

## IMPLEMENTATION OF WORK CULTURE BASED ON CORE VALUES AT PT. PERTAMINA GEOTHERMAL ENERGY (TBK) LAHENDONG AREA

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**Abstract:** *Work culture is a habit that exists in an organization or company which is implemented by human resources and has its own values or core values. PT. Pertamina Geothermal Energy (Tbk) Lahendong Area is a state-owned company in the field of energy resources which produces steam and is used for electricity for the community, has core values which contain AKHLAK values with indicators of attitude, behavior and work discipline. The aim of this research is to analyze work culture based on core values, to identify AKHLAK values and to determine the importance of AKHLAK values implemented at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area. This type of research is qualitative research, there are 2 key informants and 18 informants. The research results show that work culture has been implemented at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area for a long time, but AKHLAK*

**Keywords:** *Work Culture, Core Values, Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative*



*itself has only been implemented since 2020. Implementation of AKHLAK at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area has not yet fully implemented it, because there are factors such as time discipline in work. However, in general the implementation of AKHLAK at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area has been implemented well and is running as it should.*

## INTRODUCTION

### Background

When the quality of human resources in the company meets existing standards in accordance with company regulations, the company will certainly run as it should and achieve the goals of the company itself due to the support of human resources, in this case quality employees, so that the company's activities, starting from planning, are organized. neatly then how to organize and process the company with existing strategies will definitely provide good results.

The work culture of each company is certainly different or workplace culture and has its own work culture with the aim of making employees work productively with maximum work results and the relationship between each employee is professional, the relationship between employees and the company is simply a learning process designed to change the ability of employees to do their work (Mondy, 2015).

The work culture at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area is not much different from the work culture in other companies. However, because PT. Pertamina Geothermal Energy (Tbk) is under BUMN, the current work culture is based on a work culture with core values or AKHLAK. As a state-owned company, PT. Pertamina Geothermal Energy (Tbk) Lahendong Area also instills the basic values or Core Values of BUMN which contain AKHLAK values, which were coined by the Minister of BUMN Erick Thohir in 2020 which has now become the slogan of BUMN which includes PT. Pertamina Geothermal Energy Area Lahendong contains ethical morals that guide all state-owned companies today.

AKHLAK is Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative. AKHLAK for Pertamina is identity and glue for work culture. This should also be a concern for employees at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area which encourages employees to work in accordance with BUMN's core values. Even though the operation and maintenance functions have the same work values, their implementation has differences because the operation and maintenance functions involve more employees working and doing activities in the field or locations of PLTP Units 1 - 4 and PLTP Units 5 and 6. For example, employees who work in The business support function, especially the budgeting and supply chain management sections that handle procurement, must be able to follow standards or guidelines to help companies prevent and handle bribery in the company.



## Research focus

The researcher's research focus in this study is How to implement Work Culture based on Core Values which contains AKHLAK values at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area, especially in the operation and maintenance function.

## Research purposes

1. To analyze work culture based on core values at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area
2. To identify the values contained in the core values which contain AKHLAK values at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area
3. To find out the importance of work culture based on core values which contain AKHLAK values which are implemented in employees at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area

## LITERATURE REVIEWS

### Human Resources

Mangkunegara (2017) explains, human resources planning, organizing, coordinating, implementing and supervising the procurement, development, provision of services, integration, maintenance and separation of workforce in order to achieve organizational goals. Human resources are a process that is integrated within an organization for the benefit of the organization to achieve better organizational goals which are supported by human resources themselves.

Mullins (2005), Human resources are a planning, implementation and maintenance strategy aimed at managing people (employees) so that they have maximum business performance, including developing policies and processes to support the strategy. One of the ways in which good human resources can be seen is the performance of human resources, of course by following existing processes starting from planning, implementation and maintaining the continuity of the quality of human resources themselves when working within an organization or company.

### Work Culture

Triguno (2004) explains that cultural indicators are divided into attitudes, behavior and work discipline. Attitude towards work is the preference for work compared to other activities, such as relaxing or simply getting satisfaction from one's own busy work or feeling forced to do something just to survive. The attitude of human resources is important in activities in an organization or company. Behavior at work such as being diligent, dedicated, responsible, careful, careful, strong willingness to learn about one's duties and obligations, likes to help fellow employees or vice versa. Behavior is something that is done and shown or seen when working in an organizational or company environment that has human resources. Work Discipline in this case is an attitude of respect, respect, obedience and obedience to the rules that have been set. Discipline is



an attitude and behavior that supports the success and success of a job carried out by human resources because it is related to existing morals and is carried out every day when carrying out activities in an organization or company.

