



The Important of Discovering Communication Values in the Internalization of Corporate Culture: The Case of “AKHLAK” Indonesian State-Owned Enterprises (BUMN)

Emilia Ramadhani¹, Humaizi Humaizi¹, Iskandar Zulkarnain¹

¹Universitas Sumatera Utara, Indonesia
emilia.ramadhani@usu.ac.id

Abstract. This research highlights the pivotal role of communication in internalizing the corporate culture of AKHLAK BUMN, focusing on how the company culture is established through everyday conversations (dialogues) aligned with AKHLAK. Language serves as a reflection of an individual's cultural identity, indicating the extent to which they have embraced their cultural elements. Understanding a person's culture can be achieved through the language they use. Interacting with individuals from diverse backgrounds reveals valuable insights into cultural cues embedded in their communication. The language employed, unique terms utilized, and even the tone of speech all signify deep-rooted cultural origins. Organizational culture can be mirrored through the way members of the organization communicate. This study was conducted within one of the state-owned enterprises, Perkebunan Sarang Giting, a unit of PT. Perkebunan Nusantara III (Persero), engaged in the cultivation and processing of oil palm and rubber plants. The study involved 60 managerial-level leaders. Various creative and innovative qualitative research methods were employed to formulate culturally based corporate communication values, including audio-visual methods, role-playing techniques, and the use of post-It notes. These methods were integrated into a group facilitation training format, employing participatory approaches and the picture-to-picture method. The research findings revealed that the understanding of leaders regarding communication values, behaviours, and culture was notably low (0%). The necessary communication values aligned with AKHLAK culture were identified as Authenticity, Presence, Partnership, Warmth, Exploratory, and Responsiveness.

Keywords: Communication Values, Corporate Culture, Daily Conversation, Organizational Communication, Kebun Sarang Giting, Sumatera Utara Indonesia

1 Introduction

Language is a reflection of an individual's cultural identity, showcasing the extent to which they have absorbed elements of their culture. We can understand someone's culture through the language they use. When interacting with people from various backgrounds, the cultural signs that emerge in their communication provide valuable insights. The language used, specific terms employed, and even the tone of speech all signify deep cultural roots. When we step into a different region, we witness changes in how we communicate, adapting to the culture within. This is a natural phenomenon in cross-cultural interactions. We become more attuned to nuances and differences, enabling us to understand and appreciate the cultural diversity around us. This illustrates that culture is not separate from communication; instead, communication is the window opening to the diverse cultural richness.

The same applies in organizational contexts. Organizational culture can be reflected through the way members communicate. The language used in conversations and meetings, internal communication styles, and how information is disseminated depict the norms and values underlying the organizational culture. When organization members understand how to communicate in alignment with their culture, they can better align themselves with the organization's goals and values. Thus, communication culture within an organization mirrors the identity and character of the organization itself.

This study is conducted within the context of Indonesian State-Owned Enterprises (BUMN), which play a key role in the country's economy and face diverse challenges in achieving their goals. AKHLAK guides the behavior of every human resource in BUMN, implemented in their daily conduct, shaping the work culture within BUMN. AKHLAK BUMN stands for Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal (Loyal), Adaptif (Adaptable), and Kolaboratif (Collaborative), which are the core values of BUMN. This poses a new challenge when all BUMN are required to incorporate these fundamental values into their work culture. A suitable internalization method is necessary to achieve the company's success and sustainability. The internalization process involves individuals in the organization deeply understanding, accepting, and practicing the desired values. This includes a profound understanding of organizational culture and embedding these values in everyday activities. This process is typically done by displaying the values prominently within the company, on websites, in the company's main office lobby, and on signs throughout company locations, even printed in employee handbooks. This shows that these values are everywhere if we look for them.

However, ensuring that everyone understands these values requires great internal communication. The issue is that many companies assume employees know what is most important. Statements on the walls, websites, or handbooks don't guarantee employees grasp the message; what's needed is clear and measured information rhythm that reinforces these principles. Company values should not only be communicated or displayed on office walls or used as screen savers on employees' laptops; these values must be reflected in everyday conversations. Therefore, company values should not only be communicated but communicated by using these values in every company activity (Forbes.com, 2021).

