

# ANALYSIS OF ORGANIZATION CULTURE, CORPORATE STRATEGY, JOB SATISFACTION AND PERFORMANCE OF EMPLOYEE'S (Case Study Angkasa Avia Institutions in Indonesia)

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## ABSTRACT

In the era of global competition is increasingly competitive, to welcome the APEC 2020, smart companies are required to manage the company's management. There are several aspects of business management that need attention in facing APEC 2020 and the ASEAN Economic Community One is the need to increase employee performance and can compete expected in labor from abroad. Aspects that will be studied is the organizational culture, Corporate Strategy, and job satisfaction. Organizational culture is a system of norms, views, beliefs, values and customs controls or directs human behavior in organizations. The survey was distributed in July 2014 with 219 respondents. And the population in this study were treated as a sample, employees Angkasa Avia Institutions in Indonesia. The study used three independent variables and one dependent variable. The results of data processing research, showed that hypothesis 1 and hypothesis 2 received significantly. Therefore, it is suggested that the company always pay attention and manage organizational culture within the company, reviewing the company's strategy is planned, and maintain job satisfaction for employees, so that the company's performance can be achieved, according to the target company.

Keywords: **Organizational Culture, Corporate Strategy, Employee Satisfaction, Employee Performance.**

## 1. INTRODUCTION

The development of aviation services industry in Indonesia, especially for scheduled commercial flights increasingly prevalent since the release of regulating air transport deregulation in 1999, in the form of a series of deregulation packages, one of which is the Minister of Transportation Decree No. 81 of 2004 on the establishment of Aviation Company in Indonesia. The number of airlines in Indonesia, which has a business license in December 2012 amounted to (20)

twenty companies. A large number of airlines operating in Indonesia directly create new jobs, therefore, educational institutions such as Space Avia airlines may participate educate qualified human resources. The growth of national airlines reach 20% by 2014. In order to increase the performance through improved services, aviation security standards, required qualified human resources. Therefore Institute of Aeronautics Space as a supplier of HR, must also continue to develop its performance, through the Organization Culture, Corporate Strategy, Job Satisfaction.

## II. LITERATURE STUDY

### Organization Culture.

In the context of a broader assessment of the organization's cultural theme should always be associated with other aspects of organizational behavior according to Sweeney & McFarlin (2002: 4) deals with how and why people act, think, and feel in an organization.

According to Osborne & Plastrik (2000), organizational culture is a set of behaviour, feelings, and psychological framework deeply internalized and shared by members of the organization. Another definition proposed Robbins (2002: 247), that culture organisation describe as a common perception held by members of the organization; a system of shared meaning. Formation of organizational culture in any organization companies through the process different. There are companies that design the cultural values based on the life history of an organization. According to Schein, organizational culture consists of three layers, namely the first, relating to artefact. This refers to the level or form of organization such as: organizational structure, the physical environment and the organization of the resulting products. The second relates to the Values espoused. It is about values supported consisting of strategy, objectives, organizational philosophy. This level is of significant

importance in the leadership, and these values should be instilled in myself every member of the organization. Third, the so-called underlying assumption related to beliefs, thoughts and unpleasant attachment to the organization.

#### **Corporate Strategy.**

Each company has a strategy to support the activities of the company in which the strategy should be appropriate to the circumstances and conditions of the community. Strategy is a program that supports the company to achieve a goal.

Armstrong (2003: 39-42), defines that there are at least three senses. First, the declaration of intent strategy that defines how to achieve goals, and take note of the allocation of corporate resources that are essential for the long term and match resources and capabilities with the external environment. Second, the strategy is the perspective in which the critical issues or factors of success can be discussed, as well as strategic decision aims to make a big impact and long-term to the behavior and success of the organization. Third, the strategy is basically about the strategic goal setting and allocating resources or adjust the resource-based strategic opportunities, so as to achieve conformity strategic and resource base.

#### **The company's strategy can be defined as follows:**

A set of critical choices for the planning and implementation, a series of action plans and the allocation of significant resources, in achieving the basic goals and objectives, taking into account the competitive advantage, comparative, and synergistic sustainable ideal, as the direction, scope, and overall long-term perspective that is ideal from individuals or organizations.

The company continues to build competitive strengths in order to ensure sustainable business growth, among others:

**Operational Excellence,** ensure the productivity and cost-efficiency with high effectiveness. Angkasa Avia, fully aware that the management of the operational costs are also a factor that will determine the level of interest rates to remain very competitive. With reliable business operations, all stakeholders and consumers are satisfied, high productivity and effectiveness, so that the cost becomes very efficient, so the cost of education is low with good quality.

