Analysis of Organizational Cultural Values in Aviation Business at PT. Pelita Air Service

Rahmat Suwandi1*

1Master of Management, Postgraduate University of Muhammadiyah Tangerang

*wandikepri@gmail.com

Abstract

Organizational culture is very important in the progress of the airline company that grows through the aviation business process of developing ideas created by the company's leaders, then implanted in members of the organization. Organizational culture is also an important thing that employees must have to respond to a challenge or change that can occur at any time in a company, have good performance and maintain employee behavior and attitudes to remain in accordance with applicable standards or norms. This research is a descriptive research with a qualitative approach. The previous research conducted by (Pratiwi, 2012) that organizational culture has a significant influence on the performance of an employee, as well as the results of research conducted by (Sinaga, 2008) that organizational culture and rewards simultaneously and partially have a significant effect on performance employee. PT Pelita Air Service applies organizational cultural values that refer to BUMN Culture. Through the basic values, morals are expected to be able to maintain trust (trust), execute programs and activities well (competently), strengthen each other (harmonious), uphold the interests of the nation and state above the interests of the company (loyal), accustomed to adapting to development (adaptive), and prioritizing mutual cooperation in activities (collaborative).

Key words: core values, organizational culture, aviation business, akhlak, BUMN.

Introduction

Organizational culture is very important in the progress of the company that grows through the process of developing ideas created by company leaders, then instilled in members of the organization. Furthermore, culture is developed in accordance with the development of the environment and the needs of the organization. In an organization, organizational culture will not develop into a developed organization without maintaining its culture. A strong culture has an influence on the strategies carried out in achieving the goals that have been set. Organizational development can be determined by creating a conducive work environment so that there will be an opportunity in the development of the learning process at work, and can create enthusiasm in solving all problems that arise both from internal and external to the organization. Organizational culture is an important factor that can influence the response to its external environment. A shared value system about something important and beliefs about how to
work. With this, organizational culture provides a framework that organizes and directs positive and significant behavior towards organizational commitment variables in order to improve employee performance.

Organizational culture is a special feature for a company, so it can distinguish one company from another. In displaying these characteristics, members of the organization are required to comply with company policies in achieving conducive results. Organizational culture will shape the identity of organizational members which are needed in fostering pride and effectiveness at work. Effectiveness that is formed solidly within the company will not only improve organizational performance but will also shape the company’s good image. A strong culture is characterized by company values that are widely held and agreed upon. The more members of the organization who accept the core values and the greater the commitment to these values, the stronger the culture. A strong culture has an influence on the attitudes of organizational members compared to a weak culture. The specific result of a strong culture is low employee turnover. A strong culture will reflect a high agreement on organizational goals among its members.

The Global and National Economy throughout 2019 until entering 2022 are still faced with various challenges in all sectors, including the aviation sector. However, all business challenges in 2019 have been successfully passed by the Company with good achievements. The Company’s solid line of business provides a strong impetus for the Company to continue developing the aviation business that has been designed from previous years. This is in line with the various changes adopted by the Company, including strategic transformation and work culture transformation by adopting digital elements as an answer to the challenges of the times. The company has prepared to face the digitalization era in the aviation world by building a digital platform in accordance with current needs to move towards an innovative modern airline.

In the world of aviation, it is inseparable from the importance of the relationship between organizational culture and the safety culture of each related person. Organizational culture includes awareness of safety culture (safety culture) in the world of aviation which is very important to support the safety of an aviation mission. Awareness of safety culture (safety culture) in aviation has not been fully embedded with the evidence that there are still accidents caused by human factors. A strong organizational culture will create a safety culture that can support the company's operations and give customers confidence to travel.

