

Superior Organizational Culture Improves Performance at PT. Kereta Api Indonesia (Persero)

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ABSTRACT

Organizational culture plays a vital role in shaping organizational members' beliefs, attitudes, and behaviors. Its influence can be seen through team member performance, which reflects their attitude towards the company. Good performance not only benefits the company but also benefits the employees themselves. This study explores the organizational culture's influence on employee performance at PT Kereta Api Indonesia (Persero). The method used in this research is qualitative with a descriptive approach. Data collection was conducted through library research, which involved analyzing relevant literature, such as papers, books, and other writings related to the problem under study. From the analysis conducted, it was found that the organizational culture at PT Kereta Api Indonesia (Persero) was excellent. In addition, the company's performance has also shown excellent results. Thus, it can be concluded that organizational culture positively and significantly influences employee performance at PT Kereta Api Indonesia (Persero).

Keywords: Organizational Culture, Performance, PT. Kereta Api Indonesia.

I. Introduction

According to Robbins (2015), organizational culture is a system of shared values held by its members, differentiating one company from another. All members collectively understand this culture, allowing the company to be distinguished from others. Furthermore, McShane and Glinow, as cited in Wirawan (2017), state that organizational culture plays an important role in understanding company activities. It enables workers to interact more effectively and efficiently, and fosters good coordination among coworkers, as they learn each other's attitudes and organizational mindsets. In addition, research conducted by Bara (2017) shows that organizational culture significantly influences employee performance. According to Edgar H. Schein (2010), organizational culture is a pattern of basic assumptions created, discovered, or developed by a group as they learn to overcome problems of external adaptation and internal integration. These assumptions have proven effective enough to teach new members the correct way to think, feel, and act within the organization.

There appears to be widespread agreement that organizational culture refers to a unified system of shared meanings held by members, distinguishing one organization from another. Upon closer inspection, this system of shared meaning comprises a set of key characteristics that the organization values. Some of the characteristics that make up organizational culture include:

1. Innovation and risk-taking. The extent to which employees are encouraged to be innovative and take risks.
2. Attention to detail. The extent to which employees are expected to demonstrate precision, analysis, and attention to detail.
3. Results orientation. The extent to which management focuses on results rather than on the techniques and processes used to achieve those results.
4. People orientation. The extent to which management decisions consider the effects of results on people within the organization. Wahjono, Sentot Imam. (2020).

Performance plays an important role in an organization, serving as a means to monitor the work achievements of each individual or team. Companies can obtain data on employees' abilities to carry out assigned tasks through performance assessment efforts. According to Wibowo (2018:88), various factors influence individual performance, which can be divided into internal and external factors. Internal factors include attitude, skills, commitment, intention, discipline, work culture, intellectual ability, drive, and personality. Meanwhile, external factors include facilities and infrastructure, incentives or compensation, integrity, work atmosphere and environment, organizational culture, and applied leadership style. PT. KAI is a state-owned company (BUMN) that boldly offers high salaries to its employees, as evidenced by its inclusion among the top five BUMN companies with the highest salaries. PT. KAI upholds five core organizational values: integrity, professionalism, safety, innovation, and excellent service. As part of a cultural transformation aimed at aligning the synergy of core values across BUMN organizations, all BUMN employees are now required to implement the Core Values of "AKHLAK," which include trustworthiness, competence, harmony, loyalty, adaptability, and collaboration.

PT. KAI (Persero) is a state-owned enterprise operating in the railway transportation service sector— all employees of PT. KAI (Persero), in carrying out their duties, actions, and behaviors, are required to refer to the career planning guidelines established by the organization. Proper implementation of career planning can encourage employees to innovate, increase their sense of responsibility, discipline, initiative, and compliance with values and policies. It can also strengthen interactions and relationships at all levels, foster participation and empathy, and reduce absenteeism and complaints (Septia, 2018).

II. Research Method

This study uses a qualitative method. Library research reviews literature relevant to the studied problem, such as papers, books, and other written works. Data collection in this study is typically carried out without fieldwork, but through predetermined procedures. The data collection method employed is a documentation strategy. This process includes gathering notes, transcripts, books, newspapers, magazines, research findings, and other sources, commonly referred to as documentation techniques. These techniques involve collecting data from available documents or archives. Once the data is collected, it is evaluated using a descriptive method by presenting and analyzing topics related to organizational culture to improve employee performance.

III. Results and Discussion

Organizational culture functions as a social glue that connects its members. As a shared agreement, organizational culture facilitates the establishment of broader understandings for the benefit of individuals. Organizational culture is critical because it acts as a controller and guide in shaping the attitudes and behaviors of members involved in organizational activities. Theoretically, organizational culture affects employee performance. This means that the better the organizational culture, the higher the employee performance. Conversely, a poor organizational culture will negatively impact employee performance. Research shows a positive and significant relationship between organizational culture and employee

performance, supporting the hypothesis that organizational culture positively and significantly affects job satisfaction.

The highest indicator in the organizational culture variable suggests that employees must complete their work correctly and carefully. In contrast, the lowest indicator reflects that employees must be able to prioritize the company's vision and mission over their interests (Prayitno et al., 2021). Improving employee performance often leads to enhanced overall company performance. Good performance can also create a more conducive work atmosphere, encouraging healthy competition among employees and contributing to their personal development. To achieve high performance, all indicators supporting performance achievement must be adequately met. Several factors influence employee performance, including leadership, organizational culture, and the work environment (Gulo et al., 2023). PT. Kereta Api Indonesia (Persero), as a State-Owned Enterprise (BUMN), plays a very strategic dual role: serving as an agent of development that contributes to national progress and operating as a profit-oriented company to ensure business sustainability. In carrying out its functions, PT. Kereta Api Indonesia (Persero) is committed to remaining a transportation service provider that is not only reliable and efficient but also highly concerned with environmental sustainability.

