
ORGANIZATIONAL CULTURE OF THE INDONESIAN AIRPORT MANAGEMENT COMPANY : A CASE STUDY AT PT. ANGKASA PURA I

By

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ABSTRACT

The study aim at analyzing the organizational culture structuring seen from the perspective of 7s Mc Kinsey and analyzing the organizational culture contributions against crucial success factors on the company's financial performance aspect. Qualitative research use with the case study approach at PT Angkasa Pura I as a commercial transport management company, which is one of the Indonesian states - owned enterprises. Desain explorative and descriptive use complement this research. Data collection do through observation, interviews, literature study, and focus group discussion. Data analysis doing by a successive approximation technique. The results showed that seven components include structure, systems, style, staff, skill, strategy, and shared value/superordinate goals in the organization's effects and influenced by the culture of the organization, so the setup or repair of system components will affect the organizational culture. Similarly, the setup or improvement of the cultural organization will affect the organizational system components. Also, research results show that the development of organizational culture and on going socialization affects the growth of profitability (ROA, ROE).

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1. INTRODUCTION

The culture within an organization reflects how people view outside the organization. Organizational culture plays an essential role in organizational performance and efficiency. Organizational culture is one of the defining factors of an organization's success. Strategic position and the importance of organizational culture for the company, as illustrated by Schein (1990:109-119), Balzac (2011:4-5), Robbins (2011), Jones (2010), and Anderson Anderson (2010), which is the organizational culture of determining. The presence of the company and the successful utilization of human resources. The importance of the organization 's cultural role evidence by research results related to the culture of the Organization do Kholib *et al.* (2015), Jati *et al.* (2015), Rachmaliya (2017), and Salah *et al.* (2017).

This research aims to see the strategic position and significance of the organizational culture in the management of the company in the airport manager industry. The airport management company develops its products in the form of services aeronautica and non-aeronautics. Activities run business is a service of the airport that includes the provision, establishment, and development of facilities for landing activities, takeoff, parking, and storage of air aircraft. The provision of the facilities counter check-in, garabarate, baggage handling system and hold baggage screening, as well as land procurement for field construction, industrial area, and buildings related to

smooth air transport, provision of terminal facilities for services freight transport, for passenger transport, and postal services.

A case study conduct against limited Angkasa Pura I (from now on called Angkasa Pura I) by looking at structuring the culture of the organization's spark to financial performance the company. Angkasa Pura I is one of the two international airport management companies in Indonesia, managing 13 airports from 2 commercial airports in Indonesia. The rest is 13 airport Angkasa Pura II. Also, there is the airport classified pioneer airport. In that, it is managed by the management unit transportasi Directorate General of Air Transportation Ministry of Transportation. Angkasa Pura I is a company that has a large enough business scale. Based statistics of the city management industry airline per December 2020, total assets Angkasa Pura I Year 2020 is Rp 25,666,946,000,000,- while the total revenue of Rp 8,138,272,000,000,-

The urgency of this research based on the role of dynamics of the company in the field of business will produce services for the international community. Where the entrance of the people who go outside or enter Indonesia. The services include travel to or from other regions in Indonesia, involving both domestic and foreign residents. At the same time, the process of service itself faces the dynamics of global developments that require the company can answer competition businesses with competitive advantage can also play a role in the country's friends. In this case, it is essential to analyze how the organizational culture arrangement of Angkasa Pura I related with strategy, organization, process, system, skills, staff, the organization's leadership, and culture, as well as to analyze organizational cultural contributions to the success factor, are restricted to aspects of the company's financial performance. The essential is covering asset growth, profitability, and operating costs of operating income.

2. LITERATURE REVIEW

Kreitner and Kinicki (2001) explain that organizational culture is a social adhesive that binds organizational members together through the values, symbols, and ideals embraced together. Culture organization is a system of shared intent adopted by members of the organization that characterizes the organization and which distinguishes it from other organizations. The view has an introduction that the culture of the organization. Usually is felt as an initial impression for anyone. Who first knows the organization. Because it is awakened a universal understanding system and embraced jointly by members of the organization. Organizational culture is a common impression adopted by members of the organization, a shared understanding system adopted by members of the organization. To initial as a social adhesive for members of the Organization in a concrete manner seen from attributes, symbols, and attitudes incarnated in every behavior, while abstracting is a reflection of the values and beliefs of organizational members, organizational culture is a reflection of the values, beliefs, and attitudes of the members of the organization.

