



# Communication in organizational culture at the Balikpapan AirNav company during the COVID-19 Pandemic

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## ABSTRACT

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Communication is an important thing to do and implement well in a company. Communication can also form a comfortable organizational culture in a company. The challenges during this pandemic require that companies survive and create a corporate culture that complies with the rules and regulations that their boss has given. The Balikpapan branch of the AirNav company experienced symptoms when many of its members were experiencing the COVID-19 virus attack at the same time. However, the company still had to be able to operate and monitor flights in Indonesia, and the performance of all company members still had to be created and maintained well even during this time. The COVID-19 pandemic is happening. This research aims to determine how communication is in the organizational culture at the AirNav Balikpapan company during the COVID-19 pandemic. The method used is a qualitative research paradigm with the nature of a case study, followed by a phenomenology and netnography approach. The results of this research are the application of rules that changed during the COVID-19 pandemic in companies and forms of communication in the organizational culture of the AirNav Balikpapan company during the pandemic by creating performance in a stable corporate culture in the company.

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## 1. Introduction

Progress in air transportation is an aviation system that involves various parties in it, namely from state-owned companies (Apriliyeendy & Fakhrudin, 2023). Compliance with safety standards in aviation is one of the high standards that must be carried out absolutely (Shone et al., 2021). The implementation of aviation safety needs to be implemented in all sectors at the airport, both in the fields of airport transportation, flight navigation, maintenance and repair of equipment that must always be maintained, as well as training that refers to the rules of the International Civil Aviation Organization (ICAO) (Chong & Ng, 2021). One of the companies at the airport specifically to supervise and provide services to Indonesian aviation navigation so that it is monitored safely and

remains stable in flights is the Indonesian Aviation Navigation Service Provider Institute (LPPNPI) (Amiruddin, 2022). This institution oversees the performance and activities of all flights in Indonesia (Nugraha, 2016). It is also known as the AirNav Company (Chinraj, 2022). This Public Company (Perum) is a business entity that provides services for airlines in Indonesia which is not oriented towards making a profit because all of its capital comes from the State and is State property, which is not separated and cannot be divided into shares by Law Number 19 2003 concerning State-Owned Enterprises (Patty et al., 2022). This company also has regulations made by the directors or central leadership, which must be implemented by branch leaders at various airports and conveyed to their employees, including the administration or General Manager at the Balikpapan branch (Kovacikova, 2022). Each General Manager certainly has his way of communicating the rules that have been created to convey to his employees. Quoted from (Liputan6.com) from Hakim (2015) Leaders must have communication skills to create a good situation between superiors and subordinates.

According to the results of the five survey, as many as 81% of employees prefer to work with companies that respect them for communicating rather than other facilities provided; therefore, as a leader, you must be able to communicate with your employees well, especially during the Covid 19 pandemic (Joumessi-Demeffo, 2020). In this COVID-19 pandemic, many companies even have to employ their employees at home or some even have to be fired because there are several influencing factors (Zheng, 2022), such as lack of company income, increasing expenditure levels, decreasing stability, and closeness between leaders and employees (Ivanov et al., 2017). They become unconnected because they must be sent home or someone suffers from illness, so they are rested, which means the work is ongoing (Zhang et al., 2019). For this reason, a General Manager needs to be able to provide appropriate methods of conveying information regarding existing policies to his employees (Lepeley et al., 2021), as well as be able to develop new organizational innovations in the company during the COVID-19 pandemic so that the company can continue to maintain the performance of its employees, especially The AirNav company certainly commits to continue to strive to provide the best service to air transport operators, power partners, business partners and all stakeholders, even during a pandemic like this, all employees in the company must be able to adapt to new habits (Retnaningsih, 2020).

