



# Organizational Culture and Employee Transfers Influence on Employee Performance with Work Motivation as Moderator Variable

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## Abstract

*This research aims to examine the influence of the variables Organizational Culture and Employee Transfers on Employee Performance with Work Motivation as a moderator variable at PT Angkasa Pura I (Persero). The case study was conducted on employees of PT. Angkasa Pura I (Persero) at El Tari Kupang Airport by distributing questionnaires directly. The sample for this research consisted of 200 respondents. The analysis method used is a multilevel test (Hierarchical regression) using the statistic program for social science version 24. Based on the results of data analysis, it shows that H1: Organizational Culture is proven to have a significant influence on Employee Performance, H2: Employee Transfers are proven to have a significant influence on Employee Performance, H3: Organizational Culture is proven to have a significant influence on Employee Performance with Work Motivation as a moderator variable, and H4: Mutations Employees are proven to have a significant influence on employee performance with work motivation as a moderator variable at PT Angkasa Pura I (Persero).*

**Keywords: organizational culture, employee transfers, employee performance, work motivation**

## 1. INTRODUCTION

The research done by Aditianto et al. (2020) mentions that every company definitely has goals to achieve effectively and efficiently. In order to achieve these goals, of course, human resources which are an important factor in achieving company goals are needed. In this era of globalization which is full of challenges and competition, human resources (HR)





have become an important factor in organizations. Recently, employees have been seen as very important resources and they need special attention because of being the main element that determines the achievement of organizational goals. If HR are managed appropriately and the organization respects their talent and expertise, develops capabilities and utilizes them appropriately, the organization will move dynamically and develop rapidly. HR management also must be well-handled so that skills, performance abilities, and quality can be utilized optimally in achieving the organizational goals. Effective handling also determines the company's growth in the future.

It is also mentioned by Aditianto et al. (2020) that based on the Key Performance Indicator (KPI) of PT Angkasa Pura I (Persero) from 2015 to 2018, the average aspect of employee satisfaction which includes performance assessment, career patterns, rotation/mutation/promotion/demotion patterns, education and training patterns and patterns recruitment is still below the target of 9%. Based on the results of customer satisfaction surveys carried out throughout its work area; it is stated that there are several factors that still need to be perfected, such as career patterns and communication quality. It is a reference for PT Angkasa Pura I (Persero) in knowing the extent of comfort of the work environment felt by HR. In this case, PT Angkasa Pura I (Persero) always refers to results that can be measured through KPI in forming management patterns. PT Angkasa Pura I (Persero) was founded on February 20 1962 and is still operating today. In fact, it manages 15 (fifteen) airports in Indonesia. It is also engaged in the field of airport services which generally has a very strategic main task, namely as a provider, business and development of airport services as well as planning, development and maintenance of airports (PR of Angkasa Pura I, 2022). The interest in researching PT Angkasa Pura I (Persero) is because it is one of the leading State-Owned Enterprises (BUMN) in Indonesia with a vision of becoming one of the best airport management companies in Asia. It is also committed to ensuring quality improvement and provides excellent service to provide customer satisfaction. Many changes have been made from year to year to improve the employee performance through organizational culture, education, training, compensation, motivation and creating a good work environment.

## 2. LITERATURE REVIEW

Organizational culture is a pattern of basic assumptions created, discovered or developed by a particular group when learning to deal with the problems of external adaptation and internal integration that have worked well enough to be considered valid.





Therefore, it should be taught to new members as the correct way for them to perceive, think, and feel in the connection with the problems they face (Schein in Habudin, 2020). The level of adaptability is also said to be one of the cultural requirements that makes an organization able to change and compete while winning the competition. The adaptability of organizational culture is the level of effectiveness demonstrated by the culture in facing various challenges and responding to changes that must be implemented. Every organization has its own culture which is the characteristic of an organization; The culture of an organization plays a quite important role in the organization because a good culture will be able to provide comfort which then supports the performance of its members; On the other hand, an organizational culture that is not good or that is not suited to the personal characteristics of its members will trigger a decline in the performance of each member (Habudin, 2020). It shows that organizational culture is able to grow strong and spur the organization in a better direction. Organizational effectiveness can be measured through four cultural traits which are then used as dimensions of the organizational culture variable in this research, namely (1) involvement with the indicators of empowering employees, organizing teams, and developing human resource (HR) capabilities, (2) consistency with the indicators of coordinated and integrated consistency, (3) adaptability with the indicators of risk, learning from mistakes, capability and experience, and (4) mission with the indicators of goals and direction, strategic targets and future vision (Denison & Mishra in Aditianto et al., 2020).