Ivancevich and Konopaske (2012) incorporated the organizational culture as a pattern of assumptions and values created, found, or formed to govern the life of the organization. Creating an organizational culture is done through the way of HOME, which stands for H (history), O (oneness), M (membership), and E (exchange). History is the importance of fostering or reminding the sense of history in employees who can make them remember the role of the inventor of the company and the color giver of the organizational culture. Oneness is the importance of cultivating a sense of unity and integrity between fellow members of the organization so that members of the organization have the same understanding of organizational culture and organizational objectives. Membership is the importance of putting together a sense of togetherness in every member of the organization. Exchange is the importance of growing the spirit to exchange thoughts and opinions between fellow members of the organization so that it will achieve the best solution from each issue. Based on the above view, it can formulate that organizational culture is a set of values, norms, assumptions, and beliefs embraced jointly by members of the organization.

In general, the source of organizational culture differentiates into two, namely culture formed by habit together with members of the organization and culture created by the founder or management of the organization tops. The establishment of culture created by customs, values, norms, assumptions, beliefs, and systems embraced jointly by the members of the organization. The habit is usually in a strong position, and it is not even less visible in the face of relation to the fundamental thing that shares with members of the organization. Habits, values, norms, assumptions, these beliefs tend to persist over time it has changed/changed, the values, norms, and habits persist.

The values and norms are the first level of culture and are inherited by members of organizations to other younger members. Consequently, it is not easy to change the organizational culture at this level because it believes to be "in existence" and "well judged" and passed down in the members of the organization. To measure the low or steady level of a culture of an organization, according to Luthans (2009), can be known from its characteristics. Namely: organizational culture has several essential characteristics. (1) Observed behavioral regularities: to use everyday language, terminology, and ritual. (2) Norm, as a standard of behavior, exist guidelines. (3) Dominant

values: high product quality, low absenteeism, and high efficiency. (4) Philosophy: there are policies. (5) Rules: strict guidelines. (6) Organization climate: and overall "feeling" that is conveyed by the physical layout, the way participations interact.

Many studies that view or review factors that have been determinants of organizational culture, among them Storm and Bruton (2010) state that the organizational culture influences the strategy element. An organization has a strong and mature organizational culture will reflect by the strategies they perform to achieve their goals. Bacall (2011) expressed that the work or performance of the company is being supported by how the team's takes place in the organizational process of the organization implemented. While Al-Tite and Hunitie (2015) expressed that communication built and style the leadership in the organization of the organization will create a culture of organization and employee satisfaction work.

Jan and Amir Shah (2014) concluded that the organizational culture is built in a democratic atmosphere and fostering innovation, where innovation will play a role in economic growth and expand and maintain the sustainability of the company's performance. Hence the organizational culture will be the main factor of business excellence. Wieslaw (2015) concludes the mental characteristics that are programmed jointly by members of the organization are an essential factor in shaping the culture in an organization and organizational culture as a reflection of the leadership leaning on the value characteristic that followed affects the performance of the organization. Lapina (2015) presents the role of the culture of organizations dealing directly with the effectiveness and performance organization. An influential organizational culture will play a significant role in achieving organizational performance over an organization whose culture of an organization is not stable.

Kolodziejczak (2015) concludes that coaching is an organization that contains values, attitudes, which include in the process, and the organizational governance will form a powerful organization. Watterman, Peters, and Philips of Mc Kinsey and Company (1980) created an analysis model of the organization that became known as 7-S Mc Kinsey published in the Journal Business Horizon in June 1980 under the title "Structure is not Organization." The first book to cover the 7-S Mc Kinsey model was the Art of Japanese Management, written by Pascale and Athos in 1981. Later on, Peters and Watterman also released a book that discusses the 7-S model Mc Kinsey in 1982 titled In Search of Excellence.