From the interim results obtained by researchers both in the field and online, the AirNav Company in Balikpapan implemented several things according to existing regulations during the COVID-19 pandemic, namely limiting working hours, some employees having to work from home, and communicating through the groups provided in each division, holding meetings via zoom conference. Then, there is also the implementation of provisions for taking leave during the pandemic, and several employees have to undergo independent isolation because they are exposed

to COVID-19. From the results obtained by the researchers, it turns out that as many as 15 out of 115 employees in the company had been exposed to COVID-19 (Horesh & Brown, 2020). It has yet to be known why the employees could be exposed to COVID-19 alternately in a short period while they had already received a schedule (Y. C. Liu et al., 2020). Work that is arranged and regulated working hours together by the general manager, managers, and all employees (Korejan & Shahbazi, 2016). Then there were meeting activities held by some employees to be able to attend the office and some via Zoom conference, then holiday activities with family were also held to build a good atmosphere between employee members and their family members (Utomo et al., 2020). That way, mutual trust between members and leaders can easily carry out their roles in the tasks given with a feeling of comfort (Galanti et al., 2021).

Organizational culture is a unity of creating a sense of mutual trust, hopes, and values shared by members of the corporation and passed down from generation to generation (Howard-Grenville, 2020). This will, of course, create good performance and norms or rules of behavior in the organization. Which describes a behavior that is acceptable to everyone in the organization (Tuala, 2020). Organization members create and maintain shared feelings by seeing the social reality occurring in the field, which results in a better understanding of the values of an organization (MacQueen, 2020). The use of interpretation of symbols is very important in organizational culture (Gold et al., 2001). Of course, the AirNav company has studied the symbols used both to interact with a flight pilot and with other members while managing and observing the flight process on the display screen on the plane (Manurung et al., 2022). Each member of the AirNav company certainly has their own emotional and psychological conditions, which might cause the activities carried out not to run smoothly, and this is due to work demands that must always have a spirit of professionalism in the AirNav company and the rules that have been made well from central directors and directors in branch offices (Mahbob et al., 2019).

For this reason, in this writing the researcher wants to know how members carry out organizational culture and also leaders at the Balikpapan branch of the AirNav company during the COVID-19 pandemic. This writing aims to determine the corporate communication culture at AirNav in dealing with the COVID-19 pandemic. So that all members of this company can continue to coordinate and be comfortable at work while still having to comply with the health protocols that have become applicable provisions in the company.

## **2. Theoretical Framework**

### **Organizational Communication**

Organizational communication discusses organizational structure and function, relationships between people, communication, and processes within the organization and corporate culture. This organizational communication certainly has the nature of a mutual relationship between the

messages or information conveyed to each other, including vertical and horizontal communication flows According to Miller (1999) In his book "Communication Theories, Perspectives, Process, and Contexts," he says that a perspective is a way of looking at a specific phenomenon. In communication science theory, perspective is the part where we can see and observe a communication process. Katherine Miller said: "conceptualizations of communication have been abundant and have changed substantially over the years." The concept of communication has certainly been found and discussed among experts and within organizations. This is because organizations have different activities, values, norms, and rules that change constantly. This adapts to developments over time. And conditions that occur within the company.

There is no static organization. According to Kimberly & Miles, "Organizations usually get stuck in procedural or managerial habits and often don't have anything that lasts a long time." So many organizations naturally evolve and adapt to the needs that are occurring in their environment. Meanwhile, according to Katherine Miller, this organizational approach and change can also be seen in organizational theories (Brummans et al., 2014). Organizational theories are:

#### **A. Classical Organization Theory**

Concepts and ideas about organization in the 19th century. This theory is sometimes called traditional theory. In this theory, organizations are described as institutions in question, which are meant to specialize and provide a strict structural structure that leads to a lack of creativity developing within the organization (Miller, 1999). This is also called a mechanical theory because organizations consider a person as a part that can be installed and replaced at any time according to the manager's wishes. After all, members-only carry out coordinated tasks and rules systematically (Ferdous, 2016). From an organizational perspective, classical theory is the structure of relationships, power, goals, roles, activities, communication, and other factors when people work together (Onday, 2016b). Formal network anatomy in classical organization theory has four main components. Namely: (a) a system of coordinated activities, (b) groups of people, (c) cooperation, (d) power and leadership. On the other hand, for supporters of classical theory, an organization depends on four main conditions Turbanti (2022): (a) power, (b) mutual service, (c) discipline, (d) doctrine, and then the importance of formal organizations. That is : Division of labor (for coordination), Scalar and functional processes (vertical and horizontal growth processes), Structure (relationship between activities), and Span of control (how much superiors can control subordinates) (Simpson & Hond, 2022).

