



The Influence of Organizational Culture, Business Strategy for Increase in Performance Organizational Tourism

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ABSTRACT

This study tries to find out how big the relationship between the influence of organizational culture variable and strategy business variable other performance organization variables, out by selected organizations in Indonesia, especially in the Jakarta area which is the largest tourism industry area in ASEAN. This research is motivated by various opinions regarding organization culture and strategy business can be performance organization for the tourism industry in Indonesia. the object, especially at the point of implementation which is still fully implemented even though organizational culture and strategy business are the necessary to comply with regulations and efforts to increase productivity and becomes an interesting thing in the background of this research. The organizational variable is focused on discipline innovation and clear division of authority, then the strategy business variable is focused on vision & mission strategy & tactics and marketing, and the performance organization is focused on the growth, customer satisfaction, and marketing. The number of samples obtained as many as 384 respondents from selected companies and the results of the research are as follows organizational culture and strategy business influences efforts to build performance organization, organizational culture influences performance organization, and strategy business influences performance organization.

INTRODUCTION

The Covid-19 condition that almost hit the world community has destroyed almost all joints of the community's economy, this has a very wide impact so that the world economy is almost paralyzed, not to mention the conditions in Indonesia due to covid-19 that has paralyzed the Indonesian economy, to grow and develop the economy again. After the post-pandemic, an appropriate strategy is needed so that the appropriate steps are taken to overcome these problems.

The prospect of improvement can also be seen in MSMEs, as reflected in the increase in demand for People's Business Credit (KUR) until Semester-I 2021. Realization of KUR in the period January 2021 s.d. August 2, 2021, it reached Rp. 148.08 trillion, or 51.96% of the latest target in 2021, which was Rp. 285 trillion. The spread of the Delta Covid-19 variant at the beginning of Quarter III-2021 is a challenge in itself in maintaining the momentum of the ongoing economic recovery. This challenge is also felt by most countries in the world. From July 1 until now, the average active case has reached 462,647 cases, but if it can be immediately lowered back to the level of 100 thousand, then mobility and community activities can gradually be opened starting September 2021. Then, with increased mobility and community activities, it is hoped that the economy will be maintained in Quarter IV-2021.

The government has responded to the increase in active cases by tightening the PPKM policy so that it is hoped that active cases and the positivity rate can go down soon. The PPKM policy has also been effective in reducing community mobility so that the increase in Covid-19 cases can be suppressed. The decline in mobility that occurs causes a contraction in public spending, as can be seen from the spending index which has slowed since June 2021.

The Indonesian tourism sector will enter the so-called new normal after the coronavirus pandemic. Minister of Tourism and Creative Economy (Menparekraf) Wishnutama Kusubandio, revealed that to welcome the new tourism trend, several things need to be prepared in every tourist destination in Indonesia. "Of course, the tourist destination must have an improved COVID-19 condition with various parameters that have been prepared, so that later we can carry out these stages," said Wishnutama, in a virtual press conference of the Limited Meeting "New Normal Order in the Tourism Sector that Productive and Safe COVID-19", Thursday (28/5).

Wishnutama added, that to welcome the new normal in the tourism sector, there are various new SOPs and health protocols that all tourism and creative economy actors must comply with. This SOP is useful for welcoming tourists back. "First, of course, the SOPs that will be applied in the tourism sector will be prepared, the various fields of the SOPs have a lot to do with, yes, for example in hotels, restaurants, including various fields in tourism and the creative economy," Wishnutama continued. All of the Government's efforts to control the spread of Covid-19 are expected to immediately restore the momentum of economic recovery. Counter policies carried out by the Government and a higher level of adaptation to community activities will keep the growth in Quarter III-2021 from falling too deep. "In addition, the economic recovery of Indonesia's

main trading partners will provide an impetus for higher export demand. The potential for normalizing public consumption after the easing of the PPKM will also spur a better economic recovery in Quarter IV-2021," concluded Coordinating Minister Airlangga. The Indonesian economy based on the amount of Gross Domestic Product (GDP) based on current prices in the third quarter of 2021 reached IDR 4,325.4 trillion or based on constant 2010 prices reaching IDR 2,815.9 trillion. Indonesia's economy in the third quarter of 2021 compared to the previous quarter grew by 1.55 percent (q-to-q). In terms of production, the Health Services and Social Activities Business Field experienced the highest growth of 16.10 percent. Meanwhile, in terms of expenditure, the Export Component of Goods and Services experienced the highest growth of 9.28 percent.