In such writings, Watterman et al. (1980) and Peter and Watterman (1982), describing a model to look at the effectiveness of the organization by analyzing seven elements, namely Organizational structure (structure), System (system), Leadership style (style), Staff, Skills, Strategy, and Organizational culture (shared value/superordinate goals). Pascale and Athos interpret each of these 7-S Mc Kinsey as follows: (1) The strategy is a plan or a series of actions that lead to the allocation of limited corporate resources to achieve the company's objectives. (2) The structure is a characterization of the organizational chart. (3) The system is the setting of the report and process routines. (4) The staff the description of "demographic" about the essential human resources category within the company. (5) Style is characteristic of how the key managers are to achieve the company's objectives, as well as how culture style of the organization. (6) Skill is a different ability (distinctive capabilities) of human resources as well as the company as a whole (significant meanings) or the primary (guiding concept) concepts that the organization emphasized in its members.

3. RESEARCH METHOD

This research approach is a qualitative cation of-study with case studies methods. While the design of the research is exploratif and descriptive. Primary and secondary data sources with the collection method data include observation, interviews, literature study, and focus group discussion. The primary data source is the result of an interview with the leadership of Angkasa Pura I, a secondary data source covering documents, technical analysis results by the media, government regulations, the financial performance of the company that has published. In this study field seven research questions that were from the five questions related to subfocus about the organizational culture and two questions related to sub-focus on cultural contributions organization to financial performance.

The model used to assist in analyzing the findings of the research is the diagnosis model of 7 S Mc Kinsey, which shows interconnectedness between components affecting the organizational culture of strategy, structure, system, staff, leadership style, and skill. The technique and analysis of the data used is a successive approximation that is a technique done repeatedly by referring and linking between the data and theories that exist to get the final analysis result based on the existing theory and reality, sought to relate and interpreted and made the conclusion.

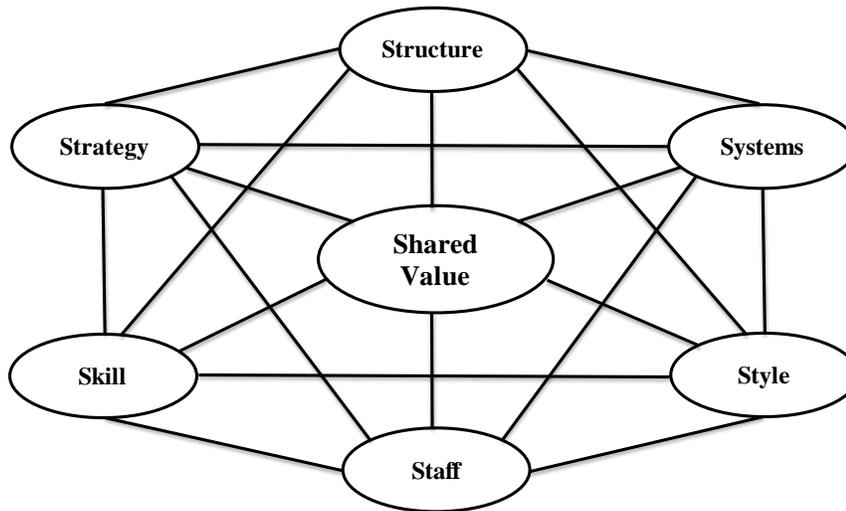
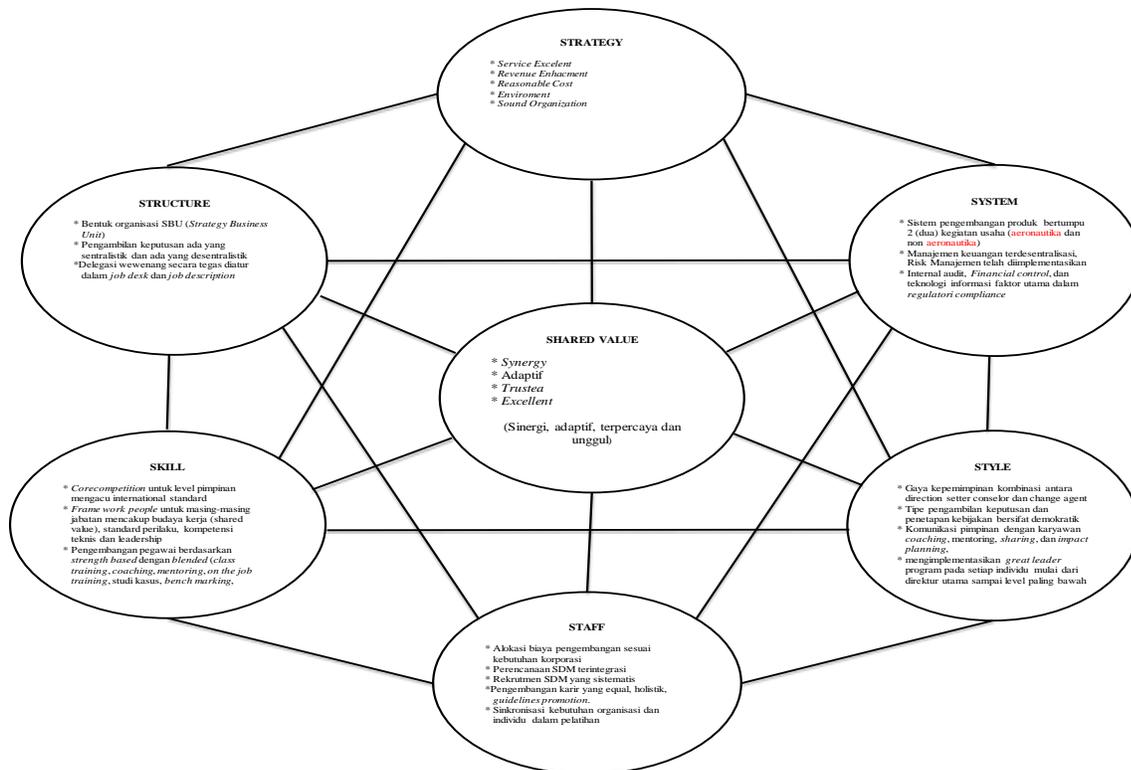