PT Pelita Air Service is a subsidiary of the State-Owned Enterprise (BUMN) PT Pertamina (Persero) which is engaged in the aviation services sector. PT Pelita Air Service started With the COVID-19 pandemic that has hit since 2020, Pelita Air Service always implements strict health protocols in all its flight operational lines, from pre, in, to post-flight with reference to the health protocol provisions that have been issued. determined by the government to ensure that all flights run optimally while still prioritizing health and safety for all customers. PT Pelita Air Service applies organizational cultural values that refer to the BUMN Culture, namely AKHLAK where since July 1, 2020, all State-Owned Enterprises (BUMN) in Indonesia have a uniform basic value, namely AKHLAK, an acronym for Amanah, Competent, Harmonious, Loyal , Adaptive, and Collaborative. AKHLAK is defined as a basic value that must be held by all BUMN in running the aviation business and carrying out daily activities, and is expected to be a guide to the behavior of workers in the office, home and environment. This obligation is given because the government wants the BUMN transformation process to be carried out thoroughly down to every human resource (HR) in it. Through the basic values of AKHLAK, in the future BUMN are expected to be able to maintain trust (trust), execute programs and activities well (competently), strengthen each other (harmonious), uphold the interests of the nation and state above the interests of the company (loyal), accustomed to adapting to developments (adaptive), and prioritizing mutual cooperation in activities (collaborative).

**Literature Review**

Organizational culture is the point within the organization that will provide direction in the form of behavior towards members in an organization, because organizational culture is the most important part in a company. Organizational culture within an organization or company must always be associated with norms, values, attitudes, rules, and ethics in work that will be mutually agreed upon from every part of the organization. The parts in an organization aim to keep the behavior of employees, ways of thinking, ways of working together, and ways of interacting with the environment remain on the corridor. A good performance from employees is inseparable from a good organizational culture, it can play a role in contributing to the success of a company itself and a company that has a good organizational culture in it will certainly direct its employees in carrying out their duties. Therefore the application of organizational culture applied by the company PT. Pelita Air Service actually needs to pay attention to the condition of the company and the employee environment in order to adjust to what will be planned for the future. According to (Robbins and Judge, 2011) said that, organizational culture refers to the system of shared meaning held by members that distinguishes the organization from other organizations.

Based on the results of previous researchers examined by Sigit, 2018 stated that organizational culture has a very significant value on employee performance which can be interpreted that there is an influence between organizational
Organizational culture is an invisible social force that can move people in an organization to carry out work activities. (Laksma Riana, 2011). Organizational culture is also an important thing that employees must have to respond to a challenge or change that can occur at any time in a company so that employees continue to have good performance in carrying out the tasks assigned by the company and maintain employee behavior and attitudes so that they remain in accordance with applicable standards or norms. When a problem occurs in the work environment, organizational culture can be used as an option for the company, therefore the organizational culture needs to be inherited so that it does not disappear and fade.

In the company, the organizational culture itself has stages of the process of socializing between organizations in it, such as through the selection of prospective employees, superiors or managers themselves must be more selective in accepting prospective employees. And the employee must meet the qualification requirements that have been determined by the company itself because it aims so that the employee is able to be guided by the rules or values contained in the company’s organizational culture. And as for the placement of employees themselves, the company must be able to place employees according to their abilities or expertise according to their fields. The deepening in the field of work in this work can be done through education or training according to their abilities. The performance of an organization does not escape the need for periodic measurements of time that have been set by the company, usually once a year the company can evaluate the work of its employees. And the increase in an employee’s performance results itself must also be balanced by the awards given to individuals in the organization who have excelled.

In addition, the existence of an organizational culture within the company itself has a function such as uniting the activities of the company’s employees, such as an association of a group of individuals with different cultural backgrounds. And also with the existence of organizational culture can teach how the members in the company can be able to stay in touch with others in solving a problem. From some of the functions that have been described, it can be concluded that organizational culture itself has very positive functions for managing an organization in it against external and internal problems. Then organizational culture also serves to set boundaries in behavior. (Robbins, in Wibowo 2013)

According to (Stoner and Gilbert, 2012) says that: In principle, an organizational culture or what we often call a rule or guide that can be applied within a company to direct or hate examples to employees in the company, so that it will make a company more structured than if there is no organizational culture in it. In addition, privileges can arise from the human resources themselves owned by the company, because with very broad employee abilities and also very broad knowledge possessed by employees both from the way the employee works and creates new innovations to create patterns or shapes that are unique to the company: that are owned by human resources owned by a company and produce good performance in the eyes of the company itself. Therefore, organizational culture is one of the most important factors for a company to achieve the success of the goals it has achieved within the company. If the company implements its organizational culture properly and regularly, then all the employees in it will indirectly apply or follow the rules that exist within the company, and the employees will apply a more disciplined attitude towards the way they work because the rules have been set by the company. According to Robin (in Ikhsan A, 2016) there are the following primary characteristics that together capture the nature of organizational culture, namely: innovation, attention to detail, team orientation, result orientation, and individual orientation.