### ***Core Values***

Core values are fundamental principles or beliefs that are at the core of an organization. These values reflect the company's identity, work ethics and views on how business should be run. Core values are the basis for strategic decisions, company culture, as well as internal and external interactions within the organization. According to the Ministry of BUMN (2020), Core values of State-Owned Enterprises are Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative (AKHLAK).

### **Previous Research**

Research from Nasution, Muhardi, Frenrika. (2023), entitled: Perspectives of Telkom Group Employees on the Internalization of Core Values "Mortals" in Organizational Culture at PT Telkom Indonesia (Persero) Tbk. Using descriptive qualitative methods with research results: The longer the work period, the more diverse cultures they have experienced while working. A company's culture should come from within the company. AKHLAK culture is the essence of the previous culture so it is not too difficult for employees to accept. PT Telkom Indonesia (Persero) Tbk, has implemented various steps, such as training programs, to ensure understanding of AKHLAK cultural values which are the basic principles of personal and professional behavior. Implementing core values in state-owned companies and implementing core values of motivation, work stress and AKHLAK core values and different research methods.

Research from Pratomo, Widiangningsih, Lestari. (2023), entitled Analysis of Factors that Explain the Implementation of AKHLAK Core Values among Employees at PT TASPEN (Persero). using the Partial Least Square method. Based on the analysis carried out, the factors that significantly explain the implementation of AKHLAK core values among employees at PT TASPEN (Persero) are work motivation, socialization, religiosity, work stress, and level of education. From the factors that explain the implementation of AKHLAK core values, the profile of PT TASPEN (Persero) employees who have a level of implementation of AKHLAK core values are employees who have high religiosity, high work motivation, all categories of education level and stress level.

Research from Budiwaspada and Fadillah. (2018) entitled: Locality Value As A Reflection Of Core Values In Corporate Culture: A Study Of Local Advertising Agency (Petakumpet). using qualitative methods with research results. Petakumpet is an advertising agency. The core values of Petakumpet's corporate culture are reflected in their vision: "enjoying a great life by continuing to create great ideas every day." This vision is embodied in the slogan "Good is not enough". Both vision and slogan are always the spirit in the advertising design process. The core values of Petakumpet's corporate culture then become indicators of the characteristics of Petakumpet's



advertising, namely quality, creativity and prioritizing local wisdom.

Research from Prastowo and Suhariadi. (2003), entitled: Implementation of "Morals" in Cultural Values and Organizational Behavior: Intervention in Decreasing and Aligning Cultural Values in BUMN Companies using Research and Development methods. Based on the results of discussions in order to align values, it was found that several old cultural values were not in accordance with the new core values, so it was necessary to develop new values and more specific examples of behavior that could be developed into individual assessments regarding the internalization of cultural values in work activities. The new values are prepared based on management's consideration of the main components, their relationships, as well as specific behaviors and instruments that support the cultural change program (Alvesson & Sveningsson, 2016) which will serve as a guide for employees in working by implementing AKHLAK culture.

Research from Gelle-Jimenez, Jimenez and Aguilin. (2023). Design a values-based performance management system towards promoting congruence of personal and organizational core values. Using qualitative methods. The results of the discussion state that Evaluating the conformity of core values is a measure that aims to diagnose and minimize gaps by ensuring consistency. Conformity is a condition where individual values are in harmony with the values set by the organization. Compliance with these values is manifested in daily activity behavior. A performance management system that is based on core values can ensure that the factors that are most important to the organization are in line with the expectations set among employees. Embedding core values into employee performance management processes will facilitate workplace behavior that is based on these. To successfully integrate organizational core values in employee performance, functional and value-based competencies must be articulated.

## RESEARCH METHODS

Moleong (2007) explains that research using qualitative methods produces descriptive data, in the form of written or spoken words from people and observable behavior. The researcher chose this type of Qualitative research to analyze and find out by identifying existing data related to Work Culture Based on Core Values so as to produce data that can be explained and account for the validity of the data.