**Reliable Resource,** synergize various quality resources.

Angkasa Avia is fully aware that the implementation of the strategy's success is also highly dependent on synergy of the whole quality of its resources, the development of resources in the form of human resources and information technology application received great attention from the Company.

**Mutual Relationship,** relying on all sides to ensure the durability of growth. Angkasa Avia always stated that the growth that has happened so far is not solely the result of the employee and the company Space Avia itself, but is the result and the support of all stakeholders, business partners and students Space flight company Avia. For the Avia Space never hesitate to give the whole its ability to maintain good relationships and improve trust through service to satisfy all stakeholders, business partners and consumers.

#### **Job Satisfaction.**

Job satisfaction is a general attitude towards one's job, the difference between the amount received by an employee reward and the amount that they believe what they should receive (Stephen P. Robbins, 1996: 26). Job satisfaction is job satisfaction among employees on what is expected of employees from work / office (Davis, 1995: 105). In his book, "Organizational Behavior: Concepts, Controversies," Robbins said: "Job satisfaction is as a general attitude of an individual to work. Work requires interaction with peers, superiors, regulatory and organizational policies, performance standards, working conditions and so on. A high level of job satisfaction showed a positive attitude towards the work, otherwise one is not satisfied with his work shows a negative attitude towards the work. (Robbins, 1996: 179).

#### **Performance.**

Performance is the level of achievement of results of the execution of specific tasks. In the context of human resource development performance of an employee in a company is required to achieve the performance of the employees themselves and also for the success of the company. The term is derived from the performance of actual job performance or performance (performance or achievements actually achieved by someone), or also work in quality and quantity to be achieved by an employee in carrying out their duties in

accordance with the responsibilities assigned to him. (Mangkunegara 2007: 67).

**Hypothesis**

Based on the above, the hypothesis of this study is:

Hypothesis 1: Organization Culture, Corporate Strategy, Job Satisfaction significant effect partially to Employee Performance of Angkasa Avia Indonesia.

Hypothesis 2: Organization Culture, Corporate Strategy, Job Satisfaction significant effect Simultaneously to Employee Performance of Angkasa Avia Indonesia.

**3. METHODOLOGY**

This type of research is a type of research that uses the causal hypothesis. The sampling technique using non-probability random sampling. According Supranto (2002: 23) is a non-probability random sampling is any element does not have an equal opportunity to be elected to the sample questionnaire used was a questionnaire with Likert scale. The questionnaires were distributed directly to the respondent to determine the response respondents on Organization Culture, Corporate Strategy, and Job Satisfaction to Employee Performance. The study population education institution employees flying Angkasa Avia Indonesia. Respondents consisted of Instructor Behavior, Academic Potential Instructor, Instructor Administration, and cabin crew Instructor, Instructor Ground handling, employee administration, management and staff. Questionnaires through validity and reliability. This study data processing with multiple linear regression, through the classical assumption.

**Identification Variables**

Variables used consists of independent variables and the dependent variable. The variables in question are:

- a. The independent variables consist of X1 = Organization Culture, X2 = Corporate Strategy, X3 = Job Satisfaction.
- b. Dependent variable Y = Performance of Employee

**Operational definitions**

The operational definition of research variables are, Cultural Organization (X1) is a system of shared meaning held by members that distinguishes the organization from other organizations (Robbins, 2003: 721). In measuring organizational culture used goal

orientation and the orientation of the rules (Garnett, 2008: 272). Corporate Strategy (X2) The Company continues to build competitive strengths in order to ensure sustainable business growth, among others, Operational Excellence, Reliable Resources, and Mutual Relationship. Job Satisfaction (X3) is a pleasant emotional attitude and loves his job. This attitude is reflected by the morale, discipline and performance. Job satisfaction enjoyed the job, off the job, and a combination of inside and outside of work. Employee Performance (Y) is the employees' perception of a positive relationship between employee behavior and performance of employees (Rodwell, 1998). This variable using other quantitative measurements with the performance in question is the performance of the employee's perception of itself that cannot be directly identified with the real performance (Rodwell, 1998).

**IV. Discussion**

Data Analysis

Further testing will be done with the research data sequential steps as follows

Table 1 R Square

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.918 <sup>a</sup>	.842	.840	.50596

a. Predictors: (Constant), Job\_Satisfaction, Organization\_Culture, Corporate\_Strategy

b. Dependent Variable: Performance\_of\_Employee\_Angkasa\_Avia\_Indonesia

From the SPSS calculations, show that the value of R2 is 84.2 %. This suggests Performance of Employee Angkasa Avia Indonesia can be explained using existing independent variables. The residue, amounting to 15.8 % (from 100 to 84.2 %) can be explained by factors beyond investigated. In other words, the influence of the independent variables the Performance of Employee Angkasa Avia Indonesia amounted to 84.2 % person.

