

The Influence of Implementing the Core Values of Achievement on Employee Work Productivity at The PTPN 1 Regional 7 Lampung Office

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ABSTRACT

As an effort to strengthen the organizational culture of the Minister of BUMN, the Ministry of BUMN has set the core values of AKHLAK, which stands for Trust, Competent, Harmonious, Loyal, Adaptive, and Collaborative, to be applied throughout the scope of BUMN companies. This study aims to see the effect of the application of moral core values on employee work productivity at PTPN 1 Regional 7 Lampung. This study uses a quantitative method obtained from questionnaires. The population in this study is 426 employees of PTPN 1 regional 7 in Lampung, the determination of the sample in this study uses the slovin formula so that the number of samples taken is 81 respondents. The data analysis techniques used were instrument tests, classical assumption tests, multiple linear regression analysis, hypothesis tests. From the results of data processing with SPSS version 26, it shows that the application of moral core values has an influence on employee work productivity at PTPN 1 Regional 7 Lampung.

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1. INTRODUCTION

Company sustainability is very important for economic progress, as well as for all interests related to the company's internal future hopes [1]. HR (Human Resources) also plays an important role as the company's main driver. To carry out all company responsibilities effectively and efficiently [2]. So, it is very important to apply the right core principles so that employee behavior and work ethics are in line with company expectations. In order to survive and grow amidst increasingly tough business competition, every organization needs to have a strong and organized culture. This is based

on the main principles that guide employees in their work [3] Apart from company culture, HR is an important asset that determines the success of implementing company strategy. According to [4], effective HR management can help companies achieve their strategic goals better by increasing employee competency, commitment and productivity. In the context of PTPN I Regional 7, the importance of human resources is increasingly emphasized considering the global challenges in the plantation industry, ranging from commodity price fluctuations to environmental issues that must be faced.

PT Perkebunan Nusantara 1 Regional 7 (PTPN 1 Regional 7) is a state-owned

company focused on the plantation business, including providing food ingredients and reprocessing raw materials produced from plantations into goods that have added value. PTPN I Regional 7, previously known as PTPN VII, legally came under the auspices of Sub holding Supporting Co under PTPN III Perkebunan Nusantara Holding on December 1 2023 (PT Perkebunan Nusantara VII, 2024). Companies have a big task to achieve their financial targets and foster a positive work culture and conduct business in an ethical and transparent manner. A good company culture is believed to be an important element that influences increased employee performance and productivity. Company culture reflects the principles, standards and behavior that apply to all elements in the organization. BUMN has created an organizational culture that must be implemented by all companies [5]. The core values in this culture are the principles or beliefs that form the basis of an organization's values and actions. These concepts are crucial in developing a strong and sustainable culture based on the organization's core principles.

Core values are basic principles that function as guidelines for individual and group behavior [6]. Core values include regulatory elements through a person's understanding of what is considered good, right, or expected. At PTPN I Regional 7, the formation of a culture based on AKHLAK Core values is expected to foster a work environment that will contribute to increasing organizational productivity. Organizational productivity is a measure of how well or how many goods or services the organization is able to. Of course, an organization's productivity reflects the productivity of its employees, because employees carry out their own duties. In the midst of increasingly tough business competition, organizational productivity is a key factor in maintaining competitiveness and business continuity [7]. Companies can improve operational efficiency by implementing effective cost management, which plays an important role in optimizing resource use, reducing waste and improving overall performance. Productive employees tend to be more

innovative and adaptive to change. They not only carry out routine tasks efficiently, but also have the capacity to develop new, more effective work methods [8]. A work environment that supports innovation has also been proven to encourage employee productivity and innovative abilities, which is influenced by a strong organizational culture and the existence of trust between employees and management [9]. To encourage employee productivity to reach maximum levels, companies need to have clear direction and goals. This is why company values, which are reflected in the vision, mission and goals of the organization, play an important role. These values function as guidelines that must be followed by every member of the organization [10]. The corporate vision describes the long-term aspirations of the organization, the mission explains the purpose of the organization's existence, and the organizational goals detail the specific targets to be achieved. Apart from that, AKHLAK functions as a moral reference for dealing with the enormous challenges that occur in the VUCA era, which means threats, complexity and ambiguity. This BUMN has to face various problems, including moral aspects that are not upheld enough. "AKHLAK" can also encourage companies and individuals who are part of it to continue to move and contribute to the nation [8] PT PERKEBUNAN NUSANTARA 1 REGIONAL 7 is one of the companies that regularly carries out AKHLAK measurements by the Ministry of BUMN within the framework of implementing AKHLAK.

