

Relationship the Work Culture and Training Programs Within Performance

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Abstract – This research aimed at investigating the influence work culture and employment Training Program either partially or simultaneously on the Performance of Palembang Aviation Training Center. The number of samples of 38 people. Sample taken in saturated samples is equal to the total population. Instrument data collection was a questionnaire that uses the Likert Scale which is based on construction, which is summarized from the various theories which manifested into operational variables while testing the instrument of research conducted through validity and reliability test. Data analysis was conducted through a qualifying test consisting of tests that use the Kolmogorov Smirnov normality, homogeneity of the Chi-Square test and linearity test with the One-Way ANOVA test. Hypothesis testing is done by using regression analysis correlation between variables Work Culture and Training Program as an independent variable to the efforts of workers as the dependent variable. The result showed that (1) Work Culture in a positive and tangible effect on the performance of the Palembang Aviation Training Center. (2) Training Programs positively and significantly affect the performance of the Palembang Aviation Training Center. (3) Work Culture and Program Training jointly affect the performance of the Palembang Aviation Training Center.

Keywords – Relationships, work culture, training program, performance.

I. INTRODUCTION

The phenomenon of fundamental change manifested by Law No. 43 of 1999 concerning the Principal Personnel of Civil Service has provided a direction of change in the administration of government and civil service which has direct implications for the readiness of human resource development, and the availability of other resources. These changes have an impact on changes in work culture, inevitably must be faced and a series of adaptations must be made to the diversity that refers to differences in demographic attributes such as race, ethnicity, gender, age, physical status, religion, education, or sexual orientation (Delahaye, 2000; Fitria et al, 2018; Kristiawan et al, 2019; Fathurrochman et al, 2019).

In addition to diversity, a quite complex challenge is how to change the old work culture which is not following the values of the new work culture on all employees for voluntary desires and employee participation (Andriani et al, 2018; Salwa et al, 2019; Tobari et al, 2018; Khasanah et al, 2019). People will not change by themselves just because they are ordered, and will only change if they want to voluntarily, because they realize, and people who are willing

to leave the old ways are very few even when the situation guarantees. So far many leaders and state apparatuses are not only difficult to change but also often ignore the moral values and work culture of the state apparatus. Unintentionally or unconsciously, it seems that most civil servants have been absorbed in the daily grind to enlarge their power, authority, role and pursue physical targets while taking advantage of the gaps between the formal regulatory gaps and administrative procedures that convolute their creation, and for a long time the bureaucratic apparatus fled in place until the "lackluster" ran out of energy, for ignoring our basic cultural values that had been taught by our parents, teachers, scholars, and fighters (Wandasari et al, 2019; Lian et al, 2018; Salwa et al, 2018).

At the same time, from the fact that there are employees of the Palembang Aviation Training Center, it turns out that it rarely works and moves impulsively or in a directional direction. They work as they wish by their way of working that is just work, random, messy, and management functions almost do not apply. Based on the description, this study will analyze the work culture and training in building performance Palembang Aviation Training Center.

II. THEORY REVIEW

According to (Dharma, 2003) performance is a tool to provide information to employees and their superiors on how someone has done their duties or work. By knowing his performance, then the individual can see his ability and ability to do a job compared to the responsibilities left to him or others. To measure the variable performance of civil servants in the Palembang Aviation Training Center used three dimensions; (1) namely self-development, (2) teamwork, and (3) work results. Slocum (1995) in West (2000) defines culture as fundamental assumptions and patterns of meaning, which are considered to be properly embraced and manifested by all parties participating in the organization. Culture is also defined as a set of behaviors, feelings and psychological frameworks that are internalized very deeply and are shared by members (Osborn and Plastrik, 2000).

What about work culture? Work culture has long been known by humans, but it has not been realized that work success is rooted in the values that are owned and behaviors that become habits. These values originate from the customs, religions, norms, and norms that become a belief in the work person or organization (Irmayani et al, 2018). The values that become habits are called culture and considering this is related to the quality of work, then it is called culture (Triguno, 2004).