### Location and Place of Research

Research Location at PT. Pertamina Geothermal (Tbk) Lahendong Area in CCR Units 1 and 4, PLTP Units 5 and 6, Laboratory and part of the office with a research focus on operation and maintenance functions

### Method of collecting data

1. Observation or data collection from direct observation or surveys conducted at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area
2. Participant Observation, namely the researcher is directly involved with people as research subjects at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area



3. This research conducted in-depth interviews with employees of PT. Pertamina Geothermal Energy (Tbk) Lahendong Area is guided by using a questionnaire.

4. Documentation, namely researchers providing evidence in the form of documentation to research subjects at PT. Pertamina Geothermal Energy Lahendong Area.

### Data analysis

1. Data collection :The data collection process taken by researchers is data in the form of words, phenomena, attitudes and daily behavior based on observation, participant observation and interviews.

2. *Date Reduction*(Data Reduction)Data reduction is a process of selection, focusing, simplification and abstraction, by making selections, making summaries or short descriptions, classifying them into patterns by making research transcripts to emphasize them, shorten them to focus, remove unimportant parts and organize them so they can be used. Conclusions are drawn by looking at the situation and events at the research location.

3. *Date Display*(Data Presentation) Data presentation is a collection of information arranged so as to provide the possibility of drawing conclusions and taking action. So that the data presentation does not deviate from the main problem, the data presentation can be realized in the form of a matrix, graphic, network or chart as a container for guiding information about what is happening. Data is presented according to what was researched.

4. *Conclusions/Verifying* (Drawing Conclusions) Drawing conclusions is an attempt to find or understand the meaning, regularity of explanation patterns, cause and effect flow or proposition. The conclusions drawn are immediately verified by looking and questioning them again while looking at field notes to gain a more precise understanding, and this can also be done by discussing. This is done so that the data obtained and the interpretation of the data have validity so that the conclusions drawn are solid

## RESEARCH RESULTS AND DISCUSSION

### Research result

Based on interviews and observations conducted by researchers on research subjects, several things were found that employees knew about work culture. Based on observations and interviews regarding work culture, in Trigono (2004) work culture is divided into attitudes, behavior and work discipline. Here are the questions and answers.

#### 1. Company Work Culture

**Table 1. Company Work Culture**

Company Work Culture	Description	Informant
	Norms, Morals, Rules	KI 1, I.1, I.2, I.3, I.4, I.7, I.8, I.10, I.14
	Morals	K.2, I.2, I.5, I.6, I.9, I.11,



		I.12, I.15, and I.17, I.18
	Compliant, Intervening, Caring	I.14, I.16 and I.18.

Source: Data processing, 2023

## 2. PT. Work Culture Pertamina Geothermal Energy (Tbk) Lahendong Area

**Table 2. Work Culture of PT. PGE (Tbk) Lahendong Area**

Work Culture	Description	Informant
PT. Pertamina Geothermal Energy (Tbk) Lahendong area	Pertamina Holding Culture Standard Ministry of BUMN	KI 1, KI 2
	HSSE Golden Rules Work Culture	I.1, I.2, I.5, I.10, I.11, I.12 and I.16
	AKHLAK Work Culture	I.7, I.9, I.16, I.17 and I.18

Source: Data processing, 2023

Implementation of AKHLAK Core Values at PT. Pertamina Geothermal Energi (Tbk) Lahendong Area employees feel that the implementation of AKHLAK Core Values is important with AKHLAK values such as Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative.

**Table 3. Morals at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area**

AKHLAK at	Description	Informant
PT. Pertamina Geothermal Energy (Tbk) Lahendong Area	Important and already underway	All informants from Key Informant 1, Key Informant 2, Informant 1 - 18

Source: Data processing, 2023

## 1. Trustworthy

**Table 4. Trust**

Core Values	Description	Informant
Trustworthy	Complete work on time	K.I1 and KI 2
	Maintain the trust given	I.2, I.3, I.4, and I.16
	Responsibility	I.6 and I.7
	Professional at work	I.9, I.10, I.11, I.12, I.13, I.14, I.17 and I.18
	Moral Values	I.5, 14 and I.15