Some schools involved in classical theory are bureaucratism, executive theory, and scientific management theory. These three theories are based on the same assumptions and developed in the 1900s and 950s. The classical school developed universal principles or models to be used in all situations and considered organizations as closed systems that could be created to achieve goals

more efficiently. While the main themes of this classical school are efficiency and mechanics, organization theory is approached from a systems perspective and pursues reasonably pursued objectives (Onday, 2016a).

### **B. Modern Organization Theory**

The premise of modern organization theory is that it provides comprehensive need satisfaction with an emphasis on integration and design (Miller, 1999). This theory combines classical and neoclassical theories with more sophisticated concepts. This is done by viewing the organization as a process that runs in general and is controlled by structure (Loyless, 2023). The idea is that if an organization is a network system consisting of at least two people with interdependence, input, process, and output, from this perspective, people (communicators) work together in the system to use energy. Insist on producing products—information and materials from the environment (Onday, 2016b).

According Zhaldak (2021) Modern theory has three elements: (1) macro elements, (2) process elements, which are also macro elements, and (3) behavioral elements of organizational members, which are microelements. This modern theory emerged in 1950 due to dissatisfaction with two previous theories, classical and neoclassical (Onday, 2016a). The current theory is also known as "systems analysis" or "open theory" combining classical and neoclassical theories. This modern theory looks at whether all organizational elements must be considered dependent and must become an inseparable whole. An organization is not a closed system in terms of a stable environment. Still, an organization is an open system regarding the environment, and a person must adapt to the environment to survive (Pacheco, 2020).

### **C. Postmodern Theory**

Foucault became a person closely associated with postmodern ideas, and although he often opposed the label, he was born in 1926 in Poitiers, France (Walden, 2023). Foucault contributed critical theory to development and modernization theory in a strikingly postmodern style (Foucault, 1970). Foucault's ideas about the control of discourse formation and the use of power in knowledge are very helpful for scientists and social activists to uncover hidden things in development theory and practice (Jon, 2020). Not only that but everything that has always been established and taken for granted by the masses, Foucault distorts this reality and dismantles it until nothing is truly left. Regarding the relationship between subject and object, Foucault is often referred to as a poststructuralist because he was a philosopher who celebrated the subject's death (Fiske & Glynn, 1995).

The post-structuralists killed humanism, all of them Foucault. From here, the philosophy related to humanism ends. This discussion is explained in the context of the organizational theory

developed by David Knights in a collaborative dissertation with other organizational theorists entitled "Organization Theory and Postmodern Thought." A natural consequence of Foucault's antihumanism is that power ultimately influences people, not vice versa.

At the extreme, the subject completely loses freedom and subjectivity, which returns Foucault to a new space where he can control the power and will of the issue. Postmodernism seeks to criticize the modern perspective, transforming an organization into a rational, empirical system. In the modernist sense, a method is a sensible relationship between various organizational elements and tends to eliminate individual intuition and experience. Postmodernism also sees organizations as sites of conflicting interests that require negotiation of power, group domination, and management restructuring.

#### **D. Critical Organizational Theory**

Critical theory emerged from various criticisms of the classic sociological ideas of Karl Marx. Marx was one of the communication figures with the central opinion that capitalist organizations had to start being critical and that their subordinate workers were oppressed (Allmer, 2015). The topics discussed in this vital theory are divided into several parts, including criticism of empiricism, sociology, modern society, and organizational socio-culture. Then there is Habermas' idea, which focuses more on criticism of the subject of communication. Habermas is the rise of print media, where people publicly discuss and exchange ideas. Able to make claims or truths about what happened (Korejan & Shahbazi, 2016). The existence of this public space allows individuals to understand each other. Habermas thinks that if elements of modern society have the characteristics of capitalism (market), state, and bureaucracy, they hinder the dialogue that should take place in the public sphere and distort the community communication process (Brummans et al., 2014). Furthermore, Dennis Mambi said: "One of the basic lessons of a critical research approach is that an organization is not just a neutral place or meaning, but is created in a context of struggle between competing interest groups and systems of representation. Will be created." As part of Miller's key approach in 2001, the following questions were considered: (a) Organizational Communication Approach that Assumes Social Structure Has Brought an Imbalance of Power. The issue of the approach, which states that the social structure has brought about an imbalance of power, means that a system that is not credible will bring about social inequality (Fairhurst & Cooren, 2018).