Organizational culture is a system of norms, values, and beliefs embraced by all members of the company, influencing their perspectives and behaviors in work. The communication values adopted by a company can affect employees' performance and productivity, helping create a thriving work environment. With technological advancements and globalization, companies are expected to adapt their communication values to the changing business environment. According to several studies, company culture significantly influences the communication values adopted by the company [1], [2].

Organizational culture is related to a company's values. Through these values, the level of responsibility of the people within a company can be determined [1], [2]. Every company or organization undoubtedly possesses its own corporate culture. Company culture plays a crucial role in facilitating smooth operations in various aspects of the company. Company culture is the foundation containing norms, values, employees' work methods, and habits that lead to organizational performance quality [3], [4].

Company culture within a company can be strong or weak. Company culture is considered strong when the shared values, attitudes, and beliefs are deeply understood and highly committed to, creating a sense of togetherness. Conversely, if the company culture is weak, it reflects the lack of commitment among employees to the shared values, beliefs, and agreed-upon attitudes [5].

This research highlights the key role of communication in the internalization of the AKHLAK BUMN corporate culture. Effective communication within an organization can help disseminate, communicate, and reinforce the desired cultural values. This involves communication between leaders and team members, as well as internal communication involving the entire organization. This research will be conducted within one of the BUMN companies, namely Perkebunan Sarang Giting, a unit of PT. Perkebunan Nusantara III (Persero), engaged in oil palm and rubber plantation and processing businesses. Sarang Giting Plantation is located in Serdang II District, specifically in Dolok Masihul Sub-District, Serdang Bedagai Regency, North Sumatra, 20991. This location was chosen based on the criteria set by the researcher: a company fully committed to actively participate in the research activities aiming to formulate, discover, and agree upon the communication values to be practiced by all members of Sarang Giting Plantation, thereby building an effective communication culture based on the corporate culture.

The research questions in this study are as follows: (P1) What is the understanding of values in workplace interactions that have supported the performance of Sarang Giting Plantation so far? (P2) What communication values are needed that align with the AKHLAK culture and the company's goals but have not been practiced in the daily communication at Sarang Giting Plantation?

2 Method

2.1 Sample

This research uses a qualitative approach. The study involves 60 participants consisting of leaders, including plantation managers, assistant heads, administrative heads, supervisors, operators, and foremen, who meet the researcher's criteria and hold managerial positions within the company. Various creative and innovative qualitative research methods will be developed in this study to formulate communication values based on the corporate culture, such as audiovisual methods, role-playing methods, and Post-It methods integrated into group facilitation training. These methods utilize participatory approaches and the picture-to-picture method.

The development of creative and innovative methods in qualitative research was initially pioneered by psychology experts to add a new dimension to data collection processes, which traditionally relied on standard methodologies such as observation and interviews [6]. [7] illustrate the value of flexible and creative approaches in engaging participants, generating rich experiential data, and disseminating findings in creative ways. New and dynamic approaches in qualitative data collection techniques can be found in studies utilizing creative non-fiction data collection techniques [8], multi-interviewer designs [9], and various visual approaches [10], [11], [12], [13], [14].

2.2 Measurement

In this research, several new and dynamic approaches in qualitative data collection techniques were employed, including audiovisual methods, role-playing techniques, and the Post-It method integrated into group facilitation training. These methods were utilized with a participatory approach and a picture-to-picture method. The data collection process culminated in the application of the Delphi method.

The audio-visual method was employed to establish a mutual understanding between the researcher and the participants regarding the distinctions between communication values, behavioral values, behaviors, and culture. During the group facilitation sessions, the researcher, acting as the facilitator, presented various video clips of conversations, illustrating examples of communication values embedded within those interactions. Once all participants comprehended the concepts, the researcher displayed additional video clips, prompting each participant to identify the communication values evident in those conversations. This process aimed to gauge the participants' understanding of distinguishing behavioral values from communication values.

The role-playing method was employed to gain insights into the participants' understanding of communication values. Participants practiced the communication values that had been collectively interpreted during the group sessions. They were divided into three groups, each consisting of five individuals. Each person was asked to speak to their group members, as if providing guidance or work-related motivation, for approximately 3-5 minutes. Subsequently, each participant, including the speaker, assessed themselves regarding the communication values they observed and felt during their

peers' speeches. Participants were required to write down the communication values they perceived, indicating what was well-executed and what needed improvement in their communication. All feedback from participants was documented on forms provided by the facilitator, allowing participants to exchange feedback, providing insights into communication skills that needed enhancement. This activity continued until every participant had an equal opportunity to participate.