Source: Data processing, 2023



2. Competent

**Table 5. Competent**

<i>Core Values</i>	<b>Description</b>	<b>Informant</b>
Competent	Ability to keep things organized while working to company standards	KI 1, I.11, I.12, I.13, I.15, I.16 and I.18
	Want to learn and develop existing potential	KI 2, I.2, I.3, I.8, I.9
	Participate in training and coaching	I.1, I.4, I.5, I.7, I.10, I.13, I.14 and I.17

Source: Data processing, 2023

3. Harmonious

**Table 6. Harmonious**

<i>Core Values</i>	<b>Description</b>	<b>Informant</b>
Harmonious	A good cooperative relationship is established	KI 1, I.6, I.7, I.8, I.9, I.11, I.12, I.13, I.14, I.15 and I.16
	good communication	KI 2 and I.1
	Care about the things around you	I.2, I.3, I.4, I.17 and I.18
	Respect and help others	I.5 and I.10

Source: Data processing, 2023

4. Loyal

**Table 7. Loyal**

<i>Core Values</i>	<b>Description</b>	<b>Informant</b>
Loyal	Maintain company and work secrets	K.I 1
	Set working time	KI 2, I.1, I.5, I.12, I.17
	Finished the job well	I. 6, I. 7, I. 8, I. 9 and I. 18
	Prioritize company interests	I.2, I.10, I.11
	Follow company rules	I.3, I.4, I.5, I.13, I.15, and I.16

Source: Data processing, 2023

5. Adaptive

**Table 8. Adaptive**

<i>Core Values</i>	<b>Description</b>	<b>Informant</b>
Adaptive	Adapt to new technology	KI 1, I.1, I.4, I.10, I.15 and I.17
	Learn new things	KI 2, I.6, I.7, I.11, I.12 and I.13





	Willing to follow all changes that occur in the company organization	I.3, I.5, I.8, I.9, I.14, I.16, and I.18.
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Source: Data processing, 2023

6. Collaborative

**Table 5.10 Collaborative**

Core Values	Description	Informant
Collaborative	Cooperation	KI 1, KI 2, I.1, I.4, I.10, I.15, I.17 and I.18
	Share knowledge and technology with each other	I.6 and I.15
	Good communication	I.7, I.9, I.10, I.11, I.12, I.13, and I.16

Source: Data processing, 2023

## DISCUSSION

### 1. Work Culture

PT work culture. Pertamina Geothermal Energy (Tbk) Lahendong Area is something that contains the values, rules and guidelines of a company. PT. Pertamina Geothermal Energy (Tbk) Lahendong Area. Employees have a good and polite attitude when in the work environment, employees are friendly to each other, have a humble attitude or do not look down on other people and consider themselves great in any aspect, especially when working, and there is a high tolerance attitude because in PT. Pertamina Geothermal Energy (Tbk) Lahendong Area has employees of different religions, languages, ethnicities and races which makes employees respect each other and respect each employee's beliefs and even background. Because work on site or in the field is work that has a high risk, it is mandatory to use Personal Protective Equipment/PPE according to standards, and must be used at the work location, if there is no warning from superiors. However, existing employees still lack discipline during working hours, there are still many who arrive late for various reasons. The attitudes and behavior of employees play an important role in the work environment in the office, even at Units 1 - 4 and PLTP 5 & 6.

### 2. Core Values AKHLAK

From the results of the AKHLAK cultural survey, PT. Pertamina Geothermal Energy (Tbk) Lahendong Area received a fairly good score and provides good meaning for the company, because the implementation of AKHLAK has been carried out as well as possible. AKHLAK values are important in companies and employees themselves. Because the term AKHLAK refers to ethical or



moral attitudes and behavior, even the discipline and responsibility of all employees, whether they are superiors or even subordinates, to implement their own AKHLAK values. Ethics and morals are very important for employees in carrying out daily activities at work. Main values or core values are principles and references that become habits of employees in carrying out daily work activities while working.

Based on observations and interviews with informants, it is known that each employee has a different background and this has an influence on daily life, especially when working at PT. Pertamina Geothermal Energy Lahendong Area, both in the office and even in Units 1 - 4 and in PTLP units 5 & 6. The different backgrounds of employees have different impacts, for example from the way they speak, how to respond to things, to the things they do. Small things like the tidiness of their desks, each employee has their own character and habits. However, with the existence of a company work culture at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area and with the implementation of AKHLAK since July 1 2020, the beginning of the core values proclaimed by the Ministry of BUMN with the values contained in AKHLAK, and officially became the core values of BUMN and in fact in the field became the glue for employees in their work. So that the existing differences become a culture that becomes a habit and is carried out in daily activities at work. As emphasized in SE-7/MBU/07/2020 concerning Core Values for Human Resources of State-Owned Enterprises, application of the main values of AKHLAK.