In every organization there is a need for employee training, Robbins: "Intensified competition, technological change, and the search for improved productivity are motivating management to increase expenditures for training" (Robbin, 1998; Apriana et al, 2019). Concerning several reasons for the need for training, Hariandja stated that there were some very important reasons for training, including among the newly recruited employees who often did not understand correctly how to do work, changes in the work environment and workforce, increased company competitiveness, efforts to improve productivity, changes in work implementation standards, (Hariandja, 2002; Lian et al, 2019; Renata et al, 2018).

Based on the description above, it can be formulated that training is a systematic learning program, with a relatively short period, for anyone who has worked in an organization, aimed at increasing employee competency and performance at present, to increase the effectiveness of achieving an organization.

Prior Research

Some researchers have conducted studies that examine the effect of work culture and training programs on employee performance, thus to examine the influence of work culture and education and training programs on the performance of Palembang Aviation Training Center employees. Some of these studies include:

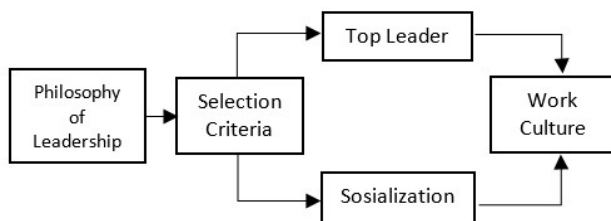


Figure 1: The Process of Forming a Work Culture (Robbin, 1996)

Table 1. Prior Research

No	Research Title	Variable	Result
1.	The influence of member commitment and work culture on the performance of the coordination, monitoring and evaluation team (Kormonev) Nasiona, Rosihin (2010)	Independent variable: member commitment, work culture Dependent variable: performance employee	The results showed a positive and significant effect on performance for member commitment and work culture factors.
2.	Effect of Education and Training on the performance of LPP TVRI	Independent variable: Education and Training	The results showed a positive and significant effect on

South Sumatra's employees, Teguh (2008)	Dependent variable: performance employee	performance for Education and Training factors.
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Source: processed by the researchers themselves

Operational Thinking Framework and Hypothesis

Based on a theoretical study and review of previous studies, the authors limit research on the relationship work culture, training programs to performance in Palembang Aviation Training Center. To see how the relationship is

done using regression analysis correlation between variables. The results of the test can have a relationship and may not have a relationship. To see the relationship between work culture, training programs to performance in Palembang Aviation Training Center can be seen in Figure 2 below:

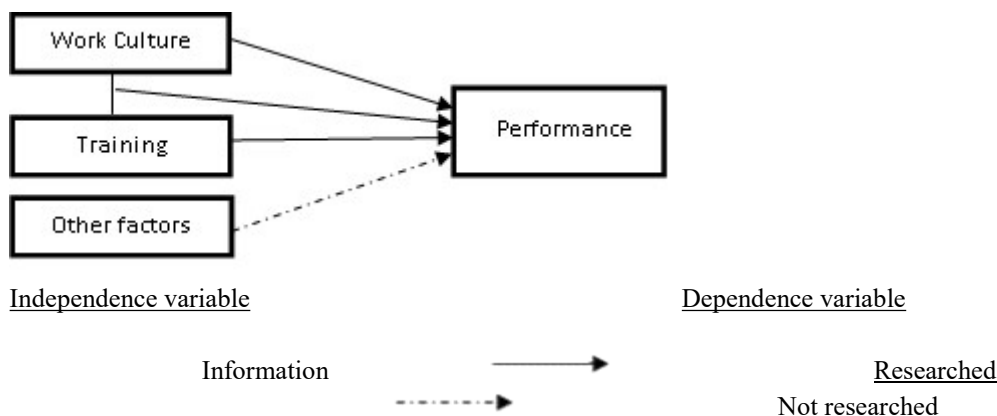


Figure 2: Schematic of Operational Thinking Framework

Based on the theoretical description and framework of thinking above, then in line with research, the authors propose the following hypothesis: (1) Work Culture in a positive and tangible effect on the performance of the Palembang Aviation Training Center. (2) Training Programs positively and significantly affect the performance of the Palembang Aviation Training Center. (3) Work Culture and Program Training jointly affect the performance of the Palembang Aviation Training Center.