The Post-It method was utilized to gather data about communication values aligned with the AKHLAK culture. Each group formulated communication values representing the words Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif, in line with the communication values intended to be established at Kebun Sarang Giting. These values were then written on Post-It notes, distributed among the participants, and affixed to a whiteboard for everyone to see. Once all groups completed their tasks, each group representative explained the reasons behind their choice of communication values. After all groups presented their rationale, the next step involved determining which values best suited the communication culture intended for Kebun Sarang Giting, aligning with the AKHLAK culture. Each group representative was asked to attach a mini Post-It note to the value they considered most suitable, representing the words Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif. Participants were free to select values from other groups; they were not confined to choosing values only from their respective groups. The results were then tallied to identify the most frequently chosen values, which represented the unique communication values of Kebun Sarang Giting, harmonizing with the AKHLAK culture.

The Delphi method was applied to formulate and establish an agreement on communication values based on AKHLAK. This was done in collaboration with leaders representing their respective divisions, aiming to identify the distinctive communication values of Perkebunan Sarang Giting to be practiced in daily conversations. The initial step involved gathering all formulated values from the four batches. One word that best represented the communication values, embodying Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif, was selected. The outcome of this final formulation was reported and further discussed with the leaders to ensure a shared understanding. Additionally, action plans were devised to implement these communication values in daily conversations at Kebun Sarang Giting.

2.3 Analysis

The data analysis technique employed in this study is the category analysis method. Category analysis is a qualitative data analysis technique involving the organization of data into categories that emerge from the data itself. In the context of data collection with facilitator groups, category analysis assists the researcher in identifying patterns and themes that arise from group discussions [15].

Here are the steps taken in utilizing category analysis for data collection through facilitator groups:

- (1) **Data Transcription:** All conversations from facilitator group sessions were transcribed. Data were analyzed from participants' recorded statements, photographs, and in some sessions, recordings made by observers.
- (2) **Open Approach:** The researcher did not have pre-existing categories or analytical frameworks, so the categorization of values emerged from the data itself. This approach was open, friendly, and encouraged active participation.
- (3) **Initial Coding:** The researcher began the process by creating initial codes, identifying communication values that emerged and aligned with the AKHLAK culture.
- (4) **Code Grouping:** The communication values identified were grouped into words representing several communication values.
- (5) **Development of Main Categories:** The grouped values were further developed by examining evidence (observable behaviors) and contra-evidence (rejecting behaviors).
- (6) **Verification and Validation:** Verification and validation were carried out to ensure that these communication values truly reflected the content of the facilitator group sessions, specifically the AKHLAK culture. Validation was done by policy-making leaders within the company. Subsequent validation involved individuals outside the company, specifically a practitioner (expert) in communication, particularly conversation coaching methods.
- (7) **Further Analysis:** Further analysis was conducted in collaboration with policy-making leaders to assess and analyze the AKHLAK-based communication values that would be practiced at Sarang Giting plantation, to establish the Key Values of AKHLAK-based communication.
- (8) **Report Compilation:** The next step involved compiling the research report into a cohesive and informative narrative format, which will be submitted to the managers of Kebun Sarang Giting.

The results of the data analysis can be seen in the following tables.

Table 1. Communication Values of "Amanah" Culture in AKHLAK

AKHLAK	Categorization of Values	%	Value Category
Amanah (Trust)	Honest (30)	37,5	Authenticity Presence
	Responsibility (15)	31,25	
	Empathy (10)	12,5	
	Transparency (10)	12,5	
	Dynamic (5)	6,25	
	Trust (10)	12,5	
	Total Responses: 80	100	

In this table, the communication values related to the "Amanah" culture in the AKHLAK framework are presented. The values are categorized and represented as a percentage of total responses. The categories include authenticity, presence and other

related values reflecting the cultural essence of Amanah. The total number of responses considered for this analysis is 80.

The value of authentic communication in conversation is to openly communicate personal strengths and resources, as well as areas of self and resources that need improvement. This value can be seen from Evidence (Supportive Behavior) and Contra Evidence (Conflicting Behavior) when communicating.

