

ABSTRACT

PT. Pertamina (Persero) is dedicated to fostering a positive and healthful workplace environment through the implementation of AKHLAK values (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif). The annual training, including e-learning focuses on enhancing soft skills such as business ethics, respectful workplace, and teamwork. Despite the existence of this policy since mid-2020, research has indicated the imperative for further development in areas such as trustworthiness, employee initiative, diversity, loyalty, and work effectiveness. To investigate the impact of organizational culture and AKHLAK training at PT. Pertamina, qualitative research using a social constructivism and qualitative constructivism approach was conducted. This involved methods such as observation, interviews, and data triangulation, supported by Nvivo. The assessment of AKHLAK training reveals the necessity for enhancements and increased collaboration among business units. The suggested approach for advancing AKHLAK training includes needs analysis, program design, collaborative efforts among departments, continuous learning, a focus on corporate culture, evaluation, feedback, and recognition. Strategies encompass exemplary leadership, clear policies, a culture of collaboration, performance evaluations linked to AKHLAK, a commitment to sustainability, and transparency. Despite positive strides, ongoing endeavors are crucial to ensure the manifestation of AKHLAK values in employee conduct, thereby aiding the attainment of corporate objectives.

Keywords: AKHLAK, Organizational Culture, Training, Strategy, Development.



ABSTRAK

PT. Pertamina (Persero), sebagai BUMN, berkomitmen untuk menciptakan lingkungan kerja sehat dan positif dengan menerapkan nilai-nilai AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif). Pelatihan tahunan, termasuk *e-learning*, fokus pada pengembangan *soft skill* seperti *business ethics*, *respectful workplace*, dan *teamwork*. Meskipun kebijakan ini telah diterapkan sejak pertengahan 2020, penelitian menemukan perlunya pengembangan pada aspek amanah, inisiatif karyawan, keberagaman, loyalitas, dan efektivitas kerja. Penelitian kualitatif dengan pendekatan *social constructivism* dan *qualitative constructivism* dilakukan, melibatkan observasi, wawancara, dan triangulasi data dengan bantuan Nvivo untuk mendalami dampak implementasi budaya organisasi dan pelatihan AKHLAK di PT. Pertamina. Evaluasi Pelatihan AKHLAK menunjukkan perlunya perbaikan dan kerjasama di unit bisnis. Pengembangan pelatihan AKHLAK disarankan melalui analisis kebutuhan, desain program, kolaborasi antar departemen, pembelajaran berkelanjutan, penekanan pada budaya perusahaan, evaluasi dan umpan balik, serta penghargaan dan pengakuan. Strategi melibatkan kepemimpinan berperilaku teladan, kebijakan yang jelas, budaya kolaborasi, evaluasi kinerja terkait AKHLAK, komitmen untuk keberlanjutan, dan transparansi. Meskipun progres positif terjadi, upaya berkelanjutan diperlukan agar nilai-nilai AKHLAK tercermin dalam perilaku karyawan dan mendukung pencapaian tujuan perusahaan.

Kata kunci : AKHLAK, Budaya Organisasi, Pelatihan, Strategi, Pengembangan.

