Culture and motivation drive airport health performance

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Abstract
Purpose: This study examines how organizational culture and work motivation affect employee performance at the International Airport Class I Port Health Office (Terminal 3), and identifies practical implications for improving public health service delivery.

Research Methodology: A quantitative, descriptive design was applied using saturated sampling (census) of 66 Terminal 3 employees. Data were collected via questionnaires and analyzed with multiple linear regression in SPSS, supported by validity, reliability, and classical assumption tests.

Results: Organizational culture significantly influences employee performance, and work motivation also shows a positive and significant effect. Simultaneously, culture and motivation jointly predict performance, indicating that stronger cultural alignment and higher motivation are associated with better employee outcomes.

Conclusions: Improving performance in the airport health service context requires reinforcing a supportive organizational culture and strengthening employee motivation, as both factors work together to enhance performance.

Limitations: The study is limited to one unit (Terminal 3) with a relatively small population and relies on self-reported questionnaire data; broader contextual factors (e.g., teamwork, punctuality pressures, service load) may not be fully captured.

Contribution: The findings provide actionable recommendations to develop or refine SOPs related to organizational culture and motivation, supporting leadership policy implementation, daily operational effectiveness, and improved service performance in airport health offices.

Keywords: *Employee Performance, Organizational Culture, Work Motivation*

How to Cite: Pratikno, Y., Harahap, V., Parmenas, N. H., Rubadi., & Kamar, K. (2025). Culture and motivation drive airport health performance. *Annals of Human Resource Management Research,* 5(4), 301-311.

1. Introduction

Every organization has people in it, whether it is small or large. People are important factors that determine whether an organization can operate effectively to achieve its goals. The failure or success of an organization in achieving its goals is dependent on the people who manage the organization. People or employees in an organization are usually referred to as human resources or human resources. Since the 1980s, the use of lean manufacturing operational methods to promote sustainable competitive advantage has become a cornerstone of global manufacturing strategies. Unfortunately, the success of

lean manufacturing operational methods is not evenly distributed across all lines of the manufacturing industry. Some researchers believe that context variables play a central role in explaining inconsistent results and tend to be ineffective and inefficient (Hardcopf, Liu, & Shah, 2021).

Research on the impact of culture on corporate management performance does not reveal the specific impact of national culture and balanced organizational culture on organizational performance. Even the national culture of employees in a company affects the organizational culture, which in turn affects performance (Nazarian et al., 2017). The success of the company's business operations is not much related to how the company can practice organizational culture in the company and employee knowledge so that the company will get advantages such as competitive advantage (Azeem, Ahmed, Haider, & Sajjad, 2021). This confirms the direct impact of this type of innovative and supportive culture on company performance (Jogaratnam, 2017).

Timely culture in a company and organizational growth are always evaluated using network performance measures. The theory of contingent configuration confirms the importance of this theory. We can see that the impact of corporate culture, such as gender diversity at the company management level, is the company's strategic orientation. Every company has a culture that is different from one another. Understanding a performance-based corporate culture requires cultural intelligence from every employee. The cultural intelligence of each employee contributes positively to social integration in the company and improves its performance.

This is identified from the level of cultural intelligence motivation that is experiencing bottlenecks and which becomes the driving force for every employee in the company, which turns out to be relevant to employee performance (Richter, Martin, Hansen, Taras, & Alon, 2021). Every company has a different concept of measuring performance. But basically the main concept in measuring performance is how we can see from the participation, intrinsic motivation, and perception of employees at work (Bai, Hew, Sailer, & Jia, 2021; Samodra, Iristian, Sidjabat, Husainah, & Saptaria, 2025). The success of an organization largely depends on the performance of its employees. Every organization or institution strives to improve the performance of its employees, hoping that the objectives of the organization can be achieved. Organizations take steps to improve employee performance, such as through education, training, proper compensation, motivation, and creating a disciplined and conducive work environment. Improving employee performance will bring progress to the organization, allowing it to survive in an unstable and competitive business environment.

