

## The Impact of Organizational Culture and Work Environment on Employee Performance Through Leadership in Corporate Security Unit of PT Garuda Indonesia (Persero) Tbk

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**Abstract:** The purpose of this study was to determine and analyze the direct and indirect influence of Organizational Culture and Work Environment on Employee Performance through Leadership. As well as for the direct influence of Leadership on Employee Performance. Data analysis using SEM method. The results showed that Organizational Culture has direct and indirect effects with a positive direction on Employee Performance through Leadership. The Work Environment has a direct effect on the positive direction of Leadership. The Work Environment has a direct effect on the negative direction of Employee Performance. The Work Environment has an indirect effect on the positive direction of Employee Performance through Leadership. And Leadership has a direct effect on the positive direction of Employee Performance.

**Keywords:** *Organizational Culture, Work Environment, Leadership, Employee Performance*

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### 1. Introduction

Indonesia is the largest archipelago in the world. With this configuration, Indonesia needs adhesives to ensure logistics from Sabang to Merauke are met. Historically, ships are a mode of transportation that they Nusantara, knitting the pulse of national life. Along with the development of globalization, there was a widening of free trade, then the formation of the Economic Community Association of Southeast Asian Nations (ASEAN), the frequency of the flow of human and goods movement increased sharply. This situation also affects the dynamics in Indonesia, including the emergence of demands for ease of movement of people and goods that are effective in terms of time and cost. With the character of Indonesia's geography, one-third of which is water, and the demands of globalization, Garuda Indonesia has a significant role in connecting the nation and the world.

After Indonesia's independence, the government slowly nationalized Dutch assets, including Garuda Indonesia in 1949. In the era of free trade, many countries relinquished ownership of their airline companies to the public, etc; British Airways, Lufthansa, Air Canada, Qantas, Japan Airlines, and so on. However, Indonesia still maintains Garuda Indonesia as *a national flag carrier*. This means that, apart from business people, Garuda Indonesia is part of the national interest as well as a symbol of the Indonesian state. This status creates a unique combination of risks and opportunities for Garuda Indonesia compared to other Indonesian airlines. On the one hand, Garuda Indonesia is a business person. On the other hand, Garuda

Indonesia is the epitome of the country's civilization, the advancement of the nation's technology and strength. Called the epitome of state civilization because to exist, be accepted, and thrive in the aviation industry, countries and airlines must be able to prove that they adhere to the rules of the world community Chicago Convention. Called the epitome of technological advancement of the nation, the aviation industry is dense with technology. And only those who can adapt to technological developments will survive. Garuda Indonesia and its subsidiaries have proven capable of operating and maintaining international standard technology. It is called the symbol of national economic strength because, it is impossible for a poor country, which even to meet the basic needs of its people alone is difficult, operating an airline capable of reaching international destinations.

An organization can be interpreted as a forum and process of cooperation of a group of people to achieve a certain goal. Thus the organization consists of individuals and or groups, so the results achieved by the organization will depend on the work of individuals and groups. In other words, the effectiveness of the organization depends on the effectiveness of individuals and groups. The synergy between individuals or groups will be able to achieve a high level of work, as the demands faced by managers in managing the organization. Gibson, et al., (1997: 27) said that the effectiveness of the organization is the achievement of goals that have been set based on joint efforts. Furthermore, the level of achievement of these goals indicates the level of effectiveness. Individuals and groups within the organization must gain attention and be evaluated to achieve the goals that have been set.

Organizational effectiveness can be enhanced by creating a culture that will lead to the achievement of organizational goals and at the same time will satisfy employees. Through leadership owned by a leader, the leader will transfer some values such as group emphasis, support from people or employees, tolerance to risk, wage criteria, and so on. On the other hand, employees will form subjective perceptions of the fundamentals of values within the organization under the values conveyed by the leader through his leadership. All of this is done to influence employee performance.

Many factors affect employee performance, all of which are classified into two (2) groups namely internal factors and external factors of employees. Factors that come from within the employee are all the values embraced, perceptions, motivations, and goals to be achieved. Meanwhile, several factors that come from outside employees are leadership, workmates, workspace, job security and safety, political, economic, social, and organizational culture. This is in line with what Fiedler and Garcia (1987:36) said is that factors that influence an employee's work behavior can come from within the employee's own (individual factors) or factors from outside the employee.

As an employee of an organization, leadership greatly influences its existence and performance because leadership contains the meaning of the ability to influence employees to work together to achieve organizational goals. Thus, the role of a leader is very large in encouraging employees to be with high awareness willing to work together to achieve organizational goals.

