

Change Management Analysis Of “BerAKHLAK” Policy at Government Owned Corporation

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Abstract

This research focuses on analyzing the basic values policy of "BerAKHLAK" or Trustworthiness, Competence, Harmony, Loyal, Adaptive and Collaboration at PT Kawasan Berikat Nusantara, which is one of the Government-Owned Corporation (BUMN). A case study approach is used in this research to describe how implementing these policies affects organizational change and HR performance in the company. Based on the in-depth interviews and documentation analysis that we conducted, we found that implementing BUMN's basic values can increase adaptability, collaboration, and employee performance, as well as optimize change management to achieve the company's strategic goals, to achieve the company's strategic goals. The conclusion underlines the importance of ethical value integrity in managing organizational change effectively and sustainably.

Keywords: Change management; Collaboration; Human resources; SOE morals.

Abstrak

Penelitian ini fokus menganalisa kebijakan nilai-nilai dasar “BerAKHLAK” atau Amanah, Kompetensi, Harmoni, Loyal, Adaptif, dan Kolaborasi di PT Kawasan Berikat Nusantara, yang merupakan salah satu Badan Usaha Milik Negara (BUMN). Penelitian ini menggunakan pendekatan studi kasus untuk mendeskripsikan bagaimana implementasi kebijakan tersebut mempengaruhi perubahan organisasi dan kinerja SDM di perusahaan. Berdasarkan hasil wawancara mendalam dan analisis dokumentasi, kami menemukan bahwa implementasi nilai-nilai dasar BUMN dapat meningkatkan adaptabilitas, kolaborasi, dan kinerja karyawan, serta mengoptimalkan manajemen perubahan untuk mencapai tujuan strategis perusahaan, untuk mencapai tujuan strategis perusahaan. Kesimpulan menggarisbawahi pentingnya integritas nilai etika dalam mengelola perubahan organisasi secara efektif dan berkelanjutan.

Kata kunci: Kolaborasi; Manajemen perubahan; Moral BUMN; Sumber daya manusia.

INTRODUCTION

The good governance paradigm places greater emphasis on government governance, which then encourages management reforms used by governments in various (Sugandi, 2016). Facing global economic development with its free market, in the future, business development cannot be separated from global economic problems (Habib et al., 2019). Mistakes in the formulation of a public policy will be a disaster for the life of the State and the life of society. There have been many examples of failures in public (government) policies that have resulted in economic crises and crises not only occurring in Indonesia but also in other parts of the world. This suggests to us that public policy is a very important phenomenon and is always interesting to understand and study.

One of the existing public policies is superior human resources (HR), which wants to build human resources with character and noble morals by fostering Indonesian cultural values and Pancasila. As directed by former President Jokowi during his second term of inauguration, Indonesia has great potential to get out of the Middle-Income Trap. Currently, Indonesia is at the

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peak of the demographic bonus, which means that the productive age population is much higher than that of non-productive age (Setiawan, 2019). This is certainly a big challenge as well as a big opportunity. However, it will be a big problem if the government is unable to provide job opportunities. However, if the government is able to develop superior human resources, this will be a great opportunity supported by a conducive political ecosystem and a conducive economic ecosystem. Human resource development will be a top priority. Building skilled human resources, mastering science and technology, and inviting global talents to work with the government. It is also important to optimize cooperation with industry and use technology that makes it easier to reach all corners of the country.

One of the President's policies is that the superior human resources he wants to develop are human resources with character and noble morals by cultivating Indonesian cultural values and Pancasila. As directed by the President, that the implementation of the formation of superior Human Resources is not only carried out by the Ministry of Education and Culture but must be supported by all Ministries and the Community. According to the Deputy for Apparatus Human Resources, Ministry of State Apparatus Empowerment and Bureaucratic Reform, Alex Deni in FHCI e-magazine, there is quite a large disparity in human capital between state-owned enterprises (BUMN) that are advanced and state-owned enterprises that are not yet advanced. Therefore, the Ministry of BUMN is trying to redefine its role. The role of the Ministry of State-Owned Enterprises must shift to being a strategic architect, so that the human capital architecture of BUMN must be defined at the Ministry of BUMN and then implemented in all BUMN.

