

## Cultural Strategy of Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative (AKHLAK) at a BUMN Company in Jakarta

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### Abstract

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This research aims to evaluate and enhance the effectiveness of the implementation of AKHLAK values as the cultural foundation in the State-Owned Enterprises (SOE). This research employs a qualitative triangulation approach. Observations, interviews, and data triangulation are conducted to delve into the impact of the implementation of organizational culture and AKHLAK training in the state-owned enterprise (SOE). The research utilizes NVivo12 to support data analysis. Research findings the need for improvement and collaboration within the business unit. The development of AKHLAK training is recommended through needs analysis, program design, inter-departmental collaboration, continuous learning, emphasis on corporate culture, evaluation and feedback, as well as recognition and acknowledgment. The strategy involves exemplary leadership behavior, clear policies, a collaborative culture, performance evaluation related to AKHLAK, commitment to sustainability, and transparency. Despite positive progress, sustained efforts are required to ensure that AKHLAK values are reflected in employee behavior and support the achievement of corporate goals.

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## INTRODUCTION

The most important asset for a company is its employees, who must not only have skills but also uphold the company's values. Employees who feel engaged and committed to the company's goals, willing to contribute to maintaining the company's reputation, are key to long-term sustainability and success (Prayitno et al., 2022). In line with technological advances and competition, SOEs focus on strategic management and

understand that competitive advantage can be gained through investment in human resource development, particularly through training (Arab et al., 2023).

The importance of a healthy, safe and respectful work environment is also recognized, and SOEs have established the core values of "AKHLAK" as guidelines in creating a positive organizational culture (Thohir & Agustian, 2020). In this effort, SOEs require all employees to undergo e-learning training that emphasizes "AKHLAK" values and other soft skills development (Nasution et al., 2023).

Moreover, the SOE demonstrates its commitment to implementing an "AKHLAK" culture in its operations. Since 2022, the company has mandated all employees to attend and complete e-learning training aimed at introducing and developing "AKHLAK" values. The focus of this training is the development of employees' soft skills by introducing and instilling the key points of the "AKHLAK" culture as basic competencies that are applied in the daily work environment (Iskamto, 2012, 2023; Jatmiko, 2022; Liyas & Adrianto, 2022; Rudianto et al., 2022).

In this study, through interviews and preliminary observations of several informants, it was found that employees in the company are aware of the importance of the "AKHLAK" culture but have not felt the direct impact of its implementation. The annual "AKHLAK" training through e-learning is considered less effective and less interesting for employees, who tend to prefer doing work or other activities during the training. Surveys and observations revealed several conditions in the company, including the need to develop "Amanah" values, lack of employee initiative in competency development planning, discomfort in an inclusive work environment, and the need to increase loyalty values. Although adaptive and collaborative attitudes tend to be positive, there are still shortcomings in the use of technology for work efficiency (Jihadi et al., 2021; Liyas & Adrianto, 2022).

Previous research as presented by Rasid et al. (2018), shows that soft skills training has no significant effect on employee productivity, but the combination of soft skills and technical training has a significant positive impact. In the context of ethnic diversity, Andrianov & Santosa (2023) emphasized that ethnic diversity in a company can contribute greatly to the unity of organizational goals and values so that it affects the sustainability of the company. Other findings state that gender diversity and nationality diversity have no effect on company sustainability, while educational diversity has a positive impact (Aprilya & Kesaulya, 2023). Sari & Imsar's (2023) research highlighted the influence of SOE core values ("AKHLAK"), especially "Amanah" and harmony, did not have a significant effect on employee productivity, while the other four values had a positive effect. Furthermore, Handayani & Elmi's (2023) research mentioned that effective communication is the key to forming a solid team, with emotional closeness being crucial in women's teams. Overall, these studies emphasize that core values play a key role in guiding harmonious behavior among team members, contributing effectively to the achievement of organizational goals (Liyas & Adrianto, 2022; Ulfa & Salim, 2022).