The previous research conducted by (Pratiwi, 2012) states that: organizational culture has a significant influence on the performance of an employee, as well as the results of research conducted by (Sinaga, 2008) that organizational culture and rewards simultaneously and partially have a significant effect on employee performance. Davis (Moeljono, 2005) defines organizational culture as a pattern consisting of beliefs and values that give meaning to members of an organization as well as rules for members to behave in their organization. Schein (Yuwono, et al., 2005) also states that organizational culture is the patterns of shared basic assumptions that a group learns as being able to solve problems of external adaptation and integration, which have worked well so that they are declared valid and therefore it is taught to new members as the correct way to see, think, and feel related to the problems at hand. In terms of clarity and resistance to change, Kotter and Heskett (1998) divide organizational culture into two different levels. He argues that at a deeper and less visible level, values are shared by people in a group and tend to persist over time even though group members have changed. This definition includes what is important in life, and can vary widely in different companies: in some ways people care deeply about money, in other cases people care deeply about innovation or employee well-being. At this level culture is very difficult to change, partly because group members are often unaware of the many values that bind them together. At the visible level, culture describes the pattern or style of behavior of an organization, so that new employees are automatically encouraged to follow the behavior of...
their peers. For example, let’s say that people in one group have been hardworking for years, another is very friendly to strangers and another has always worn very conservative clothes.

According to Schein (Kristiawan & Yunanto, 2012), organizational culture is defined as a dynamic phenomenon around us all the time which is continuously carried out and created through interactions with other parties and is shaped by the behavior of leaders and which consists of structures, routines, rules, and norms. -norms that guide and limit behavior. In addition, Wibowo (Joelanda, 2011) said that organizational culture in one organization can be different from other organizations. But organizational culture shows certain traits, traits, characteristics that show their similarities.

Terminology used by experts to denote characteristics Invisible Difficult to change Shared values: Important beliefs and goals shared by most people in groups that tend to shape group behavior, and often persist for a long time, even after changes in group members. Examples: managers who care about customers; executives who like long-term considerations. Norms of group behavior: a familiar or pervasive way of acting that is found in a group and persists because group members tend to behave in a way that teaches practices (also—the values they share) to new members and rewards those who do. adapt themselves and punish those who do not. Examples: employees respond quickly to customer requests; managers who often involve lower-level employees in decision making. Changeable

Organizational cultures vary widely. This shows the variety of characteristics, traits and elements contained in organizational culture. Strategic culture, fit, explicitly states that the direction of the culture must align and motivate members, if it is to improve organizational performance. The main concept used here is “fitness”. So, a culture is considered good if it fits the context. As for what is meant by context, it can be in the form of objective conditions of the organization or its business strategy (Kotter, 1998).

Method

This research is a descriptive study with a qualitative approach. According to Sugiyono (2016:9) qualitative descriptive method is a research method based on the philosophy of postpositivism used to examine the condition of natural objects (as opposed to experiments) where the researcher is the key instrument of data collection techniques carried out by trigulation (combined), data analysis is inductive/qualitative, and the results of qualitative research emphasize meaning rather than generalizations.

Qualitative descriptive research aims to describe, describe, explain, explain and answer in more detail the problems to be studied by studying as much as possible an individual, a group or an event. In qualitative research, humans are research instruments and the results are written in the form of words or statements that are in accordance with the actual situation.

Results and Discussion

PT Pelita Air Service is a subsidiary of the State-Owned Enterprise (BUMN) PT Pertamina (Persero) which is engaged in the aviation services sector. Based on AOC (Air Operator Certificate) 121-008, namely the official regular / scheduled flight permit certificate on May 1, 2000 issued by the Directorate General of Civil Aviation, then on April 26, 2022 officially PT. Pelita Air Service completed the renewal AOC (Airline Operator Certificate) from DKPPU (Directorate of Airworthiness and Aircraft Operation) with the addition of the fleet Airbus A320. PT Pelita Air Service in 2022 will operate 32 daily flight frequencies with 12 routes to 6 cities with 8 units of Airbus A320 aircraft.

