



DETERMINING FACTORS OF CORE VALUES (AKHLAK) IN INDONESIAN CONSTRUCTION

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Abstract

State-Owned Enterprises (BUMN) are companies owned by the government of the Republic of Indonesia to support economic growth which is a basic human need, and also support government programs in all sectors. In order to improve the Indonesian government's program, the BUMN Service encourages increased company performance along with all its supporting resources. One of the performance driving mottoes is AKHLAK which is abbreviated as AKHLAK which each has 6 component factors. This study aims to see various problems in various aspects of the 6 main components of AKHLAK. This research method uses qualitative analysis to process data from various library sources. Differences and correlations that were analyzed in this study were processed using data that was produced by pad with 50 respondents using SPSS version 24.0. The results of the discussion above, if viewed as the 10 highest determining factors in sequence of Core Values, are X1.3 (morality), X1.9 (transparency), X2.4 (knowledge), X4.6 (manifesting), X4.5 (thinking), X4.3 (obedience), X4.2 (sacrifice), X1.1 (commitment), X1.2 (responsibility), and X6.5 (process).

Keywords: Core values, AKHLAK, Badan Usaha Milik Negara (BUMN), Indonesian Construction

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INTRODUCTION

According to Primanto and Undang (2022), the existence of good physical infrastructure such as roads, bridges, telecommunications, electricity, irrigation and transportation is also often linked as a trigger for development in various fields in a region. We can easily evaluate differences in welfare in a region by observing infrastructure gaps. The goal of development is basically to create progress in the economic sector and sustainable business capabilities, without ignoring equal rights and upholding the principles of justice. the Indonesian nation as a whole. Infrastructure development is included in physical development and is included in it. Perennial evidence which highlights that availability of good infrastructure, has significant contribution to intense development and meeting of fundamental community necessities such as food, cloth, shelter, education, and health.

Construction activities across Indonesia have supported infrastructure development that enables these other economic sectors including agriculture energy tourism manufacturing and more. The construction industry confronts various issues from internal and external sources that affect BUMN Contractor companies during their operations. Worsening problems exist because some stakeholders lack awareness of the understanding needed to tackle issues including Human Resources (HR) competency problems in projects leading to late implementation timeframes and growing budgets and declining quality metrics (Budiwibowo et.al. 2009; Mairizal. 2021; Hasim & Salleh, 2024; Fuzi et, al. 2024).

In this research, we try to find out the problems that occur and are related to the understanding of several parties about the strategies for the execution of Civil Engineering Infrastructures in Indonesia which is carried out directly by Construction Services Companies owned by the Government of the Republic of Indonesia in the form of State-Owned Enterprises (BUMN). In the process of fixing various problems in human resources, the Minister of BUMN, Mr. Erick Thohir, officially established morals as the core value of BUMN on Wednesday (1/7/2020). The establishment of AKHLAK as the core value of BUMN coincided with the event to change the logo and slogan of the Ministry of BUMN (Kompas, 2020).

LITERATURE REVIEW

Badan Usaha Milik Negara (BUMN)

State-owned enterprises (abbreviated as BUMN), formerly known as state companies (abbreviated as PN), are companies that are owned either wholly, mostly, or in small part by the government and the government gives control over them. What distinguishes BUMN from other government-owned agencies is the legal status, operational nature, activities, and objectives of its operations. Although BUMN plays a role in implementing public policy (for example, a

state-owned railway company aims to facilitate public access and mobility), BUMN must be distinguished from ministries, non-ministerial government institutions, non-structural, and public service agencies because they have the status of a private corporate nature or those that stand independently to seek profit. (Wikipedia, 2024).

State-Owned Enterprises or Badan Usaha Milik Negara (BUMN) in the form of Limited Liability Companies (PERSERO) as referred to in Government Regulation Number 12 of 1998 and Public Companies (PERUM) as referred to in Government Regulation Number 13 of 1998. State-Owned Enterprises (BUMN) are one of the important economic actors in the national economy, which together with other economic actors, specifically, the private sectors (large-small and domestic-foreign) and cooperatives serve as epitome of the form of economic democracy that will be further evolved and enriched in gradual and steady manner.