The results of previous research show a gap where currently research on "AKHLAK" is still done quantitatively. One of the results shows that harmony does not affect employee productivity, although there is diversity in the company that is considered to affect sustainability. In addition, "AKHLAK" training as a means of developing soft skills does not have a significant impact on employee productivity, although it is expected to form an "AKHLAK" culture. In this study, the researcher formulated key questions, namely whether the implementation of "AKHLAK" culture creates appropriate work attitudes, to what extent "AKHLAK" training contributes to

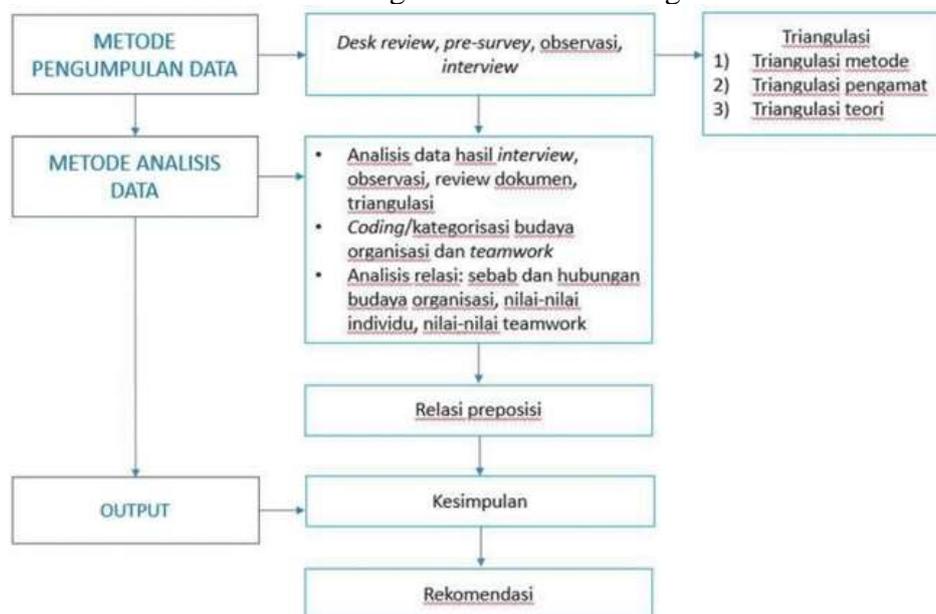
the objectives of "AKHLAK" culture, how "AKHLAK" training can be improved, and what concrete strategies are needed to achieve the "AKHLAK" culture desired by the company. This research is expected to provide in-depth insight into the effectiveness of "AKHLAK" culture and training in a corporate environment.

This research aims to identify the development of "AKHLAK" culture throughout the Company's community, evaluate the role of "AKHLAK" training on employees, and find out the development through training to support organizational goals. In addition, this research seeks to identify strategies to shape employees' "AKHLAK" behavior to be in line with company goals. The contribution is expected to be a scientific contribution in human resource management and training development, as well as providing practical input for companies in designing "AKHLAK" training as a means to achieve optimal employee development in line with company values.

## METHODS

The paradigm in conducting this research uses a qualitative interpretive paradigm. The interpretive approach departs from efforts to seek explanations of social or cultural events based on the perspectives and experiences of the people studied. The interpretive approach is adopted from a practical orientation. In general, the interpretive approach is a social system that interprets behavior in detail through the observation process. Creswell (2015) asserts that a qualitative approach in research is a research procedure that produces descriptive data, speech or writing, and behavior that can be observed from the subjects themselves.

Figure 1. Research design



From Figure 1, this research design can be divided into 3 phases:

### 1) Data Collection Method

The data used in this study are obtained from secondary data of local governments, especially the high school education office, literature reviews, namely national and international journals that discuss the quality of human resource management. In addition, researchers also conducted a pre-survey of respondents to strengthen