Therefore, it is challenging to improve employee performance. Performance is the result of a person or group of people in an organization working hard to achieve the organization's goals in accordance with their respective roles and responsibilities. This is not illegal and conforms to morals and ethics. Performance is important to an organization. All organizations and institutions are always trying to improve their employees' performance. One way is to create educational programs, training, appropriate compensation, motivation, and traditions of the work environment, create an educational environment, and produce an educational environment that can improve the performance of an organization's employees.

This study focuses on developing the performance of employees at Soekarno-Hatta Airport. Soekarno-Hatta Airport is a Technical Implementation Unit (UPT) of the Indonesian Ministry of Health, which is responsible for the Director General of Disease Prevention and Control. This is also regulated by Minister of Health Regulation number 77 of 2020. Based on the observations of researchers at the International Airport Class I Port Health Office, in improving the performance of employees, they are faced with obstacles that arise, namely the presence of employees who are not on time, not optimal teamwork and communication with superiors, employee commitment when working so that they are not at work when passengers are busy arriving or departing, and not yet optimal education and training on excellent service provided to employees. All of these factors can affect the performance of the employees of The International Airport Class I Port Health Office. As shown in Figure below
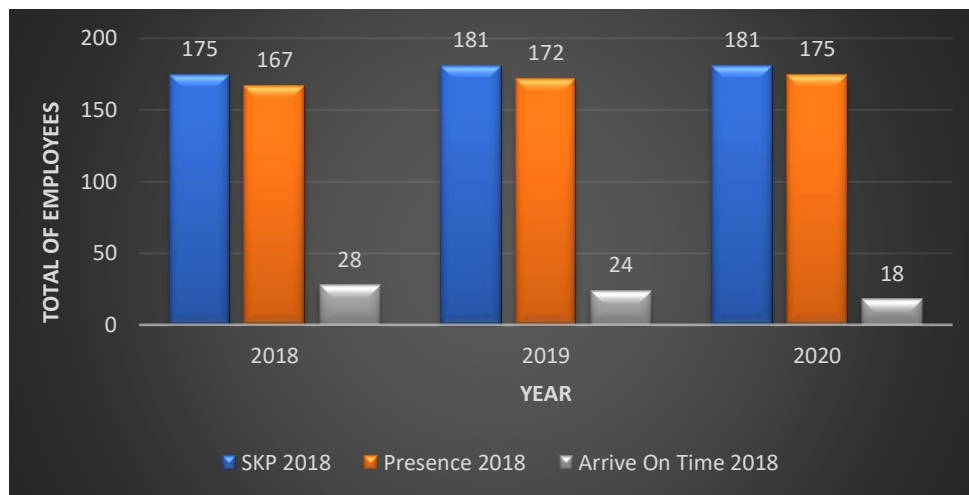
Figure 1. Distribution of Class I Soekarno-Hatta KKP Employees Based on SKP, Attendance and Punctuality
Source: The International Airport KKP Profile Book

From the data above, it can be seen that the phenomenon that occurs is that the performance of employees depicted in the SKP has a high percentage and also a good percentage of absenteeism, but there is a low level of attendance on time. The graph shows that the timeliness of employees at work is still poor and can cause problems in the field in providing services to passengers. Problems were found in the field, such as complaints from passengers due to the length of the document validation queue process and the limited number of officers at the time of arrival or departure of passengers, resulting in less harmonious interactions between officers and passengers.

The novelty of this study lies in examining the direct influence of organizational culture and work motivation on employee performance at the Class I Port Health Office of the International Airport, a context rarely explored in previous research. While earlier studies have focused on manufacturing industries or corporate management, this research highlights a unique public service environment with specific challenges, such as employee punctuality, teamwork, and service quality in handling international passengers. This makes the study distinctive in addressing organizational culture and motivation within the health sector in an international airport setting.

