

Enhancing Core Value “AKHLAK” Training Strategy in State-Owned Enterprises within the Oil and Gas Sector

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ABSTRACT

Purpose – 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) Oil and Gas Sector.

Methodology/approach – 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) Oil and Gas Sector. The research utilizes NVivo12 to support data analysis.

Findings – 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.

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

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INTRODUCTION

The oil and gas industry plays a vital role in meeting the needs of a continuously growing society, prompting state-owned enterprises (SOE) in this sector to recognize the importance of human resources as valuable assets and to adopt a strategy for sustainable employee development (Muslim & Haryanto, 2023). The most crucial asset for a company is its employees, who should not only possess skills but also embrace the company's values. Employees who feel engaged and committed to the company's goals, willingly contribute to maintaining the company's reputation, are key to sustainability and long-term success (Prayitno et al, 2022). In line with technological advancements and competition, SOEs focus on strategic management and understand that competitive advantage can be obtained through investing in human resource development, especially through training (Arab et al, 2023).

The importance of a healthy, safe, and mutually respectful work environment is also acknowledged, and SOEs have established core values of "AKHLAK" as a guide in creating a positive organizational culture (Thohir & Agustina, 2020). In this effort, companies in the oil and gas sector require all

employees to undergo e-learning training that emphasizes "AKHLAK" values and the development of other soft skills (Nasution et al, 2023).

Moreover, one of the SOEs operating in the oil and gas sector demonstrates its commitment to implementing "AKHLAK" culture in its operations. Since 2022, the company has mandated all employees to participate in 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 key points of "AKHLAK" culture as fundamental competencies implemented in their daily work environment (Iskamto, 2012, 2023; Jatmiko, 2022; Liyas & Adrianto, 2022; Rudianto et al., 2022).

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

Previous research, as presented by Rasid et al. (2018), indicates that soft skills training has no significant impact on employee productivity, but the combination of soft and technical skills training has a significant positive impact. In the context of ethnic diversity, Andrianov & Santosa (2023) emphasize that ethnic diversity in a company can substantially contribute to the unity of organizational goals and values, influencing the sustainability of the company. Other findings mention that gender diversity and nationality diversity do not affect company sustainability, while educational diversity has a positive impact (Aprilya & Kesaulya, 2023). The research by Sari & Imsar (2023) highlights the influence of SOEs' core values ("AKHLAK"), particularly "Amanah" and harmony, which have no significant impact on employee productivity, while the other four values have a positive impact. Furthermore, the research by Handayani & Elmi (2023) states that effective communication is the key to forming a solid team, with emotional closeness playing a crucial role for women's teams. Overall, this research emphasizes 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).

Previous research results show a gap where current research on "AKHLAK" is still conducted quantitatively. One result show that harmony does not affect employee productivity, although there is diversity in the company that is considered to affect sustainability. Additionally, "AKHLAK" training as a soft skills development tool does not have a significant impact on employee productivity, although it is expected to shape "AKHLAK" culture.

In this research, the researcher formulates key questions, namely whether the implementation of "AKHLAK" culture creates suitable work attitudes, to what extent "AKHLAK" training contributes to the goals 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 insights into the effectiveness of "AKHLAK" culture and training in the corporate environment.

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

METHOD

This research employs a qualitative approach - triangulation. Miles, Huberman, and Saldana (2014) explain that qualitative research methods involve intensive contact with the research subject and are conducted in a natural setting to gain a deeper understanding of the life of groups and organizations.

