

# Influence of Leadership, Organizational Culture, and Career Management Through Commitments Organization of Employee Performance in PT Angkasa Pura II (Persero) Head Office in Tangerang

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**Abstract.** This study aims to determine the effect of Leadership (X1), Organizational Culture (X2) and Career Management (X3) as independent variables through Organizational Commitment (Y) as an intervening variable, on Employee Performance (Z) as a dependent variable in PT Angkasa Pura II (Persero) Head Office in Tangerang. Based on the background, limitation, and formulation of the problem and the framework of thought, there are twelve hypotheses tested, with the results of each independent variable having a positive and significant effect on the intervening variable and the dependent variable both partially and simultaneously. Managerial implications that can be done are 1. Organizational commitment will increase if it is improved/improved career management regulations, internalization of organizational culture, and increased leadership competence. 2. Employee performance will improve if the organizational commitment increases, internalization of organizational culture towards employee behavior, improvement in career management regulations, and improvement of leadership competence. Managerial suggestions that can be delivered are 1. To increase the organizational commitment of PT. Angkasa Pura II (Persero) should improve career management with an educational dimension, supported by an organizational culture with a dimension of stability and leadership with a communication dimension. 2. To improve the performance of employees of PT. Angkasa Pura II (Persero) should increase organizational commitment with a normative commitment dimension, supported by an organizational culture with a dimension of stability, career management with an educational dimension, and leadership with a communication dimension. Based on the results of research conducted it can be concluded that there is a positive and significant influence between Leadership (X1), Organizational Culture (X2) and Career Management (X3) through Organizational Commitment (Y) on

**Employee Performance (Z) of PT Angkasa Pura II (Persero) Office Center in Tangerang.**

**Keywords:** leadership, organizational culture, career management, organizational commitment, employee performance

## INTRODUCTION

Organizationally, PT Angkasa Pura II (Persero) continues to grow and many changes both from the system and infrastructure, this can be seen from the use of technology and the construction of facilities and infrastructure at several airports managed by PT Angkasa Pura II (Persero). But in this case, it must be balanced with the results of the performance of all employees. Performance is an achievement achieved by someone in carrying out their duties or work by the standards and criteria set for the job [1].

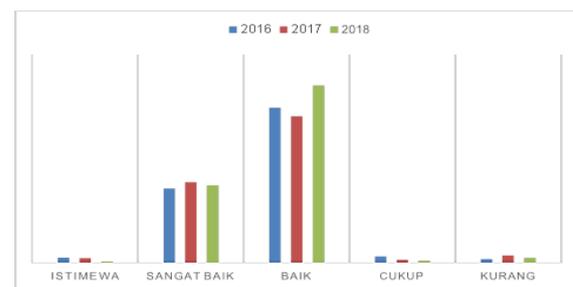


Figure 1. The trend of Employee Performance Assessment of PT Angkasa Pura II 2016-2018

From the data graph above, it can be concluded that the achievement of employee performance that is categorized as less in 2016 to 2018 there are still around 2% - 3% of the total number of employees so that in this case it is deemed necessary to improve. In supporting the performance of employees of the company must be an overall organizational commitment. Organizational commitment is an important concern in many studies because it provides a significant impact on work behavior such as performance, job satisfaction, employee engagement, employee

absences, and also employee turnover. Commitment in the organization will make the worker give the best to the organization where he works. Organizational commitment is a strong desire to become a member of a group, a high willingness to work for the organization, and a certain belief and acceptance of organizational values and goals. [2]. Effective leadership can help organizations to survive in situations of uncertainty in the future. An effective leader must be responsive to change, able to analyze the strengths and weaknesses of his human resources to maximize organizational performance and solve problems appropriately. An effective leader can influence his followers to have greater optimism, confidence, and commitment to the goals and mission of the organization. [3]. Leadership is an activity to influence the behavior of others, or the art of influencing human behavior both individuals and groups. [4]. Leadership is the ability and art of obtaining results through activities by influencing others to achieve predetermined goals [5].

The company can make constructive and effective efforts to make improvements through various programs and policies to be able to improve the competence of the Leader / Supervisor, namely; business transformation and business portfolio, a transformation of infrastructure and operating systems, human resource transformation, organization, and corporate culture. From the company's transformation program, corporate culture is a priority in moving employees to work according to the company's vision and mission. Organizational culture is a pattern of beliefs and values that are understood, imbued, and practiced by the organization so that the pattern gives its meaning and becomes the basis for rules of behavior in the organization ". [6]. In the measurement of the Organization Culture Health Index (OCHI) in 2018, the Performance Awareness Level owned by employees of PT Angkasa Pura II (Persero) was 45%, which was included in the Low Awareness category (25% - 49%). This condition illustrates the level of employee awareness that is not good at recognizing, remembering, and pronouncing the PERFORM value as the organizational value of PT Angkasa Pura II (Persero).

In essence, all organizations have a culture, but not all organizational cultures are equally powerful in influencing the behavior and actions of employees. The higher level of employee acceptance of the core values of the organization and the greater their commitment to these values, the stronger the organizational culture. However, a strong culture also has a weakness that is a strong organizational culture that tends to prevent employees from daring to try new ways, especially in dealing with a rapidly changing situation. In this case, the culture embedded in the organization has a

significant contribution to employee performance. When employees understand the values that exist in the organization, it will affect how their performance.