Grimes (1978) in (Olssen, Codd, & O'Neill, 2004) also said that the role of leaders is so great in encouraging employees to increase the energy that employees are willing to behave to achieve organizational goals, and that lead is the activity of influencing people to do things according to above average standards and quality; and that the affected person does so voluntarily.

The existence of organizational culture can be felt through the behavior of members or employees within the organization, such as from the way of thinking, feeling, responding, and guiding the members of the organization in making decisions and other activities in the organization (Robbins & Coulter, 1999:77).

This indicates that each employee's behavior will indicate the existence of organizational culture. Similarly, Hofstede also said (1986: 4-5), that organizational culture is the overall mindset, feeling, and action of a social group that distinguishes it from other social groups. Thus it can be said that the culture of the organization is all forms of effort, thoughts, and activities in dealing with, mastering, and controlling themselves in the organization for the continuity of the organization concerned.

A work environment is an environment where employees do their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employees' emotions. If the employee enjoys the work environment in which he/she works, then the employee will feel at home in his/her workplace to do activities so that work time is used effectively and optimistic employees' work performance is also high. The work environment includes the working relationships formed between fellow employees and the working relationships formed between fellow employees, working relationships between subordinates and superiors as well as the physical environment in which employees work.

Unhealthy working environment conditions can cause employees to easily stressed, not eager to work, come late, and vice versa if the work environment is healthy then the employees will certainly be spirited in work, not easily sick, easy to concentrate so that the work becomes quickly completed under the target. The work environment itself has two dimensions, namely physical dimensions (room coloring, lighting, cleanliness, spatial planning, etc.) and non-physical dimensions (employee welfare, work atmosphere, relationships between employees, etc.). Organizations must be able to provide both dimensions in good condition to make employees continue to work productively and work together between employees and with leaders to achieve organizational goals.

Leadership is a very important factor in influencing organizational performance because leadership is the main activity where the objectives of the organization can be moved and achieved. Understandably, leadership is the ability to influence others to work together to achieve certain goals. This effort cannot be seen as something stand-alone, because leadership can only happen when there is leadership, leadership, and interaction between them.

Leaders must always understand their values, as well as the values and cultures contained within the organization, as these values determine *whether the new sense of direction will be responded to enthusiastically, received wholeheartedly, or even rejected for not being suitable*. Values and cultures are deeply rooted, steady, and often impede the new direction being applied. Various efforts can be made by the leader because it is the leader who has a great opportunity to influence the behavior of employees to be able to create a maximum organizational performance.

