Analysis of Organizational Culture at PT Kereta Commuter Indonesia

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Abstract

This research aims to analyze organizational culture and organizational culture obstacles that occur at PT Kereta Commuter Indonesia. PT Kereta Commuter Indonesia is a company that operates in the public transportation sector, especially commuter train services in the Jabodetabek area. Organizational culture is an important aspect that influences company performance, employee satisfaction, and the quality of service provided to customers. The method used in this research is a qualitative study in the form of interviews, observation, documentation and literature study methods.

Keyword: Organizational Culture; Implementation; Constraints

1. Introduction

Organizational culture is currently also a topic or discussion discussed among business people and entrepreneurs. Every the company certainly hopes to have a good organizational culture, of course, this will make the company more stable, more advanced, and support environmental change. Influence of organizational culture employee's work success is very important for an employee company, both in the internal environment and the external environment because will influence the vision and mission of the company.

Organizational values and beliefs are the basis of culture organizations and both play an important role in influencing culture organization (Wahyudin, 2022). The state-owned company previously held different core values. The main values of AKHLAK are assigned to all state-owned companies. Main Values (Core Values) AKHLAK itself has abbreviations namely Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative. One of the state-owned companies very important in implementing and living the Core Values AKHLAK is PT Kereta Commuter Indonesia. PT Kereta Commuter Indonesia operates in the Jabodetabek railway public transportation sector.

After implementing the AKHLAK organizational culture, PT Kereta Commuter Indonesia is increasingly improving services, technology and so on etc. In implementing one of the AKHLAK values applied by PT Kereta Commuter Indonesia is Adaptive. Adaptive in Morals BUMN means continuing to innovate and be enthusiastic in driving or face change. One example of innovation is use of the C-Access application. As a support service to commuter line users based on KAI Commuter technology as Commuter operators continue to innovate in developing technology with "C-Access" application. Development and innovation of the latest features including purchasing Commuter Line tickets, information on the location of the nearest station, and so forth. Previously, Commuter Line ticket purchases were made by purchasing directly at the counter. With this application, of course makes it easier for Commuter Line users. Apart from the added value of "C Access", there are also several disadvantages to its use for certain groups of society.

Therefore, the author took this research to demonstrate technological changes at PT Kereta Commuter Indonesia. Because before PT Kereta Commuter Indonesia has not developed technology as it is now, this is one example of the development of the "C-Access" application. Before it existed "C-Access" application like today, passengers must purchase Commuter Line tickets through the counter, this makes prospective passengers have to queue to buy tickets and it takes quite a long time long. With the changes in technology that have developed as time goes by this, of course, speeds up service and makes it easier for users to travel.

2. Literature Review
2.1 Definition of Organizational Culture

Organizational culture is a set of values, norms and habits that are understood by members of the organization who can differentiate the organization from other organizations. With in other words, organizational culture is the values that are the basis or handle human resources in carrying out commitments as well good behavior in an organization (Sulaksono, 2019). Culture organizations can also influence work-life balance or that can called the balance between life and work, work-life balance itself means a person's capability to balance their responsibilities at work and other things not related to work.

2.2 Benefits of Organizational Culture

Some of the benefits of organizational culture according to (Sutrisno, 2014) are following:

1. Prevent roles that differentiate between one organization and another other organizations
2. Generating a sense of identity for members of the organization
3. Prioritize collective interests over individual interests to achieve organizational goals
4. Maintaining organizational stability

2.3 Characteristics of Organizational Culture

According to (Sulaksono, 2019) there are several characteristics that can be influence organizational culture, namely:

1. Innovation and courage in taking risks
2. Pay attention to things in detail
3. Oriented to the results to be achieved
4. Oriented towards the interests of employees
5. Aggressive at work
6. Maintain and control work stability

2.4 Function of Organizational Culture

The function of organizational culture is defined as internal social glue gather employees to achieve the goals of an organization in the form of provisions and values that need to be stated as well run by employees. This also serves as a function control over employee behavior (Sutrisno, 2018).