III. METHODS

This research was conducted at Palembang Aviation Training Center, where the scope of the research includes issues of Work Culture, Training Programs, and Performance. The population of this study was all 38 Palembang Aviation Training Center, employees. The breakdown of the population is as follows: Data collection was carried out using a questionnaire instrument. The data obtained are (1) primary, i.e. data obtained directly from

respondents' answers to the instruments given; (2) Secondary data, i.e. data obtained from documents in the office of the Palembang Aviation Training Center. The collected data is tabulated and processed in the form of numbers and percentages, then the data are analyzed in a descriptive quantitative manner to determine influence between Work Culture variables (X1) and Training Program variables (X2) on Performance (Y) Palembang Aviation Training Center. Hypothesis testing is done to prove whether the hypotheses in this study were accepted or rejected through a simple regression model and multiple regression models analysis using the PSPSS Program. This analysis is used to see the relationship between Work Culture variables (X1) and Training Program variables (X2) on Performance (Y) Palembang Aviation Training Center, with the simple regression model and multiple regression models as follows: Simple regression model, to determine the influence between Work Culture variables (X1) on Performance (Y).

$$\hat{Y} = a + bX + e$$

Where :

- a = regression constant
- b = Coefisien (slop)
- $\hat{Y}$ = dependence variable (Performance)
- X = independence variable
(X1 = Work Culture , X2 = Training Program)
- e = other factor

Multiple regression models, to determine the relationship between Work Culture variables (X1) and Training Program variables (X2) on Performance altogether (Y).

$$\hat{Y} = a + b_1X_1 + b_2X_2 + e$$

Where :

- a = regression constant
- b = Coefisien (slop)
- $\hat{Y}$ = dependence variable (Performance)
- X1 = independence variable (X1 = Work Culture)
- X2 = independence variable (X2 = Training Program)
- e = other factor

Operational Hypothesis:

H0: $b_1 = 0$ There is no positive relationship between workplace culture and Performance.

H0: $b_1 \neq 0$ There is a positive relationship between workplace culture and Performance.

H0: $b_2 = 0$ There is no positive relationship between the training program and Performance.

H0: $b_1 \neq 0$ There is a positive relationship between the training program and Performance.

H0: $b_{1,2} = 0$ There is no positive relationship between workplace culture and training program to Performance.

H0: $b_{1,2} \neq 0$ There is a positive relationship between workplace culture and training program to Performance.

The rules of decision making are:

Reject H0, if $\text{sig.}t \leq 0,05$

Furthermore, if there is a relationship between the two variables studied, then proceed by looking at the closeness of the relationship using the coefficient of correlation index (closeness of the relationship) using the PSPSS Program. The index number is between 0 - ± 1,00. Positive or negative shows the closeness of the relationship.

IV. RESULTS AND DISCUSSION

The influence of Work Culture (X1) on Performance (Y)

To determine the formula for a simple regression equation from it is necessary to analyze the regression coefficient. With SPSS, the result Regression can be seen from the following table:

Table 3. The Result of Regression and Significance

The Influence of Work Culture on Performance

ANOVA ^b					
Model		Sum of Squares	df	Mean Square	F
1 Regression		558,937	1	558,937	4,413
		4559,379	36	126,469	
Residual		5118,316	37		
Total					
Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	F	Sig.
		B	Std. Error	Beta	t
1 (Constant)		49,610	12,322	,330	4,026
Work Culture		,236	,112		2,101

From the f test, the f count is 4,413 with a significance level of 0.043. Because of the value of sig. F test is smaller than 0.05 (a) then statistically the regression coefficient is said to be significant or the formed regression model can be used to predict performance variables.