Table 1. The Arrival of International Tourism to Jakarta by Entrance April 2021

Month/Year	Entry Port Soekarno- Hatta	Entry Port Halim PK	Total
1	2	3	4
April 2021	15 528	11	15.539
March 2021	10.188	10	10.198
April 2020	420	16	436
January - April 2020	32.912	39	32.951
January - April 2021	372.827	490	373.317
Growth (%)			
April 2021 - compared to March 2021	52,41	10,00	52,37
April 2021 - compared to April 2020	3.597,14	-31,25	3.464
Compared to January - April 2020	-91,17	-92,04	-91,17

Source: statistic data BPS. 2021

Growth of International Tourist Arrivals

The number of international tourists arriving at Jakarta in April 2021 via Soekarno Hatta Airport recorded 15,528 arrivals and only 11 arrivals via Halim Perdana Kusuma Airport. Overall, the number of international tourist arrivals to Jakarta reached 15,539 arrivals in April 2021, showing an increase of 52.37 percent from March 2021. When compared to the same month previous year, the number of international tourists to Jakarta skyrocketed by 3,463.99 percent. In April 2020, international tourists were only 436 arrivals due to travel restrictions at the beginning of the pandemic. The accumulated international tourist arrivals from January to April 2021 clocked in at 32,951 arrivals, which declined by 91.17 percent from the same period in 2020. The number of international tourist

arrivals consisted of 32,912 tourists via Soekarno Hatta and 39 tourists via Halim Perdana Kusuma.

Growth of International Tourist Arrivals by Nationality.

Among the total visitors of 15,539 in April 2021, the figure was dominated by international tourists from Asia excluding the ASEAN with 8,667 arrivals or 55.78 percent of the total arrivals. Overall, visits from various regions have increased, except for international tourists from the ASEAN region, which have decreased.

The number of international tourists from Europe, America, Oceania, and Africa increased two times compared to the previous month. The increase of foreign tourist arrivals from Europe was 129.32 percent, America (108.73 percent), Oceania (116.79 percent), and Africa (184 percent) (Table 2). Based on nationality, the total visits of international tourists from the five largest countries visiting Jakarta in April 2021 amounted to 9,112 visits, or 58.64 percent of total international tourists visiting Jakarta. Most international tourists who came to Indonesia were from China, with 6,075 visits or 39.10 percent of all international tourists arrivals.

METHODOLOGY

This study uses the SPSS 25 application for hypothesis testing, hypothesis testing uses a t-test to test whether the independent variable tourism organizational culture (X) through business strategy (Z) affects the dependent variable on organization performance (Y) of the tourism industry, with the research location in Jakarta, using 384 respondents using validity tests, reliability tests, and regression analysis This study uses a quantitative approach to describe institutional dynamics related to the implications of tourism organizational culture on tourism marketing performance in Jakarta. Research on organizational culture using a quantitative approach has been carried out previously, such as by Silalahi (2008), and Hermina & Zain (2011) which uses path analysis techniques or standardized multiple regression to examine the relationship between organizational culture and performance.

The same thing was also done by Suryo (2010) who tested the hypothesis about the relationship between organizational culture and employee performance. This shows an opportunity for further research on organizational culture using a case study approach to provide different variations in describing institutional dynamics related to the implications of Information :

- 1 If t statistic $>$ t table then H_0 is rejected and H_a is accepted, meaning that there is an influence between the independent variables partially on the dependent variable, thus the hypothesis can be accepted/proven.
- 2 If t count $<$ t table, then H_0 is accepted and H_a is rejected, meaning that there is no influence between the independent variables partially on the dependent variable, thus the hypothesis is rejected or not proven.
- 3 Comparing the results of the magnitude of the opportunity to make an error (significance level) that appears with the probability level of the occurrence of a certain probability event of 5% or 0.05 in the output, to decide to reject or accept the null hypothesis (H_0).

- 4 If the significance > 0.05 then the decision is to accept Ho and reject Half the significance is < 0.05 then the decision is to reject Ho and accept

Table 2. Interpretation of Correlation Coefficients

Coefficient interval	Closeness level
0,00 – 0,199	Very low
0,20 – 0,399	Low
0,40 – 0,599	Currently
0,60 – 0,799	Strong
0,80 - 1000	Verry strong

Source: Sugiyono, 2018: 184

Table 3. Instrument Validity and Reliability Test Variable organizational culture (X)

Dimension	Item	Correlation	Sig.	Information	Alpha Cronbach	Information
Discipline	X1.1	,918**	0,000	Valid	,912	Reliable
	X1.2	,806**	0,000	Valid		
	X1.3	,905**	0,000	Valid		
	X1.4	,942**	0,000	Valid		
Innovations	X2.1	,745**	0,000	Valid	,758	Reliable
	X2.2	,748**	0,000	Valid		
	X2.3	,780**	0,000	Valid		
	X2.4	,772**	0,000	Valid		
Clear division of authority	X3.1	,798**	0,000in strume n	Valid	,775	Reliable
	X3.2	,805**	0,000	Valid		
	X3.3	,801**	0,000	Valid		
	X3.4	,689**	0,000	Valid		

