

## ABSTRAK

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Judul Laporan Tesis : Komunikasi Internal Melalui Budaya Organisasi  
“HANDAL” Dalam Meningkatkan Reputasi Pada  
Direktorat Jenderal Perbendaharaan Kementerian  
Keuangan  
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Budaya organisasi merupakan fondasi yang penting bagi keberhasilan dan reputasi sebuah organisasi. Penelitian ini mengkaji implementasi budaya organisasi 'HANDAL' di Direktorat Jenderal Perbendaharaan (DJPb), Kementerian Keuangan Republik Indonesia, dalam meningkatkan reputasi organisasi, karena dalam dua tahun (2020-2021), reputasi DJPb mengalami penurunan di beberapa indikator penilaian berdasarkan instrumen penilaian reputasi. Teori yang digunakan adalah komunikasi internal yang merupakan bagian dari komunikasi organisasi, yang meliputi komunikasi ke bawah dan komunikasi ke atas. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi kasus untuk memahami pemahaman dan implementasi budaya 'HANDAL' serta strategi komunikasi internal yang diterapkan oleh DJPb. Informan penelitian merupakan pejabat/pegawai DJPb berdasarkan kriteria tertentu yang berperan dalam keberhasilan implementasi budaya organisasi pada unit terkait. Teknik analisis data melalui reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa DJPb telah melaksanakan komunikasi internal ke atas dan ke bawah dengan cukup baik melalui rapat, surat elektronik, telepon, surat edaran, memo, aplikasi pesan instan, survei internal. Sehingga dapat disimpulkan bahwa pemahaman dan penerapan budaya 'HANDAL' di DJPb telah membantu memperkuat reputasi organisasi baik di mata internal maupun eksternal.

Kata Kunci: Komunikasi internal, budaya organisasi, instansi pemerintah, reputasi

## **ABSTRACT**

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*Title Thesis* : Internal Communication Through the "HAnDAL"  
Organizational Culture in Enhancing Reputation at the  
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*Organizational culture is a crucial foundation for the success and reputation of an organization. This study examines the implementation of the 'HAnDAL' organizational culture at the Directorate General of Treasury (DJPb), Ministry of Finance of the Republic of Indonesia, in enhancing the organization's reputation, as in two years (2020-2021), DJPb's reputation decreased in several assessment indicators based on reputation assessment instruments. The theory that be used is internal communication, which is part of organizational communication, including downward communication and upward communication. This study used a qualitative approach with a case study method to understand the comprehension and implementation of the 'HAnDAL' culture as well as the internal communication strategies that have been implemented by DJPb. The research informants are DJPb officials/employees that has been selected based on certain criteria who play a role in the successful implementation of organizational culture in the relevant unit. The data analysis technique involves data reduction, data presentation, and conclusion. The research results show that DJPb has carried out upward and downward internal communication quite well through meetings, emails, phone calls, circulars, memos, instant messaging applications, and internal surveys. It can be concluded that the understanding and implementation of the 'HAnDAL' culture at DJPb have helped strengthen the organization's reputation both internally and externally.*

*Keywords: Internal communication, organizational culture, government agency, reputation*