### 1. Trustworthy

In the operation and maintenance function with a high level of work and risks, employees are required to be disciplined when working. For example, employees who work on site or in the field are required to wear safe work clothes or use personal protective equipment such as safety helmets, safety glasses, safety shoes and special clothing in the field. Considering that employees work around heavy equipment, pipes, even close to dangerous materials, steam or heat sources, with all the possibilities that could occur. Competent values are very important in the continuity of the company. Speak competently directly to human resources themselves, namely employees who are currently and temporarily working.

### 2. Competent

Developing, honing and even the nature of wanting to progress, being curious or developing employees has a very good influence on the work being done. Moreover, employees in operations and maintenance functions often use technological tools and employees must know and be able to use existing technology, so that work becomes faster.

### 3. Harmonious

Harmony is also the harmony that exists with fellow workers. Mutual respect, respect and love for each other are things that when done together will get good results. Relationships with external parties such as vendors must be maintained due to the lack of information and even



misunderstandings that occur regarding work, so they must be communicated and informed clearly.

#### 4. Loyal

A loyal attitude is a commitment from the start of working for the company, with the signing of a work contract indicating that employees are ready to work and obey the company, even in all forms of work carried out every day and are able to comply with all the rules imposed within the company. Employees are also required to behave well to maintain loyalty while working. Adapting to new technology is a good thing and necessary to improve employee self-competence, continue to learn and adapt to new things in the company, for example when they are able to take part in training activities carried out both within the company and outside the company so that employee competence is better and remains development.

#### 5. Adaptive

When employees can adapt to the system used, it will really help employees when working because using the system makes it easier for employees to work.

#### 6. Collaborative

Collaborative is collaboration carried out by employees with other employees. Collaboration exists between employees and employees, superiors and subordinates by strengthening togetherness to get good results for the company. For example, when damage occurs at the location, there is teamwork carried out by employees so that the damage that occurs is quickly repaired and resolved.

### CLOSING

#### Conclusion

1. Based on the research results obtained, it can be concluded that a work culture containing values and rules will become a habit when the values and rules are actually applied in daily activities at work. The work culture at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area, which includes a work culture of Obedience, Caring Intervention, coupled with an AKHLAK work culture since 2020.

2. PT. Pertamina Geothermal Energy (Tbk) Lahendong Area Implementation of AKHLAK at PT. Pertamina Geothermal Energy (Tbk) Lahendong Area has been running well, employees are familiar with and know how to implement AKHLAK values in every activity and work they do. If you don't pay attention to AKHLAK values and cause disturbing things by not following the rules, there will be a warning letter, even if it is fatal, even up to dismissal.

3. The importance of core values or moral values that must be applied when working, especially with high job demands with different employee characteristics and even employee culture or habits are also very different because when there are core values or these values they become the basis for human resources. in work.



4. Trustworthiness is a value that describes that employees who work must work professionally, complete their work, be honest, trustworthy, disciplined at work because employees who work in locations or fields work in shifts and fear God Almighty.

5. Competence is a value that describes that employees who work must be able to know the work that is the employee's responsibility.

6. Harmony is a situation where there is a good relationship between employee and employee, employee and superior or employee and outside parties

7. Loyalty or faithfulness to the company is something that employees must obey because it concerns the good name of the company. A loyal attitude is a commitment from when employees work and follow all existing regulations and policies in the company.

8. Adaptive is an attitude that can adapt to changing situations and conditions.

9. Collaborative is work carried out by employees or is called team work.

### Suggestion

1. Work culture based on core values which contain AKHLAK values, further enhanced for socialization to all employees, vendors and related stakeholders, socialization can be carried out once a week or once every two weeks, these values must also be instilled and become a habit that must be done and is not difficult to do

2. It is hoped that this research can increase knowledge and understanding for readers regarding the implementation of a work culture based on the core values AKHLAK in daily activities, even at work and anywhere.

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