2. Literature review and hypothesis development
2.1. Employee Performance
According to Ramos, Coutinho, Davids, and Mesquita (2021), performance is the result of a competitive competition from a training program that focuses not only on product orientation but also on the process through in-depth contextual analysis so that it can recalibrate the consistency of theory and practice. Performance is highly dependent on employee job satisfaction, behavior to help employees and supervisor's evaluation of the employee's own performance (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017). Factors that are highly relevant to improving employee performance are the work environment, discomfort at work, and virtual (Internet) connectivity, where improving technology to facilitate work and relationships with each other can overcome employee performance problems (Narayanamurthy & Tortorella, 2021).

Organizations that employ disadvantaged employees need true leaders who not only have a positive impact on performance through employee performance management but also have a positive impact on the quality of life of disadvantaged employees (Ramos et al., 2021). The problem of stress factors that are shared at the commercial group level, such as employee self-assessment and performance and organizational citizenship behavior, the problem of barriers to group level and tension provide signals to represent individual characteristics are factors that are important for the development of employee performanceUD (Bisht & Mahajan, 2021).

2.2. Employee Work Motivation

Motivation is a factor in how employees are satisfied with their needs for autonomy, relevance, and ability to carry out their work in the company (Demircioglu & Chen, 2019). There are factors that influence innovative work behavior; therefore, there is a relationship between the form of incentives and the concept of human organization based on the theory of autonomous determination. Autonomous motivation has a mediating effect between personal organizational adjustment and innovative work behavior (Saether, 2019). The literature on proactiveness primarily focuses on its positive performance outcomes. However, the effects of proactive behavior on employee well-being remain relatively unknown.

When an individual's motivation at work is characterized by pressure and coercion (highly controlled motivation), no intrinsic interest in compensation, or identification with work (low autonomic motivation), proactive behavior tends to consume resources. employees, resulting in job stress (Strauss, Parker, & O'Shea, 2017). In general, the fear of losing a job experienced by workers seems to be related to the work environment and can predict employee happiness and behavior towards the occurrence of motivational processes in workers (Budnick, Rogers, & Barber, 2020). The development of these professionals seems to be a common mechanism for their motivation (Mooney, 2020).

2.3. Organizational Culture

Organizational culture can be established through two factors, such as leadership, organizational culture, and professional ethics, which have a positive impact on employee performance. A conflicting organizational culture can affect the overall performance of employees (Ferine, Aditia, & Rahmadana, 2021). Knowledge-friendly organizational culture is positively correlated with the overall performance of financial and non-financial companies (Hussinki, Ritala, Vanhala, & Kianto, 2017). The emergence of the theory of green organizational culture can be used as an alternative to increase employee morale by improving their performance. Environmental awareness, green human resource management, and green leadership behavior impact green organizational culture.

It is important to ensure that a green organizational culture is significantly positively correlated with green employee behavior and environmental organizational performance. A green organizational culture also regulates the relationship between environmental awareness, green human resource management, green leadership behavior, and green employee behavior (Al-Swidi, Gelaidan, & Saleh, 2021). Organizational culture greatly influences employees' thinking and behavior. The intensity, consensus, and consistency of cultural norms serve as a social control system for employee attitudes and behavior (Yip, Levine, Brooks, & Schweitzer, 2020).

2.4. Hypothesis Development

Employee Performance will grow if the professional career development and the development of skills in determining a strategy to get support from their superiors. In addition, behavioral factors can help employees in terms of employee performance and career development (Asadullah et al., 2021). Exploitative leadership has a impact negative on performance service employee (Wu, Sun, Ye, Kwan, & Yang, 2021). Organizational culture and the company's ability to be ambidextrous affect company performance. According to Hardcopf et al. (2021), culture conflict in a company negatively affects employee performance. However, leadership, organizational culture, and work ethic positively affect employee performance. A knowledge-friendly organizational culture is positively correlated with the overall performance of financial and non-financial companies (Hussinki et al., 2017).