Source: Research Results 2022

Table 4. Loading Factor and Average Variance Extracted (AVE) Value

VARIABLE	INDICATOR	INDICATOR	LOADING	AVE	SQRT AVE
Organizational culture	Discipline	X1.1	0,732	0,751	0,866603
		X1.2	0,756		
		X1.3	0,755		
		X1.4	0,761		
	Innovations	X2.1	0,752	0,7515	0,866891
		X2.2	0,75		
		X2.3	0,743		
		X2.4	0,761		
	Clear division of authority	X3.1	0,762	0,75325	0,8679
		X3.2	0,81		
		X3.3	0,721		
		X3.4	0,72		
Strategy business	Visions & mission	Z1.1	0,805	0,78975	0,888679
		Z1.2	0,793		
		Z1.3	0,756		
		Z1.4	0,805		
	Strategy & tactics	Z2.1	0,756	0,7845	0,88572
		Z2.2	0,782		
		Z2.3	0,766		
		Z2.4	0,834		
	Marketing	Z3.1	0,804	0,71225	0,843949
		Z3.2	0,746		
		Z3.3	0,748		
		Z3.4	0,551		
Performance organizational	Growth	Y1.1	0,817	0,754	0,868332
		Y1.2	0,825		
	Y1.3	0,698			
	Y1.4	0,676			
	Y2.1	0,747	0,75825		

Source: Research Results 2022.

RESULT AND DISCUSSION

Result

Table 5. Analysis Regression of Organizational Culture Variable to Performance Organization

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	,399 ^a	,159	,157	4,514
a. Predictors: (Constant), organizational culture				

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1532,747	1	1532,747	75,219	,000 ^b
	Residual	8110,093	398	20,377		
	Total	9642,840	399			
a. Dependent Variable: performance organization						
b. Predictors: (Constant), organizational culture						

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	19,750	1,971		10,022	,000
Organizational culture	,443	,051	,399	8,673	,000
a. Dependent Variable: performance organization					

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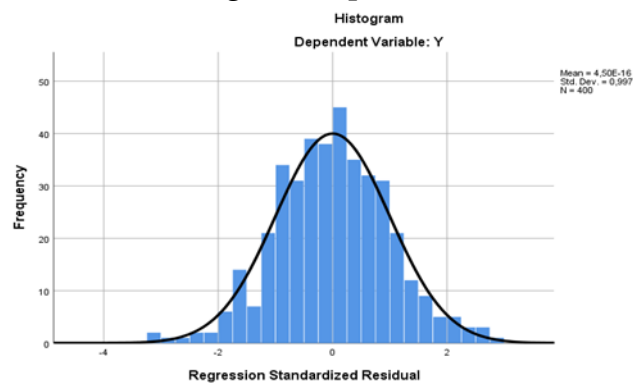
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,750	1,971	-	10,022	,000
	Organizational culture	,443	,051	,399	8,673	,000

a. Dependent Variable: performance organization

The normality is used to see the pattern of distribution of errors. This test can be done by looking at the bell-shaped erroneous histogram graph (normal distribution) and normal P-P-plot.

Table 7. Standard Deviation of Organizational Business Variable
Histogram Dependent Variable



Heteroscedasticity testing to see homogeneity between residual observational data. Testing can be done with a graphical approach.

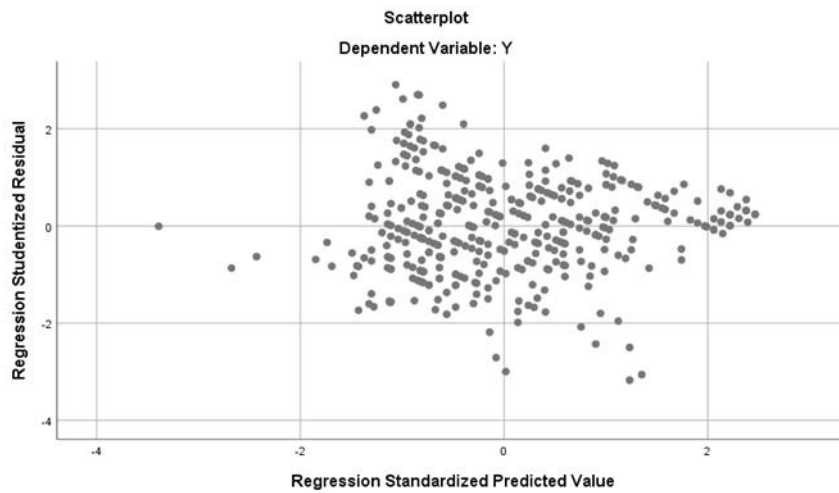


Figure 1. Residual Std Scatter Diagram with STD Predicted

From the graph above, it can be seen that the residual spread between the observational data does not form a certain pattern, so it can be concluded that the regression equation satisfies the assumption of heteroscedasticity.