Evidence (Authentic Evidence in Conversation) is demonstrated by:

- Honestly recognizes her personal strengths and talents, demonstrating confidence and openness.
- Openly discuss weaknesses and areas for improvement, creating an environment of trust.
- Being able to listen attentively when others talk about their weaknesses, showing emotional openness and appreciation.

Contra Evidence in Conversation i.e.:

- Feeling threatened when weak sides or personal shortcomings are highlighted, showing discomfort in talking about weaknesses.
- Hiding weaknesses or presenting oneself as perfect indicates a lack of honesty in communication.
- Avoiding discussions about areas for improvement shows a lack of openness to personal growth.

Definition of Communication Value *Presence* in conversation is reflecting the value of listening attentively, empathy, acceptance, desire to understand and interact positively with others. This value can be seen from *Evidence* (Supportive Behavior) and *Contra Evidence* (Conflicting Behavior) when communicating.

Evidence of presence in the conversation is shown by:

- Try to put yourself in someone else's shoes.
- Clarify in the form of reflection.
- Do not judge or draw your own conclusions.
- Ask questions to understand.
- Objective

Contra Evidence of Absence in Conversation is shown by:

- Underestimating what others consider important.
- Giving feedback too early.
- Subjective
- Not focused on listening

Table 2. Cultural Communication Values "Competence"

AKHLAK	Categorization of Values	%	Value Category
Kompeten (Competence)	Proficient (5)	5,5	Eksploratif
	Intelligent (5)	5,5	
	Meticulous (5)	5,5	Earnestness
	Creative (15)	16,6	

	Disciplined (10)	11,1	
	Rational (5)	5,5	
	Motivated (5)	5,5	
	Innovative (10)	11,1	
	Skilled (5)	5,5	
	Commitment (10)	11,1	
	Cooperation (5)	5,5	
	Motivation (5)	5,5	
	Empathy (5)	5,5	
	Total Responses : 90	100	

Competent work culture is represented by 13 values namely Skillful, Intelligent, Careful, Creative, Disciplined, Rational, Motivational, Innovative, Skilled, Commitment, Cooperation, Motivating, and Caring. These values are still generally behavioral values and cannot be fully demonstrated in conversation. For this reason, it was agreed that the communication values that encompass these 13 values are Explorative and Earnestness. These values were chosen because they are higher in meaning and scope and can be seen in conversation. In addition to agreeing on the communication values to be used in conversation, it was also agreed on the meaning and significance of each value as well as the measurement tool for demonstrating these values in conversation through Evidence (Supportive Behavior) and Contra Evidence (Conflicting Behavior) when communicating.

The definition of Explorative Communication Value in conversation is listening attentively, accepting diversity, creating inclusivity, and sparking ideas and viewpoints by provoking thoughts and feelings. This value can be seen from Evidence (Supportive Behavior) and Contra Evidence (Contrary Behavior) when communicating.

Explorative *Evidence* in Conversation is shown from:

- Actively ask questions and listen attentively to gain a deeper understanding of a topic.
- Open, willing to listen and consider different points of view, even if it goes against their own opinion.
- Ask open-ended questions that stimulate critical thinking and reflection.

Contra Evidence in Conversation is shown from:

- Resistance to new ideas or approaches that do not fit with their beliefs or experiences.
- Differences produce shades of conflict.
- Subjective

Communication Value earnestness in conversation is communicating according to one's expertise and knowledge, creating trust among coworkers. It creates an environment that supports the exchange of honest and authentic information, strengthening collaboration and productivity within the company. This value can be seen from Evidence (Supportive Behavior) and Contra Evidence (Conflicting Behavior) when communicating.

Evidence of Earnestness in Conversation is shown from:

- Responding happily when hearing ideas or feedback, showing appreciation for contributions.
- Talk and share ideas, creating a collaborative and responsive atmosphere.
- The ideas presented are received without feeling threatened, creating an environment that supports the exploration of ideas.

Contra Evidence (Situations that Discourage Solemnity) is shown from:

- Some people may not respond enthusiastically or ignore certain ideas, showing a lack of appreciation.
- Conversations may seem monotonous or stalled when topics cross the boundaries of one's expertise, creating a gap in communication.
- There are signs of tension or confusion when complex topics are discussed, indicating discomfort and difficulty in understanding the topic.