Figure 1. 7S McKinsey Diagram
 Sumber: Waterman, *et al.* (1980) dan Peter dan Waterman (1982)

4. RESULTS AND DISCUSSION

To provide a more unobstructed view of the research findings conducted, the below delivered first "pictures" of the organizational culture of Angkasa Pura I based on the perspective of the 7-S model Mc Kinsey, which can see in Figure 2 below.



Picture 2. Cultural Organization of Angkasa Pura I based on the perspective of Modek 7-S Mc Kensey
 Source: Data processed by Waterman Model *et al.* (1980) and Peter and Waterman (1982).

Based on the "mapping" of the organizational culture of Angkasa Pura I in the perspective of 7-S Mc Kinsey above, a discussion of the research findings is also grouped into two research sub focuses, namely (1) The structuring of organizational culture components in the perspective of 7-S model MC Kinsey and (2) The contribution of organizational culture to financial performance. Discussion of findings research related to sub-focus one and sub focus two, grouped into several propositions.

a. Component arrangement

Organizational culture becomes the central point or basis for the arrangement of components of strategy, structure, system, skill, style, staff. A discussion of research studies related to this one subfocus resulted in seven propositions. In sub-focus one, this study has been about the organizational culture of Angkasa Pura I from the perspective of 7-S Mc Kinsey, hence the discussion of the "S" component, accompanied by the discussion on the organizational culture implications for each of the "S" components.

1) Strategy components

The strategy component sees through the proposition. First, which is the right strategy and in line with the system and business orientation determines the company's success. The business strategy of Angkasa Pura I classified into five groupings, including (a) Service Excellence: increased customer satisfaction index, rejuvenation of production tools, implementation of airport development; (b) Revenue Enhancement: optimization of system cooperation with partners (consesioner), increased income aeronautika and non-aeronautics, the company's such as subsidiaries; (c) Reasonable Cost: efectivity of budget use, maintain a balance of income increase, against cost improvement; (d) Environment: distribution of partnership programs, funding of environmental development programs, application of eco green airport, social and economic Impact analysis of a local labor absorption; and (e) Sound Organization: restructuring organization, workshop new culture company, the establishment of centre for excellence, management training through strategic partnerships, determination of the master plan of information technology, and reactivation of training of various levels.

From the business strategy Angkasa Pura I, the implications of the culture as a whole are more expansive, innovative, relationship with customers and other stakeholders to be more communicative, supporting the values of adaptive and excellence. The linkages between strategy, organizational culture, and leadership intended by Mc Kinsey are decisive in decision-making and execution of actions based on core competencies to achieve competitiveness and win competitions. This in line with the steps taken by Angkasa Pura I regarding the strategy described in the first proposition, namely: "the right strategy and in line with the system and business orientation, determining the company's success." As the results of the research, Lapina et al. (2015), Muchtar and Qamariah (2014), and Jan et al. (2014), Rachmaliya and Efendy (2017).