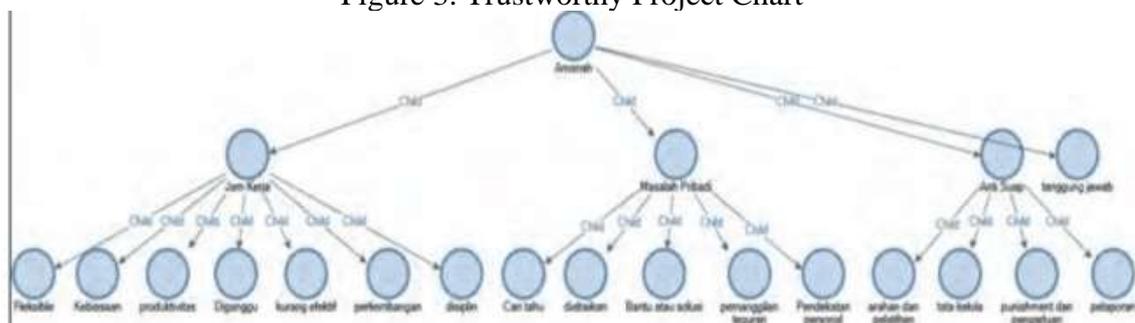


Table 1. Table of Dominant Words

<i>Word</i>	<i>Length</i>	<i>Count</i>	<i>Weight Percentage (%)</i>
Morals	9	121	1.17
Team	6	91	0.88
Training	3	80	0.77
Jobs	9	53	0.51
Company	10	52	0.50
Value	5	50	0.48
Change	9	45	0.44
Problem	7	43	0.42
Technology	9	38	0.37
Communication	10	34	0.33
Time	5	34	0.33
Partner	5	32	0.31
Self-development	12	28	0.27
Differences	9	26	0.25
Knowledge	11	24	0.23
Process	6	24	0.23
Task	5	23	0.22
AoC	3	22	0.21
Media	5	22	0.21
Socialization	11	19	0.18
Information	9	16	0.15
Overtime	6	15	0.15
Environment	10	15	0.15
Transfer	8	15	0.15
Rotation	12	14	0.14

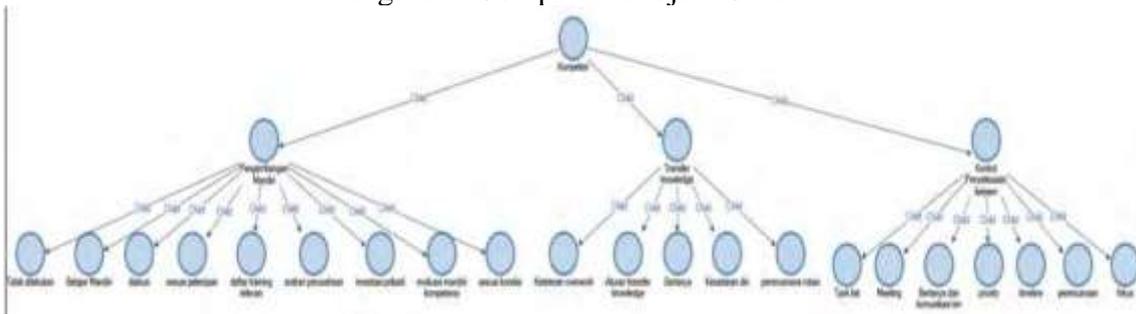
The following is an analysis of the low findings in Nvivo related to the indicators on the AKHLAK and Training organizational culture variables:

Figure 3. Trustworthy Project Chart



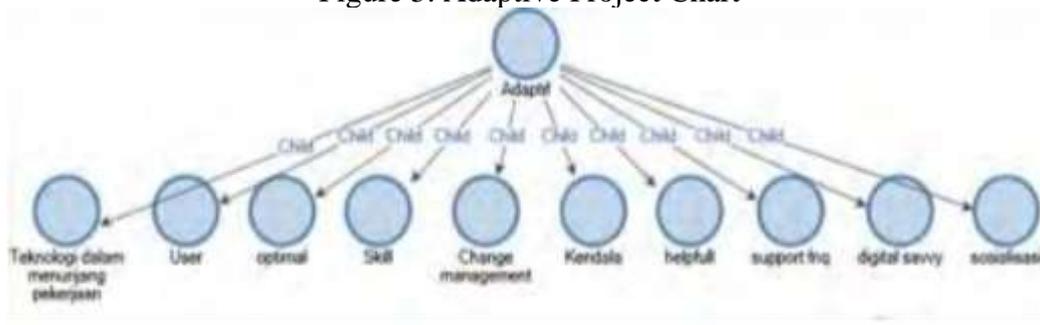
Problems, defined in the discussion of trust in the indicator of personal problems of employees. Currently, it is found that the tendency of employees in dealing with coworkers who have personal problems is to backup work or approach personally. Reporting that leads to a summons to be resolved within the organization tends to be rarely chosen.