Table 3. Cultural Communication Values "Harmonious"

AKHLAK	Categorization of Values	%	Value Category
Harmonis (Harmonious)	Friendly (5)	7,69	Authentic Partnership
	Empathy (10)	15,3	
	Cooperation (10)	15,3	
	Caring (15)	23,07	
	Comfort (5)	7,69	
	Hearing (5)	7,69	
	Transparent (5)	7,69	
	Tolerance (10)	15,3	
	Total Responses: 90	100	

Harmonious work culture is represented by 8 values: Friendly, Empathy, Cooperation, Care, Comfort, Listening, Transparency, and Tolerance. These values are still generally behavioral values and cannot be fully demonstrated in conversation. For this reason, it was agreed that the communication values that encompassed these 8 values were Partnership and Authenticity. These values were chosen because they are higher in meaning and scope and can be seen in conversation. In addition to agreeing on the communication values to be used in conversation, it was also agreed on the meaning and significance of each value as well as the measurement tool for demonstrating these values in conversation through Evidence (supporting behavior) and Contra Evidence (opposing behavior) when communicating.

The definition of Partnership Communication Value in conversation is a conversation that upholds equality. This value can be seen from Evidence (Supportive Behavior) and Contra Evidence (Conflicting Behavior) when communicating.

Evidence of Partnering in Conversation is shown from:

- Ideas and views from both parties are valued and seriously considered.
- Listening with empathy, trying to understand the feelings and views of others, and responding with understanding and care.

- Establish an open and safe conversational atmosphere for others to speak openly.
- Mutual support and respect for diversity of viewpoints, values, cultures.

Contra Evidence is shown from:

- Being indifferent to others' feelings or views.
- Self-righteous and focused on their own interests and views rather than paying attention to the needs or perspectives of others.
- Dominate the conversation, ignoring or belittling the contributions of others.

The value of authentic communication in conversation is openly communicating personal strengths and resources, as well as areas of self and resources that need improvement. This value can be seen from *Evidence* (Supportive Behavior) and *Contra Evidence* (Conflicting Behavior) when communicating.

Evidence (Authentic Evidence in Conversation) is demonstrated by:

- Honestly recognizes her personal strengths and talents, demonstrating confidence and openness.
- Openly discuss weaknesses and areas for improvement, creating an environment of trust.
- Being able to listen attentively when others talk about their weaknesses, showing emotional openness and appreciation.

Contra Evidence of Inauthenticity in Conversation is demonstrated by:

- Feeling threatened when weak sides or personal shortcomings are highlighted, showing discomfort in talking about weaknesses.
- Hiding weaknesses or presenting oneself as perfect indicates a lack of honesty in communication.
- Avoiding discussions about areas for improvement shows a lack of openness to personal growth.

Table 4. Communication Values of "Loyal" Culture

AKHLAK	Categorization of Values	%	Value Category
Loyal	Caring (15)	23,07	Partnership Warm
	Professional (5)	7,69	
	Loyalty (5)	7,69	
	Commitment (5)	7,69	
	Enterprising (5)	7,69	
	Consistent (5)	7,69	
	Confession (5)	7,69	
	Active Participation (5)	7,69	
	Cooperation (10)	15,3	
	Respect (5)	7,69	

Loyal work culture is represented by 10 values namely Caring, Professional, Loyalty, Commitment, Enterprising, Consistent, Recognition, Active Participation, Cooperation, and Respect. These values are still generally behavioral values and cannot be

fully demonstrated in conversation. For this reason, it was agreed that the communication values that encompassed these 10 values were Warmth and Partnership. These values were chosen because they are higher in meaning and scope and can be seen in conversation. In addition to agreeing on the communication values to be used in conversations, it was also agreed on the meaning and significance of each value as well as measuring the demonstration of these values in conversations through Evidence (Supportive Behavior) and Contra Evidence (Opposing Behavior) when communicating.

The definition of Warm Communication Value in conversation is friendship, acceptance, and acknowledgment. This value can be seen from Evidence (Supportive Behavior) and Contra Evidence (Conflicting Behavior) when communicating.

Evidence of Warmth in Conversation is shown by:

- Accept others as they are and value their contribution to the conversation.
- Demonstrate emotional openness, speak with warmth and compassion, create a comfortable and friendly conversational climate.
- Pay attention to the feelings and needs of others and respond with care and consideration.