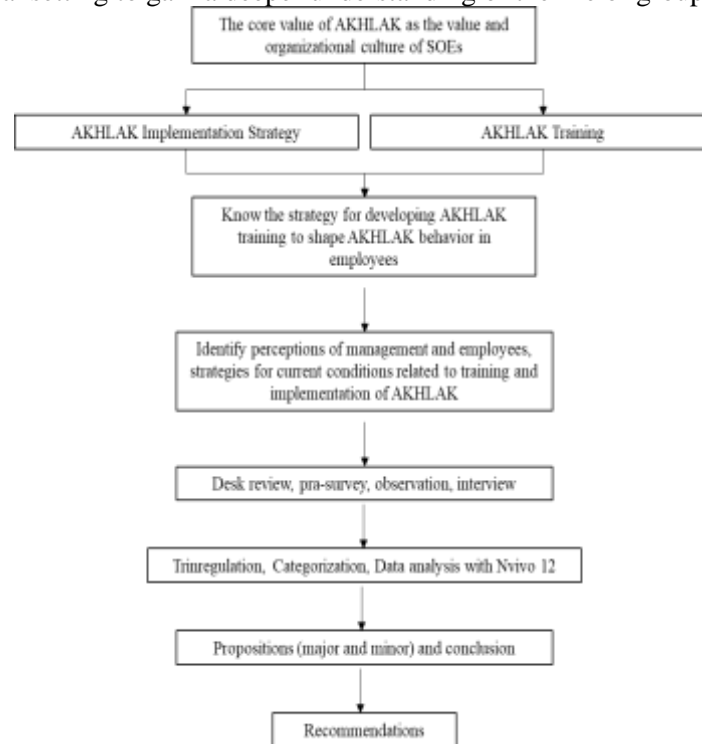


Fig 1. Research Framework

This research will use the interview method with key informants, purposive sampling will be used to select informants according to a qualitative approach. Primary data will be obtained through structured interviews, In-depth Interviews, with three groups of informants, namely Culture Change Management Analysts, Capability Development Analysts, and employees of state-owned enterprises in the Oil and Gas sector. This research will also undergo a validation process using triangulation strategy to ensure the authenticity and accuracy of the collected data. To enhance the effectiveness of the analysis process, the researcher will use the NVivo 12 software application.

RESULT AND DISCUSSION

Research Result Description

From the results of processing interview data using Nvivo 12, the most frequently occurring word can be seen in the word cloud in Figure 2.



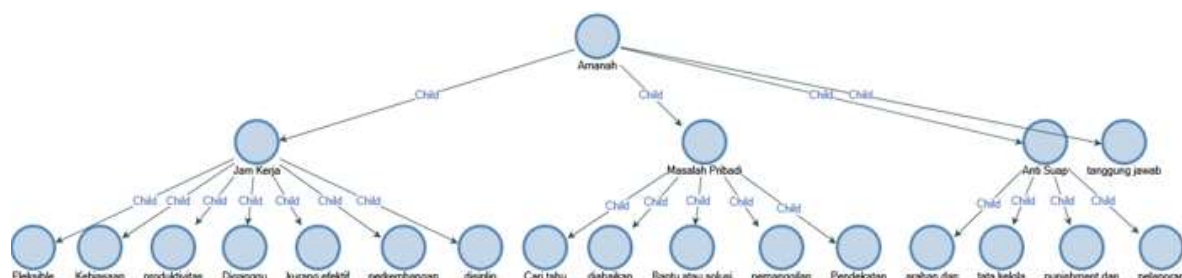
Fig 2. Word Cloud Research Focus

From the above word cloud, 25 most frequently discussed words are obtained, some of which are listed in Table 1.

Table 1. Dominant Words

Word	Length	Count	Weighted Percentage (%)
AKHLAK	9	121	1,17
Team	6	91	0,88
Training	3	80	0,77
Job	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
Colleague	5	32	0,31
Self-development	12	28	0,27
Difference	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 word cloud data reflects the focus and attention on the Organizational Culture of AKHLAK, with the top 5 keywords being "akhlak," "team," "training," "work," and "company." The implementation of AKHLAK in the state-owned enterprises (SOE) in the Oil and Gas sector serves as the foundation for synergy across all state-owned enterprises in Indonesia (Larasati et al, 2022). "Team" reflects awareness of individual roles and the



importance of communication for business collaboration (Zubaidah, 2016). "Training" is key to introducing the AKHLAK culture, requiring content improvement (Haeruddin & Natsir, 2023). In "work," there is a high sense of responsibility, but overtime policies are a concern. As the parent company, the "company" sets policies for subsidiaries, including the implementation of the AKHLAK

culture according to the business needs of state-owned enterprises in the Oil and Gas sector. A project chart analysis was conducted on the variables of AKHLAK and Training. Under the variable "Amanah" (trust), there is an indicator of "personal issues," where employees respond to colleagues facing personal problems by providing work support or engaging in a personal approach, while organizational reporting is less common.