There was a statement from the chairman of BALAK stating that there were cases of suspected KKN (Corruption, Collusion and Nepotism) in a number of projects worth billions at PTPN VII Lampung that were ready to be submitted to law enforcement. Based on developing reports, a number of large projects that are supposed to run according to the principles of transparency and accountability are suspected of experiencing irregularities. This shows that there are challenges in implementing core values, especially in the integrity aspect. This phenomenon indicates

that even though core values have been implemented, there are still gaps in practice. This can cause employee morale and productivity to decline, which impacts overall company performance. This case is an important lesson for PTPN 1 to further strengthen the implementation of the values of trust and integrity in its work environment. By learning from the problems, PTPN 1 REGIONAL 7 can adopt preventive measures to ensure every employee carries out their duties with transparency and accountability. This is important so that employees feel safe and encouraged to work with high productivity.

2. LITERATURE REVIEW

2.1 *Human Resources Management*

One of the important components in a company that is tasked with carrying out tasks and operations to meet organizational goals is HR. According to research, HR management is very important to foster a quality and comfortable workplace and ensure that workers have the competence and motivation to suit the company's needs [11]. Organizing, implementing and controlling HR effectively is part of HR management, which is influenced by the quantity and quality of work carried out, is the main factor that influences organizational productivity [12]. Analyze human resource management methods and how they relate to human productivity [13]. They found that productivity in various types of businesses, both small and large, was significantly increased by implementing the right HR strategy.

2.2 *Organizational Culture*

The difference between one company and another lies in its culture, which is defined as a set of similar values and meanings shared by all its employees [14]. An organization's identity is shaped by the shared beliefs and principles of its members, which influence their interactions, behavior, and decision making. One way an organization's culture influences the ability of its

members to work together toward common goals is by reflecting the values and principles its members hold and how they practice them in their daily lives. Culture is formed from the mutual agreement of organizational members which creates a unique social environment and becomes a guide for organizational behavior and decision making [15]. Every organization has a unique organizational culture that becomes its identity. So organizational culture is very important for every organization because it is part of organizational theory and the HR curriculum. Both can provide comfort, which encourages the performance of members' individual work abilities [16].

[17], stated that the many definitions of organizational culture available in various literature show how broad the understanding of organizational culture is. Core values are fundamental ideas that act as standards of behavior for people and organizations. Core values are the basic guiding principles that will provide a strong life so they are respected and applied in their work. AKHLAK core values are the main foundation of the company which are expected to be upheld and adhered to by all employees. These values serve as a new set of principles that indicate necessary corporate changes. Organizational culture guidelines that BUMN workers must adhere to every day to create a positive work environment to increase worker productivity [18]. Organizational culture and AKHLAK core values have a very close relationship, where AKHLAK plays a role as a foundation in the formation of organizational culture in BUMN. As a shared value system, AKHLAK guides employees in acting relevant to predetermined moral norms and standards. AKHLAK's core values help build a strong and cohesive organizational culture, where employee behavior is aligned with the company's vision, mission and strategic goals [19].

2.3 Core Values

Core values are basic principles or beliefs that are firmly held by individuals or organizations, which function as guidelines in making decisions, building relationships, and resolving problems [20]. Core values indicate what is considered true, important and meaningful, and reflect an individual's views regarding things that are stated as positive or expected. These core values are content, because they offer guidelines for behavior that should be observed, and intense, because they provide reasons why the principles are important. By understanding and ranking these values based on their intensity, a person can achieve and develop personal and professional goals [20].

1) Core Value of Trust

Trust is the foundation and foundation of everything in AKHLAK, so Trust is chosen as the first value of the six basic values of AKHLAK. Instilling the concept of trust in each individual is a crucial first step to prevent undesirable results from occurring and to achieve significant progress that can provide broad benefits for many parties [21]. The concept of trust teaches responsibility, integrity and honesty in every action, which is the basis for building a productive and trusting environment. In implementing the core value of trust, each individual can work more optimally, avoid mistakes, and contribute to achieving common goals effectively. Amanah emphasizes the importance of honesty, openness and integrity in carrying out organizational duties and combines trust and accountability in all tasks and obligations [22].

