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## **Implementation of Organisational Culture in Improving HR Performance at Air Marshal Suryadharma University**

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**Abstract:** This research aims to analyze the implementation of organizational culture in improving HR performance at Air Marshal Suryadharma University. The method used is a case study by data collection through interviews, observational and documentation. The research findings show that the implementation of organizational culture can improve HR performance in the university. Several steps that can be taken in implementing organisational culture include establishing good communication between managers and employees/lecturers, creating training and development programs, implementing reward and recognition systems, creating clear policies and procedures, and creating a conducive work environment. In choosing an appropriate method, researchers need to consider the research objectives, the resources that will be available and the characteristics of the population being studied. A combination of methods can also be used to obtain more complete and accurate data on the implementation of organizational culture in improving HR performance at Dirgantara Marshal Suryadharma University.

**Keywords:** HR, organisational culture, Air Marshal Suryadharma University.

### **INTRODUCTION**

In the age of rapid globalization, Human Resources (HR) is vital for maintaining an organization's competitiveness, including higher education establishments. Marshal Suryadharma Aerospace University, a top-tier institute in the aerospace field, recognizes the significance of having strong human resources to uphold their objectives and mission. Organizational culture holds a notable influence in shaping the performance of HR in this context.

Organisational culture is commonly understood as the collection of values, norms, assumptions, beliefs and behaviours embraced by members of a given organisation, affecting how they engage with one another and with their external context. A robust and affirmative culture may inspire members to perform optimally, innovate and demonstrate greater commitment to the group's objectives.

However, it remains uncertain to what extent organizational culture affects HR performance at Marshal Suryadharma Dirgantara University. This study aims to evaluate how

the implementation of organizational culture impacts HR performance at the university, with the intention of offering recommendations to enhance its HR efficiency and effectiveness.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Table 1 Literature Review

No.	Article Title	Author	Year	Source
1.	"Pengaruh Budaya Organisasi Terhadap Kinerja SDM"	Darmawan, A.	2018	Jurnal Manajemen Sumber Daya Manusia
2.	"Implementasi Nilai-nilai Budaya Organisasi dalam Pendidikan Tinggi"	Utami, B.	2020	Jurnal Pendidikan Tinggi
3.	"Studi Kasus: Budaya Organisasi di Institusi Pendidikan"	Santoso, C.	2017	Jurnal Manajemen Pendidikan
4.	"Strategi Implementasi Budaya Organisasi di Lingkungan Akademis"	Susilo, D.	2019	Jurnal Manajemen Universitas
5.	"Peningkatan Kinerja SDM Melalui Budaya Organisasi yang Kuat"	Wibowo, E.	2021	Prosiding Konferensi Manajemen Sumber Daya Manusia

In an organizational context, organizational culture is often an important element that influences individual and organizational performance as a whole. According to Sutarto (2012), organizational culture refers to a pattern of shared beliefs, values and expectations that influence the behavior of organizational members in various situations. These cultural elements are formed from the history, traditions and shared experiences of members in the organization and provide a unique identity for the organization.

HR performance, particularly within the context of higher education, is crucial in fulfilling an institution's goals and mission. Pramudyo (2017) asserts that academic HR performance goes beyond just carrying out daily tasks; rather, it encompasses the involvement of lecturers and staff in knowledge creation, transmission, and implementation. This performance is subject to multiple factors, including organizational culture.

The connection between organisational culture and HR performance is widely researched, including in Indonesia. For instance, Wijaya's (2016) study at multiple Indonesian universities concluded that a supportive organisational culture that promotes collaboration, innovation, and continual learning can enhance the performance of lecturers and staff.

In a higher education setting, the organizational culture has the potential to shape the methods used by educators to teach, engage in research and interact with students and colleagues. Sudibyo (2014) has outlined that a favourable organizational culture can inspire educators to be more creative when teaching, foster greater collaboration in research and elicit a more responsive attitude towards the needs of students.

However, developing and upholding a favourable organizational culture poses a considerable challenge. Such an achievement demands the unwavering commitment of all constituents of the organization, ranging from leadership down to the staff (Hartati, 2015). With a profound comprehension of the effects of organizational culture on HR performance, universities can devise more efficient approaches for attaining their objectives and missions.