This social gap occurs between superiors and subordinates where there is quite a large gap. This social gap means that leaders tend to have absolute power. (b) Organizational Communication Approach that Raises the Issue that Imbalance of Power Causes Alienation or Oppression of Certain Classes. An approach that assumes that an imbalance of power causes oppression of certain classes can lead to uncontrolled power (Ladkin & Patrick, 2022). If power is not controlled, it will make superiors act as they please or arbitrarily. Issues that assume that the role of critical theory is to



uncover this imbalance. Critical theory in mass media is a school of thought emphasizing reflective assessment and criticism of society. Critical theoretical thinking also emphasizes that culture also applies knowledge from other sciences, namely social sciences and humanities. (c) Organizational Communication Assumes that the source of power of organizational relationships is communication interactions within an organization. Corporate communication does not only regulate relationships or interactions between individuals, but many individuals are involved and interacting with each other. The organization must work together to achieve its goals, vision, and mission. Organizational communication occurs because there are aims and objectives to be completed. (d) Approach Based on a Critical Radical Perspective Comparing Surface Structure and Deep Structure. This perspective also studies how other fields, such as economics, society, and communication, also build power in organizational communication (West & Turner, 2019).

### **Organizational culture**

Culture is a set of understandings developed, believed, and applied within a group. On the other hand, organizations are groups of people from different backgrounds with different personalities, traits, and thoughts who work together to achieve a common goal (Nyoto et al., 2020). In this case, organizational culture is a system of beliefs and attitudes that all members or groups must share to develop and be shared by all members or groups (Sarhan et al., 2020). This system of ideas and perspectives makes it easier to work in an organization and forms organizational comfort that differentiates other groups and organizations (Magsi et al., 2018). Corporate culture can also be interpreted as integrating philosophy, ideology, values, expectations, attitudes, and norms (Stanwick, 2020). You can organize and absorb all the diversity that exists. The elements in organizational culture include: (a) A value and also time, efficiency, self, an action or behavior of the performance of each member of the organization, (b) An employee, customer, production, good management, society, and between members and employees hold trust, (c) Effectiveness in an organization is about efficiency, leadership, motivation, performance, commitment, and satisfaction, (d) The climate in the organization, which includes things such as responsibility at the level of delegation to employees, a limit of expectations regarding the quality of work, appreciation for the performance carried out by employees, and a rejection of what occurs in work irregularities, there is a good frequency with team spirit with a sense of brotherhood, literacy in existing technology so that they can perfect work methods. There is open communication, and information flows from upstream to downstream wells. It also provides mutual advice and input for each activity or member so the organization can get used to correcting mistakes (Taherimashhadi & Ribas, 2018).

### 3. Method

In writing this paper, the author uses a phenomenological and netnographic approach, according to Belk (2006) where this research is a case study using data collection, namely based on other people's experiences that occur in the company and taking data from network assistance by communicating with participants via social media such as WhatsApp, Instagram or others (Ingrassia et al., 2020). This was done to find out how communication is in the organizational culture of the AirNav company during the COVID-19 pandemic (Fairhurst & Cooren, 2018). This research is a case study examining communication within the AirNav company organization during the COVID-19 pandemic. Then, the paradigm in this research is that the researcher uses qualitative research methods, which will describe and reveal information obtained from the results either in the field or through social media accounts or company members. The data source used in collecting this research is primary data, namely interviews (Bowen, 2009). To members or leaders of Balikpapan branch of AirNav company, secondary data is obtained from the Balikpapan branch of the AirNav company by observing and seeing the conditions that occur while the company is carrying out its duties (Bowler, 2010).