2) Core Value Competent

In the context of BUMN, the Competent value is the only value in the AKHLAK core values that has an adequate level of implementation compared to other values [23]. The

application of these values has proven effective in improving overall organizational performance. To be competent, a person needs to have in-depth knowledge, relevant experience, and adequate training in carrying out their duties. This allows the individual to complete tasks precisely, efficiently, and with a high level of expertise. The combination of theoretical understanding, practical skills and field experience will ensure that tasks can be carried out with quality according to standards and according to the schedule that has been set. Which makes every member of the organization able to achieve high performance standards and produce results that are of high quality and optimally support the achievement of strategic goals [18].

3) Harmonious Core Values

Harmonious means maintaining a mutually supportive and balanced reciprocal relationship with work partners, as well as fostering a comfortable work scope for effective collaboration [24]. In this context, harmony in the workplace includes open communication, mutual respect, and good cooperation between individuals, which can foster productivity and create a pleasant work environment. By maintaining harmony, each team member can work more efficiently and achieve common goals better. These values emphasize how important it is to respect each other, support each other, and appreciate differences in the work area in fostering an inclusive and comfortable work atmosphere for all parties. It is hoped that by maintaining harmonious values, each team member can provide their best contribution while building mutually strengthening relationships [11].

4) Core Value Loyal

Loyal shows long-term commitment to goals and the organization. This value emphasizes

the importance of carrying out all assigned tasks with full dedication and enthusiasm [25]. A high level of commitment to carrying out duties honestly and with integrity in the face of difficulties is reflected in this loyalty. A person with a strong passion can consistently demonstrate responsibility, work hard in everything they do, and help the organization achieve its goals. Apart from that, loyalty also means prioritizing the interests of the state over the interests of individuals or groups, so that each member of the organization contributes optimally to collective progress. By upholding the value of loyalty, it is hoped that every member of the organization can maintain integrity, continue to innovate, and collaborate to achieve the organization's vision and mission [26].

5) Adaptive Core Value

The capacity to adapt quickly to shifts in one's work environment is reflected in adaptive traits. This characteristic allows individuals to get used to existing adjustments, in terms of tasks, technology, or team dynamics. People who have adaptive traits are able to overcome new challenges with flexibility, remain productive even in changing situations, and show readiness to learn and develop in the face of different conditions [27]. This trait is critical to maintaining optimal performance in a dynamic work environment. To face new problems and continue to innovate, flexibility is essential. It is expected that organizational members have an adaptive attitude, which means they are able to face and drive change enthusiastically. This will enable organizations to thrive and remain relevant in an ever-changing environment. This value also encourages the desire to learn new things and collaborate effectively in

achieving common targets when facing future challenges [28].

6) Collaborative Core Values

The ability to collaborate with other individuals to achieve common targets is the essence of collaboration. Collaboration involves various individuals sharing ideas, skills and assets in achieving targets that are more optimal than those that can be achieved individually. In this case, collaboration not only prioritizes teamwork, but also effective communication, mutual trust, and dedication to a common goal which ultimately results in maximum synergy and achievement [28]. These values emphasize how important it is to build synergistic cooperation where everyone helps each other, shares ideas, and works together to achieve the best results through open and constructive communication. By adopting a collaborative attitude, it is hoped that every member of the organization can participate actively and positively in every project; This will produce an inclusive and productive work scope, and support the achievement of innovation and overall organizational success [16].

2.4 Work Productivity

For those who want to continue to be productive by using their talents, potential can be in the form of perspective and creativity for the environment and surroundings. Therefore, the mindset that each person and employee has is what determines productivity. The entire company and the goals that must be achieved will be affected by low employee productivity [29]. Understanding that leaders or managers who work in the field of Human Resources Management (HRM) must know what they are doing, especially about work productivity. Work productivity is crucial for protecting the operations of a company or organization, especially in increasingly tight

competition. HRM, especially those related to work productivity, is considered important and absolutely necessary. Referring to the various explanations, it can be explained that productivity is a measure that describes the capacity of an individual or group of valuable output, taking into account the efficiency of the use of facilities, to produce results that not only include the quantity of results but also the dimensions of quality and efficiency [30]. But it is also about how to optimize the use of resources, improve the quality of work, and develop one's potential in a sustainable manner.