Organizational culture, employee behavior, and green human resource management have a positive effect on overall employee performance (Mawarni & Rastitiati, 2025). In general, different characteristics of organizational cultural norms can independently and repeatedly affect the magnitude of anxiety and have a constructive or destructive effect on performance (Yip et al., 2020). Based on the descriptions of these experts, the researchers proposed the following hypotheses:

H1: Organizational culture has a positive effect on employee performance

The key drivers of a positive work environment can negatively impact employee motivation and performance. However, the mediating role of religious beliefs provides evidence that the negative effects of the subtleties of workplace bullying, bullying, and workplace aggression can occur. naturally reduced by religious beliefs (Fan, Cao, Zhou, Duan, & Xing, 2023). The effect of motivation on employee performance has been empirically proven. Motivation is built on the level of appreciation given by the company to its employees. This award ultimately increases employees' emotional commitment and at the same time can improve employee performance (Alcover, Chambel, & Estreder, 2020). A group of human resources with improved skills and opportunities will increase the capacity and motivation of employees; opportunity packages boosting HR will also help increase opportunities for employee engagement (Beltrán-Martín & Bou-Llusar, 2018). Safety motivation reduces safety violations while improving performance outcomes (Vatankhah, 2021). Based on the descriptions of these experts, the researchers proposed the following hypotheses:

H2: Motivation has a positive effect on employee performance

Based on the relationship between variables initiated by Nazarian, Atkinson, and Foroudi (2017) and Saether (2019), it is reasonable to suspect that there is a simultaneous relationship between organizational culture and work motivation on employee performance. Therefore, the researcher proposes the following hypothesis:

H3: Organizational culture, motivation has a positive effect on employee performance

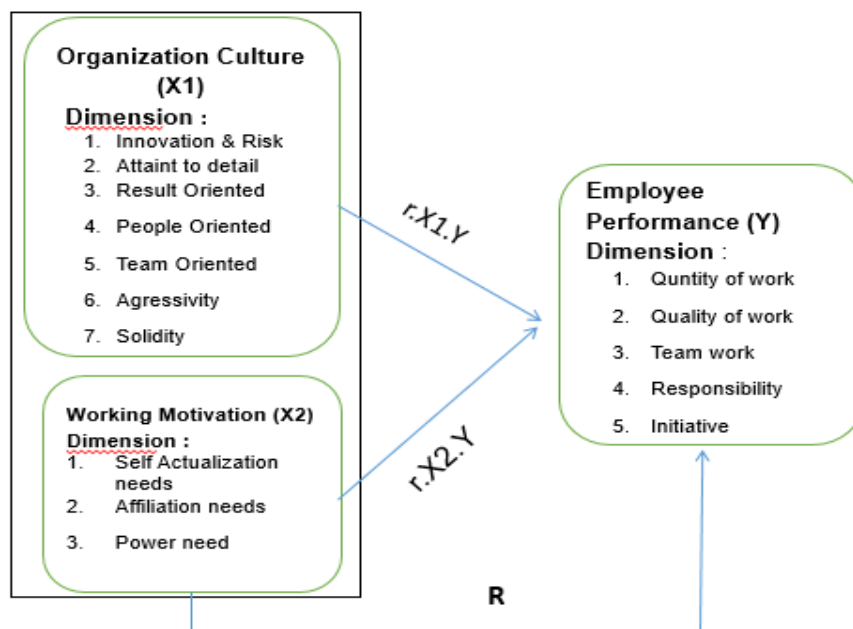The Research Framework is shown in Figure 1-1 Research Framework as follows:

Figure 2. Research Framework
Source: Processed by researchers (2021)

From the experts' descriptions above, it can be assumed that cultural and motivational factors impact the development of employee performance.