In the process of achieving performance, what is supported as a form of employee motivation and recognition is related to career management, where career management is a formal approach by the organization to ensure that people in the organization have suitable qualifications and abilities and experience when needed. Career development as a formal approach used by organizations to ensure that people with the right qualifications and experience are available if needed. Formal career development plays an important role in maintaining a motivated and committed workforce. Career planning and development benefits both individuals and organizations and thus must be carefully considered by both. [7].

From the explanation of the problem above, the author is interested in writing under the title Effect of Leadership, Organizational Culture, and Career Management through Organizational Commitment to Employee Performance at PT Angkasa Pura II (Persero) Head Office in Tangerang.

## **METHOD**

The research method is "a scientific way to obtain valid data with the aim that it can be found, proven, and developed knowledge so that it can be used to understand, solve, and anticipate problems". [8]. In this study, the authors researched by collecting several data and information about an object being studied. The method used in the validity test in SPSS is the Corrected item-total Correlation method. Data obtained through a questionnaire method distributed to 85 respondents consisting of several categories of employees of PT Angkasa Pura II (Persero) Head Office in Tangerang, the authors also get data and information from library literature which certainly relates to the object of research being investigated by the author, especially regarding leadership, organizational culture and career management through an organizational commitment to the performance of the employees of PT Angkasa Pura II (Persero) Head Office in Tangerang. Therefore the method to be used in this study is a qualitative method that is quantified or framed. The process of qualifying qualitative values is carried out using a questionnaire conducted in the study.

## **RESULT & DISCUSSION**

Leadership has a positive and significant effect on organizational commitment. This is obtained from the Sig. <0.05 the significant effect and t arithmetic> t table (2.004> 1.989), then Ho is

rejected. This means that leadership partially influences organizational commitment. The value of t arithmetic is positive, meaning that the influence that occurs is positive, or it can be interpreted the higher or better leadership, the more organizational commitment increases.

Organizational culture has a positive and significant effect on organizational commitment. This is obtained from the Sig. <0.05 then the significant effect and t arithmetic> t table (2,341> 1,989), then Ho is rejected. This means that organizational culture partially influences organizational commitment. The value of t arithmetic is positive, meaning that the influence that occurs is positive, or it can be interpreted the higher or better the culture of the organization, the more organizational commitment increases.

Career management has a positive and significant effect on organizational commitment. This is obtained from the Sig. <0.05 then the significant effect and t arithmetic> t table (2,341> 1,989), then Ho is rejected. This means that career management partially influences organizational commitment. The value of t arithmetic is positive, meaning that the influence that occurs is positive, or it can be interpreted the higher or better career management, the more organizational commitment increases.

Leadership, organizational culture, and career management simultaneously have a positive and significant effect on organizational commitment. This is obtained from the Sig. <0.05 and F count> F table (47.939> 3.115), then Ho is rejected, meaning that leadership, organizational culture, and career management simultaneously have a positive and significant effect on organizational commitment.

Leadership has a positive and significant effect on employee performance. This is obtained from the Sig. <0.05 the significant effect and t arithmetic> t table (2.107> 1.990), then Ho is rejected. This means that leadership partially influences employee performance. The value of t arithmetic is positive, meaning that the influence that occurs is positive, or it can be interpreted the higher or better leadership, the more employee performance increases.

Organizational culture has a positive and significant effect on employee performance. This is obtained from the Sig. <0.05 then the effect is significant and t arithmetic> t table (3,785> 1,990), then Ho is rejected. This means that organizational culture partially influences employee performance. The t value is positive, meaning that the influence that occurs is positive, or it can be interpreted the higher or better the culture of the organization, the more employee performance increases.

Career management has a positive and significant effect on employee performance. This is obtained from the Sig. <0.05 the significant effect and t arithmetic> t table (2.983> 1.990), then Ho is

rejected. This means that career management partially influences employee performance. The value of t arithmetic is positive, meaning that the influence that occurs is positive, or it can be interpreted the higher or better career management, the more employee performance increases.

Organizational commitment has a positive and significant effect on employee performance. This is obtained from the Sig. <0.05 the significant effect and t arithmetic> t table (5.967> 1.990), then Ho is rejected. This means that organizational commitment partially influences employee performance. The value of t arithmetic is positive, meaning that the influence that occurs is positive, or it can be interpreted the higher or better organizational commitment, the more employee performance increases.

Leadership has a significant effect on employee performance through organizational commitment. This is obtained from the indirect effect> direct effect (0.163> 0.134).

Organizational culture has a significant effect on employee performance through organizational commitment. This is obtained from the indirect effect> direct effect (0.195> 0.190).

Career management has a significant effect on employee performance through organizational commitment. This is obtained from the indirect effect> direct effect (0.194> 0.111).

Leadership, organizational culture, career management, and organizational commitment simultaneously have positive and significant effects on employee performance. This is obtained from the Sig. <0.05 and F arithmetic> F table (133,856> 2,719), then Ho is rejected, meaning that leadership, organizational culture, and career management simultaneously have a positive and significant effect on organizational commitment.

Table 1. Path Analysis Results

Influence of Variables	Direct	Indirect	Total Influence
X1→ Z	0,134	0,406 x 0,401= 0,163	0, 297
X2→ Z	0,19	0,487 x 0,401= 0,195	0,385
X3→ Z	0,111	0,485 x 0,401= 0,194	0,306

**CONCLUSION**

Organizational commitment will increase if it is improved career management regulations, internalization of organizational culture, and increased leadership competence. Employee performance will improve if the organizational commitment is increased, internalization of organizational culture towards employee behavior,

improvement in career management regulations, and improvement of leadership competence.

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