3. METHODS

In this study, researchers utilized a quantitative approach, namely a scientific step that is very helpful in answering certain research questions, by analyzing hypotheses using quantitative numerical data about the relationship between variables using statistics [12]. This approach is effective for answering specific research questions, although it still has advantages and disadvantages.

4. RESULTS AND DISCUSSION

Table 1. Number of Respondents According to Gender

Gender	Amount	Presentase
Male	45	55,6%
Female	36	44,4%
Amount	81	100%

Processed Data Source (2024)

Outlining the 81 participants according to gender, there were 45 (55.6%) men and 36 (44.4%) women. It can be seen that the participants were dominated by taller men, numbering 45 with a percentage of 55.6%.

Table 2. Number of Respondents According to Age

Age	Amount	Presentase
25-35 Years	21	25,9%
36-45 Years	32	39,5%
>45 Years	28	34,6%
Amount	81	100%

Processed Data Source (2024)

Explaining 81 participants according to age consisting of 25-35 years (25.9%) 21 people, 36-45 years 32 people (39.5%), and >45 years 28 people (34.6%). So it can be seen that the largest number of respondents based on

age was 36-45 years, 32 people (39.5%).

Table 3. Number of Respondents According to Job

Job	Amount	Presentase
SMA/SMK	8	9,9%
D3	6	7,4%
S1	55	67,9%
S2	12	14,8%
Amount	81	100%

Processed Data Source (2024)

Explaining that the 81 participants according to education consisted of 8 individuals from SMA/SMK or 9.9%, 6 individuals from D3 or 7.4%, 55 individuals from S1 or 67.9%, and 12 individuals from Masters or 14.8%. So it can be seen that respondents from the most dominant education level were S1, namely 55 individuals or 67.9%.

Table 4. trust validity test

statement items	r _{count}	r _{table}	measurement results
X1.1	0,775	0,218	Valid
X1.2	0,726	0,218	Valid
X1.3	0,766	0,218	Valid

Source: Research data processing (2024)

All statements on the competency variable consisting of three questions received a score of > 0.218, in accordance with the validity test tabulation. This indicates that all items meet the research symptoms and are considered valid.

Table 5. competent validity test

statement items	r _{count}	r _{table}	measurement results
X2.1	0,753	0,218	Valid
X2.2	0,773	0,218	Valid
X2.3	0,729	0,218	Valid

Source: Research data processing (2024)

All statements on the competency variable consisting of three questions received a score of > 0.218, in accordance with the validity test tabulation. This indicates that all items meet the research symptoms and are considered valid.

Table 6. harmonious validity test

statement items	r _{count}	r _{table}	measurement results
X3.1	0,819	0,218	Valid
X3.2	0,803	0,218	Valid
X3.3	0,820	0,218	Valid

Source: Research data processing (2024)

All statements on the competency variable consisting of three questions received a score of > 0.218, in accordance with the validity test tabulation. This indicates that all items meet the research symptoms and are considered valid.

Table 7. loyal validity test

statement items	r _{count}	r _{table}	measurement results
X4.1	0,888	0,218	Valid
X4.2	0,898	0,218	Valid
X4.3	0,714	0,218	Valid

Source: Research data processing (2024)

All statements on the competency variable consisting of three questions received a score of > 0.218, in accordance with the

validity test tabulation. This indicates that all items meet the research symptoms and are considered valid.

Table 8. adaptive validity test

statement items	r _{count}	r _{table}	measurement results
X5.1	0,715	0,218	Valid
X5.2	0,696	0,218	Valid
X5.3	0,750	0,218	Valid

Source: Research data processing (2024)

All statements on the competency variable consisting of three questions received a score of > 0.218, in accordance with the validity test tabulation. This indicates that all items meet the research symptoms and are considered valid.

Table 9. collaborative validity test

statement items	r _{count}	r _{table}	measurement results
X6.1	0,715	0,218	Valid
X6.2	0,753	0,218	Valid
X6.3	0,790	0,218	Valid

Source: Research data processing (2024)

All statements on the competency variable consisting of three questions received a score of > 0.218, in accordance with the validity test tabulation. This indicates that all items meet the research symptoms and are considered valid.