BUMN is a business entity whose capital is at least fifty one percent owned by state capital through direct investment coming from separated state equity. Persero is a BUMN in the form of a limited liability company which its capital is in the form of shares of stock in which the Republic of Indonesia directly or indirectly holds all or at least fifty one per centum (51%) of the capital stock and has primary aim of making profit. PERUM is a BUMN whose capital is wholly owned by the state but does not incorporate a capital of shares, and whose operations are for the public interest to offer goods/ services which are quality in the market while at the same time it gains profit by implementing the principle of management (President RI, 2003).

Core Values

Core values are principles that are held firmly by a person or organization. What is expected from these values will determine how a person behaves and interacts, both in everyday life and in the workplace. From another opinion, it is said that the main values or core values are principles that are held firmly by every individual and organization. Core values are important to identify considering that these values will determine how you interact and behave, both in everyday life and in the workplace.

For this reason, the Core Values for all BUMN Personnel through the Circular of the Minister of BUMN Number SE-7/MBU/07/2020 concerning the Core Values of Human Resources of State-Owned Enterprises. That is why the Core Values for all BUMN Personnel have been established in the Circular of the Minister of BUMN Number SE-7/MBU/07/2020 on Core Values of Human Resources of State-Owned Enterprises. AKHLAK is expected to be the identity and glue of work culture that supports sustainable performance improvement and supports the achievement of the objectives of the BUMN Human Capital

Transformation program, namely BUMN as a creator of talent and a company that is able to compete globally (BUMN & FHCI, 2022).

Pope and Wæraas (2023) stated that core values cannot deliver on their promise — defining company culture and guiding workers' decisions — if nobody remembers them. To fix the problem, companies are typically advised to double down on communication. The usual advice is to post the core values in even more places and mention them more often in reports and meetings. The hope is that, with enough repetition, the core values will eventually be drummed into everyone's skull. But for most companies, the battle was lost before it began. Workers simply cannot be expected to remember a laundry list of generic, taken-for-granted assumptions like honesty, integrity, accountability, and responsibility — the unmemorable words and phrases that make up most core values statements.

AKHLAK

BUMN AKHLAK is a behavioural guide for every human resource (HR) from companies under the Ministry of State-Owned Enterprises (SOE) or Badan Usaha Milik Negara (BUMN) to be implemented in daily behaviour and form a work culture within the BUMN environment. AKHLAK is an abbreviation of several factors, namely Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative. Core values are principles that are held firmly by a person or organization. Core values are important to identify considering that these values will determine how you interact and behave, both in everyday life and in the workplace (BUMN, 2022).

AKHLAK Culture Journey is an important indicator of the realization of BUMN with character and actualized in the behavior of its leaders and all employees where every action is based on AKHLAK values. The implementation of AKHLAK will not be successful without commitment and serious efforts from all BUMN Group Personnel. In addition, an evaluation is needed so that the implementation of AKHLAK can be planned and implemented properly. My hope is that this AKHLAK Culture Journey is like a roadmap for BUMN in transforming the company's culture so that it is in line with core values and supports sustainable performance improvement (BUMN & FHCI, 2022).

Below is an explanation of the six factors that form the basis of Core Values, abbreviated as AKHLAK.

Trustworthy

There are many definitions of trust. According to Munn (1995), is a decision to expose one to another and or rely on another with expectation of accruing a positive income in the process. However, Wood and McDermott (1999) defined trust as the extent to which one individual is prepared to depend on others, to take action based on the expectation that others will perform a particular way, thus

making the individual vulnerable to the actions of the others being relied on. According to Shaw (1997), trust is not just confidence but not faith either. He then goes further to define trust as an assured confidence that those on whom reliance is placed will meet the expectation of the truster regarding the trusted (Andi et.al. 2008).