Table 2 Parcyal Test

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.137	.664		7.732	.000
	Organization_Culture	1.002	.030	.925	33.822	.000
	Corporate_Strategy	.625	.163	.578	3.424	.001
	Job_Satisfaction	.601	.181	.560	3.324	.001

a. Dependent Variable: Performance\_of\_Employee\_Angkasa\_Avia\_Indonesia

Where: X1 = Organization Culture, X2= Corporate Strategy, X3= Job Satisfaction, Y= Performance of Employee Angkasa Avia Indonesia and e = error

a. First hypothesis tested (F test)  
From SPSS program’s calculation version 20.0 for Windows it is assumed that F’s value can be seen from the table below:

Table 3 Table Simoustantly Test

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	294.285	3	98.095	383.190	.000 <sup>a</sup>
	Residual	56.039	215	.256		
	Total	349.324	218			

a. Predictors: (Constant), Job\_Satisfaction, Organization\_Culture, Corporate\_Strategy

b. Dependent Variable: Performance\_of\_Employee\_Angkasa\_Avia\_Indonesia

ANOVA test gives F number of 0.000 with a significance level (probability numbers) to 0,000. Because the number of probability is 0.000 <0005, then the regression model is suitable for use in predicting the variable Y. In other words, the independent variables jointly affect the variable Y

From the table, it can be used to test the first hypothesis; with step do as following steps: 0.0<0.05 or 5%. So we can say that: X1 = Organization Culture, X2= Corporate Strategy, X3= Job Satisfaction, significant effect together simultaneously to Performance of Employee Angkasa Avia Indonesia .

Results of data analysis using statistical techniques of multiple linear regression analysis, it can be obtained by finding that the hypotheses in this study can be accepted or rejected.

1.The first hypothesis (H1)

The regression equation yields a value Sig.-F = 0.000 <0.05, which means that Ho will be rejected or support Ha at the 0.05 level. So it can be concluded that hypothesis 1 (H1) which states: Organization Culture, Corporate Strategy, Job Satisfaction, significant effect together or simultaneously to Performance of Employee Angkasa Avia Indonesia, can be accepted as true.

2.The second hypothesis (H2)

The regression equation yields a value Sig.-t = 0.000 <0.05, which means that Ho will be rejected or support Ha at the 0.05 level. So it can be concluded that the second hypothesis (H1) which states: Organization Culture, Corporate Strategy, Job Satisfaction partially significant effect on Performance of Employee Angkasa Avia Indonesia , can be accepted as true.

The results have been escapes and meets Classical Assumption Test, which includes Test Multicollinearity, Heteroskedasitas test, autocorrelation test, and the normality test.

**V. CONCLUSION**

Based on table correlation, seen that the Organization Culture, Corporate Strategy, Job Satisfaction, significant effect together or simultaneously to Performance of Employee Angkasa Avia Indonesia

Followed by Corporate strategy variable. This suggests that factors greatly affect the performance of employee Angkasa Avia. While the smallest job satisfaction.

Based on the research which already done, Organization Culture, Corporate Strategy, Job Satisfaction, significant effect together or simultaneously to Performance of Employee Angkasa Avia Indonesia, From the research that is also produced, a person performance of Angkasa Avia influenced by Organization Culture, Corporate Strategy, Job Satisfaction. Every company has a culture of the organization. Organizational culture that is: as a system of shared meaning held by members to distinguish the organization with other organizations. Based on research the elements of the culture of the organization concerned; knowledge, belief, art, morals, law, customs, behaviors /habits (norm) of society, the basic assumptions, value systems, learning/inheritance and problems of external adaptation and internal integration.

## **RECOMMENDATION**

Organization Culture, Corporate Strategy, Job Satisfaction, significant effect together or simultaneously to Performance of Employee Angkasa Avia Indonesia.

Based on the research found. This should be a factor that should get attention from the management Angkasa Avia in developing corporate, such as:

This mean management Angkasa Avia must be focus to organizational culture, because that Organizational culture can be a clear distinction between one organizations to another. Organizational Culture brings a sense of identity for members of the organization/company. Organizational Culture facilitate the emergence of a commitment to something larger than one's individual interests. Cultural society together is the social glue that helps unify the organization / company to provide appropriate standards to be done by employees.

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