3. Methodology

This study uses a quantitative approach, namely research that emphasizes analysis of numerical data or numbers obtained by statistical methods, and hypothesis testing is carried out so that the significance of the relationship between the variables studied is obtained. The data studied are from samples taken from the population, so that relative, distributive events, and relationships between variables are found. From the data, facts, or information obtained through the survey, the condition of each of the variables

studied can be described so that it is possible to know the influence of organizational culture and work motivation on the performance of the Class I Port Health Office employees at The International Airport.

The population taken in this study amounted to 66 employees in 2021 at the The International Airport Class I Port Health Office at Terminal 3 The International Airport. The sampling technique used in this study is a saturated sampling technique, which is a sampling technique in which all members of the population are used as samples. The total population in Terminal 3 of The International Airport is not greater than 100 respondents; therefore, the authors take 100% of the existing population, namely all employees on duty at Terminal 3 of The International Airport, as many as 66 respondents. Thus, the use of the entire population without having to draw a research sample as a unit of observation is referred to as a census technique.

4. Results and discussion

This study aimed to determine and analyze the influence of organizational culture and work motivation on the performance of the Class I Port Health Office employees at Terminal 3 of The International Airport. Based on the research data that have been analyzed, the following discussion is carried out: Performance is basically what employees do or do not do. Employee performance influences their contribution to the organization. Performance improvement for both individuals and groups has become the center of attention in efforts to improve organizational performance. A person's performance does not occur by itself but requires building factors, including organizational culture and work motivation.

4.1. The Influence of Organizational Culture on the Performance of The International Airport Class I Port Health Office Employees

The results of this study are in line with Robbins' grand theory in Chapter II, that an innovative organizational culture usually begins by providing great support for the creativity of its employees. Organizations can dramatically improve employees' creative performance. Stability is related to employee performance because with long-term attention to the organization's efficiency, stability, and predictability, employees are in a conducive situation to work calmly so that they can achieve high performance. Results orientation refers to the extent to which the organization focuses on results rather than the techniques and processes for achieving those results. The value to be achieved is measurable, and employees are required to achieve their goals. Intense competition and profit orientation strengthen organizations. Employees are responsible for achieving some level of performance.

This finding is strengthened by the research findings of Ferine et al. (2021), who analyzed the impact of conflict, leadership, organizational culture, and ethics on employee performance at an educational institution in Sumatra, Northern Sumatra, Indonesia. The sample consisted of approximately 180 local officials. This shows that confrontation adversely affects employee performance. However, leadership, organizational culture, and work ethic have a positive effect on employee performance.

In one of his scientific publications Liu, Tsui, and Kianto (2021) said that knowledge-friendly organizational culture has a relationship positive with performance overall. The results of this study are also supported by the theoretical concept proposed by Al-Swidi et al. (2021), who used a quantitative research design with a sample of 615 employees in the public and private sectors in Qatar, analyzed using SEM analysis tools. These results strengthen the results of this study, which states that organizational culture has a relevant impact on employee performance. Similar to Al-Swidi et al. (2021); Yip et al. (2020), the results of this study show that organizational culture is the most important factor in improving employee performance.

At the implementation at the airport company The International Airport Class I. There been has a Work Culture Decree from the Head of the Class I Health Office The International Airport which has been issued since March 25, 2019. According to Michael Jordan in Madiistriyatno, one of the factors that influence work culture is Organizational Culture. In the decree there are 13 Work Cultures, one of which goes to work on time. In practice, many employees do not come on time. This should be a correction for leadership in enforcing rules.

Other points are proactive, think innovatively, and work professionally. Employees are often not at work at the time of arrival or departure of passengers, which causes queues of passengers because the number of officers is not optimal. Innovation must also be created to provide breakthroughs and convenience for the community in receiving and accessing services. The provision of rewards and punishments can be reinforced. Good organizational formulations, such as working according to procedures, a conducive work climate, and working by emphasizing maximum results, can be maintained and even further improved. The author suggests that organizations provide opportunities for all employees to further develop their careers. The organization provides education and training to increase employees'skills and competencies.

