Creating a High-Performance Corporate Culture: A Case Study of PT Telkom Indonesia Regional 4

Radityo Anwar Muhaimin[1*,] Arif Hartono[2]

[1,2] Department of Management, Faculty of Bussines and Economics, Universitas Islam Indonesia, Indonesia

Coresponding author: 19311042@students.uii.ac.id

Abstract

Having highly dedicated employees who have good performance will help the company achieve its vision and mission. This study aims to discover how to create a high-performing corporate culture at PT Telkom Indonesia Regional 4. The method in this study uses a qualitative approach through case studies. The research used interview techniques with three informants from the Human Capital Unit of PT Telkom Indonesia Regional 4. The findings from this study indicate several aspects related to the company's process of building a high-performance culture, including the components of organizational culture, organizational sub-culture, high-performance culture, socialization of organizational culture, leadership attitudes towards organizational culture, and high-performance cultural systems. In implementing the process, PT Telkom Indonesia Regional 4 has challenges such as company transformation, minimal employee involvement, and diversity of backgrounds. To overcome these challenges so that creating a high-performance culture continues to run effectively, PT Telkom Indonesia Regional 4 innovates in the work environment, adjusts the culture to the workload, is adaptive, and builds personal relationships through sharing sessions with the employee union.

Keywords: corporate culture, employee, high-performance, Telkom Indonesia

1. INTRODUCTION

Telkom Company has a unique approach to managing their employees. For them, employees philosophically are capital, not resources. This philosophy means that PT Telkom, one of the best state-owned companies (BUMN), treats its employees as capital for the company that must be developed continuously, not resources that are used excessively. PT Telkom's philosophy in employee management has become a benchmark for other large

companies. PT Telkom actively runs a national actualization program called Calendar of Culture Action (COCA) to internalize corporate culture to its employees.

Telkom Indonesia Regional 4 is a branch of PT Telkom Indonesia in the coverage area of Central Java and the Special Region of Yogyakarta. This company branch has a particular unit to manage organizational culture with its employees, namely the Human Capital Regional Unit 4. This unit comprises a Culture Agent and Culture Booster (CA & CB) team. Through this particular team, it is hoped that PT Telkom Indonesia Regional 4 employees will have a high-performance culture. However, based on observational data found by researchers, there are currently problems with implementing culture at PT Telkom Regional 4, such as lack of interaction between employees, communication with superiors that could be smoother, and unbalanced delegation of tasks and work unit functions.

Corporate culture plays an essential role because it will directly affect company performance. Organizational culture is helpful for companies to limit functions that differentiate between organizations, create identities for members, increase focus on common goals, and maintain the stability of organizational components through the same cultural understanding (Sutrisno, 2009). For employees, having a corporate culture will make it easier for them to adapt themselves to the organizational environment and help employees know what actions to take on the values that exist in the organization (Riani, 2011; Iskamto, 2023).

As one of the largest state-owned companies in Indonesia, having a positive corporate culture is an important thing that PT Telkom must consider because it will affect the performance of employees in the company. If employee performance is less than optimal, it will affect company performance and profitability. Based on this explanation, the researcher is interested in researching the process of creating a high-performance corporate culture by conducting a case study at PT Telkom Indonesia Regional 4.

1.1   Research Purposes

This research aims to know how to create a high-performing corporate culture at PT Telkom Indonesia Regional 4. In addition, this research also discusses the challenges PT Telkom Indonesia Regional 4 faced in creating a high-performing corporate culture and how to mitigate these challenges the company does.

2.   LITERATURE REVIEW
2.1   Corporate Culture

Organizational culture in a company is called corporate culture, defined as a set of systems, values, beliefs, assumptions, or norms that have existed within the organization for

748

a long time (Sutrisno, 2009). These norms then become a reference in behaving up to a way to solve a problem that members/employees of the company embrace together. Based on this, some interpret that organizational culture is a company's soul (Killman, et.al; Sutrisno, 2009). Colquitt, et.al (2009; (Busro, 2018) explained that organizational culture has three main components, namely 1) visible artifacts, such as company symbols or logos, language, and other physical characteristics to rituals; 2) values that support the beliefs or norms upheld by the organization; and 3) basic assumptions or ideology that all members believe. A strong organizational culture has a significant influence on some organizations or companies (Egdair & Abdelsalam, 2020).