Fig 3. Project Chart “Amanah”

In the competence variable, the indicator of "knowledge transfer" related to employee rotation indicates that despite employees having high awareness and readiness to assist colleagues, challenges arise due to delays in the implementation of suboptimal rotations. As a result, employees face time constraints to contribute to knowledge transfer due to difficulties in adapting to their tasks, and related policies are not running smoothly.

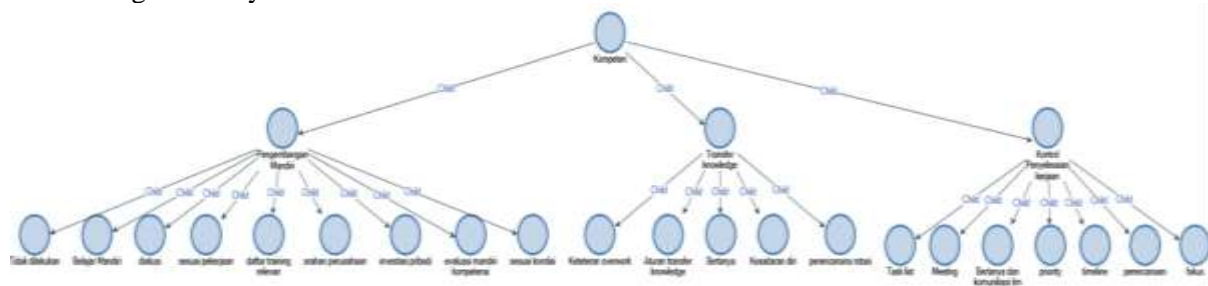


Fig 4. Project Chart “Kompeten”

In the context of adaptive variables, technology becomes part of the adaptive discussion where employees indicate that current technology has provided support in job execution. Common obstacles generally arise in the early stages of adaptation, so appropriate change management is needed to support the process.

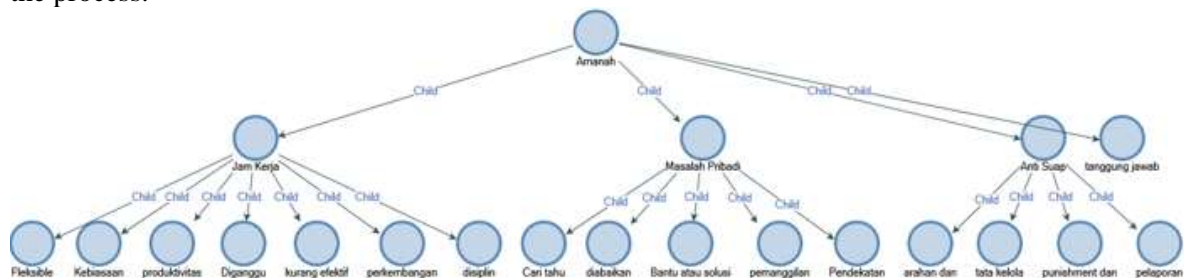


Fig 5. Project Chart “Adaptif”

Communication is measured through collaborative factors reflected in open assessments of teamwork. This statement carries a negative undertone, indicating the existence of barriers in team communication that require improvement through monitoring and enhancing communication.