2) Staff component

The staff component sees through the second propositional, namely the human resources (HR) integrated with the corporate plan, to increase the effectiveness of the human resources management. The human resource planning of Angkasa Pura I have been harmonized with corporate plan both short term and long term and funding the ability of corporate. This alignment document in the company 's long-term plan and the plan work budget company . Employee recruitment referred to annual workforce planning and conducted per quarter. The selection and placement of officers. Refer to the principle of the right person in the right place and at the right time. Training and human resources development pattern, the company's value is SATE (synergy, adaptive, trusted excellent) and is implemented based on the benchmark industry. The career path is more precise, transparent, and fair for every employee with pay for performance-based compensation and strict application of sanctions.

From the component of the staff Angkasa Pura I, the implications of the description of the culture of human resources that are integrative and holistic, recruitment of more periodic officers and systematic, selected, and placement of professionals, supporting the values of excellence and synergy. For the sake of further training and development, more suitable and balanced and more synchronous among industries, organizations, and individuals in terms of costs, programs, and needs. Carrier is more precise, transparent, and fair for every employee. Compensation and application of sanctions referred to the industry and implemented consistently. Based on a description of the arrangement made by the numbers, one related components of staff, then the second proposition that " the human resource development integrated with the corporate plan increases the effectiveness of human resource management," expressed above is by what is proposed by Kolodziejczak (2014), Al-Tite and Hunitie (2015) and Ivancevich and Konopaske (2012).

3) Skill component

Skill components see through the third propositional, i.e., the employee skill (competence) that aligned with individual needs, organization, and business demands will support the competitiveness of the company. Angkasa Pura I conducts its professional human resources competency arrangement, referring to global best practices. Determination of competency standards applied through core competency for management level and assessment using employee appreciation system. Employee competency improvement programs are more systematic and structured. Training and development plans included in the individual learning and development plan. The employee competency did with strength-based people development system and learning system directed to blended learning, which is training-based activities in the classroom, based coaching and mentoring and project assignment, on the job, case study, benchmarking, and internship.

From the component of the skill, applied to the visible culture of the standard competency department, and the development system of extension of Angkasa Pura I referring to international best practice supports excellent and trusted values. Meanwhile, the human resources of Angkasa Pura I become the primary concern both in the department requirements and in the development pattern supports the values of excellent adventures and trusted values overall so that support performance and strategic plan of the space Angkasa Pura I, according to what was delivered al-Tite et al. (2015), Kolodziejczak (2014). From employee development efforts that include the education and development patterns conducted by Angkasa Pura I, can be described in the third proposition, which is "personal skills officers by the needs of individuals, organizations, and business demands will support the competitiveness of the company".

4) Structural components

Structural components see through the fourth Propositional, i.e., structure organization that complies with the internal and external environment, will support business development. The organizational structure of Angkasa Pura I is the strategic business unit (SBU), grouping the group based on its business nature, there is also a support function. Delegation of authority expressly stipulates in the job description. The division of workload done by the calculation of the workload (manning analysis) using full-time equivalent tools. The decision-making control range exists in a centralized and decentralized manner. The formalization of the work is done by issuing the standard operating procedure (SOP) as a derivative of the operational policy and is described in detail form the technical instruction of operational and complete with international best practice.

From structural components applied to the culture seen from the structure of the organization Angkasa Pura I accommodate business development, a delegation of authority, decentralized control range, and decision making as well as the implementation of the standard operating procedure (SOP) or operational, technical instructions. They are strengthening the fundamental values of the Angkasa Pura I in terms of adaptive, which described as the power, passion, and desire of employees who give up, proactive response to change and is rich in innovation. The fourth proposition about the "organizational structure that corresponds to the internal and external environment will support business development" delivered in this study, confirming what the Ahl Storm and Bruton (2010) put forth, Robbins (2011) and Jones (2010).