2.5 Elements of Organizational Culture

In general, organizational culture has several elements (Ganyang, 2018), including:

1. Values
2. Attitude
3. Behavior
4. Identity
5. Differentiator

3. Material and Method

The author made observations for this thesis in December 2023 – March 2024 at PT Kereta Commuter Indonesia. The author conducted research using qualitative research methods. Researcher using a purposive sampling type technique. The number of participants in this research was 5 person from the Corporate Secretary division. These participants were selected because meets the criteria and is deemed sufficient to represent the answer interview questions.

Data collection can be done in varios ways method. The preparation of this research used data collection techniques, techniques data collection carried out by the author is in the form of:

a. Observation

Observation is a data collection technique using review directly to the object being researched (Sugiyono, 2020). Observation is one method of observing situations and conditions when in the field, it is directly based on facts and reality and the experiences felt by that person.

b. Interview

An interview is a conversation between two people to exchange information or data as well as ideas through question and answer sessions so that you can the meaning in the topic to be conveyed can be structured, or can be it is said that an interview is a process of interaction between two people or more with the aim of collecting data or information question and answer method between researchers and informants (Sugiyono, 2019).

c. Documentation

Documentation is one of the data collection techniques by taking pictures and documents for obtain data. The documents in question are archives of documents during activities, photos during activities, and so on so on (Apriyanti et al., 2019)

d. Literature Study

Literature study is a data collection technique by collecting data from various research reports, scientific books, articles and journals related to research (Sugiyono, 2019).

3.1 Design Study

The author conducted research using qualitative research methods. In research methods qualitative, the author uses interview, observation, documentation and literature study methods. The aim of this research is to determine implementation AKHLAK organizational culture and improving services at PT Kereta Indonesian Commuter. Qualitative research methods are methods that carried out in descriptive and analytical form.

3.2 Data Validity Technique

The validity of the data acts as the basis for that in fact, research must be guaranteed to be accurate and can also be done accountable. Triangulation is a technique that can be understood as a test validity of data from different sources and ways to get results accurate. Data triangulation is a technique for checking data from various sources in various ways and at various times (Wijaya, 2018). So there is triangulation of sources, triangulation of data collection techniques, and time triangulation (Wijaya, 2018).

3.3 Data Analysis Technique

Activities in data analysis there are four qualitative stages, namely data collection, data reduction, presentation data, and conclusions or verification which is called Data Model Analysis Miles and Huberman (Sugiyono, 2019).

1. Data Collection

Data collection in qualitative research can be done by means of interviews, observations, and so on. At the start of the research, the researcher carried out observation and exploration of the object to be studied.

2. Data Reduction

Data reduction means summarizing, simplifying, classifying, as well as remove or delete unnecessary data. With thus, the reduced data can provide information and images which is

clearer and more detailed, and can make it easier for researchers to carry out research carry out further data collection.

3. Data Presentation

Data presentation is an activity when collecting data arranged systematically so that the data can be easily understood so that it will allows to draw conclusions. In qualitative research, the presentation of data that is often used is in the form of text narrative. By presenting data, it will be easier to planning what will continue for the next data.

4. Conclusion/Verification of Data

Drawing conclusions or verifying data is the final stage in qualitative data analysis techniques. Drawing conclusions or verification this aims to find the meaning of the combined data as well compared to looking for relationships, similarities, or differences to conclusions are drawn as answers to existing problems.

4. Result

In collecting data through interviews, participants were asked what they had prepared according to the research topic. participants convey perceptions based on their views about organizational culture and obstacles at PT Kereta Commuter Indonesia.

According to participants, organizational culture is like culture implemented in an organization. So like the culture would be implemented in that organization and it will make a difference between our culture or our company and other companies. So if from the word culture itself, culture is actually something that becomes habit. Things that get used to, but whether it's on purpose or not on purpose. These things that we get used to will later become our identity or characteristics the company itself. So if you could say it's company culture like the identity of the company that can differentiate KCI from another company. Then, organizational culture as a characteristic company. The important thing is that it contains goodness. The culture that exists in our company, of course, is not the same as other companies. Because PT Kereta Commuter Indonesia is under the auspices of BUMN or others called a State-Owned Enterprise that has main cultural values namely AKHLAK.