4.2. The Effect of Work Motivation on the Performance of The International Airport Class I Port Health Office Employees

The results of the hypothesis test of the Work Motivation variable (X2) show that the value of t-count = 2.595 > t0.05 (66) = 1.998; therefore, Ho is rejected and Ha is accepted, which means that there is evidence that the Work Motivation (X2) variable has a real or significant effect on the Employee Performance (Y) variable.   The results of this study are in line with the grand theory in Chapter II, namely McClelland's Needs Theory, which is often referred to as the Three Needs Theory.

Individuals with a high need for achievement are highly motivated by challenging and competitive work. They seek promotion opportunities on the job and have a strong desire to receive feedback on their achievements. They will try to find satisfaction in doing things better. High achievement or achievement is directly related to high performance. Individuals who perform better than average are highly motivated. Such individuals can assume responsibility for solving workplace problems. The need for power is the desire to have control and authority over others and to influence and change decisions according to one's own needs or desires.

Individuals are motivated by the need for reputation and self-esteem. Individuals with greater power and authority perform better than those with less power. Individuals motivated by the need for affiliation prefer to be part of a group. They like to spend time socializing and maintaining relationships and have a strong desire to be loved and accepted by others. People who belong to this group tend to adhere to the cultural norms in the workplace and usually will not change the norms at work for fear of being rejected by the people around them.

Another theory by Kanfer, Frese, and Johnson (2017) states that motivation drives one's will and desires. This is the basic motivation for employees to join an organization to play a good role. Motivation is the urge or willingness of a person to work to achieve goals. With this motivation, employees can improve their performance because of the urge to do something so that employee performance is in accordance with the agency's goals. The results of this study are supported by Irawan, Ayu, Nurwahidah, and Darmanto (2024), who state that motivation is the provision of a driving force that creates enthusiasm for one's work so that they want to work together, work effectively, and be integrated with everything.

The results of this study confirm the results of the research conducted by Demircioglu and Chen (2019), who examined the use of the theory of self-determination to analyze the relationship between the use of social media for work purposes and the fulfillment of needs and intrinsic work motivation of government employees. The results strongly support the results of this study, namely that the use of social networks by employees is positively correlated with employee satisfaction (autonomy, affinity, and ability) and, therefore, positively correlated with intrinsic work motivation and has an impact on employee performance. The results of the research conducted by Budnick et al. (2020); Mooney (2020); Saether (2019); Strauss et al. (2017) proving that organizational culture is the most important factor in building employee performance.

4.3. The Influence of Organizational Culture and Work Motivation on the Performance of The International Airport Class I Port Health Office Employees

Based on the results of the ANOVA test or $F_{calculated}$, a value of 30.485 is obtained, which is greater than the $F_{table (66)}$ of 3.14 with a significant level of 0.000 because 0.000to calculate can be concluded that

the Organizational Culture variable (X1) and Work Motivation variable (X2) simultaneously affect the Employee Performance variable (Y) at the Port Health Office. Class I The International Airport. The results of this study are in line with grand theory Mc McClelland's Needs Theory, often referred to as the Three Needs Theory.

Individuals with a high need for achievement are highly motivated by challenging and competitive work. They seek promotion opportunities on the job and have a strong desire to receive feedback on their achievements. They will try to find satisfaction in doing things better. High achievement or achievement is directly related to high performance. Individuals who perform better than average are highly motivated. Such individuals can assume responsibility for solving workplace problems. The need for power is the desire to control and have authority over others and to influence and change decisions according to one's own needs or desires.