A company has units or divisions within it that have their sub-cultures. Sub-culture is not a limitation for members of the organization to interact with the overall organizational culture or sub-cultures of other units (Harahap, 2011). This sub-culture can strengthen the advantages of each unit or division within a company organization (Alansori et al., 2021). If the culture in a division can improve the achievement and performance of the division, it will have a good impact on the company. Meanwhile, if the values instilled in the unit's sub-culture conflict with the overall organizational culture, it will weaken the organizational culture itself.

The diversity within the company can be seen from the combination of its employees, who are also multicultural (Udin, et.al., 2017; Tamunomiebi & John-Eke, 2020). According to Adler (2002; Trefry, 2006) a multicultural work environment can pose challenges in interactions that have the potential to cause work ineffectiveness. However, if companies can organize diversity within their companies, it can provide benefits because diversity can be a source of innovation and creativity (Fredman, 2001; (Tamunomiebi & John-Eke, 2020)).

The successful implementation of organizational culture requires a supportive leader (Burhanuddin et al., 2018). Karimi et al., (2023) explained that leadership is the main factor influencing innovative behavior in organizational culture. In addition to leadership factors, cultural socialization needs to be done for new employees to adapt to the values of the company's organization (Sutrisno, 2009). Cultural socialization can occur during employee selection or recruitment through top management directives and actions and other cultural socialization activities (Robbins, 2003; Harahap, 2011). Companies can change from time to time. Therefore, company resources need good cultural adaptability to be always relevant (Sabuhari et al., 2020)

2.2   High-Performance Culture

A *high-performance culture* is a mindset related to using human resources effectively to achieve maximum team performance in the long term (Wriston, 2007). The components

needed to build a high-performance culture consist of 1) a collaborative work environment, 2) an accountability culture, 3) focus, and 4) robust processes (Wriston, 2007).

Companies need a strategy to form a high-performance culture, namely, a high-performance work system (HPWS). HPWS is a strategy or approach in human resource management that was created to attract good quality workers, increase employee commitment and skills (Özçelik et al., 2016). The application of HPWS by companies can increase the value, uniqueness, ability, and knowledge of employees that are difficult to imitate, encouraging positive employee behavior and improving company performance (Han et al., 2020). HPWS includes several human resource policy components related to staffing, compensation, job security, flexible work assignments, independent teams, employee training and development, and effective communication (Tsao et al., 2016).

2.3   Continuous Learning Culture

Organizations must work to disseminate and establish a consistent learning culture. Individual learning is often encouraged in organizations, and the collaboration of widespread knowledge can benefit organizations. However, these benefits cannot be maximized if the organization has a limited or sub-optimal learning culture (Rass et al., 2023). A continuous learning culture allows individuals in the company to adapt to the changing era and the future (Vinesian et al., 2023). Changes in the company can create situations that cause discomfort for employees (Furxhi, 2021). Employees' attitude or behavior toward change depends on how they prepare for these changes individually. Therefore, a continuous learning culture is expected to be a factor that supports better adaptive attitudes for employees.

2.4   Organizational Alignment Theory

Kristof-Brown (1996; Memon et al., 2018) explained that the fit between an individual and an organization (person-organization fit) can lead to the possibility of an individual remaining in the organization. The concept of person-organization (PO) can be interpreted in the context of alignment of values and alignment goals (Memon et al., 2018). Value alignment means that if one's values match the organization's, it can lead to positive attitudes and psychological attachment. Goal alignment refers to how individual goals align with organizational goals. In this case, organizational culture has a role in maintaining individual commitment to the organization (Sutrisno, 2009).

2.5 Perceptions of High Workload and Labor Unions

Problems related to employee management in a company are always related to workload. High workload is proven to be a primary factor in employee burnout (Ugwu & Onyishi, 2020). A high workload can reduce job satisfaction, decrease the ability to meet needs and increase the incidence of significant psychological disorders for employees (Ugwu & Onyishi, 2020).

In Indonesia, there is a labor guarantee through law not to prevent an inappropriate workload. Constitution number 21 of 2000 states that work unions can consist of, by, and for workers/labor inside and outside the company, which are free, open, independent, democratic, and responsible for fighting for, defending, and protecting the rights and obligations of workers. Trade unions are essential considering that the relationship between workers, trade unions, and employers/companies is a relationship that lasts for a long time, so it is necessary to maintain it properly so that there is no arbitrariness on the part of one of the parties (Podungge, 2020).