He said there were two important things that BUMN had to do to support the transformation process. "First, open the mindset, that the world is changing quickly and if it doesn't change quickly then BUMN will just become history. Second, State-Owned Enterprises must be proactive in looking for new ways to compete. Don't wait any longer for directions from the Ministry."

One of the BUMNs is PT Kawasan Berikat Nusantara in DKI Jakarta Province. This company controls land for industrial and warehousing activities in North Jakarta, namely in the Cakung, Kawasan, and Tanjung Priok areas. This company is close to toll access and has land of almost 600 hectares (Ha). PT Kawasan Berikat Nusantara was founded in 1986 and was the first industrial area to have bonded zone status. A large number of businesses made the revenue in 2018 at PT Kawasan Berikat Nusantara in the field of logistics services reaching an income of 16.10 billion.

The size of the area and the profits obtained are proportional to the number of human resources available, so problems related to human resources will also increase. Apart from that, there is a direction from President Jokowi to create superior human resources. These directions are then translated into basic values called AKHLAK (*Amanah/Trustworthy, Kompeten/Competent, Harmonis/Harmonious, Loyal, Adaptif/Adaptive, and Kolaboratif/Collaborative*).

The analysis of the "BerAKHLAK" policy within government-owned corporations (GOCs) can be framed through the lens of change management, emphasizing the need for effective adaptation to new policies and practices. This policy aims to enhance governance and ethical standards, necessitating a structured approach to change management that incorporates stakeholder engagement and organizational dynamics. Based on previous research, the stages of the change management process include the transition can be understood through a five-stage framework: reactive, proactive, transactive, interactive, and sustainable, as highlighted in the experiences of European ports (Barreiro-Gen et al., 2023). Successful implementation often relies on consultative approaches, ensuring that changes are accepted and integrated by employees (Kharka et al., 2016).

Then, for employee engagement reactions to change, it is crucial to understand their reactions, as resistance can hinder the implementation of new policies. Education and mobilization are essential to prepare staff for changes (Bassegy et al., 2014; van der Voet, 2022). Performance management systems can facilitate the transition by aligning employee objectives with the new policy goals (Kharka et al., 2016). Challenges and strategies for overcoming resistance are also illustrated during significant organizational changes, emphasizing the importance of strategic planning and communication to mitigate resistance (Selvaraj & Selvaraj, 2022). While the

"BerAKHLAK" policy aims to improve governance, it may face challenges similar to those encountered by other GOCs, such as resistance to change and the need for effective communication strategies. Understanding these dynamics is essential for successful implementation.

In general, change management is divided into two perspectives, namely, the individual or HR perspective and the organizational perspective. The HR perspective itself is an understanding of how changes affect individuals. This HR change aims to ensure that each individual has awareness, desire, knowledge, ability, and empowerment. Meanwhile, from an organizational perspective, these are processes and procedures, transitions, and transformations of organizational culture and operations. Based on the background described above, this research aims to conduct further research on strategies for internalizing the core values of BUMN AKHLAK concerning company management.

RESEARCH METHOD

This research uses a qualitative approach with an exploratory method. Qualitative research is research that explores and understands the meaning and significance of what some communities or individuals consider to be social and humanitarian problems (Creswell & Poth, 2016). In this research, the author used an exploratory design to set priorities, develop definitions, and determine the final research design (Morrison, 2012).