Individuals are motivated by the need for reputation and self-esteem. Individuals with greater power and authority perform better than those with less power. Individuals motivated by the need for affiliation prefer to be part of a group. They like to spend time socializing and maintaining relationships and have a strong desire to be loved and accepted by others. People who belong to this group tend to adhere to the cultural norms in the workplace and usually will not change the norms at work for fear of being rejected by the people around them. In general, these results confirm the theory of motivation and organizational culture, which have implications for employee performance. Organizational culture and motivation positively influence employee performance (Alcover et al., 2020; Hardcopf et al., 2021; Strauss et al., 2017). For some employees, the organizational culture plays an important role in improving their performance. The application of an organizational culture that is full of complications creates employee dissatisfaction and discomfort at work. This also affects the work motivation of each employee.

5. Conclusions
5.1. Conclusion
Based on the results of previous research and discussion, the authors draw overall conclusions from the variables studied. The conclusions that the author can draw are as follows:
1. Based on the results of the partial correlation analysis, it was found that there is a positive influence of the Organizational Culture variable on the Employee Performance variable. This is evidenced by the organizational culture variable hypothesis test obtained value$_t$ of $= 2.921 > t_{0.05}$ (66) $= 1.998$, then H_o rejected and H_a accepted. This proves that the Organizational Culture variable (X1) on the Employee Performance variable (Y) has a significant influence.
2. The results of the partial correlation analysis indicate a positive influence of work motivation on employee performance. This is evidenced by the results of hypothesis testing work motivation variable obtained $t_{count} = 2.595 > t_{0.05}$ (66) $= 1.998$, then H_o rejected and H_a accepted. This proves that the work motivation variable (X2) on the employee performance variable (Y) has a real or significant effect.
3. Simultaneously, there is a positive influence between the variables of Organizational Culture and Work Motivation on the Employee Performance variable; the *Summary Model* value or R value is 0.701, while the R value is 0.492 or 49.2%. It is proven by the ANOVA or F test to$_{calculate}$ the Organizational Culture and Work Motivation variable on the Employee Performance variable, which is obtained a value of 30.485 which is greater than $F_{table\ (66)}$ of 3.14 with a significant level of 0.000 because 0.000 <0.05, it can be concluded that the Organizational Culture variable (X1) and Work Motivation variable (X2) simultaneously affect the Employee Performance variable (Y) at the Port Health Office. Class I The International Airport.

5.2. Suggestions
Based on the conclusions stated above, the authors provide the following suggestions to The International Airport Class I Port Health Office:
1. Strategic Advice:
   a) Organizational culture that is already good should be maintained and even improved. The implementation of the Work Culture Decree from the Head of the The International Airport Class

I Health Office issued since March 25, 2019 and the Head Office Decree regarding the policy of awarding and punishing employees of the The International Airport Class I Port Health Office which has been issued since January 3, 2019 needs to be improved. The provision of *rewards* and *punishments* can be reinforced. Policies for implementing the rules must be a correction for the leadership in improving employee performance.

    b) Organizations can further increase the work motivation of all employees by providing equal opportunities for employees to achieve their career goals, developing creativity in the workplace, and involving employees in every agency activity.

    c) Employee performance should be further improved by leadership monitoring and evaluating the performance of each employee. The leader evaluates the presence of employees who have not been disciplined regarding time. Leaders evaluate the performance of employees related to the achievement of the established agency targets.

2. Operational Suggestion:

    a) It is necessary to develop a *Standard Operating Procedure* (SOP) on Organizational Culture and Work Motivation to support any policies made by the leadership to facilitate employees in carrying out daily tasks in the field to improve employee performance in achieving organizational goals.

    b) It serves as a monitoring and evaluation tool for leaders to implement policies aimed at enhancing employee performance to achieve organizational goals.

    c) Leaders support organizational members to work hard to get promotion opportunities.

    d) Leaders increase the motivation of all members of the organization to actively pursue opportunities.

    e) Leaders must improve the performance of organizational members to always take the initiative to perform tasks according to their abilities before being ordered by the leadership.

Acknowledgment

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