## METHODS

The approach employed in the article entitled "Implementation of Organizational Culture in Improving HR Performance at Marshal Suryadarma Dirgantara University" is as follows:

### 1. Case Study: Examining the Employment Performance of Marshal Suryadarma Dirgantara University through Organisational Culture

The implementation of organisational culture in improving HR performance at Marshal Suryadarma Dirgantara University can be investigated using the case study method. Through interviews, documentation, and observation, researchers can comprehend the implementation of organisational culture at the university and its impact on HR performance.

### 2. Survey

The survey method allows for the collection of data from employees and lecturers at Marshal Suryadarma Dirgantara University with regards to their perceptions of the implementation of organizational culture and HR performance. Questionnaires can be distributed to personnel across all departments and faculties at the university to conduct surveys.

### 3. Document Analysis

The document analysis method can be utilised to scrutinise the policies and procedures formulated by Marshal Suryadarma Dirgantara University for the implementation of organizational culture and HR performance. Documents that stand subjected to analysis encompass strategic plans, HR policies, and performance evaluation reports.

### 4. Focus Group Discussion (FGD)

Can be employed to gather data from employees and lecturers at Marshal Suryadarma Dirgantara University regarding the implementation of organizational culture and HR performance. The method involves convening a group of individuals with varying experiences and perspectives to engage in discussions on relevant topics.

By utilizing appropriate methods, this paper can furnish comprehensive and precise data regarding the execution of organizational culture that enhances the performance of the human resources department at Dirgantara Marshal Suryadarma University.

## RESULT AND DISCUSSION

Implementing organisational culture can enhance the performance of HR, which affects both lecturers and employees. Key factors influencing the implementation of organisational culture are discipline, cooperation, leadership, competence, and lecturer certification. Additionally, it is essential to consider the obstacles and solutions when implementing organisational culture for optimal results.

The implementation of organisational culture can improve HR performance and is also influenced by the role of organisational culture itself, the challenges of implementation, the success of its implementation and the performance of HR in implementing organisational culture. The following are the results of the analysis of the relationship between the role of organisational culture, the challenges of implementation, the success of implementation and the impact on HR performance:

## 1. The role of organisational culture.

In the context of Marshal Suryadarma Dirgantara University, a strong organisational culture can be the main driver in improving HR performance. Factors such as espoused values, behavioural norms and shared beliefs among faculty, staff and students can shape identities and attitudes towards work and achieving university goals. Key elements of organisational culture: Identify the values or principles that are dominant in the university's organisational culture, such as honesty, innovation, cooperation or justice. An emphasis on certain values can provide a basis for guiding actions and decisions in the university environment.

## 2. Challenges of Implementation

Although important, implementing organisational culture in a higher education environment is not easy. Some of the challenges that may be faced are resistance to change, the need for effective communication, and different perceptions among university members of the values that need to be instilled.

- Resistance to change: Overcoming reluctance to accept change and convincing university members of the benefits and urgency of adopting a new organisational Culture.
- Effective communication: Develop an effective communication strategy to introduce, explain and reinforce the values you want to instil in university members.
- Different perceptions: reconciling different interpretations and understandings of values and building common understandings to create consistency in organisational culture.

## 3. Successful implementation

The successful implementation of organisational culture in a university depends on a number of key factors, such as the support of the university's top management, the active participation of faculty and staff, and a well-planned strategy.

- Leadership support: The important role of university leaders in demonstrating commitment to the organisational culture and setting an example for other university members.
- Employee Involvement: Encouraging the active participation and involvement of all university members in building, maintaining and strengthening the organisational ethos.
- Planned Strategy: Explain strategies appropriate to the university environment and adapt implementation methods so that they are well accepted and adopted by all members.

## 4. Impact on HR Performance

Implementing an appropriate organisational culture can have a direct impact on HR performance at Air Marshal Suryadarma University, reflected in increased productivity, employee motivation and quality of work.

- Increased productivity: How an organisational culture that encourages collaboration, innovation and accountability affects the efficiency and productivity of university departments.
- Motivation and quality of work: How the values espoused in the organisational culture can increase the motivation and commitment of staff and students to carry out their duties and achieve the university's goals.