2.6 Internal Communication

Internal communication is the main focus in corporate communications, management, and public relations (Arif et al., 2023). In the context of company management, internal communication enables communicative interactions among employees and promotes internal relations within the organization (Mazzei, 2010; Arif et al., 2023). Organizations should view internal communication as an interactive and collaborative process. Increased formation of meaning through internal communication links encourages building strong relationships between management and employees.

3. RESEARCH METHOD
3. 1 Research Approach

This study uses a qualitative method with a case study approach. Case studies are part of qualitative research that explores a particular case by gathering various sources of information (Raco, 2010). The case study in this research aims to develop an in-depth analysis regarding a case in the form of a program, event, activity, process, or an individual or community (Creswell & Creswell, 2018). The data collected in this study were obtained through interview and observation techniques with informants from the Human Capital unit of PT Telkom Indonesia Regional 4. In addition, researchers also used observation and documentation techniques to support the results of interviews and observations.

3.2 Data Analysis and Validity Test

The data analysis method used is the Miles & Huberman model (1992; Hardani et al., 2020) which consists of several stages: 1) data condensation, 2) presentation of data, and 3) conclusion. After the analysis stage, verification or testing of the data's validity is also carried out to support the results found regarding the assumptions, concepts, and theories that have been believed (Budiastuti & Bandur, 2018). Data validity checking techniques are related to trust, transferability, dependability, and certainty between data (Moleong, 2019).

4. RESULT
4.1 The Process of Creating a High-Performance Company Culture
4.1.1 Components of Organizational Culture

PT Telkom Indonesia Regional 4's corporate culture can first be seen from the components of its organizational culture. Representatives from Human Capital explained that the components of organizational culture consist of specific attributes they set and the company's core values. For example, there are regulations on using blangkon for employees every Thursday. Apart from that, their company values are physically visible through posters with the acronym **AKHLAK**, which means Trustworthy (*Amanah*), Competent (*Kompeten*), Harmonious (*Harmonis*), Loyal (*Loyal*), Adaptive (*Adaptif*), and Collaborative (*Kolaboratif*).
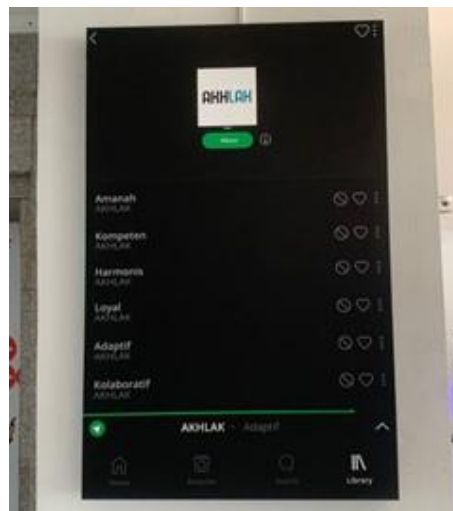

Figure 1. Telkom Indonesia Corporate Culture's Slogan Poster

These core values adapt to the Indonesian Ministry of SOEs and serve as guidelines for employees to carry out their duties and create a better work environment.

752

4.1.2   Organizational Sub-Culture

Furthermore, the process of creating PT Telkom's Regional corporate culture is from the sub-culture within the company. The sub-culture in PT is called "Kipas Budaya (*cultural fan*)," a localized corporate culture that only exists locally in certain divisions.

Figure 2. Telkom Regional 4 Sub-Cultural Logo

The Cultural Fan in PT Telkom Regional 4 is called Java Dwipa. Each division has its own Cultural Fan, which aligns with the company's core values, AKHLAK.

4.1.3   High-Performance Culture

PT Telkom Regional 4 company has implemented high-performance cultural practices where employees and management work together to achieve set goals effectively and efficiently. The culture in question leads to a culture of accountability. The actualization of this culture is regularly evaluated by the Human Capital Unit so that the company and its employees can maintain excellent and innovative performance. Evaluations are always carried out based on the company's core values. Improvements or development will be carried out if a job does not follow the company's values.

4.1.4   Socialization of Organizational Culture

PT Telkom Regional 4 guarantees that all employees receive cultural socialization because adapting to the company is essential. This socialization is carried out through social media and employee group chats provided by Human Capital. Apart from that, Human Capital also holds events and exhibitions at certain times for cultural activation, which aims

to introduce organizational culture nationally and regionally. The socialization process is given by top management permission to the sections or divisions below it.

4.1.5   Leadership Attitudes Towards Organizational Culture

Based on the interview results, sources from Human Capital explained that the leadership of PT Telkom Indonesia was very concerned about actualizing company culture. Therefore, PT Telkom established a special division for corporate culture management under Human Capital (HC), namely HC Culture.