Employees Transfer (mutation) is a change in position or place or work carried out, both horizontally and vertically (promotion/demotion) within the organization; Apart from that, basically, mutations are included in the employee development function because the aim is to increase work efficiency and effectiveness in the organization (Hasibuan in Karnadi & Pradana, 2018). The principle of mutation is transferring employees to the right positions and appropriate jobs, so that their work enthusiasm and productivity increases (Hasibuan in Aditianto et al., 2020). Saiful et al. (2016) also convey the same thing that transfers are expected to improve employee performance and as a driving tool to increase employee work motivation and to eliminate feelings of boredom/saturation with their work in order to create refreshment for employees which will also result in organizational refreshment. Objective and rational factors which are then used as dimensions of the employee mutation variable are (1) Leadership policies and regulations with the indicators of implementation of transfers, normative guidelines and applicable regulations, (2) The Right Man On The Right Job principle, with the indicators that based on the formation and skills, (3) increasing





work morale, with indicators of work enthusiasm and work performance, (4) rational competition media, with indicators of rational competition and open competition, (5) steps for promotion, with indicators of vertical mutation and horizontal mutation, (6) reducing Labor Turnover, with indicators of boredom and absenteeism, and (7) must be coordinated with vertical indicators and horizontal coordination (Samsudin in Aditianto et al., 2020).

Performance in general is the result of work achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities in order to achieve the goals of the organization in question legally, without violating the law and in accordance with morals and ethics. (Fahraini & Syarif, 2022). Performance is the quality and quantity of work carried out by an employee in carrying out his duties in accordance with the tasks assigned (Pangestu et al., 2022). Employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017 in Aditianto et al., 2020). Good individual performance in an organization will certainly provide good organizational performance because an organization is a series of individuals whose performance is very dependent on the work results of each individual within it (Daniswara et al., 2016). Indicators for measuring performance which will be the dimensions of performance variables in this research are (1) quality of work results, (2) quantity of work results, (3) work discipline, (4) cooperation, and (5) integrity (Dessler, 1992 and Robbins & Judge, 2017 in Aditianto et al., 2020). The role of employees is very important in the success or failure of the company. Therefore, companies need to monitor the performance of each employee to see whether they have carried out their duties and obligations according to expectations. Apart from that, assessing employee performance is also very important to determine whether the company will continue to collaborate with employees if their performance is good.

Mangkunegara in Diana et al. (2022) states that motivation is a condition or energy that moves employees who are directed or aimed at achieving the company's organizational goals. The employee's positive mental attitude towards the work situation is what strengthens his work motivation to achieve maximum performance. Alderfer in Daniswara et al. (2016) explains the theory of motivation which is based on individual needs and satisfaction factors which cause the individual to be motivated in carrying out a task/work. The higher the standard of needs and desired satisfaction, the higher the motivation to work. The satisfaction theory explained by Alderfer is called a theory of ERG (Existence, Relation, and Growth) which explains that there are three main groups of needs, namely the need for



existence, the need for affiliation/relationship, and the need for growth. Based on the *Needs Hierarchy Theory* Abraham Maslow (Aditianto et al., 2020), human needs are classified into five hierarchies of needs which are then used as dimensions of work motivation variables in research, namely (1) Physiological Needs, (2) Safety Needs, (3) Social Needs, (4) Esteem Needs, and (5) Self-Accountability. This work motivation can be created through the organizational culture and appreciation. The key to producing good employee performance is giving extraordinary appreciation. This work motivation can make organizations aware of the increasing importance of adaptability, namely the ability to be responsive to the external environment, internal customers (employees), and external customers by translating the demands of the business environment into actions so that the company survives, grows and develops (Denison & Mishra in Aditianto et al., 2020).

In this research, work motivation functions as a moderator. Motivation is the ability to provide more effort to achieve organizational goals due to the willingness to satisfy individual needs. High motivation will create good work. Employees who have high involvement in work have no desire to leave the company and this is the basic capital to push productivity to a higher level. The motivation of PT Angkasa Pura I (Persero) employees is based on fulfilling basic needs, thus encouraging them to be more enthusiastic about working.