5) System Components

System components see through the fifth proposition, namely system that oriented to customer satisfaction and good corporate governance, necessary to support the company's business development. Core system Angkasa Pura I leads to product development services non-ATS aeronautics and non-aeronautics by providing excellent products and services. Product development is concerned with business development and customer desires. The business process focuses on the implementation of good corporate governance (GCG) and risk management as well as transparency with the focus towards performance-based. Support activities are more centralized with the support of modern operating technology. The increase in surveillance function and the application of risk management directed to accelerate policy implementation.

From the component system, implication to the visible culture of core processor core business Angkasa Pura I economic international best practice with good corporate governance and risk, support trusted and excellent values. While product development is more planned because the business plan and more to account for business risk support adaptive and synergy values. It is analyzing the role of han-change in system components that include core process and support activities conducted by Angkasa Pura I in business. Then the fifth proposition, namely: "system oriented to customer satisfaction and

good corporate governance, necessary to support the development of the company's business," is in line with what presented Bacal (2011). That is, the system setup should be done in supporting business development to achieve the company's objectives, generate added value for consumers, and the implementation of organizational functions efficiently and effectively.

6) Component Style

The style component sees through sixth proposition, a flexible style of leadership that affects both the organizational culture and the achievement of the company's performance. The leadership style of Angkasa Pura I is a combination of direction setter, counsellor, and change agent, which refers to the exact type of management who have the direction and the top-down policy line, while also paying attention from bottom up. In decision-making and policy assignments, the style of a decision is a more attractive demo where each decision is analyzed together and set based on result-oriented. Communication culture between leaders and subordinates built through the impact planning activity in order to accommodate employee engagement levels.

From the style component, it applied to the culture seen from the style Angkasa Pura I leadership combination between the direction setter, counselor, and the change agent heading to the genuine with a democratic decision-making style. Top management and the managers acted as role models. Its leadership and decision making support for the synergies values debated in cultural values as respecting the diversity and uniqueness of each element to add value to the company, economic development, and environmental development. Also, the leadership style Angkasa Pura I supports the value of unique culture that has preempted as the commitment of employees, and the company leadership provides excellent service with the professional and responsible for satisfying customers sustainably. The results of research related to the components of the style of leadership, with the findings, summarized in the sixth proposition, namely: "style off leadership that flexible influences both the organizational culture of the company's performance achievement," showing relationship between leaders, organizational culture, and strategies, as presented by Mc Kinsey, intertwined with one another. It is also in line with what expressed Jati et al. (2015), Lapina et al. (2015), Muchtar and Qamariah (2014), Urban (2015), and incorrect et al. (2017).

7) Shared Values components

The shared values component seen through the seventh proposition, i.e., shared values/culture organization implemented in behavior, the role of strategies improves the company's performance. Culture organization (shared values) Angkasa Pura I formulated sentence one that is essentially a company that synergizes, adaptive, reliable, and superior. One or SATE stands for Synergy, Adaptive, Trusted and Excellent which is an application of the guiding behavior of the company, consisting of business ethics and ethics to the which is structured to conduct the work, forming, regulating, and conformity of another behavior achieved results that are consistent that correspond to the company's culture in achieving their vision and mission. The guideline is a guide that applies to every employee and the head of Angkasa Pura I at each level of the organization in hopes of providing clarity of action that must be hit and obeyed by the built-in corporate value. The corporate culture with the values of Synergy, Adaptive, and Excellent Trust defined as the code of conduct through the determination of the Board of Directors Decree No. 43 the year 2014. The code of conduct applies to all human resources of the company from all layers in order to have the awareness to run good ethics, and it will eventually increase and strengthen the company's reputation. The company continues to socialize the code of conduct to all employees through new employee orientation programs, pocketbook sharing, internal websites, and activities through other media owned by corporate.