Contra Evidence (Evidence of Unfriendliness in Conversation) is shown by:

- Being cold, unfriendly, or even rude in conversation.
- Not noticing or ignoring the feelings of others, even if they appear to be in pain or uncomfortable.
- Emotional distancing, difficulty opening or showing positive emotions to others.

The definition of Partnership Communication Value in conversation is a conversation that upholds equality. This value can be seen from *Evidence* (Supportive Behavior) and *Contra Evidence* (Conflicting Behavior) when communicating.

Evidence of Partnering in Conversation is shown from:

- Ideas and views from both parties are valued and seriously considered.
- Listening with empathy, trying to understand the feelings and views of others, and responding with understanding and care.
- Establish an open and safe conversational atmosphere for others to speak openly.
- Mutual support and respect for diverse viewpoints, values, cultures.

Contra Evidence is shown from:

- Being indifferent to others' feelings or views.
- Self-righteous and focused on their own interests and views rather than paying attention to the needs or perspectives of others.
- Dominate the conversation, ignoring or belittling the contributions of others.

Table 5. Values of "Adaptive" Cultural Communication

AKHLAK	Categorization of Values	%	Value Category
--------	--------------------------	---	----------------

Adaptif (Adaptive)	Inspirational (5)	7,69	Eksplorative Partnership
	Creative (15)	23,07	
	Tranquility (5)	7,69	
	Simple (5)	7,69	
	Adaptability (5)	7,69	
	Sincerity (5)	7,69	
	Active Participation (5)	7,69	
	Brave (5)	7,69	
	Adaptation (5)	7,69	
	Motivation (5)	7,69	
	Sincerity (5)	7,69	
	Total Responses: 65	100	

Collaborative work culture is represented by 10 values: Commitment, Consistency, Discipline, Mutual Support, Listening, Cooperation, Enthusiasm, Synergy, Collaboration, and Friendship. These values are still generally behavioral values and cannot be fully demonstrated in conversation. For this reason, it was agreed that the communication values that encompass these 10 values are Responsiveness and Partnership. These values were chosen because they are higher in meaning and scope and can be seen in conversation. In addition to agreeing on the communication values to be used in conversations, it was also agreed on the meaning and significance of each value as well as measuring the demonstration of these values in conversations through Evidence (Supportive Behavior) and Contra Evidence (Opposing Behavior) when communicating.

The definition of Responsive Communication Value in conversation is that there is a process of complementarity, not silence. This value can be seen from Evidence (Supportive Behavior) and Contra Evidence (Conflicting Behavior) when communicating.

Evidence of Responsive Behavior in Conversation is shown from:

- Responding attentively to the content of another's message, showing a deep understanding of what has been said.
- Providing an open response, showing interest and presence in the conversation, ensures that the other person feels heard and valued.
- Appreciate others' ideas, even if they disagree, and try to build constructive discussions.

Contra Evidence of Unresponsive Behavior in Conversation is shown from:

- Not responding well, giving short answers, or showing no interest in what the other person is saying.
- Showing indifference to the conversation, disregarding the feelings or needs of others.
- Not taking the other person's side in the conversation, not showing support, or understanding for their perspective or issues.

The definition of Partnership Communication Value in conversation is a conversation that upholds equality. This value can be seen from *Evidence* (Supportive Behavior) and *Contra Evidence* (Conflicting Behavior) when communicating.

Evidence of Partnering in Conversation is shown from:

- Ideas and views from both parties are valued and seriously considered.
- Listening with empathy, trying to understand the feelings and views of others, and responding with understanding and care.
- Establish an open and safe conversational atmosphere for others to speak openly.
- Mutual support and respect for diverse viewpoints, values, cultures.

Contra Evidence is shown from:

- Being indifferent to others' feelings or views.
- Self-righteous and focused on their own interests and views rather than paying attention to the needs or perspectives of others.
- Dominate the conversation, ignoring or belittling the contributions of others.