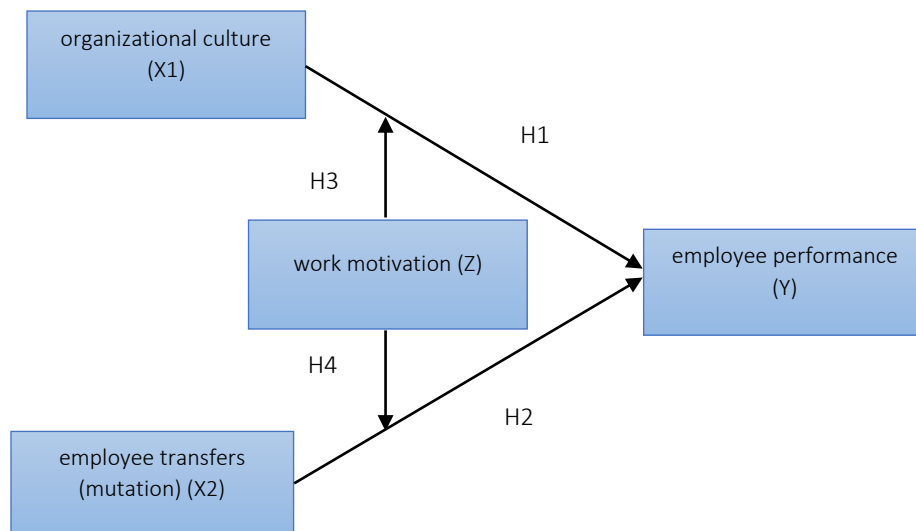


Figure 1 Research Framework



### 3. RESEARCH METHOD

The objects in this research are Organizational Culture (X1), Employee Transfers (X2), Work Motivation (Z) and Employee Performance (Y). The data collection method in this research uses a questionnaire which was distributed directly to research respondents.

This research is quantitative research with a causal associative nature which aims to determine the cause and effect between existing variables. Causal associative research is research that aims to determine the relationship between two or more variables (Aisyah & Susi, 2016). This research was conducted to see the influence of organizational culture and employee transfers on employee performance with work motivation as a moderator.

The population in this study were all employees of PT Angkasa Pura I (Persero) at El Tari Kupang Airport. Sugiyono in Amin et al. (2023) explain that what is learned from the sample results in conclusions that later is applied to the population. This is also determined to anticipate and reduce the percentage of error rates for questionnaires that are not returned or damaged and can provide better estimation calculation results. In this research, the author used a saturated sampling technique found in Non Probability sampling, namely saturated sampling is a sample determination technique when all members of the population are used as samples. This is often done when the population size is relatively small or the research wants to make generalizations with very small errors. Another term for a saturated sample is a census where all members of the population are sampled. The samples taken by researchers were all PT Angkasa Pura I (Persero) employees at El Tari Kupang Airport. In other words, the sample is as large as the population.

### 4. RESULT

The validity test in this study used the Product Moment Person correlation method with a significance level of 5% and the validity test criteria were if  $r_{count} > r_{table}$ , the questionnaire item was declared valid; and if  $r_{count} < r_{table}$ , the questionnaire item was declared invalid. To find the  $r_{table}$  (Degree Freedom)  $df = N-2$  with a sample of 200 respondents, the  $r_{table}$  is 0.1388. The results of the validity test using SPSS version 24 software stated that each question item from the variables Organizational Culture (X1), Employee Transfer (X2) Employee Performance (Y) and Work Motivation (Z) had a calculated value  $> r_{table}$  so that it was declared valid.

The reliability test for this research uses the Cronbach's Alpha method  $> 0.60$ , so the questionnaire or questionnaire is declared reliable or consistent, if the Cronbach's Alpha value  $< 0.60$  then the questionnaire or questionnaire is declared unreliable or inconsistent.





This test was carried out with the help of SPSS version 24 software with a sample of 200 respondents. The results of the reliability test state that each Cronbach's Alpha value for the variables Organizational Culture (X1), Employee Transfer (X2), Employee Performance (Y) and Work Motivation (Z) is more than 0.60 so that all variables are said to be reliable.