The business activities of PT. Pelita Air Service, namely

a. Scheduled Flights. Scheduled flights take flight routes based on fixed time schedules, destination cities and stopover cities.
b. Unscheduled Flights (Charter) Unscheduled flights have times, routes, as well as destinations and stopover cities depending on the needs and requests of the lessee, especially in providing support to Pertamina as the parent company.
c. Maintenance / aircraft maintenance, Maintenance business includes the provision of aircraft maintenance services and maintenance of industrial facilities and equipment.
d. Airport, Airport business includes the provision of airport and heliport management services, including ground handling services, parking, hangar rental and airport areas.
e. Aero Service, Aero services business is the provision of services related to or supporting aviation activities, which include providing flight and aviation crew training, DPPU management and providing a Digital Ground Operation system for digitizing air refueling transaction processing transactions.

PT. Pelita Air Service applies organizational cultural values that refer to the BUMN Culture, namely AKHLAK where since July 1, 2020, all State-Owned Enterprises (BUMN) in Indonesia have a uniform basic value, namely AKHLAK, an acronym for Amanah, Competent, Harmonious, Loyal, Adaptive, and Collaborative. AKHLAK is defined as a basic value that must be held by all BUMN in running the aviation business and carrying out daily activities, and is expected
to be a guide to the behavior of workers in the office, home and environment. This obligation is given because the government wants the BUMN transformation process to be carried out thoroughly down to every human resource (HR) in it. Through the basic values of AKHLAK, in the future BUMN are expected to be able to maintain trust (trust), execute programs and activities well (competently), strengthen each other (harmonious), uphold the interests of the nation and state above the interests of the company (loyal), accustomed to adapting to developments (adaptive), and prioritizing mutual cooperation in activities (collaborative).

As a subsidiary of a state-owned company, namely PT. Pertamina, PT Pelita Air Service have also instilled the core values of BUMN, which are abbreviated as AKHLAK, namely moral ethics that guide all BUMN today. BUMN core values are specifically designed for the process of transforming Human Capital within BUMN in order to increase the competitiveness of BUMM to become global players and position BUMN as talent factories.

AKHLAK has become a corporate culture based on the issuance of the Circular Letter of the Ministry of BUMN Number: SE-7/MBU/07/2020 dated July 1, 2020 regarding the core values of BUMN HR. AKHLAK is an acronym for Amanah, Competent, Harmonious, Loyal, Adaptive, and Collaborative. Each value has a description for the implementation of the code of ethics and behavior for employees.

a. MANAGEMENT, namely holding fast to the trust given. Behavior guidelines:
   1. Fulfill promises and commitments.
   2. Take responsibility for tasks, decisions, and actions taken.
   3. Hold fast to moral and ethical values.

b. COMPETENT, namely continuing to learn and develop capabilities. Behavior guidelines:
   1. Improve self-competence to respond to ever-changing challenges.
   2. Help others learn.
   3. Complete tasks with the best quality.

c. HARMONY, which is mutual care and respect for differences. Behavior guidelines:
   1. Respect everyone regardless of background.
   2. Likes to help others.
   3. Build a conducive work environment.

d. LOYAL, namely dedicated and prioritizing the interests of the nation and state. Behavior guidelines:
   1. Maintain the good name of fellow employees, leaders, BUMN and the State.
   2. Willing to sacrifice to achieve a bigger goal.
   3. Obey the leadership as long as it does not conflict with the law and ethics.

e. ADAPTIVE, namely continuing to innovate and enthusiastic in moving or facing change. Behavior guidelines:
   1. Quickly adapt to be better.
   2. Continuously making improvements following technological developments.
   3. Act proactively.

f. COLLABORATIVE, namely building synergistic cooperation. Behavior guidelines:
   1. Provide opportunities for various parties to contribute.
   2. Open in working together to generate added value.
   3. Mobilize the use of various resources for common goals.

Morals for PT. Pelita Air Service is an identity and work culture adhesive that supports continuous improvement of company performance in order to realize the goal of BUMN as a locomotive of national development. In the next few years, Human Capital Management development strategy will be aligned to support Pelita Air Service’s Corporate Strategy, which is to become an Innovative Modern Airline. Thus, the management and development of Human Capital will focus on creating Employee Experience that is able to create a work environment, mechanism and work pattern for employees to think creatively, innovatively, and adaptively to changes in the Company’s business. In order to realize the creation of the Employee Experience, the supporting programs that will be developed are the internalization process of a more optimal Corporate Culture, technology development (building Human Capital Information System), as well as the creation of a workspace that supports the creative process and innovation of employees.