The primary data used in this research are interviews using focus group discussion (FGD) techniques related to change management through the AKHLAK core value at the PT Kawasan Berikat Nusantara office. The criteria for informants who are sources in this research are 1) Elements of PT Kawasan Berikat Nusantara leadership. PT Kawasan Berikat Nusantara which is related to the person responsible for change management through the AKHLAK core value; 2) academics who focus on studying the implementation of AKHLAK core value policies; 3) PT Kawasan Berikat Nusantara employee representatives. PT Kawasan Berikat Nusantara is the object of change management through the AKHLAK core value in this research. Some of the criteria mentioned above are not fit for all. Secondary data for this research is a literature study regarding actor relationships in change management through the AKHLAK core value in the PT Kawasan Berikat Nusantara.

In the analysis of Human Capital change management through the core values of AKHLAK PT Kawasan Berikat Nusantara is implemented using an approach using the Ability, Strength, Opportunities, Culture, Agility (ASOCA) analysis technique. ASOCA analysis adds elements of culture and agility as important elements in finding problem-solving strategies, decision making, and can be developed dynamically following changes, current developments, and needs.

RESULTS AND DISCUSSION

Ndraha, *Methodology of Government Science* (1997) stated that as an independent discipline, the Science of Government (*Bestuurswetenschap*) is a new science. Its development goes through several stages (Taliziduhu, 1997). In the first stage, the phenomenon of government is studied through the perspective and way of studying the knowledge that existed at that time so that the object becomes a scope and is studied as a material or an integral part of other disciplines such as Law, Political Science, Sociology, Economics, and Administrative Science. In the second stage, the symptoms of government are studied by existing scientific disciplines so that the specialization of the discipline concerned is formed. For example, when sociology studied the symptoms of government, a new discipline was born, namely the Sociology of Government. In the third stage, a group of knowledge (*body of knowledge*) is formed, which is constructed from the concepts of the contribution of the discipline mentioned above, especially ideographic concepts. This was born a discipline called Eclectic Government Science. Government science in its early stages, such as *Bestuurskunde*, is ideographic-eclectic (Taliziduhu, 1997).

In the fourth stage, an independent government science was born known as *Bestuurskunde*. This second generation of Government Science is supported by methodology (Methodology of Government Science), which has succeeded in identifying new (special) formal targets among a number of other formal objects whose symptoms have sufficient persistence to be analyzed (more or less nomothetic). From that analysis, concepts were born as material for the preparation of theories, which in turn could be used as independent tools of explanation and prediction.

e De bestuurskunde leert, hoe men de openbare dienst het beste inricht en leidt. (That is, the science of government teaches how the public service is organized and led as well as possible). D.G.A. Poelje, *General Introduction to Public Administration* (D.G.A, 1953), According to U. Rosenthal (1978) explained that *De bestuurwetenschap is de wetenschap die zich uitsluitend bezighoudt met de studie van interne externe werking van de structuren en processen* (U. Rosenthal, 1978). That is, government science is a science that engages in the study of designating ways of working inside and outside government structures and processes. Meanwhile, according to H.A. Brasz mentions *De bestuurwetenschap waaronder het verstaat de wetenschap die zich bezighoudt met de wijze waarop de openbare dienst is ingericht en functioneert, intern en naar tegenover de burgers* (H.A Brasz, 1975). That is, the science of government can be interpreted as the science that studies how the general government institution is structured and functioned internally and externally for its citizens, H.A. Brasz, *Introduction to Public Administration* (Vuga Boekerij, 1975).

According to Syafie (2017), government science is a science that studies how to carry out management (executive), regulation (legislative), leadership, and coordination of government (both central and regional, as well as the people and their governments) in various events and symptoms of government, properly and correctly (Syafie, 2017). According to Ndraha, the science of government can be defined as the science that studies how to meet and protect the needs and demands of each person for public and *civil* services in government relations, (so that it can be accepted) when needed by the person concerned. Ndraha's view is also inclined toward Administrative Science.