### 4. Result and Discussion

In writing this research, data presentation in the form of communication processes in organizational culture carried out at the AirNav company during the COVID-19 pandemic was still able to grow corporate culture and provide trust and comfort for all employees. In this research, the results obtained are looking at the formation of communication in corporate culture from the performance carried out by company members and leaders during the COVID-19 pandemic, finding the creation of a corporate culture performance that can provide trust and comfort for all company members who work in the company. The company for this reason, the following is a discussion obtained from the results and observations of researchers using organizational communication theory and creating good performance in the company:

#### Communication at the AirNav Company Balikpapan Branch



**Fig. 1.** Leadership Coordination Meeting Activities with Members  
*Source: Via WhatsApp of company members*



Suppose direct handling of a dispute within a company or authority is required. In that case, the aim is not to avoid the argument but to manage the conflict so that it can be resolved by knowing the cause and immediately resolving the problem, emphasizing the SOR communication model details how the message sent arrives quickly and changes attitudes and behavior of message recipients. This communication model can also be used as an implementation method to reinforce awareness of regulations and situations. Of course, in a company, whether communication buys incentives or not depends on the transmission characteristics and because managers have a leadership style that needs to adapt to the local situation in the company and its environment. The unique leadership style leads to the results of the actions and decisions made by managers, allowing them to provide sound guidance to all employees. What managers say and do is certainly an example of good communication and action. For example, in conditions of the COVID-19 pandemic, leaders must ensure that all employees remain enthusiastic and are always in good health by following the health protocols that have been established, such as using masks and washing their hands.

At the end of 2019, the entire global community was shocked by the outbreak called the COVID-19 virus. The incident disrupted the overall economy and all other business activities, putting all sectors in a prolonged crisis. Therefore, companies and business people must be able to deal with it. This problem needs to be addressed and resolved. Of course, companies in the aviation industry are also experiencing employee crises, economic crises, and other crises. Still, AirNav continues to pay salaries in this Covid situation, and employees no longer receive benefits. Saves budget costs borne by the company; employees arrive on time at predetermined working hours while still in the new normal. However, employees have management rules, room limits, limited meetings, and employees during this pandemic. This is a mixed online and offline process, and you must wear a mask and wash your hands before entering the office or room. We also carry out health checks in the form of blood. They are checking future employee stress. The behavior of working members will change naturally, but it is hoped that this change can maintain good communication between other members.

The changes also occurred in the General Manager's communication with his employees; for example, when an employee suddenly becomes ill while working, the AirNav company requires them to report it to their General Manager immediately. Then, they will be taken to the clinic for follow-up. Owned by the company itself, after receiving the check results and all forms of inspection, the employee is expected to report the results of the review to the General Manager immediately, and this is done so that their leadership can directly coordinate with the Manager to rearrange the schedule that has been made so that the AirNav company remains able to walk and carry out his duties as a flight navigation service supervisor.

When an employee gets sick or is exposed to the COVID-19 virus, employees also provide support and gifts to each other who are in self-quarantine. Then there is the implementation of policies given by each manager to their employees during the pandemic following instructions from their General Manager. One of the regulations for employees who wish to take collective leave is that employees are expected to take a break during the COVID-19 pandemic if the need is urgent, such as a family death. Then, employees who have been exposed to the COVID-19 virus are expected to be able to quarantine independently at home or in a place provided by the company for their employees. Family gatherings can still be held, provided they comply with the protocols provided and implemented. Then, employees are free to give input or opinions to their manager or General Manager during the meeting, and employees are given instructions from their General Manager to maintain mutual trust and enthusiasm and carry out their duties well in their offices. All the things implemented and carried out in the AirNav company's communication process have kept the employees' moods and psychology improving during the pandemic.

### **Organizational Culture at the Balikpapan Branch of the AirNav Company**

In this organizational culture, researchers want to see the performance in terms of the performance of the AirNav Balikpapan Branch company during the COVID-19 pandemic in fighting and being able to implement a good organizational culture for the company, including:

#### **A. Ritual Performance**

Routine behavior is associated with a person's work, and this task ritual certainly helps members of the organization or company performance to be able to complete their work correctly and appropriately (Smith & Stewart, 2011). In the case of the AirNav company during the pandemic, several employees affected by the COVID-19 outbreak had to be rested or undergo self-quarantine first so that other employees could replace other tasks carried out by the sick employee, this was done so that they could cover their duties. Left behind and re-carrying out one's responsibilities by supervising the traffic of aircraft flying that same day so that it can be solved when they get a replacement. Then, in the task ritual, there are four rituals carried out by companies or organizations, namely:

