organizational Culture Variable (X) on Employee Performance Variable (Y) Rahadi Oesman Ketapang Airport.

### Determination Coefficient Test

Based on the results of the test for the coefficient of determination, it is known that the R square value is 0.479 which indicates that the ability to explain the independent variable (X) is not large compared to the dependent variable (Y). this implies that Organizational Culture Variable (X) has an influence on Employee Performance Variable (Y) Rahadi Oesman Ketapang Airport by 47.9% and 52.1% is influenced by other variables outside of organizational culture.

## Discussion

From the tests that have been carried out, the results obtained from the research show that Organizational Culture Variable (X) has an influence on Employee Performance (Y) at

Rahadi Oesman Ketapang Airport. This is evidenced by the results of the test which shows that the significance value is  $0.00 < 0.05$  and the  $t_{count}$  is  $7.965 > t_{table}$  1.994. Based on these results, in this study the researchers succeeded in proving that organizational culture has an influence on employee performance at Rahadi Oesman Ketapang Airport. The results of testing the analysis of the coefficient of determination also show that organizational culture has an influence on the performance of Rahadi Oesman Airport employees by 47.9%. This shows that organizational culture is not a factor that greatly influences employee performance so that Rahadi Oesman Ketapang Airport needs to pay attention to other factors apart from organizational culture, while 52.1% of problems are influenced by variables other than organizational culture.

The results of this study are in line with several studies conducted by several previous researchers who also examined the influence of organizational culture on employee performance, one of which was research conducted by Ernawati (2018) with the title "The Influence of Organizational Culture and Competence on Employee Performance at PT. Angkasa Pura I (Persero)". The results of this study indicate that organizational culture variables have a partially significant effect on employee performance at PT. Angkasa Pura I (Persero). Based on these results it can also be seen that organizational culture and competence have an influence of 66.8% on employee performance while 33.2% are influenced by other variables outside of organizational culture and competence. However, this research has differences from the research that the researcher is currently doing starting from the time, place, and object in the study. In this study, researchers focused more on the influence of organizational culture on the performance of employees at Rahadi Oesman Ketapang Airport.

The results of the interviews were conducted with several employees at Rahadi Oesman Ketapang Airport, where the interviews were conducted by taking into account several aspects that refer to organizational culture indicators according to Sudarmanto (2014) and employee performance indicators according to Griffin (2015), which include:

1. **Courage in Taking Risks.** With regard to being brave in taking risks, based on the results of an interview conducted with Mr. Uti Elyas as AVSEC Quality Control Officer at Rahadi Oesman Ketapang Airport, it was stated that in carrying out work every employee has a Standard Operating Procedure (SOP) that must be followed. Even so, courage in taking risks is also needed and if there is some kind of conflict, it will be resolved together. The results of the interview conducted with Mrs. Ian Ikainipakpahan as the Service and Operations Officer at Rahadi Oesman Ketapang Airport also stated that every job has risks that must be borne but compensation is still given to employees. While the results of the interviews conducted with Mr. Sy. Hadi Ihsan as the Avsec Officer at Rahadi Oesman Ketapang Airport said that any problems that occur as a result of a problem will be discussed with the leadership.
2. **Attention to Details.** Based on the results of interviews conducted with Mr. Uti Elyas as the AVSEC Quality Control Officer at Rahadi Oesman Ketapang Airport said that employees at work must really pay attention to the available SOPs, Ms. Ian Ikainipakpahan as the Service and Operations Officer of Rahadi Oesman Ketapang Airport said that the directives regarding the importance of accuracy in a job related to safety and security so that a job can be completed without any problems. Mr. Sy Hadi Ihsan as AVSEC Officer at Rahadi Oesman Ketapang Airport said that accuracy is very important and all employees at Rahadi Oesman Ketapang Airport have been given directions starting during training or while attending education regarding the impact caused by inaccuracy when doing work.
3. **Team Orientation.** Based on the results of interviews conducted with Mr. Uti Elyas as Avsec

Quality Control Officer, Mrs. Ian Ikainipakpahan as Service and Operations Officer, and Mr. Sy. Hadi Ihsan as the Avsec Officer at Rahadi Oesman Ketapang Airport said that employees at Rahadi Oesman Ketapang Airport worked as a team. This is done because there is a relationship between one job and another. Working together as a team can also make work more effective and efficient.