Table 10. work productivity validity test

statement items	r _{count}	r _{table}	measurement results
Y.1	0,557	0,218	Valid
Y.2	0,683	0,218	Valid
Y.3	0,621	0,218	Valid
Y.4	0,600	0,218	Valid
Y.5	0,651	0,218	Valid
Y.6	0,578	0,218	Valid

Source: Research data processing (2024)

All items related to variable Y totaling six questions received a score of > 0.218. These findings indicate that all items meet the research symptoms and are considered valid, according to the table above.

Table 11. Reliability test

Research Variables	Cronbach's Alpha	graduation requirements	test results
Trustworthy (X1)	0,620	>0,60	Reliabel
Competent (X2)	0,611	>0,60	Reliabel
Harmonious (X3)	0,746	>0,60	Reliabel
Loyal (X4)	0,782	>0,60	Reliabel
Adaptive (X5)	0,611	>0,60	Reliabel
Collaborative (X6)	0,618	>0,60	Reliabel
Work productivity (Y)	0,664	>0,60	Reliabel

Source: Research data processing (2024)

Based on the tabulated findings of the reliability test on the seven research variables, the Cronbach's alpha score for each variable indicates that the reliability test was carried out on the seven variables - trust (x₁), competence (x₂), harmony (x₃), loyalty (x₄), adaptability (x₅), collaboration (x₆), and work productivity (Y)- are considered reliable with a level of accuracy that meets the test criteria, which makes all variables applicable to this study.

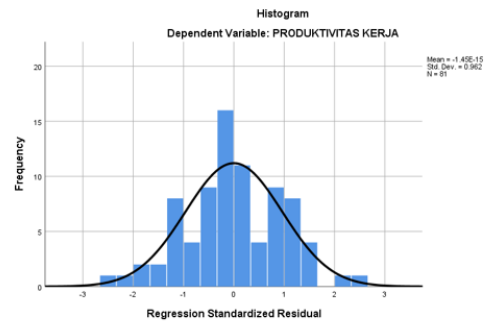


Figure 1. Histogram Normality Test

Source: Research data processing (2024)

This test shows that the data is normally distributed based on the results of observations made using the images and information above.

Normal P-P Plot of Regression Standardized Residual

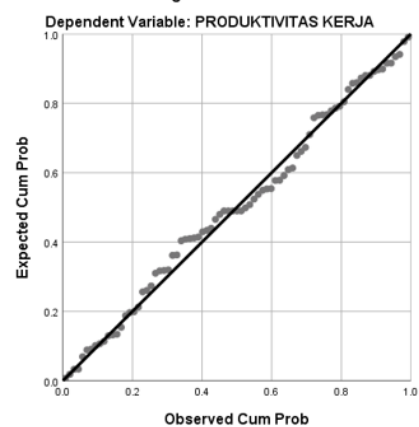


Figure 2. P-Plot Normality Test

Source: Research data processing (2024)

If the findings in the P-plot normality test show a diagonal line, then the pattern is normally distributed.

Table 12. Kolmogorov Smirnov Test of Normality

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		81
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.08765765
Most Extreme Differences	Absolute	.066
	Positive	.049
	Negative	-.066
Test Statistic		.066
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Research data processing (2024)

The research data is normally distributed and is in accordance with sufficient assumptions of normality, in accordance with the findings of statistical tests

by administering the Kolmogorov Smirnov test, where the A.sig score $(0.200) > (0.05)$.

Table 13. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	AMANAH	.541	1.849
	KOMPETEN	.672	1.488
	HARMONIS	.655	1.528
	LOYAL	.574	1.742
	ADAPTIF	.517	1.936
	KOLABORATIF	.646	1.549

a. Dependent Variable: PRODUKTIVITAS KERJA

Source: Research data processing (2024)

Through the statistical output of the multicollinearity test scores, it can be explained that the tolerance score results for each independent variable are trustworthy (0.541), competent (0.672), harmonious (0.655), loyal (0.574), adaptive (0.517) and collaborative (0.646) > 0.01 . Meanwhile, the VIF values are trustworthy (1.849), competent (1.488), harmonious (1.528), loyal (1.742), adaptive (1.936), and collaborative (1.549) < 10 .

It can be stated that the findings in this research avoid symptoms of multicollinearity because the tolerance and VIF scores for each independent variable are within the specified path or standard.