Coefficients table containing regression (column B) where constant = 49,610 and work culture coefficient = 0.236 regression. So the formula of simple regression from The Influence of Work Culture (X1) on Performance (Y) is:

$$\hat{Y} = 49,610 + 0,236 X1 + e$$

Where :

$\hat{Y}$ = Performance

X1 = Work Culture

A constant of 49,610 is statistically significant because it has a sig. equal to 0,000 less than 0.05 (a). thus it means that if there is no work culture, the performance score is 49,610. The X₁ regression coefficient of 0.236 is also statistically

significant because it has a sig. equal to 0.043 less than 0.05 (a) so that each addition (because it is +) one unit of work culture score will increase the Performance score by 0.236 units. To see the magnitude of the influence between these

variables it is necessary to analyze the relationship coefficient, the analysis results can be seen in table 4:

Table 4. Correlation and Determination Coefficient

The Influence of Work Culture on Performance

Model	R	R Squared	Adjusted R Squared	Std. The error of the estimate
1	,330a	,109	,084	11,254

a. Predictors: (Constant), Work Culture

b. Dependent Variable: Performance

Source: The data is processed by researchers through the SPSS program

Based on the table above shows the magnitude of the correlation value (R) work culture (X1) on Performance (Y) is 0.330, meaning that the influence of work culture variables on performance shows a very high correlation and is positive (unidirectional). To find out how much influence can be seen from the value of the coefficient of determination (R Square) which is equal to 0.109. this explains that 10.9% of the variation in scores on performance variables can be explained or influenced by

work culture variables in the resulting regression model. The remainder (100% - 10.9% = 89.1%) is explained by other factors studied namely error (e).

The influence of Training Programs (X2) on Performance (Y)

To determine the formula for a simple regression equation from it is necessary to analyze the regression coefficient. With SPSS, the result Regression can be seen from the following table:

Table 5. The Result of Regression and Significance

The Influence of Training Programs on Performance

ANOVA b					
Model		Sum of Squares	df	Mean Square	F Sig.
1	Regression	732,535	1	732,535	6,013 0,19a
	Residual Total	4385,781	36	121,827	
		5118,316	37		
Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	F	Sig.
		Std. B	Beta	t	Sig.
1	(Constant)	47,449		,378	4,14 0,00
	Training Programs	,396	,162		0 0
				2,45	0,01
				2	9

From the f test, the f count is 6,013 with a significance level of 0.019. Because of the value of sig. F test is smaller than 0.05 (a) then statistically the regression coefficient is said to be significant or the formed regression model can be used to predict employee performance variables.

Coefficients table containing regression (column B) where constant = 47,449 and work culture coefficient = 0.396 regression. So the formula of simple regression from The Influence of Training Programs (X2) on Performance (Y) is: A constant of 47,449 is statistically significant

because it has a sig. equal to 0,000 less than 0.05 (a). thus it means that if there is no work culture, the performance score is 47,449. The X2 regression coefficient of 0.396 is also statistically significant because it has a sig. equal to 0.019 less than 0.05 (a) so that each addition (because it is +) one unit of Training Programs score will increase the Performance score by 0.396 units. To see the magnitude of the influence between these variables it is necessary to analyze the relationship coefficient, the analysis results can be seen in table 6:

Table 6. Correlation and Determination Coefficient

The Influence of Training Programs on Performance

Model	R	R Square	Adjusted R Square	Std. The error of the estimate
1	,378a	,143	,119	11,038

a. Predictors: (Constant), Training Programs

b. Dependent Variable: Performance

Source: The data is processed by researchers through the SPSS program

Based on the table above shows the magnitude of the correlation value (R) Training Programs (X2) on Performance (Y) is 0.378, meaning that the influence of work culture variables on performance shows a very high correlation and is positive (unidirectional). To find out how much influence can be seen from the value of the coefficient of determination (R Square) which is equal to 0.143. This explains that 14.3% of the variation in scores on performance variables can be explained or influenced by

work culture variables in the resulting regression model. the remainder (100% - 14.3% = 85.7%) is explained by other factors studied namely error (e).