**Table 1 Recapitulation of Reliability Test**

Variable	N Of Items	Cronbach's Alpha	Limid Cronbach's Alpha	Description
Organizational Culture (X1)	18	0,878	0,60	Reliable
Employee Transfer (X2)	15	0,909	0,60	Reliable
Employee Performance (Y)	15	0,750	0,60	Reliable
Work Motivation (Z)	18	0,735	0,60	Reliable

Source: Primary Data, processed 2023

In this research, the F test is used to test the research model. If the F result is significant, the research model is declared feasible and the research can continue. The results of the F test in this research were carried out with the help of SPSS version 24 with all results being significant and as stated, if the F results are significant then the research model is declared feasible and can be continued.

**Table2 Recapitulation of F Test Results (Moderation Test)**

No	Regression	F Test Results	Description
1	X1, X2 terhadap Y	0,000	Significant
2	X1, X2 dan Z terhadap Y	0,000	Significant
3	X1, X2, Z dan X1Z, X2, Z terhadap Y	0,000	Significant

Source: Primary Data, processed 2023

The t test carried out partially for the independent variable on the dependent variable with the help of SPSS version 24 shows that the significance value of Organizational Culture (X1) and Employee Mutation (X2) (0.000) < (0.05). It can be concluded that the variables Organizational Culture (X1) and Employee Transfers (X2) partially influence the Employee Performance Variable.

**Table 3 Results of the t test of organizational culture and employee transfers on employee performance**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.430	.311		4.602	.000
	X1	.378	.084	.327	4.483	.000
	X2	.304	.077	.289	3.973	.000

a. Dependent Variable: Y

Source: Primary Data, processed 2023

Hierarchical Regression is a multilevel test carried out to test the influence of each variable which is carried out several times. In this study, testing was carried out 3 times with the following regression equation:

1. First Equation :  $Y = 1,430 + 0,378 + 0,304$
2. Second Equation :  $Y = 0,875 + 0,323 + 0,206 + 0,281$
3. Third Equation :  $Y = (-2,400) + (-0,828) + 2,099 + 1,094 + 0,263 + (-0,447)$

The criteria set according to Baron and Kenny (1986) are as follows:

1. If the influence of Z on Y on the first output and the influence of the Z\*X interaction on the second output, one of them is significant, it is said to be Pure Moderator.
2. If the influence of Z on Y on the first output and the influence of the Z\*X interaction on the second output are both significant, it is said to be Quasi Moderator.
3. If the influence of Z on Y on the first output and the influence of the Z\*X interaction on the second output, none of them are significant, it is said to be Not a Moderator.

Table 4 shows that the influence of Z on Y on the first output and the influence of the interaction Z\*X1 on the second output, one of which is significant and is said to be Pure Moderator. Therefore, organizational culture influences employee performance with work motivation as a moderator variable.



**Table 4 Recapitulation of Organizational Culture Hierarchical Regression Test Results (X1)**

No.	Description	Significant Value	Result
1.	X1 → Y	0,000	Significant
2.	X1 → Y Z → Y	0,000 <b>0,000</b>	Significant <b>Significant</b>
3.	X1 → Y Z → Y X1Z → Y	0,216 0,056 <b>0,085</b>	Not Significant Not Significant <b>Not Significant</b>

Source: Primary Data, processed 2023

Table 5 shows that the effect of Z on Y on the first output and the effect of the interaction Z\*X2 on the second output are both significant, so they are said to be Quasi Moderators. Therefore, employee transfers have an effect on employee performance with work motivation as a moderator variable even though the results show a quasi moderator.

**Table 5 Recapitulation of Hierarchical Regression Test Results for Employee Mutations (X2)**

No.	Description	Significant Value	Result
1.	X2 → Y	0,000	Significant
2.	X2 → Y Z → Y	0,010 <b>0,000</b>	Significant <b>Significant</b>
3.	X2 → Y Z → Y X2Z → Y	0,004 0,056 <b>0,009</b>	Significant Not Significant <b>Significant</b>

Source: Primary Data, processed 2023

The coefficient of determination test aims to measure how far the model's ability is to explain or explain variations in dependent variables if the coefficient of determination value is between 0 and 1. If the value is close to 1, it means that the independent variable provides almost all the information needed to predict the dependent variable. The results of the coefficient of determination analysis carried out with the help of SPSS version 24 are as follows:

**Table 6 Recapitulation of Determination Coefficient Test**

No	Regression	Adjusted R Square
1	X1, X2 to Y	0,292
2	X1, X2 and Z to Y	0,333
3	X1, X2 and X1Z, X2Z to Y	0,350