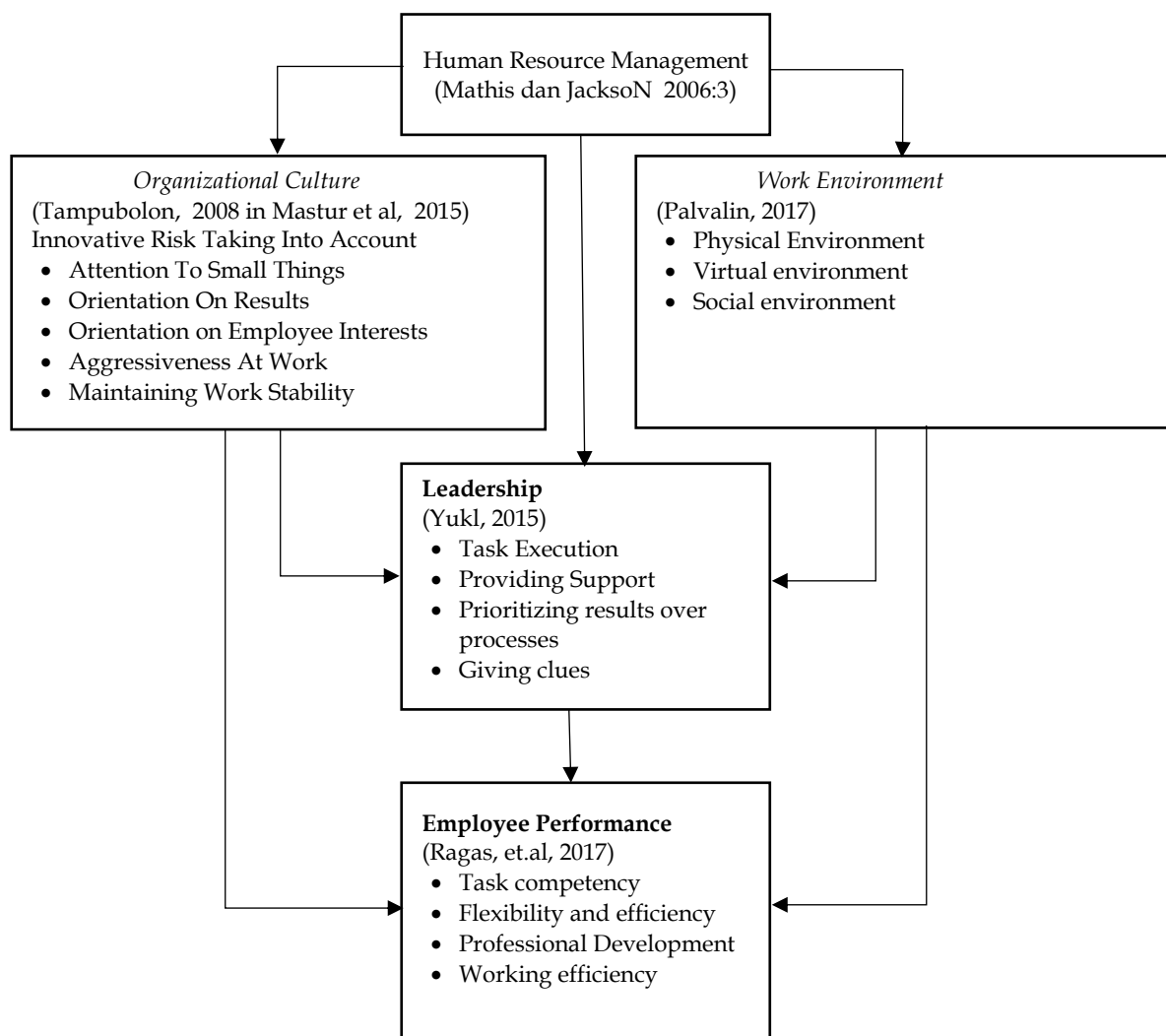
For employees of organizations, containers or organizational processes not only as a place or event to make a living for life but also as a place to find identity or identity, containers and processes in actualizing themselves, containers to prove their ability or expertise, which will ultimately give rise to self-pride. The pride of being an employee in an organization or institution is an indicator that the employee has the identity of the organization in question, which ultimately indicates the ingrained values of the organization in him. Acceptance and embedded organizational value is only possible if there is a set of values that are formed according to a set of goals.

The founder of the organization had a strong influence on the formation of the early culture of the organization. They have values for what the organization will achieve. Meanwhile, organizational leaders also bring certain values that are used to achieve the objectives of the organization effectively and efficiently. Meanwhile, when leadership becomes the focus of the study, it will intersect with what is known as a leadership style. Leadership styles are consistent patterns of behavior that leaders apply with and through people, i.e. patterns of behavior that the leader shows when influencing people as others perceive. Hersey & Blanchard (1988:100-103)

said that style is not about how leaders think about their behavior in the lead, but how others, especially employees, perceive their behavior or leadership. If leadership style is associated with organizational culture, then both are perceptions of others, especially employees.

## 2. Research Method

Data analysis in this study using *structural equation modeling* (SEM) method. SEM is one of *the multivariate* techniques that combine several aspects, such as factor analysis and multiple regression that allows researchers to *simultaneously* test a series of dependency relationships between *measured variables* and latent variables, as well as between several latent variables (Hair *et al.*, 2014). Researchers used SEM in this study because the models tested in this study have many relationships between latent variables simultaneously. Cooper and Schindler (2014) mentioned that SEM can explain measurement errors in the estimation process that regression cannot explain. Hair *et al.* (2014) mentions there are three kinds of strategies that can be used in SEM. The first strategy is the *confirmatory modeling strategy* that is useful in confirming or proving the existing model whether it corresponds to reality. The second strategy is the *competing models' strategy* that compares a model with an alternative model. The third strategy is a *development strategy model* that is useful for developing certain models.



**Figure 1. Framework**

This research uses a *confirmatory modeling strategy*. The use of *confirmatory modeling strategy* is in line with the core of this research, which aims to confirm or prove the theory or relationship between variables in the model that is the focus of research. The use of SEM by implementing a *confirmatory modeling strategy* focuses on analyzing and measuring the *suitability of the model* or fit a model of the model used in this study with the reality represented by the data that has been collected (Hair et al., 2014).