Figure 4. Competent Project Chart



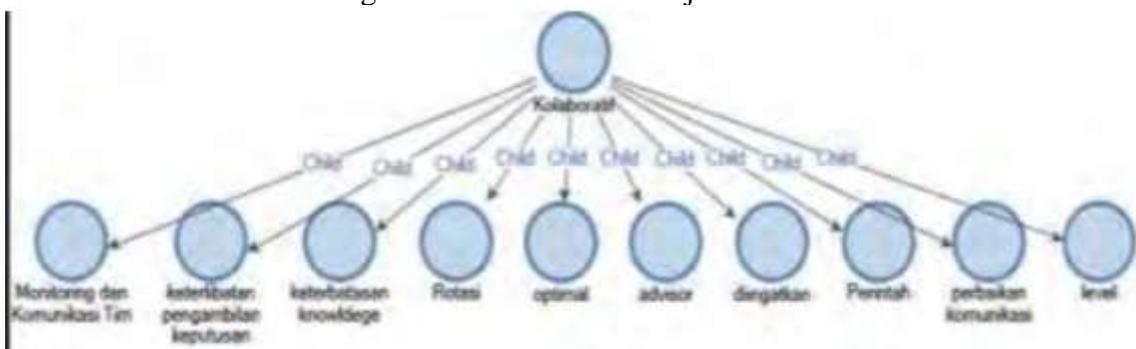
Knowledge Transfer, connected to the conditions of employee rotation on competent points with indicators of helping others learn. Employees' awareness and willingness to help colleagues with the knowledge transfer process is quite high, but this is constrained by the rotation process which has not run optimally so that employees tend not to have optimal time to assist in transferring knowledge because they experience obstacles in adapting to their own work and the rules for this have not been applied properly.

Figure 5. Adaptive Project Chart



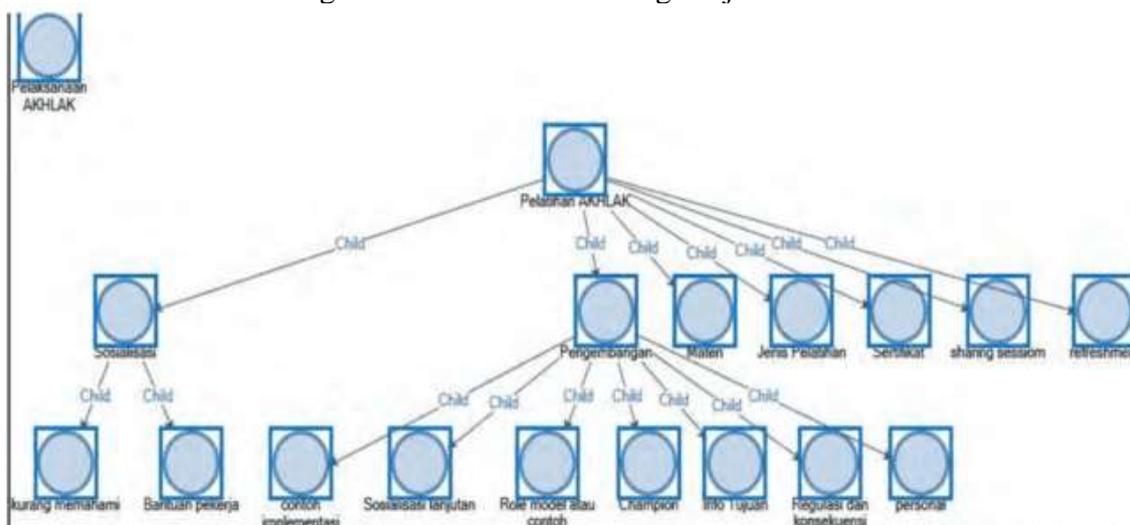
Technology, included in the adaptive discussion where employees stated that current technology has supported work. Obstacles tend to be found in the initial adaptation so that appropriate change management is needed for the support process.

Figure 6. Collaborative Project Chart



Communication, stated on the collaborative dimension which is in the indicator of openness in working together, the statements at this point tend to be negative where there are communication problems between teams that cause the need for improvement and communication and monitoring in communication between teams.

Figure 7. AKHLAK Training Project Chart



Socialization and knowledge, socialization is one part of the training that has been carried out by the Company. Informants saw that the material in the AKHLAK socialization was sufficient to provide an overview of the AKHLAK culture. However, a lot of information is still deemed necessary to be provided so that all elements can better understand the purpose of AKHLAK so that further training or socialization is needed.

The results of the analysis using Nvivo showed low findings related to the AKHLAK organizational culture and training. Although the socialization of AKHLAK is considered sufficient, additional training is needed for a comprehensive understanding. The Agent of Change needs to play a more active role to ensure that the implementation of AKHLAK can be felt by all employees. Communication issues, especially team conflicts, require improvement and monitoring. Early technology adaptation constraints require appropriate change management. Knowledge transfer faces difficulties in employee rotation, creating challenges in knowledge transfer. In dealing with personal issues, a backup approach to work and personal issues is more common than formal reporting within the organization.

## Discussion

The organizational culture of this state-owned company includes the six core values of AKHLAK (Amanah, Kompeten, Harmonious, Loyal, Adaptive, and Collaborative), with a focus on the Adaptive and Collaborative values currently emphasized by the Culture Change Management (CCM) team. Management consistently socializes AKHLAK values to employees through various means, including annual surveys. The 2022 evaluation showed progress, with several divisions achieving high levels of engagement, acceptance and commitment. A Top-Down approach is used to internalize AKHLAK through communication, engagement programs, assessments, and Rewards & Consequences.