The influence of Work Culture (X1) and Training Programs (X2) jointly on performance (Y)

To determine the formula for a multiple regression equation from it is necessary to analyze the regression coefficient. With SPSS, the result Regression can be seen from the following table:

Table 7. The Result of Regression and Significance

The Influence of Work Culture and Training Programs on Performance

ANOVA b							
Model			Sum of Square	df	Mean Square	F	Sig.
1	Regression	Residual	884,018	2	442,009	3,65	0,36 ^a
	Total		4234,297	35	120,980	4	
			5118,316	37			
Coefficients ^a							
Model		Unstandardized Coefficients	Standardized Coefficients	F	Sig.		
		B	Beta	T	Sig.		
		Std. Error					

	ror			
1 (Constant)	39,098	13,644	2,866	0,007
Work Culture	,139	,124	,195	1,119
Training Programs	,300	,183	,286	0,033

From the f test, the f count is 3,654 with a significance level of 0,036. Because of the value of sig. F test is smaller than 0.05 (a) then statistically the regression coefficient is said to be significant or the formed regression model can be used to predict employee performance variables.

Coefficients table containing regression (column B) where constant = 39,098 and work culture coefficient = 0,139 Training Programs coefficient = 0,300 regression. So the formula of multiple regression from The Influence of Work Culture (X1) and Training Programs (X2) on Performance (Y) is:

$$\hat{Y} = 39,098 + 0,139 X1 + 0,300 X2 + e$$

Where :

$\hat{Y}$ = Performance

X1= Work Culture

X2= Training Programs

A constant of 39,098 is statistically significant because it has a sig. equal to 0,007 less than 0.05 (a) thus it means that if there is no work culture, the employee performance score is 39,098.

The X1 regression coefficient of 0.139 is also statistically significant because it has a sig. equal to 0.0431 less than 0.05 (a) so that each addition (because it is +) one unit of work culture score will increase the Performance score by 0,139 units. The X2 regression coefficient of 0,300 is also statistically significant because it has a sig. equal to 0.033 less than 0.05 (a) so that each addition (because it is +) one unit of training programs score will increase the Performance score by 0,300 units.

To see the magnitude of the influence between these variables it is necessary to analyze the relationship coefficient, the analysis results can be seen in table 8:

Table 8. Correlation and Determination Coefficient
The Influence of Work Culture and Training Programs on Performance

Model	R	R Square	Adjusted R Square	Std. the Error of the estimate
1	,410 ^a	,173	,125	10,999

a. Predictors: (Constant), Work Culture, Training Programs

b. Dependent Variable: Performance

Source: The data is processed by researchers through the SPSS program

Based on the table above shows the magnitude of the correlation value (R) Work Culture (X1) and Training Programs (X2) jointly on Performance (Y) is 0,416, meaning that the influence of work culture variables and training programs jointly on performance shows a very high correlation and is positive (unidirectional).

To find out how much influence can be seen from the value of the coefficient of determination (R Square) which is equal to 0,173, this explains that 17,3% of the variation in scores on performance variables can be explained or influenced by work culture variables in the resulting regression model. the remainder (100% - 17,3% = 82,7%) is explained by other factors studied namely error (e).

V. CONCLUSION

From the results of the research that has been conducted, the following conclusions can be drawn: (1) There is a positive and significant influence between Work Culture variables (X1) on Performance (Y) of Palembang Aviation Training Center. From the analysis of the coefficient of Determination (R-Square), Variables Work Culture on Performance is 0.109. This means that variations in Performance can be explained or influenced by the Work Culture variable (X1) of 10.9%; (2) There is a positive and significant influence between Training Program variables (X2) on Performance (Y) Palembang Aviation Training Center. From the analysis of the Coefficient of Determination (R-Square) Variables of the Training Program on Performance is 0.143. This means that variations in Employee Performance can be explained or influenced by the Training Program variable (X2) of 14.3%; (3) There is a positive and significant influence between Work Culture variables (X1) and Training Program variables (X2) simultaneously on Performance (Y) Palembang Aviation Training Center. From the analysis of the Coefficient of Determination (R-Square), the variable of Work Culture and the Training Program on Performance is 0.173. This means that variations in Employee Performance can be explained or influenced by the Work Culture variable (X1) and the Training Program variable (X2) together by 17.3%; (4) Training Program Variable (X2) has a more dominant influence on Performance (Y) of Palembang Aviation Training Center compared to the Work Culture variable (X1).

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