From an organizational perspective, the focus will be on developing a flexible and adaptive organization to changes in the Company’s business in order to adapt the organization’s needs to the dynamic needs of the Company. Employee performance management is carried out using a Performance Management System (PMS) that is in line with the
Company’s strategy and the KPIs to be achieved. The company assesses and reviews employee performance through a process of identifying and mapping potential employees. This policy provides a fair opportunity for employees to grow and develop through assignment and coaching. In addition, in terms of compensation and benefits, the Company will lead to the application of flexy benefits as one of the steps to deal with employee needs where the number of millennial employees continues to increase and provide competitive remuneration. With technological innovation, business processes will become more efficient and faster. The existence of technology can improve the efficiency of business processes by implementing a paperless based process. Furthermore, technological innovations within the company can increase performance acceleration, effectiveness in making accurate decisions and simplify monitoring.

Vision, Mission and Cultural Values of PT. Pelita Air Service is a milestone for the sustainability of the organization. Because with the vision, mission and cultural values in synergy, it will produce good output for the company. Where the Vision - mission are as follows:

a. Vision : To be the most trusted aviation provider in the region.

b. Mission

1. Providing the safest & the most efficient aviation services
2. Reliable partner solving our client aviation needs
3. Being responsible for the environment

The Corporate Values were signed by the Board of Directors and Board of Commissioners on March 20, 2016.

a. Safety : Working with the highest safety culture and comply with regulations.
b. Trust and Teamwork : Working to build mutual trust, mutual respect and professional to become a winning team.
c. Clean : Working with a clean intention and integrity.
d. Commercial : Working with fair cost to win market competition.

Then in 2020 PT. Pelita Air Service applies organizational cultural values that refer to the BUMN Culture, namely AKHLAK where since July 1, 2020, all State-Owned Enterprises (BUMN) in Indonesia have a uniform basic value, namely AKHLAK. The elaboration of the AKHLAK values into 9 Main Behaviors aims to make every Pelita Air Service personnel have the same perception in understanding these values. These values further serve as guidelines in the mindset, work and actions that must be adhered to by every Pelita Air Service personnel in carrying out the Company’s activities and business processes. This value system has always been the underlying principle for every business activity of the company, both in activities related directly or indirectly to customers. In addition to the activation of the Company’s core values, the implementation of the Company’s culture is oriented towards performance-based assessment in order to encourage all employees of the company to achieve the targets and work plans that have been set. The synergy between the implementation of core values and the achievement of work plans is the basis that ensures the success of the company’s business processes.

PT. Pelita Air Service with values that become the basis for the behavior of each employee, which can have an impact on achieving the company’s strategic work targets. By making Pelita Air Service a performance-based company, management and employees work together to achieve the set performance targets. These two aspects are continuously assessed and measured for their success in the Aviation business process up to implementation. This corporate culture is introduced to both old and new employees in the form of training and socialization programs. The company’s values are the result of the formulation and agreement with the management of PT Pelita Air Service, these mutually agreed values must be lived in the environment of daily work activities by all employees of PT Pelita Air Service. All employees of PT Pelita Air Service in carrying out their duties to serve internal and external customers must always be guided by the values in which there are 9 main behaviors that are the elaboration of the meaning of these values, namely Innovative, adaptive, easy, proactive, integrity, solutions, respect, empathy, and passion for giving the best.

Implementation of the Culture Management Strategy in 2020 The corporate cultural values contained in the Company’s Corporate Values, namely AKHLAK, become the foundation for every individual in the organization to realize the vision, mission and achievement of the Company’s targets. This work culture values are the foundation, therefore it must always be firmly embedded in every employee. As a new corporate culture, of course, several stages of internalization are needed so that later the company’s values can be known, understood, implemented continuously so that it will eventually become a habit and become the hallmark of Pelita Air Personnel.

In 2020 the HR management strategy from a cultural perspective is an awareness program or socialization and understanding of cultural values to all Pelita Air Service employees so that employees can know and understand the new cultural values. The programs carried out include establishing new Agents of Change (AoC) per Division and providing briefing or training to AoC. With the provision provided, AoC is required to socialize and disseminate understanding of corporate values to employees through activity programs designed by AoC itself in each Division, in order to realize a cultural transformation strategy at Pelita Air. In addition, the culture program that was carried
out during 2019 was to measure the level of health of the company's culture to determine the value of inhibiting or culture toxic and the positive energy index that supports employee productivity. The results of measuring the level of cultural health become a reference by agents of change to design cultural activity programs in their respective divisions.