Employees also assess the positive attitude of the leadership through the company's commitment to being ready to take responsibility and support all employee innovations with the funding needed for innovation development. All forms of creation are supported as long as they comply with PT Telkom's core values.

4.1.6   High-Performance Work System (HPWS)

HPWS practice at Telkom Regional 4 includes several work components, such as flexible assignments, selective employee recruitment, and employee compensation. To build higher performance levels, sometimes Human Capital encourages employees to achieve higher targets than central management. However, these demands are within the workload of employees who should. Employees in multiple units get flexible working hours. Telkom adopts a flexible work system that allows its employees to work from anywhere and is more accessible in determining their work style. The *Objectives Key Results* (OKR) system regulates this freedom of work.

High-performance demands from PT Telkom for its employees have guaranteed health insurance for employees, welfare, and education allowances for employees' children through Telkom's collaboration with specific universities. HPWS implementation at Telkom, according to the Capital Unit, is designed in such a way as to improve overall company performance by creating an effective, productive, and guaranteed work environment for employees.

4.1   Challenges of Acutalizing Company Culture
4.1.1 Company Transformation

PT Telkom Indonesia is transitioning from a Business-to-customer (B2C) focus to business-to-business (B2B). These changes certainly affect the culture, way of working, and human resources of employees because all company parties must adapt to the new business model. This transformation process has also created uncertainty among employees, making them anxious because they are unsure how the company will move forward. The changes are

also carried out quickly because Telkom needs to move with new changes in an increasingly dynamic business environment and fierce competition. For PT Telkom Regional 4, this rapid change has become a challenge for creating a high-performance culture because it can result in resistance and discomfort for employees who are used to the old or previous culture.

4.1.2 Minimal Involvement of Employees

Regional Team 4 has a Culture Agent and Culture Booster (CA & CB), a team tasked with developing a company work culture that aligns with AKHLAK values and improving employees' mental and spiritual quality so that employees can provide their best work performance. However, this does not indicate a significant renewal of actualization of corporate culture due to the minimal involvement of employees.

The results of interviews and observations show that not all employees have the same enthusiasm for actualizing corporate culture at Telkom Regional 4. Employees consider these cultural actualization tasks as additional workload, while their main work is already a lot. The extra workload can cause the actualization of a high-performance culture in Telkom Regional 4 challenging to achieve the desired target.

4.1.3 Diversity of Backgrounds

Telkom Regional 4 is a branch of PT Telkom Indonesia with the most significant number of employees from all regions in Indonesia. The diversity of employees in Telkom Regional 4 results in a heterogeneous background, as everyone brings their own culture, values, beliefs, norms, and behaviors. The challenges encountered from this diversity are usually in interactions with certain age groups. Conflicts occur not due to interactions between the old and the young or vice versa but often due to co-workers who are the same age. It is more common for employees of the same period to argue because they both have different ideals, ideas, and high egos.

4.2 Mitigation of Company Culture Problems

To overcome various obstacles and challenges in cultural actualization, PT Telkom implements the following mitigation methods:

4.2.1 Creating a Culture of Innovation and Learning in the Work Environment

Establishing a work environment that supports learning and innovation is the right solution to overcome conflict in the workplace. The learning process implemented by Telkom Regional 4 to create a culture of innovation and learning occurs effectively. Employees who make mistakes will have feedback or triggers to help them learn from the

error. Apart from that, each employee also has a mentor whose role is to help him develop skills and knowledge at work.

4.2.2 Matching The Culture to The Job

One of the challenges that Telkom may face in creating a high-performance company culture is the need for more employee involvement due to the immense workload. The workload is mitigated by Telkom Regional 4 by adjusting the culture to the number of employees. Employees can also be flexible in implementing a culture, such as accepting interns to help with the workload, making it easier to complete. Every employee will have the training to have a solution spirit always to work optimally and to integrate with the company's values and culture.

4.2.3 Building an Adaptive Attitude

Adaptive ability is essential in dealing with internal and external changes affecting achieving high-performance corporate culture goals. In dealing with corporate transformation, individuals must be adaptive to these changes. Some of the company's actions to ensure that its employees can adapt well to PT Telkom's changes are offering to move to Telkomsel by attending some training first. PT Telkom also facilitates employees to transfer relevant knowledge to employees who change units or divisions.

Telkom involves various parties, from Human Capital to top leaders, to support good adaptation for the company and employees. This aims to show the company's full support in pushing the organization as a whole.

