

ABSTRACT

Organizational culture has a very important role for the company. PT Telekomunikasi Selular makes AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif) from the Ministry of State-Owned Enterprises (BUMN) as an organizational culture. This AKHLAK culture certainly requires an internalization process so that it can be understood by all members of the organization.

This study aims to analyze the factors that influence the internalization of AKHLAK culture at PT Telekomunikasi Selular. The aspects studied include working groups, leadership styles, organizational characteristics, and information and their influence on the internalization of AKHLAK culture at PT Telekomunikasi Selular. The internalization of the AKHLAK culture is researched by looking at aspects of mission and strategy, leadership and management effectiveness, business and organizational intervention performance, and readiness for change.

The phenomenon in this study was analyzed using a descriptive analysis method and using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The collection of research data was carried out through a survey method by distributing questionnaires to 272 people of the research sample from a total population of 760 people. The sampling technique of this study is probability sampling with a cluster sampling model.

The working group aspect includes commitment and behavior, while the leadership style aspect includes dictatorial, militarist, paternalist, laissez faire, and democratic. For the characteristic aspects of the organization consists of the working area and organizational structure, and the information aspect includes communication channels and communication lines.

The results showed that working groups, leadership styles, organizational characteristics, and information had a positive effect on the internalization of AKHLAK culture at PT Telekomunikasi Selular with the largest influence factor in terms of information. This result is expected to be used by PT Telekomunikasi Selular to increase the internalization of AKHLAK culture as an organizational culture.

Keywords: *Organizational Culture, AKHLAK, BUMN, Structural Equation Modeling (SEM), Partial Least Square (PLS), Cellular Telecommunications, Working Group, Leadership Style, Organizational Characteristics, Information, Internalization.*