When viewed from the linguistic approach of the word 'government' words come from the word "order" which means something that must be carried out. In this word, several elements are collected that are characteristic of the word "command", namely as follows. (Adiwilaga, 2018):

1. The existence of a "must", indicates the obligation to carry out what is instructed;
2. There are two parties who give and those who receive orders;
3. There is a functional relationship between the giver and the receiver;
The existence of authority or power to give orders; "Command" or "government" in the United Kingdom uses the word "*government*", a word derived from the syllable "*to govern*". But "command" is copied with "*to order*" or "*to command*" otherwise the word "*to command*" is not derived from "*to govern*".
4. The four distinctive features of the word command above have the following meanings: "Must" means stated in the form of laws and regulations, the existence of "authority" means showing the validity of the order given, without the authority the order is considered invalid and the legal force of the order is lost. Authority in Law of the Republic of Indonesia Number 30 of 2014 concerning Government Administration Article 1 number 5 is the right owned by Agencies and/or Government Officials or other state administrators to make decisions and/or actions in the administration of government (Republik Indonesia, 2014). Likewise, the word "rule" can be interpreted as administering or controlling a country or territory as part of a state. So the word "government" means an entity that has the power to rule over the state.

The main purpose of the government is to maintain an order system in society so that it can carry out life reasonably (Undang-Undang Republik Indonesia Nomor 30 Tahun 2014 Tentang

Administrasi Pemerintahan, 2014). Modern government is essentially a service to the community, creating conditions that allow each society to develop its abilities and creativity for the common good. Structurally, the government in Indonesia is divided into the government and local governments. The government is the President of the Republic of Indonesia, who holds power as referred to in the 1945 Constitution of the Republic of Indonesia. Meanwhile, local governments are the organizers of government affairs by local governments and the DPRD according to the principle of autonomy and assistance duties with the principle of the widest possible autonomy.

Rasyid (1994) divides the government function into four parts, namely public service, development, empowerment, and regulation. Rasyid said that to know a society, then look at its government. This means that the government functions carried out at a certain time will describe the quality of the government itself.

AKHLAK Core Values are the main values of State-Owned Enterprises (SOEs) that must be implemented and guided by every person or human resource of SOEs which is a new value system as a symbol of the transformation of SOEs that will be undertaken. The organizational culture value of *the SOE AKHLAK Core Values* set by the Minister of SOEs Erick Thohir is a behavioral guide that must be implemented in daily behavior and in shaping the work culture of Human Resources (HR) of State-Owned Enterprises. As stated in the Circular Letter of the Minister of SOEs Number.16 SE7/MBU/07/2020 on July 1, 2022 concerning *Core Values* of Human Resources of State-Owned Enterprises, where the new value system will not only be applied in the ministry but will be implemented by all state-owned companies, including Bank Syariah Indonesia. The determination of *the Core Values* of AKHLAK Human Resources of State-Owned Enterprises is an essential action as an identity and glue of work culture that supports the sustainable improvement of SOE performance (BUMN, 2022).

State-owned companies previously had different core values. The core values of AKHLAK, which are set as a symbol of transformation that is then harmonized with all SOEs, are based on one of the five priority programs stated by the President of the Republic of Indonesia Joko Widodo for 2019-2024, namely paying attention to the development of human resources towards the era of technology & information. The Ministry of SOEs, which has the capacity to support the implementation of these priorities, launched a new value system in the form of AKHLAK core values as an effort to develop SOE human resources. The role of SOEs is significant for the national economy but there is a high disparity in terms of management systems between SOEs, so the Ministry feels that it must transform and harmonize the guidelines for human resources in SOEs entitled "*Transformation of Human Capital of SOEs*", namely AKHLAK.

The purpose and purpose of establishing the AKHLAK Core Values through the Circular Letter of the Minister of SOEs Number. SE-7/MBU/07/2020 is for every Human Resource of State-Owned Enterprises to know, implement, and internalize the core values of SOE human resources in a serious, consistent, and consequential manner so as to give birth to daily behavior and form a SOE work culture that is in line with these *core values*. The scope of application of AKHLAK's *core values* is in all Human Resources of State-Owned Enterprises starting from the Board of Directors, Board of Commissioners/Board of Supervisors, management/employees, and employees/workers within State-Owned Enterprises, subsidiaries, and consolidated affiliated companies (Menpan.go.id, 2022).