4.2.4 Personal Approach

The Human Capital Unit also takes a personal approach to motivate every employee at Telkom Regional 4 to actualize culture through Diarium, a forum the company provides to update company culture actualization for employees. This personal approach is carried out from manager to employee level so that everyone consistently creates a high-performance organizational culture.

4.2.5 Sharing Session

A sharing session (Digismart) is an activity at Telkom Regional 4 to share experiences, ideas, and knowledge openly and collaboratively between teams and fellow employees. Through Digismart, employees can understand each other and recognize the differences that exist between them so that they can be a solution to existing diversity challenges. Digismart

activities are a forum for discussing mutual interests, which can be held face-to-face or online via video conference platforms such as Zoom to make it more flexible.

4.2.6 Employee Union

The Employee Union (Sekar) at PT Telkom Regional 4 is a forum for employees to unite and fight for rights, welfare, and working conditions jointly. In general, Sekar functions as a representative and advocate for the collective interests of employees, voicing their views and needs to management and ensuring that employee rights and welfare are always maintained. During PT Telkom's business transformation, Sekar assisted and supervised so that the changes went well and were fair to all parties involved, especially employees.

5.   DISCUSSION

5.1   The Process of Creating a High-Performance Corporate Culture

The findings from the research show that the process of creating and actualizing a high-performing corporate culture at Telkom Indonesia Regional 4 consists of six aspects, namely the components of organizational culture, organizational sub-culture, high-performance culture, socialization of organizational culture, leadership attitude towards corporate culture, and high-performance implemented work system.

According to Quilqott, Le Pine, and Wesson (2009; Busro, 2018) organizational culture components consist of three elements, namely:

1. Visible artifacts, such as company logos or symbols.
2. Organizational values.
3. All company members believe in basic assumptions.

The organizational culture components contained in Telkom Regional 4 consist of elements that encourage a high-performance culture. One of them is an artifact composed of cultural attributes and slogans. Telkom Regional 4 has an agreement to use specific characteristics on certain days. Then, the cultural saying is acronymized to become AKHLAK, which consists of the company's core values: *trustworthy, competent, harmonious, loyal, adaptive, and collaborative*. All parties in the company understand and implement these values to build a high-performance culture.

Furthermore, the Telkom company has an organizational sub-culture, which the interviewee explained as the localization of corporate culture according to existing divisions. Telkom's organizational sub-culture is called the "Cultural Fan." Telkom Regional 4 has a Cultural Fan named Java Dwipa because the coverage area is for Java. The Java Dwipa sub-culture is in line with and consistent with the corporate culture's AKHLAK values. The suitability of the organizational sub-culture with the overall corporate culture, according to

J. Martin and C. Siehl (Harahap, 2011) belongs to the type of orthogonal sub-culture, in which groups of individuals follow the values of the organizational culture and have a particular work unit cultural identity without conflict. Sub-cultures within an organization have an equal impact on the parent culture and an organization's high-performance culture (Copuš et al., 2019).

Building a high-performance culture can be based on a culture of accountability and robust processes (Wriston, 2007). Telkom Regional 4 has a culture of accountability reflected through clear expectations from management regarding individual employee behavior and through strong process reviews related to achieving the actualization of the corporate culture. A culture of accountability has three consistent beliefs and practices: precise employee performance and behavior expectations, recognition and rewards for extraordinary rendition, and fair and prompt handling of performance issues (Wriston, 2007). The implementation of a culture of accountability is closely related to the style of leadership in the organization. Research from Ubaidillah dan Cahayuni (2022) shows that leadership style is the main element that influences the level of accountability in managing an organization. In addition to a culture of accountability, Telkom Regional 4 also has a robust process for implementing its company's core values. Companies must have strong process capabilities to demonstrate significant efficiencies, including even simple or minor repairs (Osipova & Petrov, 2020).

The organizational culture at Telkom Regional 4 is being socialized through employee social media groups. Apart from that, the Human Capital Unit also carries out events and exhibitions at certain times specifically to introduce and actualize company culture. Cultural socialization is essential for organizations to help new employees adapt to the company culture because even though they have passed a strict selection process, not all employees are necessarily familiar with the culture implemented by the company (Harahap, 2011). Sutrisno (2009) also stated that guidance for new employees is essential in adapting to the culture to achieve high work performance. Furthermore, Sutrisno explained that the cultural socialization process is not only the responsibility of the company's HR management but also needs to be supported by senior executives and top management.