Table 8. Analysis Regression of Organizational Culture and Strategy Business Variable for the Performance Organization

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,817 ^a	,813	,380	4,669

a. Predictors: (Constant),

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5342,313	1	5342,313	245,080	,000 ^b
	Residual	8675,687	398	51,798		
	Total	14018,000	399			

a. Dependent Variable: performance organization

b. Predictors: (Constant), organizational culture

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	24,961	1,762		14,167	,000
	Strategy business	,744	,048	,617	15,655	,000

a. Dependent Variable: performance organization

From the results of regression analysis testing, it can be seen that strategy business (Z) affects performance organization (Y), this can be seen from the sig value = 0.000 < 0.05 for the distribution value t = 15,655

The contribution of variable strategy business (Z) to changes in the value of variable performance organization (Y) is shown by the value of R² (Coefficient of determination) of 74 %

The equation formed is:

$$\text{Performance organization} = 24,961 + 0,744 \text{ SB} + \text{error}$$

From the results of regression analysis testing, it can be seen that organizational culture (X) affects performance organization (Y), this can be seen from the sig value = 0.000 < 0.05 for the distribution value t = 8.673

The contribution of the two variables of organizational culture (X) to the change in the value of the performance organization (Y) is shown by the value of R² (Coefficient of determination) of 56 %

Table 8. Contribution of Organizational Culture and Strategy Business for the Performance Organization

Variable	Direct effect	Indirect effect	Total effect
Organizational culture → Performance organization	0,699	0,206 (0,699 x 0,716)	0,561
Strategy business → performance organizational	0,740	-	0,740
Organizational culture & strategy business → performance organization	0,821	-	0,821

Organizational culture and strategy business for the increase performance organization

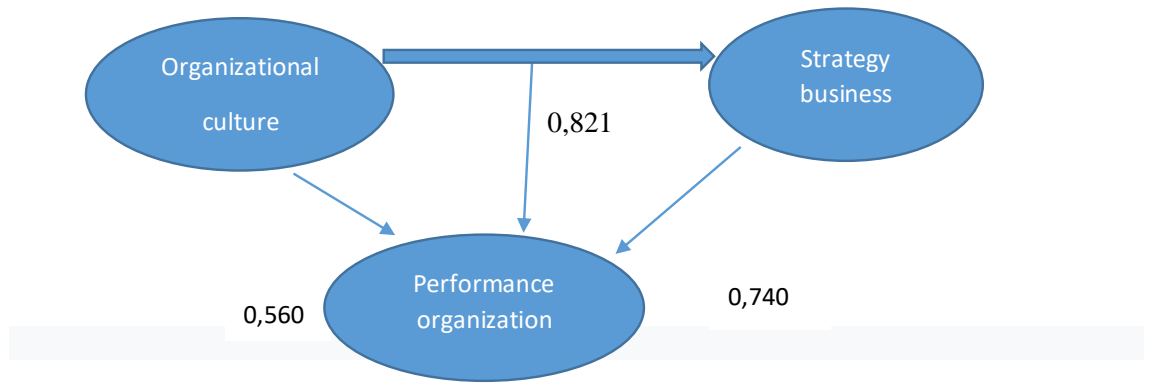


Figure 2. Organizational Culture and Strategy Business

Discussion

1. The existence of the covid-19 pandemic which has paralyzed almost the entire economy of the world community has destroyed the economic condition of the community. In this condition, there is a need for a strategic process to regenerate the community's economy, especially in the world of the tourism industry.
2. Organizational culture has a positive influence on organizational performance, this means that the presence of organizational culture will attract tourists to come and visit the area, so it can be said that the presence of organizational culture can increase tourist visits so as to improve organizational performance research on organizational culture using a quantitative approach has been carried out previously.
3. Business strategy is a tool used by companies to achieve organizational goals, with the right business strategy, company goals can be achieved more quickly, the impact of Strategic Business Variables on Tourism organizational Performance
4. There is an influence of organizational culture on performance organization. The contribution of strategy business to changes in the value of performance organization was 15.9%.
5. There is an influence strategy business on performance organization. The contribution of strategy business to the change in the value of performance organization was 21.2%.
6. There is an effect of organizational culture and business strategy on performance organization. The contribution of organizational culture and strategy business to changes in the value of performance organization was 38.1%
7. Between organizational culture and business strategy in the performance organization there is a significant influence where with the existence of a good organizational culture and the right business strategy, it can improve organizational performance.

CONCLUSION

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