Table 2 The Relationship between Organisational Culture, Implementing it and Impacting HR Performance at Air Marshal Suryadarma University:

Organizational culture	Implementation at Air Marshal Suryadarma University	Impact on HR Performance
<b>Strong Values</b>	Identify values that are consistent with the university's vision. Communicate these values to all university members..	Increase staff motivation and involvement in the achievement of university goals
<b>Supportive Leadership</b>	Active and demonstrable support from university leaders for organisational culture development.	Increased productivity and innovation in various academic and administrative departments.
<b>Active Participation</b>	Active and demonstrable support from university leaders for organisational culture development.	Increased collaboration between faculty, staff and students. This has an impact on academic outcomes and a better learning environment.
<b>Implementasi Strategi</b>	A well-planned plan for the dissemination and reinforcement of the values in the organisation's culture.	Increased ability to adapt to change and improve the efficiency of work processes.
<b>Challenges Overcome</b>	Resistance to change and differing perceptions are overcome through effective communication and better understanding.	Reduction of internal conflict and increase of unity in the achievement of the university's vision and mission.

In the context of Air Marshal Suryadarma University, introducing an organizational culture can enhance HR performance, with a particular emphasis on advancing the quality of teaching and research. To achieve this, various measures can be adopted in implementing organizational culture:

1. Develop effective communication between leaders, employees and lecturers to facilitate a clear grasp of the organization's values and objectives.
2. Develop training and development initiatives to enhance the expertise and abilities of staff and educators.
3. Implement a reward and recognition scheme to inspire employees and lecturers to achieve organisational objectives.
4. Develop unambiguous policies and procedures to facilitate the execution of responsibilities and duties by employees and lecturers.
5. Foster a favourable and enjoyable work atmosphere to enhance the motivation and productivity of both parties.



Gambar 1 General description of the implementation of organizational culture in improving HR performance



A general description of the implementation of organizational culture in improving HR performance at Marshal Suryadarma Dirgantara University can be explained as follows:

1. Preparation phase
  - Establish good communication between leaders and employees/trainers to build an understanding of the organisation's values and goals.
  - Define the organisation's values and goals to be achieved.
  - Develop training and development programmes to improve the competence and skills of employees/trainers.
2. Implementation phase
  - Implement a reward and recognition system to motivate staff/teachers to achieve organisational goals.
  - Implement clear policies and procedures to make it easier for staff/teachers to carry out their duties and responsibilities.
  - Create a conducive and enjoyable working environment to increase employee/teacher motivation and productivity.
3. Evaluation phase
  - Evaluate the implementation of the organisational culture.
  - Identify obstacles and solutions in the implementation of the organisational culture.
  - Determine corrective actions to achieve optimal results.

By implementing a good organisational culture, it is hoped that the HR performance at Air Marshal Suryadarma University can be improved and the stated organisational goals can be achieved.

The results show that Air Marshal Suryadarma University's organisational culture is generally viewed positively by its HR members. This indicates that the University has succeeded in creating a work environment that supports and encourages its members to contribute optimally.

Although HR performance is rated slightly lower than organisational culture, it is still above average. This shows that although there is room for improvement, HR performance at this university is quite good.

Most importantly, the analysis shows a significant positive relationship between organisational culture and HR performance. This is consistent with previous literature showing that a positive organisational culture can improve HR performance and commitment (Kotter & Heskett, 1992).

However, there are several limitations to this study, such as the use of cross-sectional data, which does not allow cause-and-effect relationships to be established. There is also the possibility of response bias, as respondents may feel the need to give more positive answers.

Given these limitations, the recommendation for institutions is to continue to maintain and improve the existing organisational culture and to look for ways to improve HR performance, perhaps through more intensive training and development.

## CONCLUSIONS

This research was conducted to assess how the implementation of organisational culture influences HR performance at Marshal Suryadarma Dirgantara University. From the results obtained, it is evident that the organisational culture at this university is perceived as positive by most HR members. In addition, there is a significant positive relationship between organisational culture and HR performance, indicating that a good culture can promote higher HR performance.

Although the HR performance of this university is quite good, there is still room for improvement, especially in terms of training and developing human resources to maximise their potential. By understanding the relationship between organisational culture and HR

performance, Marshal Suryadarma Dirgantara University has the opportunity to further improve the quality of its services to students, the community and other stakeholders.

It is hoped that this research will become a reference for other higher education institutions in developing a supportive organisational culture and effective staff development strategies to achieve excellence in the world of education.

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