Leaders in an organization play an important role in creating organizational culture. Telkom Indonesia's leadership shows its support for realizing a high-performance culture through company values by establishing a Human Capital Culture unit, which manages explicitly company and employee culture. Leaders must create a supportive organizational culture with flexibility and learning opportunities for innovation (Burhanuddin et al., 2018). Based on research by Karimi et al., (2023), the leader's attitude is a significant factor in shaping a culture that supports creation.

All matters related to organizational culture must have an appropriate work system for high performance. The findings of this research show that Telkom Regional 4 has a high-performance work system (HPWS) with flexible assignments for employees to determine workplaces and hours. In addition, work is assessed objectively through the OKR (Objectives Key Results) system. In building a high-performance design and culture, Telkom Regional 4 starts with selective recruitment so that human resources work according to the company's needs and culture. HPWS by companies can increase the value, uniqueness, abilities, and knowledge of employees that are difficult to imitate, encourage positive employee behavior to improve their performance in the company (Han et al., 2020).

5.2 Challenges Faced

The actualization of Telkom Indonesia Regional 4 organizational culture has challenges related to company transformation, lack of employee involvement, and diversity conflicts. Telkom's corporate change is starting the Fixed Mobile Coverage (FMC) strategy to combine IndiHome services into Telkomsel. This transformation causes high company dynamics because it affects several internal aspects, including employee work, company culture, and other management aspects. According to Furxhi (2021) organizational changes can impact various internal and external elements. In addition, change can also cause a high level of discomfort for employees because they have to adapt again to a new culture and work system.

Telkom Indonesia employees consider that implementing cultural actualization adds to the existing workload. Apart from the transformation that is taking place, employees are also required to actively upload achievements related to company culture on the Diarum application. This implementation is also supervised by Telkom's Culture Agent and Culture Booster. According to Ugwu and Onyishi, (2020) problems like this can lead to decreased job satisfaction, psychological disorders, and performance. A high workload can reduce work involvement because it can impact employee health.

Although operating in Central Java and Yogyakarta, Telkom Regional 4 has employees from various other regions in Indonesia. This heterogeneous condition of employees is challenging for the employees and the company because they have to adapt to the new environment and culture. Multicultural companies have a high potential for conflict due to each individual's differences, thus negatively impacting the creation of a high-performance culture (Trefry, 2006). This happens because there are difficulties in communicating, and differences in expectations from people with diverse backgrounds can cause misunderstandings and even conflicts. Further impacts of diversity that employees cannot

759

overcome are suspicion, poor work quality, low morale, and loss of competitiveness (Tamunomiebi & John-Eke, 2020).

5.3   Mitigation of Company Culture Problems

Challenges in the existing company culture must be mitigated correctly so that high performance can continue to run effectively. Problems related to company transformation, difficulties in the work environment, and the lack of employee involvement are mitigated by the company through a culture of learning innovation. Employees at Telkom Regional 4 will have mentors who are ready to supervise employees if they make mistakes by providing supportive feedback. Senge (2006; Rass et al., 2023) explained that learning innovation will run effectively if it starts with a culture of accepting and admitting mistakes. Admitting mistakes will be an early opportunity for employees to learn to improve their performance in the future (Rebelo & Gomes, 2011; Rass et al., 2023).

Errors from employees may occur because the workload is also high. The research results show that Telkom Regional 4 employees consider the workload heavy when employees are required to be active in the company's culture actualization and transformation program. Therefore, the company provides a flexible work system so that employees still feel comfortable with the company. Memon, et.al., (2018) said that a high-performance culture does not mean a high workload but that values and goals are congruent between employees and the organization so that they can provide high-quality work performance. O'Reilly, Chatman, and Caldwell (1990; Sutrisno, 2009) supports this statement by saying that individual suitability with organizational culture will increase employee performance, satisfaction, and turnover in various positions.

A high-performance culture means having good adaptability. Employees and company leaders need an adaptive attitude to survive in a dynamic business environment (Rass et al., 2023). Company leaders and managers must assist employees in dealing with change problems by providing a platform for learning development both for units and individuals (Burhanuddin et al., 2018).

The personal approach means Telkom Regional 4 Human Capital cares for each employee. The unique process also shows consistent support from the company for employees, both for performance improvement, physical and psychological health, and family welfare (Burhanuddin et al., 2018). After taking a personal approach, the Human Capital Unit also provides a discussion forum called Digismart for employee sharing. Each employee can share their ideas, experiences, or views through this discussion to overcome diversity issues. This mitigation shows that Telkom Regional 4 has participative management (Burhanuddin et al., 2018). Participatory management will be open to support

employee activities, including forming labor unions. Telkom Indonesia employees have an association called Sekar (Serikat Karyawan/Employee Union), a forum for employees to advocate for their rights and obligations in the company.