4. Aggressiveness. Based on the results of interviews conducted with Mrs. Ian Ikainipakpahan as Service and Operations Officer and Mr. Sy. Hadi Ihsan as an Avsec Officer at Rahadi Oesman Ketapang Airport who said that there were no employees competing at work. All work is done as a team so that a job can be completed effectively. However, Mr. Uti Elyas as the Avsec Quality Control Officer at Rahadi Oesman Ketapang Airport said that the airport had set a vision and mission, developed standards, communicated effectively during training and education in order to increase employee competitiveness.
5. Quality. Regarding the quality of employee performance, the results of interviews were conducted with Mr. Uti Elyas as Avsec Quality Control Officer, Mrs. Ian Ikainipakpahan as Service and Operations Officer, and Mr. Sy. Hadi Ihsan as an Avsec Officer at Rahadi Oesman Ketapang Airport who said that the airport prefers to maintain the performance of employees who have been assessed as good. However, the airport will always evaluate employee performance with the aim of being able to solve problems and improve employee performance.
6. Punctuality. Time management in an activity planning is a technique for managing and increasing the effective use of time. Sanctions that will be given to employees if they are not on time are based on the results of interviews conducted with Mr. Uti Elyas as Avsec Quality Control Officer, Mrs. Ian Ikainipakpahan as Service and Operations Officer, and Mr. Sy. Hadi Ihsan as Avsec Officer at Rahadi Oesman Ketapang Airport said that employees who are not on time will be given a verbal warning. However, if the employee cannot be verbally reprimanded, he will be dealt with in accordance with staffing regulations, such as being given a warning letter.
7. Effectiveness. Regarding work effectiveness, Mr. Uti Elyas as Quality Control Officer at Rahadi Oesman Ketapang Airport Avsec said that in carrying out work, if an employee follows the SOP, the results of the work carried out will be good. Mrs. Ian Ikainipakpahan as Service and Operations Officer and Mr. Sy. Hadi Ihsan as Avsec Officer at Rahadi Oesman Ketapang Airport said that each employee has been provided with their own facilities, each employee also has the qualifications to use the facilities provided. The leadership of Rahadi Oesman Ketapang Airport also encourages every employee to make the best use of the available facilities.
8. Employee Performance After the Covid-19 Pandemic. Regarding employee performance after the Covid-19 pandemic, according to Mr. Uti Elyas as Avsec Quality Control Officer, Mrs. Ian Ikainipakpahan as Service and Operations Officer, and Mr. Sy. Hadi Ihsan as Avsec Officer at Rahadi Oesman Ketapang Airport said that there was no difference. Work is still being carried out by following the established SOP. As for additional activities such as the morning assembly which must be attended by all sections and levels at Rahadi Oesman Ketapang Airport which are carried out every Monday starting at 07:30 am with the aim of improving employee performance through directions given by the leadership and morning exercises which are carried out every Friday at 08:00 am.

## **CONCLUSION**

Referring to the results of the hypothesis testing that have been described by researchers, the following are points of conclusion that can be drawn: There is an influence from Organizational Culture (X) on Employee Performance (Y) Rahadi Oesman Ketapang

Airport, which can be seen from the tcount  $7.965 > t$  table 1,994. From the results of the tests that have been carried out it is known that Organizational Culture (X) has an influence on Employee Performance (Y) at Rahadi Oesman Ketapang Airport by 47.9%. This shows that organizational culture does not have a big influence on employee performance but still needs to be considered, while 52.1% is influenced by other variables outside of organizational culture. Based on the results of interviews conducted with Rahadi Oesman Ketapang Airport Officers, it can also be concluded that the organizational culture applied is in accordance with applicable SOPs and officers in carrying out work follow these SOPs.

Based on the results of the research that has been concluded, the researcher can provide suggestions that can be useful for parties related to this research. The following are the suggestions put forward, including: The Rahadi Oesman Ketapang Airport needs to evaluate this matter. Regarding Rahadi Oesman Ketapang Airport, it is necessary to establish a policy that can direct employee behavior to be better so that employee performance will be much better too. Future research is expected to provide a more detailed explanation of what kind of culture or what habits are practiced by the majority of employees at an airport which are considered not good.

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