##### **a. Personal Rituals**

This ritual includes all the things that members of the organization do routinely at their place of work (Maulidia & Laksmi, 2018). At the AirNav company during the pandemic, the task of personal airport supervisors is to check the situation in the field by implementing the protocols that have been provided, namely by checking temperature, washing hands and checking blood pressure when entering the office. AirNav employees also monitor and control airplane travel on their work screens, when If an employee is sick or exposed to the corona virus, the employee is given the day

off, but the employee still has to fill in work absences at home and monitor and coordinate with other office colleagues regarding their work online. So the employee still has to work from home.

**b. Social Rituals**

Verbal and non-verbal routines usually consider interactions with other people so that good communication and comfort can be established between members of the organization—for example, employee gatherings in the office and family members outside the office. When there is a joint meeting, look at the style and behavior, from the delivery of messages to the forms of body movements in the organization.



**Fig. 2.** AirNav employees with the United States Army

*Source: Via WhatsApp of company members*

In figure 2, AirNav employees approach soldiers from the US who are conducting training at Sultan Aji Muhammad Sulaiman Airport, Sepinggan, in East Kalimantan. AirNav employees asked what activities the soldiers would carry out, then introduced themselves and asked how long the training would take. US soldiers wore army uniforms, and AirNav employees wore vests showing the logo on their chests, marking them as employees at the airport.



**Fig. 3.** Coordination of all employees

*Source: Via WhatsApp of company members*

In figure 3, it can be seen that joint coordination is being carried out with all employees working and coming in today. However, this is being done alternately because, during the COVID-19 pandemic, the workspace cannot have too many people. All members coordinate, including managers, cleaning services, field employees, etc. This is done to provide an understanding regarding establishing good communication and ethics with fellow members and also to show and

explain the monitoring process carried out by AirNav employees, such as when you are working in the aircraft monitoring room.

### c. Organizational Rituals

The form of company activities they are often carried out, such as meetings between members and other people, meetings between departments within the organizational structure, picnics carried out by all members or departments to strengthen comfort within the organization, and so on. At the AirNav company during the pandemic, they held blended meetings, namely online and offline, where a General Manager in Balikpapan always held one session every week with his Managers. The Manager would also have an evaluation once a month or every two months. It all depends on when the company is experiencing problems. A coordination meeting is immediately held, but if it remains stable, it is owned by the applicable provisions. The company does this to monitor the work results of managers, as well as managers watching the work results of their employees so that they remain consistent and have no problems during the COVID-19 pandemic.



**Fig. 4.** Meeting agenda at the hotel

*Source: Via WhatsApp of company members*

In Figure 4, you can see that the company is holding a meeting at the hotel. Usually, this agenda is also routinely held in the new normal period. Still, because of the pandemic, this is only done on a limited basis for managers to hold meetings to coordinate or eat together with all the managers in the company.

### B. Desire Performance

This performance looks at the stories about the organization, often told enthusiastically by members and others (Uziel et al., 2022). Example: relating a report if a member doesn't care about the company, so its performance is poor. Submission from superiors when, for example, there is a sudden meeting, and employees have to attend, but there are AirNav employees who do not participate in the discussion. If they do not receive sanctions, then the implementation of new rules set by the Company General Manager during the COVID-19 pandemic, namely, all employees, including managers, are required to check their blood pressure before coming to work at the click in the company, then stories from employees who while working are watching the planes on the monitor, reports from field supervisors to employees in the office.

### **C. Social Performance**

This performance is a form of politeness and civility shown by each member of the organization to encourage cooperation among members of the organization (Thao et al., 2019). Examples: polite and polite actions when in the company by saying good sentences from members to superiors, chats with airplane pilots by AirNav employee members still using friendly sentences such as saying "The plane is ready to leave Capt," "The plane landed perfectly Capt," then the polite attitude of the cleaning service who enters the manager's room by knocking on the door first and saying "excuse me, is there anything that needs cleaning" or "are there any dirty items" and when you want to clean the room, always with good etiquette, then etiquette both employees and managers and General Manager at the AirNav company, wear clothes that are by the instructions for the job, without wearing normal clothes and not work clothes.