Samples from this study were selected by *purposive sampling* method. According to Sugiyono (2016), *purposive sampling* is a sampling technique of data sources with certain considerations. The reason for using *purposive sampling* techniques is because not all samples have criteria that correspond to the phenomena studied. Therefore, the author chose *purposive sampling techniques* that establish certain considerations or criteria that must be met by the samples used in this study, namely permanent employees in the Corporate Security Unit and have worked for more than 1 year with a sampling number of 100 people.

### 3. Results and Discussion

#### 3.1. Results

Tabel 1.

Direct, indirect, and Total Impact

No	Causality	Direct	Indirect	Totally	T Statistics	T-Tabel	Decision
1	Organizational Culture → Leaderships	0,7755	-	0,7755	16,8781	2,003	Significant
2	Organizational Culture → employee's performance	0,5140	0,4295	0,9435	18,3565	2,003	Significant
3	Work Environment → leadership	0,2359	-	0,2359	4,8308	2,003	Significant
4	Work Environment → employee's Performance	-0,0861	0,1306	0,0445	0,7972	2,003	Not Significant
5	Leadership → employee's Performance	0,5538	-	0,5538	2,1891	2,003	Significant

Source: Processed Data

Organizational Culture had a direct effect of 0.7755 with a positive direction towards Leadership. This proves that the first hypothesis in this study was answered. Organizational Culture had a direct effect of 0.5140 in a positive direction towards Employee Performance. In addition to the direct influence on Employee Performance, Organizational Culture also had an indirect effect on Employee Performance through Leadership of 0.4925. This proves that the second and third hypotheses in this study were missed.

The Work Environment had a direct effect of 0.2359 with a positive direction towards Leadership. This proves that the fourth hypothesis in this study was answered. The Work Environment had a direct effect of -0.0861 in a negative direction towards Employee Performance. In addition to the direct influence on Employee Performance, the Work Environment has an indirect effect on Employee Performance through Leadership of 0.1306. This proves that the fifth hypothesis was missed, while the sixth hypothesis was answered. Direct influential leadership of

0.5539 with a positive direction towards Employee Performance. This proves that the seventh hypothesis in this study was answered.

### **3.2. Discussion**

#### **The Influence of Organizational Culture and Work Environment on Employee Leadership and Performance**

Organizational culture can be defined as values that can reduce transaction costs and improve economic performance. Leadership is an important transmission mechanism by which culture is observed. A good leader can improve economic performance, but otherwise, an ugly leader is unlikely to do so. Leaders who either promote or encourage differences in the combination of values, include both altruism (a trait that concerns the interests of others) and deep consideration in making decisions. Ugly leaders promote or encourage a combination of selfishness and spontaneity.

The work environment is the whole tooling tools and materials faced, the surrounding environment in which a person works, his working methods, as well as his working arrangements both individually and as a group. The work environment is a measuring instrument that will affect the performance of employees if the existing work environment in a company or organization is good. A good work environment for employees can improve harmonious relationships between superiors, colleagues, and subordinates, and supported by adequate facilities and infrastructure in the workplace will bring a positive impact for employees so that employee performance becomes improved. Therefore, if the leadership and work environment is done well, it affects the performance of employees.

The results showed that simultaneously organizational culture variables, work environment, and leadership variables influenced Employee Performance by 97.24%. While the remaining 2.76% is influenced by other variables outside the model.

A general understanding of the beliefs inherent in the organization provides a platform for investigating behavioral norms that can help understand organizational culture. Core values and objectives are forever within the organization, although in its implementation the value is changed continuously. Unlike core values, the implementation of values is a principle in guiding the decision-making process in an organization. If managers in an organization can determine decision-making principles, and if they can combine those decision-making principles with core values, managers can focus on the organization, improve performance and productivity, and develop a workforce that has high loyalty to the organization.

#### **The Influence of Organizational Culture on Leadership**

Culture and leadership are basic concepts for improving performance. The two concepts are closely related and must be understood together to be relevant. Understanding basic assumptions can help reduce frustration and activities that can lead to waste. Since it can almost be said that it is impossible to change assumptions, the main focus is to change behavior. Culture is created by most leaders. Leadership is the most powerful cultural component. Cornelius (2003) said that leaders can step up their efforts to create a culture, not only make cultural changes but accept the culture and strive for cultural change. Thus there is a significant relationship between leadership and organizational culture.