According to participants, organizational culture has obstacles in its implementation. According to participants, the obstacles in implementing morals are more like each individual. Some people still don't comply in implementing these AKHLAK. The solution is that we work together as colleagues must remind each other of colleagues who do not comply morals. Apart from that, there are obstacles regarding discipline, the discipline in question is such as coming to work on time. Matter this is what we always remind our fellow colleagues not to be late when coming to the office.

5. Discussion

1) Organizational Culture

Organizational culture is defined as its distinguishing characteristics one company with another company. This is encompassing starting from the habits that are carried out, whether intentional or unintentionally, which will then print the identity or identity of the personhe company. This is supported by the opinion that stated by Sulaksono (2019) that organizational culture is values that are the basis or guideline for internal human resources carry out commitment and good behavior in an organization. Several

participants also emphasized the importance of the content of organizational culture which contains goodness and is able to encourage innovation as well creativity within the company.

2) Obstacles and Challenges to Organizational Culture

In organizational culture, of course there are obstacles or problems that occur. Obstacles and challenges to organizational culture in PT Kereta Commuter Indonesia is more aimed at individuals employees, discipline in work, consistency, and cultural changes. This is supported by the opinion expressed by Sulaksono (2019) that high productivity can be built if performance or the employee's performance can meet the standards required for do his job. Good performance means, among other things, capacity in skills that can meet productivity requirements and must followed by high discipline and diligence. Several participants emphasized that discipline in work is important. By being disciplined in your work, your work will run smoothly.

6. Conclusion, Implication, and Recommendation

6.1 Conclusion

1. Organizational culture is a set of values, norms and habits that is understood by the distinguishing members of the organization the organization with other organizations. Key values AKHLAK established for all state-owned companies. One of state-owned companies which are very important in implementing as well implementing AKHLAK's Main Values, namely PT Kereta Commuter Indonesia. In implementation one of the AKHLAK values implemented by PT Kereta Commuter Indonesia is Adaptive. Adaptive in BUMN AKHLAK means continue to innovate and be enthusiastic in moving or facing things change. One example of innovation is the use of the C-Access application. To support services to commuter line users which is based on KAI Commuter technology as a continuous commuter operator innovate in technology development with the "C-Access" application. With the changes in technology that have developed as time goes by this, of course, speeds up service and makes things easier for customers users to travel.

2. Organizational culture certainly has obstacles or problems that happened. Obstacles and challenges to organizational culture at PT Kereta Commuter Indonesia is more directed towards individual employees, discipline in work, consistency, and cultural change. Although there are many challenges and obstacles in this regard, commitment not to Surrender continues to be needed and necessary socialization continues to be carried out it is hoped that these obstacles can be overcome.

6.2 Implication

1. Theoretical Implications

The research results obtained support previous research carried out by (Arifudin, 2020), (Nurhidayah & B, 2020), (Rizky, 2022), (Wijaya, 2022), (Fahridho et al., 2023), (Jismin et al., 2022), (Nababan et al., 2023), (Supiani et al., 2022), (Wulandari et al., 2021), (Ilmih, 2018), (Fauziah & Gunawan, 2023), (Ridwan, 2021), (Mansaray & Jnr, 2020), (Suharti & Sugiarto, 2020), (Pathiranage, 2019). Results from research shows that organizational culture has an important role in contributing to carrying out

commitments as well positive behavior in organizational development, this is appropriate with Wijaya's opinion (2022).

2. **Practical Implications**

The results of this research reveal that organizational culture at PT Kereta Commuter Indonesia can develop further. One example of innovation is the use of the C-Access application. As supporting services to commuter line based users KAI Commuter technology as a commuter operator continues to innovate in technology development with the "C-Access" application. With there are changes in technology that have developed as they are today, of course, this will speed up service and make it easier for users to travel and reduce paper usage.

6.3 Recommendation

1. When conducting further research, researchers can add research time period in order to examine more information on study.
2. It is hoped that future researchers can consider this in depth adding variables to the research to make it more diverse.

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