### **D. Political Performance**

Organizational behavior demonstrates power or control over something that is not good for the company with the rules and activities it wants to carry out (Ali et al., 2022). When the General Manager sets a direction for his Manager, a Manager at the AirNav company can give good suggestions and input by not liking what has been made. The General Manager will also ask other members for their opinion when they don't agree with it either. This means that there are slight changes made to the rules by the General Manager so that the atmosphere in the company can remain harmonious. The employees will feel no disappointment. The Manager then conveys the information to the employees; if there are employees who protest the existing rules, the Manager tries to discuss it with the General Manager personally so that the policy can be changed again so that the general Manager, managers, and employees, have a good relationship with each other for the sustainability of the company.

### **E. Enculturation Performance**

The meaning of Enculturation Performance is how each member can gain knowledge and skills to become a member of the organization who continues to contribute to maintaining the company's survival.



**Fig. 5.** Manager Training Activities to become General Managers  
*Source: Via WhatsApp of company members*

In Figure 5 above, several members can be seen taking part in video conference activities via Zoom meetings. The manager members and employees there were allowed to practice being a manager by taking daily turns. This was done for a week and in turns with others, on occasions when That is, the manager who is being trained to become a general manager tries to lead the agenda of the meeting that is being held, how to explain the meeting material and understand the competencies conveyed as a general manager must do, employees are also allowed to become one. Manager in just one day. This is also to train employee members in understanding how to become a leader so that later when they are promoted and have a different position, they can carry out their duties well and are a little used to it. Then, members of the AirNav company also provide knowledge if there is a sudden complaint from the airline regarding an inappropriate flight path process, as well as input and poor information from the company so that it can be resolved immediately and doesn't cause bad issues. Within the company, and can maintain the company's continuity in monitoring flight traffic in Indonesia, especially Balikpapan.

Then the organizational culture complies Fortado (2021) As a process that can be assessed and seen, organizational members create and maintain a shared feeling about corporate reality, which results in a better understanding of the values and norms that apply in an organization or company. Looking at organizational culture can also be done by looking at the basic actions that its members and members will take to produce communicative forms to create a unique corporate culture. This is called performance. Of course, communication in this organizational culture is interconnected, where communication creates a message that will be conveyed to members of the organization by placing the current situation so that the corporate culture in a company, even during the COVID-19 pandemic, the organizational culture has rules that all members must carry out are different from before, of course, this has maintained comfort and given confidence to all members in the company.

## **5. Conclusion**

From the results of the background, methods, results and discussions discussed in this research, it can be seen that companies certainly have different organizational cultures in each situation they are facing, communication is an important thing in corporate culture so that they can create new things that can smoothing the running of activities in the company with the COVID-19 pandemic of course changing the rules implemented in the company, communication is carried out differently, the AirNav company is one of the companies that implements a good organizational culture and also carries out good communication in every divisions and sections, whether communication from general managers to managers, and managers to employees, so that communication has gone well among company members even in the COVID-19 pandemic conditions, this can be seen from the existence of rules made by the general manager, then accepted by the manager, and the manager



will convey them to his employees, so that these rules can be implemented which makes the work activities carried out by each member able to run well during the COVID-19 pandemic.

The organizational culture in this company can be seen from its performance in carrying out its duties, namely being a service company that oversees the flow of aviation traffic in Indonesia. Activities include meeting agendas, meetings between members, following the health protocols implemented by the company, such as wearing masks, washing hands, checking temperature and blood pressure when entering work hours by all members, and mutual solidarity between members when they are sick. Then, for members who are exposed to the COVID-19 virus, the leadership gives instructions to them not to come to work and to carry out quarantine independently so that the virus does not spread within the company, then regulates employees' work hours again during the COVID-19 pandemic, up to providing materials or competencies for employees who wish to continue their education, and giving understanding when new equipment will be purchased at the company. Of course, a good organizational culture in all elements of this company can create comfort, focus the work of all members, not cause prolonged problems, and create a harmonious atmosphere in the company's activities.

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