In the midst of meeting the needs of the Company and the tight requirements for compliance with aviation regulations (highly), the Company focuses on strengthening the competence of human resources in line with the Company's culture. This is always integrated with the Company's priorities to fulfill 5 (five) major competencies that underlie every employee in carrying out their daily duties and responsibilities. In 2018, Pelita Air Service carried the theme “Getting the Basics Right” with 5 main strategies. In establishing a frame of reference that ensures the effectiveness of Human Capital Company has prepared a long-term plan consisting of 5 (five) main aspects, namely Organization, Talent Management, Leadership Development, Corporate Culture, and Service to Employees.

Organization

The existence of an organizational structure is part of the management aspect of HC which ensures a clear division of duties and responsibilities for all organs of the Company. Thus, the Company's Aviation business processes and activities can run effectively and efficiently. The organizational structure upholds the principles of flexibility and openness to improvement in order to adapt the needs of the organization to the dynamic needs of the Company. During the 2018 period, Pelita Air Service has adjusted the needs of the organization by considering the needs of the Company, including creating a new function, namely the Service Standard Delivery and Quality Division. In addition, implementing efficiency by merging one division into other related divisions, including Corporate Communication with Legal as Corporate Secretary & CSR, and Fleet Management with Engineering & Maintenance Division. Separation of the tracking and scheduling crew functions in flight operation management is also carried out so as not to create conflicts in terms of crew schedule planning.

Talent Management

Pelita Air Service has a talent management policy that allows the Company to assess and review employee performance through the process of identifying and mapping potential employees. This policy provides a fair opportunity for employees to grow and develop through assignment and coaching. In meeting the needs of top management positions, the Company applies a leadership training mechanism in stages. The talent management process involves a recruitment and selection process to capture the need for quality human resources that are in accordance with the needs of the Company. In strengthening the performance of human resources, the Company integrates the quality of prospective employees with competency needs through the implementation of on the job training as an effort by the Company to accelerate the readiness of human resources to fulfill the required positions without compromising the quality of the training provided. Meanwhile, to meet the need for expert positions, the Company conducts a recruitment and selection process for professional human resources in their fields to ensure that the dynamic needs of the company are met.

Leadership Development

The Company implements a talent management mechanism that focuses on preparing future leaders as a step to overcome leadership regeneration within the Pelita Air organization. At the entry level, the Company has a Management Trainee (MT) program, both MT Sales and MT Non-Sales which was launched in 2014 to recruit and select the best graduates from well-known universities. The MT program provided includes provision of basic airline knowledge and competencies accompanied by competency provision in other fields, such as sales & marketing, finance, operations. Not only providing material and competence, the MT program provides an obligation to provide assignments and MT participants are expected to provide creative ideas to management as a form of contribution to the long-term development of the aviation business. At the managerial level, the Company has a Management Trainee
mechanism in the form of an ELDP (Emerging Leaders Development Program) program based on competency preparation including leadership skills and task management and human resources. The provision of training is arranged in an “experiential training” through classroom training and assignments or ALP (Action Learning Program). This ALP program is an assignment agreed between participants and their superiors to accelerate the successful implementation of the unit program. The main strategy of PT. Pelita Air Service in achieving its success in the present and in the future are as follows:

a. Synergy. Pelita Air Service will prioritize synergies with the parent company and sister companies in running the Company.
b. Sufficient Cash Flow. To meet operational and investment needs, Pelita Air Service will implement a working capital and funding management strategy.
c. Boost Revenue. To increase the company’s revenue, Pelita Air Service will increase Cargo and Ancillary revenues, as well as implement a Revenue Management System.
d. Optimize Resources. Pelita Air Service will optimize existing resources, both aircraft and other assets.

These four main strategies are supported by the marketing strategy and operations strategy in 2018, including the following:

a. Marketing Strategy
   1. Extensive Network to Optimize Aircraft Utilization
   2. Ancillary & Cargo Revenue Optimization
   3. Distribution Channel Balancing
   4. System Optimization
   5. Brand Recognition

b. Operation Strategy
   1. Crew Fulfillment
   2. Improvement on Uncontrollable Delay
   3. Cost Leadership

The steps in achieving Organizational Culture in the next five years will be planned as follows figure 1:

In 2021–2025 when the corona virus pandemic has ended, the company needs development to win in the competition. The five- year plan for the Corporate Culture strategy is as described in the image above.