Table 6. Values of "Collaborative" Cultural Communication

AKHLAK	Nilai-Nilai dari Perkebunan	%	Kategori Nilai
Kolaboratif (Collaborative)	Commitment (10)	13,3	Partnership Responsive
	Consistent (5)	6,66	
	Discipline (5)	6,66	
	Supporting Each Other (15)	20	
	Listening (5)	6,66	
	Cooperation (15)	20	
	Enthusiasm (5)	6,66	
	Synergy (5)	6,66	
	Collaboration (5)	6,66	
	Friendly (5)	6,66	
	Total responses: 75	100	

Collaborative work culture is represented by 10 values: Commitment, Consistency, Discipline, Mutual Support, Listening, Cooperation, Enthusiasm, Synergy, Collaboration, and Friendship. These values are still generally behavioral values and cannot be fully demonstrated in conversation. For this reason, it was agreed that the communication values that encompass these 10 values are Responsiveness and Partnership. These values were chosen because they are higher in meaning and scope and can be seen in conversation. In addition to agreeing on the communication values to be used in conversations, it was also agreed on the meaning and significance of each value as well as measuring the demonstration of these values in conversations through *Evidence* (Supportive Behavior) and *Contra Evidence* (Opposing Behavior) when communicating.

The definition of Responsive Communication Value in conversation is that there is a process of complementarity, not silence. This value can be seen from *Evidence* (Supportive Behavior) and *Contra Evidence* (Conflicting Behavior) when communicating.

Evidence of Responsive Behavior in Conversation is shown from:

- Responding attentively to the content of another's message, showing a deep understanding of what has been said.

- Providing an open response, showing interest and presence in the conversation, ensures that the other person feels heard and valued.
- Appreciate others' ideas, even if they disagree, and try to build constructive discussions.

Contra Evidence of Unresponsive Behavior in Conversation is shown from:

- Not responding well, giving short answers, or showing no interest in what the other person is saying.
- Showing indifference to the conversation, disregarding the feelings or needs of others.
- Not taking the other person's side in the conversation, not showing support, or understanding for their perspective or issues.

The definition of Partnership Communication Value in conversation is a conversation that upholds equality. This value can be seen from *Evidence* (Supportive Behavior) and *Contra Evidence* (Conflicting Behavior) when communicating.

Evidence of Partnering in Conversation is shown from:

- Ideas and views from both parties are valued and seriously considered.
- Listening with empathy, trying to understand the feelings and views of others, and responding with understanding and care.
- Establish an open and safe conversational atmosphere for others to speak openly.
- Mutual support and respect for diverse viewpoints, values, cultures.

Contra Evidence is shown from:

- Being indifferent to others' feelings or views.
- Self-righteous and focused on their own interests and views rather than paying attention to the needs or perspectives of others.
- Dominate the conversation, ignoring or belittling the contributions of others.

3 Finding and Discussion

The results of research using various creative and innovative methods in qualitative research found that this method was effective for formulating values. Researchers have not found research with a communication approach that discusses communication values in company culture more specifically. As we know communication is organization, it is culture, the process of understanding work and organization. However, these meanings, values, and sense-making are not always shared equally, and they are not mutually beneficial [16]. [17]said communication has proven to be very important in creating organizational culture and organizational identification. However, the two constructs still have difficulties in agreement on the meaning and the best method of study.

From the results of the study, it can be concluded that the internalization of organizational culture is important to be aware of and starts from the most micro interactions, namely communication (formal and informal) using values that can be observed and conveyed in communication interactions. These values, which are then referred to as

the main values of organizational communication, are values that are mutually agreed upon by organizational members based on observations, needs and alignment with organizational culture. This research also found that creative methods in the form of a combination of audio-visual utilization, role play, Post It (sticky notes) and delphi designed in the form of group facilitation can be used as a tool to carry out a series of processes to find, classify and agree on communication values in adopting corporate culture

4 Conclusion

The research results found that leaders' understanding of communication values, behavioral values, behavior and culture is still very low; The required communication values that are in accordance with AKHLAK culture are Authentic, Presence, Explorative, Earnestness, Partnership, Warmth and Responsiveness

This research provides a deeper understanding of the importance of communication in the internalization of BUMN AKHLAK corporate culture in Indonesia. By understanding how communication can influence organizational culture, a company can be more effective in achieving its strategic goals and maintaining the desired culture. This research can provide valuable insight into how organizations can integrate corporate cultural values through everyday conversations.

The results of this research can provide valuable insight for Indonesian BUMN management in managing organizational culture and understanding the important role of communication in maintaining and strengthening AKHLAK values. These findings could also have broader implications for organizations in other sectors looking to build strong corporate cultures.