The results showed that Organizational Culture had a direct influence of 0.7755 with a positive direction towards Leadership. Geletkanycz (1997) in his study of the prominent cultural consequences, found that there is a significant relationship or influence between culture and leadership, and vice versa that leadership can instill culture through cultural socialization to shape the orientation of leaders. Sendjaya, et al., (2002) in his study of organizational leadership and culture, found that organizational culture has a significant influence on leadership.

### **The Influence of Organizational Culture on Employee Performance**

The results showed that Organizational Culture had a direct effect of 0.5140 with a positive direction towards Employee Performance. In addition to the direct influence on Employee Performance, Organizational Culture also had an indirect effect on Employee Performance through Leadership of 0.4925.

The results of the study showed that there is an influence of organizational culture on performance including Wambugu (2014) where the purpose of this research is to know the influence of organizational culture on employee performance. Then the next research is Syahrudin et al. (2016). The research was conducted to know the influence of co-ornate, organizational culture, and organizational climate on the commission, job satisfaction, and employee performance in the Makassar city government. Other research such as research conducted by Hardiyono, et. al (2017) and Pawirosumarto, et. al (2017) is also the basis of this hypothesis because it shows the influence of organizational culture on performance.

### **The Influence of the Work Environment on Leadership**

The work environment is the situation or atmosphere around the employees as they perform their duties where the situation has an influence on those employees at the time of doing their work to carry out the company's objectives.

Leadership is a very important factor in influencing organizational performance because leadership is the main activity where the objectives of the organization can be moved and achieved.

The results showed that the Work Environment had a direct effect of 0.2359 with a positive direction towards Leadership. Understandably, leadership is the ability to influence others to work together to achieve certain goals. This effort cannot be seen as something stand-alone, because leadership can only happen when there is leadership, leadership, and interaction between them.

### **The Effect of L Work Environment on Employee Performance**

The results showed that the Work Environment had a direct effect of -0.0861 with a negative direction on Employee Performance. In addition to the direct influence on Employee Performance, the Work Environment has an indirect effect on Employee Performance through Leadership of 0.1306.

The results of the study showed that there is an influence of organizational culture on performance including Quach, et. al (2016) where this study compares the impact between employees who work in the state sector (civil servants) and those who work in other sectors (Private).

Then the next research was conducted by Jayaweera (2015) where this study aims to find out the influence of the work environment on performance with motivation as a moderation variable. The result of this study is that the work environment has a positive effect on performance, the results of this study also show that motivation can be a moderation variable from the influence of the work environment on performance. Other research such as research conducted by Hardiyono (2017), or research conducted by Pawirosumarto (2017) is research that supports the influence of the work environment on performance.

### **The Influence of Leadership on Employee Performance**

Leadership is the process of directing and influencing activities that have to do with the work of group members. Good leadership will affect the process of implementing good work and refer to good employee performance as well. A good leadership system is very important and influential in the process of implementing activities in the organization, especially performance issues. Because the attitude of a leader is a form of prevention to anticipate poor employee performance so that a company's performance can be better of course.

The results showed that Leadership had a direct effect of 0.5539 with a positive direction towards Employee Performance. Leadership has a partially significant influence on employee performance in the *Corporate Security Unit* of Garuda Indonesia (Persero) Tbk. That is, good leadership has an impact on improving employee performance in the *Corporate Security Unit* of Garuda Indonesia (Persero) Tbk. The results of the study state that leadership has a positive and significant effect on employee performance. Leadership and leadership style in the organization plays a role in influencing employee performance. Therefore, employees are not enough just to be directed but must be balanced with supervision from the leadership so that what they do goes smoothly. The results of this study are in line with research conducted by Antara (2015) stated that leadership has a positive effect on employee performance.

#### 4. Conclusion

The leadership and employees of PT. Garuda Indonesia (Persero) Tbk, is expected to maintain familiarity such as mutual trust between each other, good interaction between individuals and the environment, willingness to sacrifice, and able to create new ideas so that in the future there can be better relationships between employees and with superiors, both inside and outside the work environment. Management of PT Garuda Indonesia (Persero) Tbk is expected to improve integrity such as trust in the leadership and fellow employees and be confident in the ability of leaders and fellow employees so that the objectives of the company can be achieved. This study only measures the variables of organizational culture and work environment. Therefore, it is expected that in the next researchers can add and examine other variables as mentioned by Siagian (2014) that performance is influenced by several factors, namely completion, work environment, organizational culture, leadership and motivation, work discipline, job satisfaction, communication, and other factors.

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