Trustworthy is an important component in human life, both personally and professionally. It can be observed that employees who trust can cut overhead costs, thereby increasing the experience that develops towards organizational citizenship behaviour (Srivastava and Mohaley, 2022; Fischer et al., 2020). Trust is also one of the factors that play a role and always offers the opportunity to look positive at work, for example, employee relations, negotiating, and communicating (Taylor et al., 2023).

Competent

Looking at several competency factors (Mairizal et.al. 2020), it would be evident that the last Project Manager competency factor helps in monitoring the progress of project performance from completion to performance. The stakeholders involved in the development of this EPC project must be in a position to challenge each other of the competency factors required in the industrial world of work including knowledge and technical and personal competency.

Many sources from various literature have discussed the definition of competence. Currently the term "competence" is commonly used according to two basic meanings. The first meaning of "competence", according to the Dictionary of Foreign Words, is strength, a field of action, and a range of power. The second meaning of "competence" linguistically is the ability to produce (Kalinova, 2008). But competence itself exists in three basic theories, this has been explained by Spencer & Spencer (1993), Rules of Competence Engagement (Roe, 2002), and Armstrong (2006).

Based on the basic theory, explained by experts such as Spencer & Spencer, Roe, and Armstrong, the competencies can be summarized as follows. Meanwhile, according to Spencer & Spencer (1993), there are twenty factors of competence, Spencer & Spencer define competency as a hidden character in an individual to perform efficiently in various situations (Adriadi et.al. 2024).

Harmonious

According to (Abdul Zahra, 2020); (Zwain & Noorulhudanabih, 2022), as the topic of research and theories that address harmony at work is relatively novel, this study merely examines it as a value, objective, or, more broadly, as a circumstance and context without considering its specific features and defining it as a high level of mutual exchange and mutual respect that results in long-term commitment can be referred to as harmony.

The results of Gao and Jiang (2019) indicated that the harmonious passion acts as a mediator in the empowering leadership and employee voice behaviours. Employees' job autonomy magnifies the link between their harmonious passion and voice thus increasing the indirect impact of empowering leadership on employee voice through harmonious passion.

It is revealed that harmonious passion has a positive and significant relationship with Innovative Working Behaviour (IWB) contingent on the level of service empowerment in hospitality firms. Also, it is established that the moderation effect of service empowerment on the indirect relationship between cooperative psychological climate and IWB via harmonious passion is significant. The implication is that practitioners who seek to increase harmonious passion and IWB in the workplace are able to foster a cooperative culture within their hospitality firms. This study is useful as there is limited literature on harmonious passion particularly in organizations and this study contributes to the literature on cooperative psychological climate in showing that this factor can lead to harmonious passion among employees thus making them exhibit IWB (Jan & Zainal. 2020).

Loyal

Hence a key issue that management practitioners are faced with is maintaining survivor employees' loyalty in a downsizing context. More so, theorists have found that organizational practices like; empowerment and job enrichment as means through which survivors can be able to deal with the consequences of downsizing. In this study, the authors have investigated how self reported managerial empowering behaviors, perceived job enrichment and employees' voluntary loyalty conduct with employees who have been maintained after downsizing in an organization. The study found out that there was no significant relationship between empowerment and loyalty but that it was mediated by job enrichment. The findings of the study are considered insofar as they concern theory and practice (Niehoff et.al. 2001).

According to Hasibuan (2017); (Susanti, et al. 2021); (Wardhani et.al. 2023) that employee loyalty is various forms of member participation in using energy, thoughts, and time in realizing organizational goals Gustara and Adiwati (2021) said that work loyalty is shown by the attitude of employees, namely being willing to provide all their abilities, thoughts, skills, and skills to achieve organizational goals, expertise to achieve company goals, carrying out tasks with full responsibility, discipline and honesty in working.

Meanwhile, In an open and integrated economy in particular. Business entities are experiencing perfect and most intense competitive environment. Numerous students have qualitatively confirmed that the quality of human resources performs an important and non-recoupable role and to capture the victory of many businesses in those competitions. What leaders should do for the

company to grow is to be able to keep good and potential human capital. It will suffice to assert that the relationship with the superior, which means managers and employee or the leadership approach of the administrator, plays a vital role in the creativity, committed or the sense of identification and loyalty of the employees. Numerous publications have been released to illustrate this phenomenon (Ngo et.al. 2021).