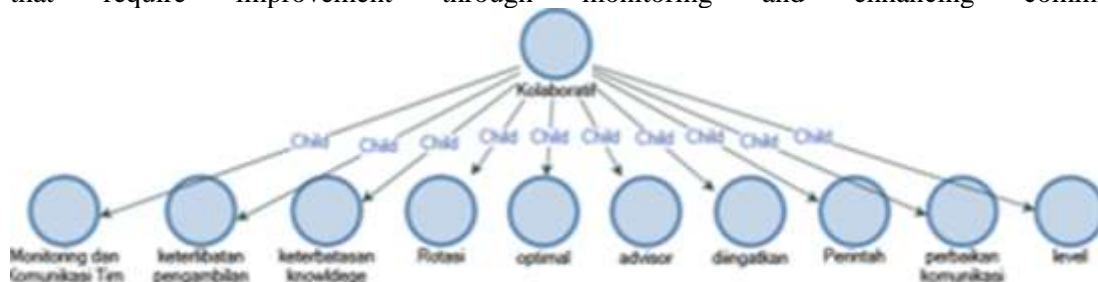


Fig 6. Project Chart “Kolaboratif”

In the training variables, there are indicators of socialization and knowledge. Socialization, as part of the training conducted by the Company, is considered sufficient in providing an overview of the AKHLAK culture by the informants. However, additional training or socialization is still needed to provide further information so that all elements can better understand the objectives of AKHLAK.

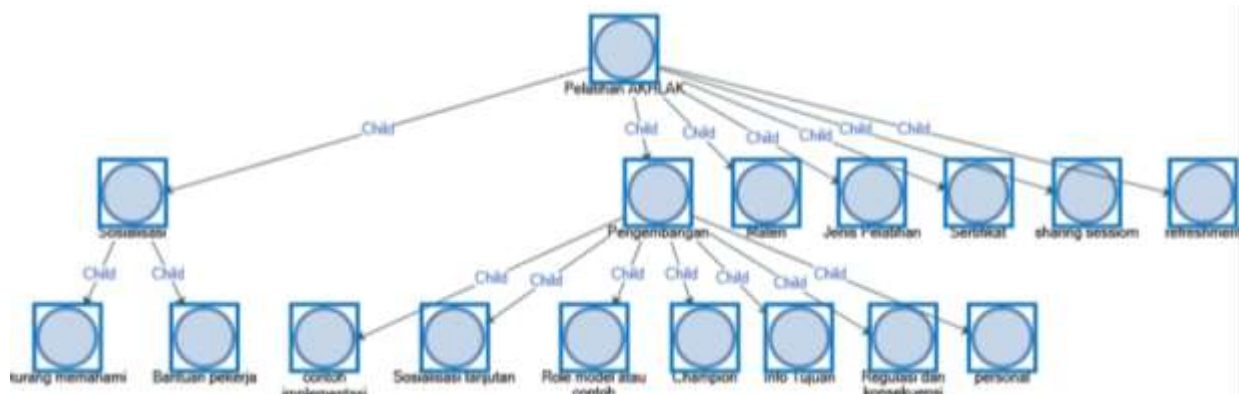


Fig 6. Project Chart “Pelatihan”

The results of the analysis using Nvivo indicate low findings related to the organizational culture of AKHLAK and Training. Although AKHLAK socialization is considered sufficient, additional training is needed for comprehensive understanding. Agents of Change need a more active role to ensure the implementation of AKHLAK is felt by all employees. Communication issues, especially team conflicts, require improvement and monitoring. Early technology adaptation constraints require proper change management. Knowledge transfer faces difficulties in employee rotation, leading to challenges in knowledge transfer. In dealing with personal issues, backup approaches to work and personal matters are more common than formal reporting in the organization.

Discussion

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

The role of the Agent of Change (AoC) is crucial, with specialized training to support their responsibilities. Mandatory e-learning is conducted for all employees, while the introduction of AKHLAK to business partners depends on division policies. Inclusivity is manifested by welcoming staff with special needs, treating them equally, demonstrating the company's commitment to workplace equality.

Enhancing employee competence and training is the focus of the Kompeten value but requires a more structured mapping of skills. Harmony emphasizes the creation of an inclusive work environment and the increased role of women in managerial positions. Employee loyalty is the focus of the Loyal value, but it 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, though improvements are needed in team collaboration.