The challenges in a high-performance culture are closely related to the work system. Effective communication is the key to implementing a high-performance work system. (Tsao et al., 2016). Internal communication between leadership, management, and employees will advance the understanding of each party to actualize the company culture. (Arif et al., 2023).

6.   CONCLUSİON

This study aims to discover the process of creating a high-performance culture in Telkom Regional 4 and identify the challenges and their mitigation in the problems of corporate organizational culture. Based on the results of the research that has been described, it can be concluded that the high-performance culture at PT Telkom Indonesia Regional 4 consists of several interrelated aspects, starting from the components of corporate culture, existing sub-cultures, high-performance culture, cultural socialization processes, leadership attitudes, and the high-performance work system implemented.

The actualization of PT Telkom's corporate culture has challenges mainly caused by the company's transformation. In addition, employees must be more actively involved in introducing the new culture system that is implemented, to the point of conflicting differences because the company is multicultural. Several steps have been taken by Telkom Regional 4 to support and facilitate a culture of innovation and learning in the work environment. Encourage each party to be adaptive through personal approaches and sharing sessions. The company also implements participatory and open management by permitting employee unions to maintain the stability of rights and obligations between the company and employees. In this way, implementing a high-performance culture at Telkom Indonesia can run effectively and efficiently.

Based on this conclusion, the researcher provides advice to Telkom Regional 4 employees to become employees who are more adaptive, innovative, and participatory in implementing the core values of corporate culture. For companies, it is expected to improve a supportive and flexible management system, improve facilities for employees, increase learning innovation, openness to creation, and full leadership support.

REFERENCES

Alansori, A., Listyaningsih, E., Yuliansyah, Y., Lukman, I., & Sariningsih, E. (2021). Pengaruh Total Quality Management, teknologi dan budaya organisasi terhadap kinerja

manajerial. Jurnal Akuntansi, Keuangan, Dan Manajemen, 2(2), 129–139. https://doi.org/10.35912/JAKMAN.V2I2.204

Arif, S., Johnston, K. A., Lane, A., & Beatson, A. (2023). A strategic employee attribute scale: Mediating role of internal communication and employee engagement. Public Relations Review, 49(2), 102320. https://doi.org/10.1016/J.PUBREV.2023.102320

Budiastuti, D., & Bandur, A. (2018). Validitas dan Reliabilitas Penelitian. Mitra Wacana Media.

Burhanuddin, Supriyanto, A., & Adi, E. P. (2018). Budaya Organisasi Kepemimpinan; Concept, Implementation, and Measurement Modelling Based on Development Research at School Contexts (Vol. 1). Fakultas Ilmu Pendidikan Universitas Negeri Malang. www.fip.um.ac.id

Busro, M. (2018). Teori-teori manajemen sumber daya manusia. https://books.google.com/books/about/Teori_teori_Manajemen_Sumber_Daya_Ma nusi.html?hl=id&id=W-deDwAAQBAJ

Copuš, L., Šajgalíková, H., & Wojčák, E. (2019). Organizational Culture and its Motivational Potential in Manufacturing Industry: Subculture Perspective. Procedia Manufacturing, 32, 360–367. https://doi.org/10.1016/J.PROMFG.2019.02.226

Creswell, J. W., & Creswell, J. D. (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (5th ed.). SAGE Publications Ltd.

Egdair, I., & Abdelsalam, M. K. (2020). The Impact of Corporate Culture on Service Quality of Islamic Banks in Libya: The Mediating Role of Work Engagement. Hamdard Islamicus, 43(1), 71–93. https://hamdardfoundation.org/hamdard-islamicus/

Furxhi, G. (2021). Employee's Resistance and Organizational Change Factors. European Journal of Business and Management Research, 6(2), 30–32. https://doi.org/10.24018/EJBMR.2021.6.2.759

Han, J., Sun, J.-M., & Wang, H.-L. (2020). Do high performance work systems generate negative effects? How and when? Human Resource Management Review, 30(2).

Harahap, P. (2011). Budaya Organisasi. Semarang University Press.