Acknowledgements

I would like to express my deepest appreciation and gratitude to the Universitas Sumatera Utara (USU), where I studied, for the outstanding contributions and full support provided during the conduct of this research.

References

1. A. Barth and S. Mansouri, "Corporate culture and banking," *J Econ Behav Organ*, vol. 186, pp. 46–75, Jun. 2021, doi: 10.1016/J.JEBO.2021.02.010.
2. L. Guiso, P. Sapienza, and L. Zingales, "The value of corporate culture," *J financ econ*, vol. 117, no. 1, pp. 60–76, 2015, doi: 10.1016/j.jfineco.2014.05.010.
3. F. Fiordelisi, L. Renneboog, O. Ricci, and S. S. Lopes, "Creative corporate culture and innovation," *Journal of International Financial Markets, Institutions and Money*, vol. 63, pp. 780–793, 2019, doi: 10.1016/j.intfin.2019.101137.
4. S. Franzoni, "Measuring corporate culture," *Corporate Ownership and Control*, vol. 10, no. 4 D,CONT3, pp. 308–316, 2013, doi: 10.22495/cocv10i4c3art2.

5. C. L. Stroud and S. L. Simoneaux, "Business Best Practices A Strong Corporate Culture Is Key to Success," *Journal of Pension Benefits: Issues in Administration*, vol. Vol. 22, no. Issue 1, pp. p51-53. 3p., 2014.
6. A. LaMarre and K. Chamberlain, "Innovating qualitative research methods: Proposals and possibilities," *Methods in Psychology*, vol. 6, 2022, doi: 10.1016/j.metip.2021.100083.
7. O. Calder-Dawe, K. Witten, P. Carroll, and T. Morris, "'Looks like a lot of awesome things are coming out of the study!': Reflections on researching, communicating and challenging everyday inequalities," *Methods in Psychology*, vol. 5, 2021, doi: 10.1016/j.metip.2021.100058.
8. C. Sass, C. Surr, and L. Lozano-Sufrategui, "Creative non-fiction in dementia: Men's experiences of sport-focused reminiscence using narrative methods," *Methods in Psychology*, vol. 5, 2021, doi: 10.1016/j.metip.2021.100061.
9. J. Monforte and J. Úbeda-Colomer, "Tinkering with the two-to-one interview: Reflections on the use of two interviewers in qualitative constructionist inquiry," *Methods in Psychology*, vol. 5, 2021, doi: 10.1016/j.metip.2021.100082.
10. J. Dare *et al.*, "Co-creating visual representations of safe spaces with mental health service users using photovoice and zoom," *Methods in Psychology*, vol. 5, 2021, doi: 10.1016/j.metip.2021.100059.
11. M. del Río Carral, L. Volpato, C. Michoud, T. T. Phan, and D. Gatica-Pérez, "Professional YouTubers' health videos as research material: Formulating a multi-method design in health psychology," *Methods in Psychology*, vol. 5, 2021, doi: 10.1016/j.metip.2021.100051.
12. L. Kilby and H. Lennon, "When words are not enough: Combined textual and visual multimodal analysis as a Critical Discursive Psychology undertaking," *Methods in Psychology*, vol. 5, 2021, doi: 10.1016/j.metip.2021.100071.
13. J. MacIsaac, "Picturing femininities and masculinities: Using visual methods to explore gender relations," *Methods in Psychology*, vol. 5, 2021, doi: 10.1016/j.metip.2021.100079.
14. I. R. Williamson, K. Quincey, B. J. Lond, and P. Papaloukas, "Unanticipated voices? Reflections from our ongoing 'adventures' with participant-authored photography, interviewing and interpretative phenomenology," *Methods in Psychology*, vol. 5, 2021, doi: 10.1016/j.metip.2021.100062.
15. J. W. Creswell and J. D. Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches - John W. Creswell, J. David Creswell - Google Books*. 2018.
16. M. B. Silva, "Percepção da população assistida sobre a inserção de estudantes de medicina na Unidade Básica de Saúde," *Trabalho de conclusão de curso*, vol. 1, no. 9, pp. 1–10, 2016, doi: 10.1017/CBO9781107415324.004.
17. R. Walker, "Communication Perspectives on Organizational Culture and Organizational Identification," *International Journal of Business Communication*, vol. 58, no. 2, 2021, doi: 10.1177/2329488420957073.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