The training in the state-owned enterprises (SOE) in the oil and gas sector aims to introduce and shape the culture of AKHLAK (moral and ethical values). In addition to mandatory e-learning training, leaders undergo special training as AKHLAK culture shapers in their teams and as Agents of Change (AoC). The role of leaders as key role models involves creating project charters connected to business. Each business unit has a different treatment, according to the leader's design. The training and development process (L&D) build a culture of values, organizational harmony, and enhance employee motivation. The training involves various methods such as e-learning, AKHLAK talk sharing sessions, coaching, outbound activities, and others (Van Dam, 2017). The potential internalization of AKHLAK through

training is uneven and requires cooperation, evaluation, and management control (Sedarmayanti, 2016; Noe, 2017).

The implementation of mandatory e-learning training for employees in the state-owned enterprises (SOE) in the oil and gas sector focuses on AKHLAK training with two main aspects. Firstly, regarding the training material, although not directly related to other training, the company reviews correlated training with AKHLAK to ensure compatibility (Nafukho et al, 2022). Although the training design has not changed since the formation of AKHLAK in 2020, some argue that the content may no longer be relevant to the company's developments. Secondly, the training objectives are set by the company to increase employee awareness of AKHLAK culture. With clear objectives, the training is expected to encourage the application of these values in daily tasks, with support from socialization and other activities (Saks & Haccoun, 2018). Overall, changes and adjustments to the training content, along with a focus on clear objectives and management commitment, are key to ensuring effective implementation.

Relation of Preposition Minor-Mayor

This research reveals the crucial relationship of minor preposition relations in the development of the organizational culture of AKHLAK (moral values). The main focus involves enhancing the AKHLAK culture through advanced training and the active role of AoC (Agents of Change) as change models. Findings highlight communication issues and technological adaptation constraints that need to be addressed, while knowledge transfer constraints due to employee rotation pose a challenge that must be overcome. The evaluation of AKHLAK training involves supervisors and CCM (Change Communication Managers) to ensure optimal implementation by reviewing employee understanding and providing improvement recommendations. In the training development steps, emphasis on informing goals and implementing sanctions is identified as a crucial strategy. Furthermore, the development of monitoring and reporting system strategies, including anonymous reporting and validation by internal and external audits, is considered an effective means to sustain the AKHLAK culture. Overall, the major prepositions of the research indicate that the combination of training, leadership roles, evaluation, training development measures, and monitoring strategies is key to shaping the desired organizational culture of AKHLAK.

Managerial Implication

In strengthening the organizational culture of AKHLAK in the state-owned enterprise (SOE) in the Oil and Gas sector, steps that can be taken include reinforcing cultural survey programs, enhancing AKHLAK training and socialization, paying attention to technological changes, promoting collaboration among teams, and providing guidelines for working relationships. Evaluation needs to strengthen coordination, evaluation, and management control in training, with a focus on consistency, internalization by leaders, the role of Agents of Change, periodic revisions, socialization, and habit formation. To enhance development, state-owned enterprises in the Oil and Gas sector can update training materials, ensure clear communication, and strengthen internalization through collaboration, evaluation, and management control. Strategies to improve the ethical behavior of employees involve strengthening the internalization of values, monitoring through cultural surveys, the role of leaders as role models, specific training for Agents of Change, directed training, clear communication, and inclusive practices in employee recruitment and placement. With these strategies, state-owned enterprises in the Oil and Gas sector can ensure the integration of AKHLAK culture within the organization and support the achievement of corporate goals.

CONCLUSION

The implementation of ethical values (AKHLAK) in a company has a positive impact on employees' work attitudes, creates a conducive work environment, enhances motivation, and fosters effective collaboration. Despite well-conducted ethical values training, evaluations indicate the need for improvement and cooperation across all business units. Structured steps such as training needs analysis, program design, and continuous evaluation serve as the foundation for creating a culture that supports integrity and competence within the company. To achieve an appropriate ethical values culture, a comprehensive strategy is required, including exemplary leadership, clear policies, as well as the appropriate use of rewards and penalties. This conclusion reflects the commitment of the state-owned enterprise (SOE) in the oil and gas sector to build and sustain an organizational culture based on ethical

values, although ongoing efforts are necessary to ensure the application of these values in employee behavior and the achievement of company goals.

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