The role of the Agent of Change (AoC) is critical, with specialized training to support their responsibilities. E-learning is mandatory for all employees, while the introduction of AKHLAK to business partners depends on divisional policies. Inclusivity is realized by welcoming staff with special needs, treating them as equals,

demonstrating the company's commitment to equality in the workplace.

Competence enhancement and employee training are the focus of the Competent value but require more structured skills mapping. Harmony emphasizes creating an inclusive work environment and increasing the role of women in managerial positions. Employee loyalty is the focus of the Loyal value, but this requires addressing overtime and clearer rules. The Adaptive value reflects the challenges of change management and technology, while the Collaborative value highlights the active role of employees, although improvements are needed in team collaboration.

Training in this SOE aims to introduce and shape the culture of AKHLAK (moral and ethical values). In addition to the mandatory e-learning training, leaders underwent specialized training as AKHLAK culture shapers in their teams and as Agents of Change (AoC). The leader's role as the ultimate role model involves creating a business-connected project charter. Each business unit has a different treatment, according to the leader's design. The training and development process builds a culture of values, organizational harmony, and increases employee motivation. The training involves various methods such as e-learning, AKHLAK sharing sessions, coaching, outbound activities, and others (Mathee et al., 2024). The potential for AKHLAK internalization through training is uneven and requires cooperation, evaluation, and management control (Noe, 2020; Sedarmayanti, 2018).

The implementation of mandatory e-learning training for employees within SOEs focuses on AKHLAK training with two main aspects. First, regarding the training material, although it is not directly related to other training, the company examines the correlation of training with AKHLAK to ensure its suitability (Nafukho et al., 2023). Although the training design has not changed since the establishment of AKHLAK in 2020, some argue that the content may no longer be relevant to the development of the company. Second, the training objectives set by the company to increase employees' awareness of AKHLAK culture. With clear objectives, the training is expected to encourage the application of these values in daily tasks, with the support of socialization and other activities (Saks & Haccoun, 2013). Overall, changes and adjustments to training content, as well as a focus on clear objectives and management commitment, are key to ensuring effective implementation.

### **Minor-Major Prepositional Relationships**

This research reveals the importance of minor prepositional relationships in the development of AKHLAK (moral values) organizational culture. The main focus is the improvement of AKHLAK culture through advanced training and the active role of AoC (Agents of Change) as a model of change. Findings highlighted communication issues and technology adaptation constraints that need to be addressed, while knowledge transfer constraints due to employee rotation are challenges that must be overcome. Evaluation of AKHLAK training involves supervisors and CCM (Change Communication Manager) to ensure optimal implementation by reviewing employee understanding and providing recommendations for improvement. In the training development steps, emphasis on the delivery of objectives and the application of sanctions were identified as important strategies. In addition, the development of a monitoring and reporting system strategy, including anonymous reporting and validation through internal and external audits, is considered an effective way to sustain the AKHLAK culture. Overall, the main preposition of the study suggests that a combination of training, leadership roles, evaluation, training development measures,

and monitoring strategies are key to establishing the desired AKHLAK organizational culture.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

The implementation of ethical values (AKHLAK) in a company has a positive impact on employee work attitudes, creating a conducive work environment, increasing motivation, and fostering effective cooperation. Although ethical values training has been well implemented, evaluations show the need for improvement and cooperation across business units. Structured steps such as training needs analysis, program design, and continuous evaluation are the foundation for creating a culture that supports integrity and competence within the company. Achieving the right culture of ethical values requires a comprehensive strategy, including exemplary leadership, clear policies, and appropriate use of rewards and punishments. This conclusion reflects the commitment of State-Owned Enterprises (SOEs) to build and maintain an organizational culture based on ethical values, although continuous efforts are still needed to ensure the application of these values in employee behavior and the achievement of company goals.

### Advice

The researcher is part of the research subject so that the interpretation given by the researcher may contain an element of subjectivity. This research is limited to one organization, a state-owned company in Jakarta. The results may not be directly applicable to other organizations, and the generalizability of the findings is limited. This research relied on observation, documents/data and interviews. These methods tend to be subjective and may be affected by researcher or respondent bias. While this study included an organizational culture survey, the data presented in the explanation does not include quantitative results from the survey. Future research could integrate survey results and quantitative data to provide a more robust analysis.

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