Supported by professional human resources, the company consistently strives to provide the best service to the community by prioritizing safety, comfort, and punctuality in every operation and implementing a healthy business model, PT. Kereta Api Indonesia (Persero) continues to grow and develop as a competitive company that adapts to changing times and evolving customer needs. In addition, the company recognizes that employee job satisfaction is a crucial factor in supporting productivity and the quality of services provided. Therefore, PT. Kereta Api Indonesia (Persero) continuously strives to improve employee welfare, support career development, and create a conducive work environment, enabling employees to work with high enthusiasm, dedication, and loyalty. This, in turn, positively impacts the company's sustainability and future growth (Nugraheni et al., 2019). In pursuing this effort, the company prioritizes a strong work culture to ensure optimal service and to meet the needs of its service users, which include:

1. Integrity
All employees of PT. Kereta Api Indonesia (Persero) is committed to acting by the organization's values and the company's code of ethics. They possess a deep understanding and a strong willingness to adapt to these policies and ethical standards, striving to act consistently, even when challenging.
2. Professional
All employees at PT. Kereta Api Indonesia (Persero) possesses competence and a deep understanding in areas of expertise relevant to their work. They are not only able to master and apply their knowledge but also to develop and share it with others.
3. Safety
All employees of PT. Kereta Api Indonesia (Persero) demonstrates an unwavering and consistent commitment to developing and implementing low-risk work systems and processes to prevent accidents and protect company assets from potential losses.
4. Innovation
All employees of PT. Kereta Api Indonesia (Persero) consistently encourages the development of new ideas, makes continuous improvements, and fosters a conducive environment for creativity. In doing so, we strive to provide added value to all stakeholders.
5. Excellent Service
All employees of PT. Kereta Api Indonesia (Persero) is committed to providing the best service that meets quality standards and satisfies customer expectations, even exceeding them. We focus on six key elements: Ability, Attitude, Appearance, Attention, Action, and Accountability.

PT Kereta Api Indonesia (Persero), commonly known as PT KAI, is a company focused on land transportation, particularly in the railway sector. The history of KAI began with the establishment of the Djawatan Kereta Api Republik Indonesia (DKARI) on September 28, 1945. Prior to this, Indonesia already had railways and related infrastructure. Over time, various company policies have evolved, especially with leadership changes. One significant moment occurred on February 25, 2009, when Ignasius Jonan became the President Director. Under his leadership, notable changes began to take place, although gradually. Jonan's leadership style, which differed from his predecessors, became the foundation for the company's transformation until 2019. To support the company's vision and mission, Jonan led a restructuring of the organization, increasing the number of directorates from five to nine. The original directorates were:

1. Operations (covering commercial activities, safety, and security)
2. Engineering (covering activities related to infrastructure, transportation, and logistics).
3. Human Resources and General
4. Finance
5. Business Development (covering activities related to land and building assets)

Then the five directorates were changed into nine directorates, namely:

1. Commercial
2. Operational
3. Infrastructure and Development
4. Facilities (Rolling Stock)
5. Safety and Security
6. Human Resources Development (HRD) and IT
7. Logistics and Railway Assets
8. Land and Building Assets
9. Finance

This policy is implemented to provide deeper attention to every crucial aspect of the company's activities. Railway management is indeed complex and not simple, but the innovations introduced by KAI have accelerated the transformation process. Since the change in management, KAI has gradually adapted to the times. The company has evolved in service, governance, community involvement, and continuous improvement. KAI has accelerated various innovations and improvements to provide the best possible service to passengers. One notable improvement is the implementation of new policies to enhance train services. These include online ticket sales, a ban on smoking in train cars, introducing an integrated boarding system, and the policy of one seat per passenger with a 100% capacity. Efforts to restore order have also been implemented at stations and inside train cars to create a more comfortable atmosphere. For example, all station toilets have been cleaned, and train toilet facilities have been upgraded. Additionally, KAI management is reorganizing the company's assets, including managing KAI's land, which was previously under the control of irresponsible parties (Rochmah Ika et al., 2019).

KAI's success is inseparable from its employees' hard work and dedication. Many factors contribute to organizational performance, but the most crucial is employee work behavior. Employees who have a positive perception of organizational culture tend to feel satisfied with their work. Conversely, if a negative perception of organizational culture arises, employees are more likely to feel dissatisfied with their jobs (Robbins & Judge, 2008). Employees who feel satisfied and view their work as enjoyable generally perform better. In light of the changes in corporate culture that began in 2011, KAI also took steps to implement internal restructuring, including adjusting compensation for all its employees. This step is believed to motivate human resource development and contribute to achieving corporate goals.

IV. Conclusion

PT. Kereta Api Indonesia (Persero) is a State-Owned Enterprise (BUMN) that serves as both a development agent and a profit-oriented company. The company is committed to providing reliable and environmentally friendly transportation with the support of professional human resources, PT. Kereta Api Indonesia prioritizes safety, comfort, and punctuality in every service. The company's work culture is built on five core values: Integrity, Professionalism, Safety, Innovation, and Excellent Service. These values ensure that employees act ethically, continuously develop their competencies, minimize risks, generate new ideas, and deliver services that exceed customer expectations.

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