Hardani, Andriani, H., Ustiawaty, J., Utami, E. F., Istiqomah, R. R., Fardani, R. A., Sukmana, D. J., & Auliya, N. H. (2020). Metode Penelitian Kualitatif & Kuantitatif (1st ed.). CV. Pustaka Ilmu Group.

Iskamto, D. (2023). Organizational Culture and Its Impact on Employee Performance. International Journal of Management and Digital Business, 2(1), 47–55. https://doi.org/10.54099/ijmdb.v2i1.584

Karimi, S., Malek, F. A., Farani, A. Y., & Liobikienė, G. (2023). The Role of Transformational Leadership in Developing Innovative Work Behaviors: The Mediating Role of

Employees' Psychological Capital. Sustainability 2023, Vol. 15, Page 1267, 15(2), 1267. https://doi.org/10.3390/SU15021267

Memon, M. A., Salleh, R., Nordin, S. M., Cheah, J. H., Ting, H., & Chuah, F. (2018). Person-organisation fit and turnover intention: the mediating role of work engagement. Journal of Management Development, 37(3), 285–298. https://doi.org/10.1108/JMD-07-2017-0232/FULL/XML

Moleong, L. J. (2019). Metodologi Penelitian Kualitatif. PT Remaja Rosdakarya.

Osipova, M. V., & Petrov, D. S. (2020). Continuous Improvement Culture is a Key to a Company's Development and Success. IOP Conference Series: Earth and Environmental Science, 613, 1–6.

Özçelik, G., Aybas, M., & Uyargil, C. (2016). High Performance Work Systems and Organizational Values: Resource-based View Considerations. Procedia - Social and Behavioral Sciences, 235, 332–341. https://doi.org/10.1016/J.SBSPRO.2016.11.040

Podungge, I. P. (2020). Eksistensi Peran Serikat Buruh dalam Upaya Memperjuangkan Hak Upah Pekerja. Jurnal Hukum Lex Generalis, 1(2), 38–50. https://doi.org/10.56370/JHLG.V1I2.84

Raco, J. (2010). Metode Penelitian Kualitatif; Jenis, Karakteristik, dan Keunggulannya. Grasindo.

Rass, L., Treur, J., Kucharska, W., & Wiewiora, A. (2023). Adaptive dynamical systems modelling of transformational organizational change with focus on organizational culture and organizational learning. Cognitive Systems Research, 79, 85–108. https://doi.org/10.1016/J.COGSYS.2023.01.004

Sabuhari, R., Sudiro, A., Irawanto, D. W., & Rahayu, M. (2020). The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. Management Science Letters, 10, 1777–1786. https://doi.org/10.5267/j.msl.2020.1.001

Sutrisno, H. E. (2009). Eksistensi Sebuah Organisasi Atau Perusahaan Di Era Pengetahuan. https://books.google.com/books/about/Budaya_Organisasi.html?hl=id&id=pd6VDwAAQBAJ

Tamunomiebi, M. D., & John-Eke, E. C. (2020). Workplace Diversity: Emerging Issues in Contemporary Reviews. International Journal of Academic Research in Business and Social Sciences, 10(2). https://doi.org/10.6007/IJARBSS/V10-I2/6926

Trefry, M. G. (2006). A Double-Edged Sword: Organizational Culture in Multicultural Organizations. International Journal of Management, 23(3), 563–575.

Tsao, C.-W., Chen, S.-J., & Wang, Y.-H. (2016). Family governance oversight, performance, and high performance work systems. Journal of Bussines Research Elsevier, 69(6), 2130–2137.

Ubaidillah, Moh., & Cahayuni, M. (2022). The Role of Leadership Style in Organizational Culture and Competence to Improve Village Fund Management Accountability. Journal of Business and Management Review, 3(1), 082–093. https://doi.org/10.47153/JBMR31.3012022

Ugwu, F. O., & Onyishi, I. E. (2020). The moderating role of person-environment fit on the relationship between perceived workload and work engagement among hospital nurses. International Journal of Africa Nursing Sciences, 13, 100225. https://doi.org/10.1016/J.IJANS.2020.100225

Vinesian, G. T., Suryanto, S., & Sari, R. L. (2023). Factors related to learnıng agılıty: a systematıc lıterature revıew. Journal of busıness studıes and mangement revıew, 6(2), 182–186. https://doi.org/10.22437/JBSMR.V6I2.24817

Wriston, M. J. (2007). Creating a High-Performance Culture. Organizational Development Journal, 25(1), 8–16. https://www.proquest.com/docview/197982744?pq-origsite=gscholar&fromopenview=true