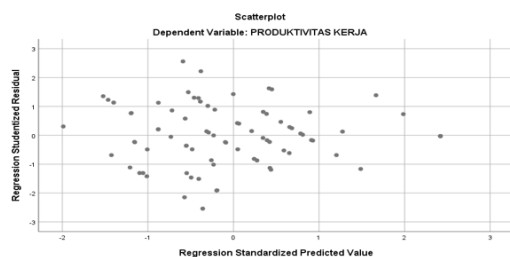


Figure 3. Heteroscedasticity Test

Source: Research data processing (2024)

As shown by the heteroscedasticity test results above, the points between the straight lines below/above 0.0 are clear data distribution points. This helps explain why this research data does not have heteroscedasticity problems.

Table 14. Multiple Linear Regression Analysis

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.174	1.758		.921
	AMANAH	.300	.135	.175	.029
	KOMPETEN	.235	.108	.153	.034
	HARMONIS	.297	.117	.182	.013
	LOYAL	.287	.138	.159	.041
	ADAPTIF	.254	.121	.170	.039
	KOLABORATIF	.618	.116	.382	.000

a. Dependent Variable: PRODUKTIVITAS KERJA

Source: Research data processing (2024)

$$Y = 0,174 + 0,300(X_1) + 0,235(X_2) + 0,297(X_3) + 0,287(X_4) + 0,254(X_5) + 0,618(X_6)$$

Table 15. Simultaneous Test (F Test)

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	287.360	6	47.893	37.448
	Residual	94.640	74	1.279	
	Total	382.000	80		

a. Dependent Variable: PRODUKTIVITAS KERJA

b. Predictors: (Constant), KOLABORATIF, KOMPETEN, AMANAH, HARMONIS, LOYAL, ADAPTIF

Source: Research data processing (2024)

Based on the table and explanation, the F-test findings are explained that the F_count value $(37,448) > F_{(table)} (2.22)$ and significance $(0.000 < 0.05)$, H_0 is rejected and H_1 is accepted, which indicates the independent variables have a simultaneous effect on Y.

Table 16. Partial Test (T Test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.174	1.758		.921
	AMANAH	.300	.135	.175	.029
	KOMPETEN	.235	.108	.153	.034
	HARMONIS	.297	.117	.182	.013
	LOYAL	.287	.138	.159	.041
	ADAPTIF	.254	.121	.170	.039
	KOLABORATIF	.618	.116	.382	.000

a. Dependent Variable: PRODUKTIVITAS KERJA

Source: Research data processing (2024)

Based on the table and explanation, the t-test findings are explained that the sig. < 0.05 and $T_{count} > T_{(table)}$ which indicates the independent variable has a significant effect on Y.

Table 17. Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.752	.732	1.131

a. Predictors: (Constant), KOLABORATIF, KOMPETEN, AMANAH, HARMONIS, LOYAL, ADAPTIF

Source: Research data processing (2024)

The value produced by the independent variable in the partial context has an effect on (Y) of 73.2%, while other aspects not described in this study have an effect of 26.8%, according to the results of the coefficient of determination in the table. This is described by the adjusted R square score, which is 0.732.

5. CONCLUSION

The conclusions from this research are:

- 1) Trustworthiness has an influence on employee work productivity at PTPN 1 Regional 7 Lampung.
- 2) Competent Value has an influence on employee work productivity at PTPN 1 Regional 7 Lampung.
- 3) Harmonious Values have an influence on employee work productivity at PTPN 1 Regional 7 Lampung.
- 4) Loyalty value has an influence on employee work productivity at PTPN 1 Regional 7 Lampung.
- 5) Adaptive Values have an influence on employee work productivity at PTPN 1 Regional 7 Lampung.
- 6) Collaborative Values have an influence on employee work productivity at PTPN 1 Regional 7 Lampung.

SUGGESTIONS

The suggestions in this research are:

1. For further researchers, it is hoped that the research object will be expanded not only in ptpn 1 regional 7 Lampung but also Bengkulu and South Sumatra. In addition, researchers must pay attention to a fairly specialized sampel. And must pay more attention to improving low indicators and developing a more effective approach in implementing AKHLAK core values to increase overall employee productivity.
2. And for PTPN 1 Regional 7 in order to be able to create a system with the latest technology that is useful for supervision in implementing core values of morals that can reach all units spread across three provinces in order to become a forum for compiled results reports.

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