Source: Primary Data, processed 2023

Table 6 above shows the R<sup>2</sup> value of testers X1, X2 against Y namely 0.292 which means the dependent variable can be explained by the independent variable amounted to 29.2% while the remainder (100% - 29.2% = 70.8%) was explained by other variables. R<sup>2</sup> value of testing X1, X2 and Z against Y namely 0.333, which means that the dependent variable can be explained by the independent variable of 33.3% while the remainder (100% - 33.3% = 66.7%) is explained by other variables. In the third test it is known that the R<sup>2</sup> value of testing X1, namely 0.350 which means the dependent variable can be explained by the independent variable amounting to 35% while the remainder (100% - 35% = 65%) is explained by other variables.

This means the influence of variables X1 and X2 on variable Y is still relatively weak because it is not yet close to 1, which is still worth 29.2%. When the variable Z is added it becomes 33.3% and when the test is carried out by multiplying the variables Z and X it is symbolized (ZX) and tested with variables X1,X2 Z against Y the results showed that 35% of the results were concluded that the influence of the independent variables (X1 and X2) on the dependent variable (Y) is classified as weak because it is not yet close to 1 even though there is a moderating variable (Z)).

## 5. DISCUSSION

The results of data analysis through testing using the t test or partial test show that Organizational Culture (X1) has a significant effect on Employee Performance (Y). The results of this research are in line with research conducted by Aditianto et al. (2020) which states that organizational culture has a positive and significant effect on employee performance. Syah et al. (2017) states that there is an influence between organizational culture on employee performance at the Makassar Class I Navigation District office. It means that organizational culture partially has a positive and significant effect on employee performance. Based on the results of this research, it is stated that organizational culture



influences employee performance which is further strengthened by previous research which also states that organizational culture influences employee performance.

The results of data analysis through testing using the t test or partial test show that employee transfers (X2) have a significant effect on employee performance (Y). The results of this research are in line with research conducted by Chrishartanto & Said (2019) stating that employee transfers have a positive and significant effect on the employees' performance of KPP Pratama West Makasar.

The results of data analysis through testing using the Hierarchical Regression test or multilevel test show that Organizational Culture (X1) has a significant effect on Employee Performance (Y) with Work Motivation as a moderator variable, namely as a Pure Moderator. The results of this research are in line with research by Susanti (2016) which states that there is an influence of work motivation that strengthens the influence of organizational culture on employee performance, as well as research by Brahmasari & Suprayetno (2008) that motivation can strengthen the influence of organizational culture on employee performance.

The results of data analysis through testing using the Hierarchical Regression test or multilevel test show that Employee Mutation (X2) has a significant effect on Employee Performance (Y) with Work Motivation (Z) as a moderator variable, namely as a Quasi Moderator.

## 6. CONCLUSION

Analysis of this research data concludes that (1) Organizational Culture has a significant effect on PT Angkasa Pura I (Persero) Employee Performance, (2) Employee Transfers have a significant effect on PT Angkasa Pura I (Persero) Employee Performance, (3) Organizational Culture has a significant effect on Performance Employees with Work Motivation as a moderator variable at PT Angkasa Pura I (Persero), and (4) Employee transfers have an effect on Employee Performance with Work Motivation as a moderator variable at PT Angkasa Pura I (Persero) even though the results show a quasi moderator.

The limitations of this research include (1) the number of employees at PT Angkasa Pura I (Persero) El Tari Kupang Airport that is only 200 employees so it does not reach the target that the author used as the previous sample, namely requiring 330 respondents, (2) the lack of references in the form of supporting journals that discuss moderator variables, especially related titles and Hierarchical Regression tests, and (3) researchers only focus on





PT Angkasa Pura I (Persero) employees at El Tari Kupang Airport while there are still 14 airports also managed by PT Angkasa Pura I (Persero)

Suggestions that can be given based on the research results are (1) based on the results of data analysis, Organizational Culture influences the performance of PT Angkasa Pura I (Persero) employees, in this case the organizational culture at PT Angkasa Pura I (Persero) must be able to influence employee performance so that employees remain enthusiasm for improving their performance, (2) Other researchers can develop this research by using other factors that can influence employee performance, such as leadership style, discipline, environment and so on so that more comprehensive research results can be obtained, and (3) researchers are advised using the Work Motivation variable as an independent variable.

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