According to the Circular Letter of the Minister of SOEs of the Republic of Indonesia Number. SE-7/MBU/07/2020 concerning *Core Values* of Human Resources of State-Owned Enterprises in order to realize the role of SOEs as engines of economic growth, accelerators of social welfare, employment providers, and talent providers, it is necessary to transform the Human Resources of State-Owned Enterprises, one of which is through the determination of the Core Values of Human Resources of State-Owned Enterprises as an identity and an adhesive of work culture that supports continuous performance improvement. AKHLAK is an acronym for Trust, Competent, Harmonious, Loyal, Adaptive and Collaborative, each of which has a definition, behavioral guidelines and values that must be applied by all Human Resources of State-Owned Enterprises.

The collection of behaviors that are carried out massively is expected to form a work culture that is able to make SOE personnel able to carry out the functions of SOEs as development agents and value-creating agents in accordance with the noble ideals of the country (kumparannews, 2020).

Table 1 Change Areas and Change Management

Culture and Mindset	Change Management
Culture and Mindset	Integrity and high-performance organization
Organization	Proper organization of size and function
Working Process	Clear, effective, efficient, measurable work processes that support the principles of good governance
TBSP	Employees who have integrity, neutrality, competence, professionalism, high performance, and prosperity
Regulation	Conducive, precise, non-overlapping regulations
Supervision	Establishing a KKN-free government
Accountability	Increasing accountability for bureaucratic performance
Public Service	Fulfilling satisfactory service

Hartanto explained that organizations will need more leaders who are able to encourage their followers to make the necessary behavioral transformations to suit their demands, and be able to become leaders of change. This means that he is able to direct change and arouse the aspirations of his followers to want to work and learn together to realize the company's ideals according to the demands of change.

According to Potts and LaMarsh in Wibowo (2016), change management (*Management of Change*) is a systematic process of applying the knowledge, tools, and resources needed to influence change in the people affected by the process (Wibowo, 2016). Wibowo also (2016) added that the approach to the *management of change* is, first, identifying who, among those affected by the change, may resist the change; second, tracing the sources, types, and levels of resistance to change that may be found; and third, designing effective strategies to reduce such resistance (Wibowo, 2016). John P. Kotter and Dan Cohen (2014) argue that the heart of change lies in the heart itself or the emotions of individual employees, where the company must touch the feelings of the individual to commit to making changes so that it will motivate employees to change their behavior, and only individual behavior changes can drive successful organizational change (John P & Dan S, 2014).

Based on some of the opinions of the above experts, the researcher concludes that change management is essentially a process that adapts *the planning, organizing, actuating, and controlling* approach, where leaders plan the direction of change after analyzing the conditions of the business environment, grouping change agents, directing employees to commit to realizing change, and control every situation that arises as an implication of the change process itself, such as rejection of change.

Change is needed to adapt and adapt to the dynamics of the business environment that is always volatile. The company or organization must be able to respond quickly and responsively to all these changes without losing direction and business stability. The strategies taken by the organization are directed by energetic leaders, who require skills, expertise, and abilities according to the situation, Some studies reveal that the leadership process is expected to be more

humane and organic. De Pree stated that a leader fundamentally requires a complete understanding of the diversity of human abilities, talents, and skills (Siagian, 2006).

CONCLUSION

This research highlights the importance of core values such as trust, competence, harmony, loyalty, adaptiveness, and collaboration in the management of human resource change in the SOE Moral Environment. The case study of PT Kawasan Berikat Nusantara shows that the effective implementation of these values can improve adaptability, collaboration, and HR performance. The integrity of ethical values in change management is crucial in achieving the company's strategic goals. Thus, the emphasis on SOE moral values not only strengthens the organizational culture, but also supports sustainable and business excellence-oriented transformation.

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