From the shared values component, applied to a culture seen from the development of the culture of the Angkasa Pura I organization through systematic and intensive internalization of employees through active change agent and role model leaders, supporting the overall "SATE" values. Power of culture organization is a crucial success factor for the company. The year 2014 is the turning point for the development of Angkasa Pura I culture by establishing the values of Synergy, Adaptive, Trusted and Excellent as the code of CONDUCT through the determination of the DECREE of directors to strengthen the cultural foundations in the form of behavior, symbols, and systems to improve the engagement and consistency of the culture implementation. The fundamental values of Angkasa Pura I, which is a cultural color of the company's culture, which is being realized and implemented correctly and systematically through the change agent and role model, which in turn helps the company run its operations and achieve its objectives. Supports the seventh proposition stated above, namely, "shared

values/cultural organization implemented in the behavior, strategic role in the performance of the company." Influential corporate culture is directly related to the effectiveness and performance of the organization. According to what is delivered, Lapina et al. (2015). In tune with what was in until the right by Anderson and Anderson. (2010). The seventh proposition delivered in the study confirms Al-Tite et al. research results (2015) stating "career growth opportunities, employees, pride in their organization, Managers Trust and integrity, rewards and recognition, feedback and mentoring, work motivation, psychological empowerment, organizational and supervision support, as well as organizational culture and job satisfaction. "

b. Organizational culture determines financial performance.

For a discussion of the findings of the researchers associated with Subfoccus 2, "the contribution of organizational culture to financial performance" is proposed one proposition that if sorted with the previous 7 (seven) proposition. Becomes the eighth proposition whose achievement includes the financial indicators of Angkasa Pura I. The eighth proposition is the socialization and implementation of a consistent organizational culture contributing to financial performance. It is strengthening the culture of the organization as the code of conduct of the company since 2014. As the findings of the research and related propositions with subfocus 1 above. It shows that the improvement of the organizational culture has a positive contribution to the financial performance of Angkasa Pura I. Related to financial indicators involving the number or rupiah of assets, liabilities, and own capital and the ratio of Angkasa Pura I compared to the industry. The growth of assets and capital is quite significant from year to year, give the idea that the cultural contribution of the organization that has been socialized and implanted to the whole range Angkasa Pura I has had a significant impact on the performance of assets and own capital of the company.

For financial indicators that concern the profitability, i.e., revenue, costs, and profit (loss) Angkasa Pura I compared with industry, every year always shows the rising trend. Overall improvement in the financial indicators of Angkasa Pura I is in line with the success of the arrangement done in component 7-S Mc Kinsey that generates unity and attachment between components that together move the organization to achieve its objectives.

5. CONCLUSION

a. Conclusion.

Based on the results of the discussion of research findings can be taken some conclusions related to the cultural conditions of Angkasa Pura I organization and the contribution of Cultural Organization to the company's financial performance.

- 1) The strategy component affects and influenced by the organizational culture, so the arrangement or improvement of the strategy component will affect the organizational culture, as well as the reverse arrangement or improvement of the organizational culture, which will influence the strategy component.
- 2) The component of the staff affects and influenced by the organizational culture, so the setup or repair of component staff will affect the organizational culture. Similarly, the structuring or aesthetic improvement of the organization will affect staff components.
- 3) The component of the skill effects and influenced by the culture of the Organization. So the arrangement or repair of the components of the skill will affect the organizational culture. Similarly, the arrangement or improvement of cultural organizations will influence the composition of the Skill.
- 4) The organizational structure component affects and influenced by the organizational culture, so structuring or repairing components of the organizational structure will affect the organizational culture, as well as the reverse setup or improvement of cultural organizations, will organizational structure components.
- 5) System components in the organization affect and influenced by the organizational culture so that the setup or repair of system components will affect the organizational culture, as well as the reverse setup or improvement of cultural organizations will organizational system components.
- 6) The style of leadership component affects and influenced by the organizational culture. Hence, the arrangement or improvement of the style of leadership component affects the organizational culture, as well as the reverse arrangement or improvement of the organizational culture Influence the style of leadership component.
- 7) Cultural improvement of organizational/shared values and ongoing socialization affects the increase in company assets growth.
- 8) Organizational culture improvement and on going socialization affect the development of profitability (ROA, ROE).

b. Advice

The advice of this study is as follows:

- 1) It should pay attention to the arrangement or improvement of organizational culture to bring the company to high-performance achievement.
- 2) Formula The fundamental values of organizational culture should be made in a simple form so that it is easy to remember, understand, and implement.
- 3) Developing and strengthening information Technology (IT) system need to get serious attention considering Angkasa Pura I is an airport management company whose business is related to an airplane company.
- 4) Condition of "unforgiving" key performance indicators need attention, although pay for performance is possible, "compulsion" or "fatigue," as well as physical as a result of "KPI" pressure.

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