Conclusion

Through the implementation of Corporate Culture values, Pelita Air Service can encourage Pelita Air Service to become a performance-based company that forms the basis of the HR management system and Corporate Culture that will always build risk awareness into an inherent culture. The company is committed to being a leading company in the aviation sector through the best total solutions in its services. This total solution is strongly influenced by the implementation of a planned and productive work culture in the organization. Therefore, the Company determines as one of the instruments to establish a productive and quality work culture by regulating the rights and normative obligations of workers which include working conditions, rules, working conditions and realizing legal certainty for
workers in the implementation of their working relationship with the Company. This is to encourage performance as shared expectations and also to increase motivation and peace of mind at work as well as improve the welfare of workers.

On researcch Wardani Kusuma, et., al (2016), the analyze of researcch results are:

a. Organizational Culture (X) on Employee Performance (Y) on employees of the administration section of PT Karya Indah Buana Surabaya, the following conclusions were obtained. Influence Simultaneous (together) of the independent variables of this study, namely the principle of intimacy (X1) and the principle of integrity (X2) on employee performance (Y) based on the results of the F test. The significant value of the multiple linear regression analysis is 0.000 which means it has a smaller value of 0.05. So the regression model of this study is significant. Based on these results, it can be concluded that testing the research hypothesis which states that there is a simultaneous influence of the Integrity Principle variable (X1) and the Integrity Principle variable (X2) on the Employee Performance variable (Y) can be accepted because it is proven true.

b. The partial effect is based on the results of the t-test of the variables of the principle of intimacy (X1) and the principle of integrity (X2) on employee performance (Y). The research that has been done proves that there is a partial significant effect. This can be seen from the significant value of the two independent variables, namely X1 of 0.002 ≤ 0.05 and X2 of 0.000 ≤ 0.05. Based on these results, it can be concluded that testing the hypothesis which states that there is a partial effect of the Intimacy Principle variable (X1) and the Integrity Principle variable (X2) on Employee Performance (Y) is proven to be true so that it can be accepted.

c. The results of the t-test also conclude that the Integrity Principle variable (X2) is the most influential (dominant) variable on Employee Performance (Y) in this study. This dominant statement is compared with the Intimacy Principle variable (X1) on Employee Performance (Y). This is because it has the largest tcount and beta coefficients, namely 3.235 and 0.347 in the X2 variable. Based on these results, the third hypothesis in this study is accepted because it can be proven true.

d. The results of the analysis of the coefficient of determination (R2) on the Integrity Principle and Integrity Principle variables indicate an influence on employee performance of 64.5%. While the remaining 35.5%, Employee Performance variable is influenced by other variables not examined in this study.

This is in line with the corporate culture of PT. Pelita Air Service where the corporate culture of PT. Pelita Air Service with values that become the basis for the behavior of each employee, which can have an impact on achieving the company’s strategic work targets. By making Pelita Air Service a performance-based company, management and employees work together to achieve the set performance targets. Both aspects are continuously assessed and measured for their success in the aviation business process up to implementation. This corporate culture is introduced to both old and new employees in the form of training and socialization programs.

The AKHLAK values are the result of the formulation and agreement with the management of Pelita Air which refers to the core values BUMN. These mutually agreed values must be brought to life in the daily work environment by all employees of PT Pelita Air Service. All employees of PT Pelita Air Service in carrying out their duties to serve internal and external customers must always be guided by the values in which there are 9 main behaviors that are the elaboration of the meaning of these values, namely Innovative, adaptive, easy, proactive, integrity, solutions, respect, empathy, and passion for giving the best.

References

Sedarmayanti. (2017). Perencanaan dan Pengembangan Sumber Daya Manusia untuk Meningkatkan Kompetensi, Kinerja, 
dan Produktivitas Kerja. Refika Aditama.
Pada Karyawan PT Karya Indah Buana Surabaya). Fakultas Ilmu Administrasi Universitas Brawijaya.
Yasin, Mahmuddin. (2014). Organisasi Manajemen Leadership Studi Tranformasi BUMN Pentingnya Continuous Learning 
dan Continuous Improvement. PT. Mizan Publika.