Adaptive

Adaptive capacity has been described as the organisational efficiency to undertake activities and co ordinate the related procedures under normal as well as during unprecedented situations, which is possible only when one can respond to the situational calls. Recent studies in this area argue that only the ability of a team to promptly and effectively respond to environmental change affects performance, however, more research questions need to be formulated to enhance the constant development and effective management of adaptive teams (Bogdanovic et.al. 2015); (Anderson et.al. 2021).

Adaptive performance from various angles in light of its importance in recent years. It reveals several as-yet-unidentified job-related determinants of adaptive performance. The services sector must improve its adaptive performance to thrive in the modern workplace (Hurst et. al. 2018). Consequently, the adaptive performance of employees plays a crucial role in attaining desired organizational goals, including effectively managing change, fostering organizational learning, and successfully addressing evolving environmental demands (Hein et al., 2021); (Balay-Odao et al.,2022); Dinibutun (2024).

Change readiness is crucial for the professional persona to grow in complex dynamic organizational structure so that risk of change can be managed and realise the defined performance. There is a way that a person's adapt to work environment because a good adaptation enables him/her to learnt new values in environment effectively (Rachmawati et al. 2021); (Kurnianto & Ningsih, 2024).

Collaborative

In this symmetrical method of research, we use an exploratory lens to first focus in on cross-boundary collaboration as a competency, before employing a wide-angle lens to examine the composition of collaboration: the constituent elements. Altogether, these systems create a 'both/and' scenario – implying that both approaches are the right and the only way to go. While the collaboration literature broadly celebrates local, organic perspectives about cross-boundary interactivity (Edmondson, 2018; Mortensen & Haas, 2018); (Scott & Manning, 2024), the literature on extended and diverse collaborations prefers contentions of centralisation and process.

As pointed out by Scott & Manning (2024) that Collaborative Work – Work Tasks are Designed, Allocated and Managed to Foster Collaboration. The

first one – the design of collaborative work – drew attention to how leaders directed, allocated, and engaged with work.

In the research of Moradi & Kahkonen (2022) to review the literature, there is a new model that describes the core success factors to collaborative delivery models which is arranged in accordance with its conceptual affinity to five project delivery elements.

The findings of this study, which have been described earlier, therefore militate in arriving at the following conclusions on success factors of construction projects involving collaborative delivery models (especially in the area of alliances, integrated project delivery, and partnerships): (1) The types of success factors are defined by the characteristics and elements of the construction project delivery model. Among the approaches to dissecting the delivery of construction projects and their success, (2) project organisation, contractual relationships and operational system is arguably the most comprehensive because it forms the basis of understanding how construction projects are delivered. (3) Key constituents of the project include proper and relevant contracts, adhering to win-win concept, partnership and cooperation, parity, motivation structures, communication system, trust, and competent project members. (4) Out of all the factors overlaying success-crucial factors, equality and mutual trust are essential factors.

AKHLAK Summary

Below are several factors of core values abbreviated as AKHLAK from the following some literatures (Table.1).

Table 1: Several factors of Core values

	Trustworthy (X1)	Competency (X2)	Harmonious (X3)	Loyalty (X4)	Adaptive (X5)	Collaborative (X6)
BUMN (2022)	Commitment, responsibility, morality, ethic	Enhance, encourage, tasking quality	Appreciated, helpful, environment	Reputation, sacrifice, obedient	Accommodate, improvement, proactive	Opportunity, cooperative, Utilized
Srivastava & Mohale, (2022)	Personally, professionally					
Fischer et al. (2020)	Personally, professionally					
Taylor et.al. (2023)	Collaboration , problem solving, and transparency					
Mairizal et.al. (2020)		Knowledge, Technical, Personal				
Edrizal et.al. (2020)		Knowledge, Technical, Personal				

	Trustworthy (X1)	Competency (X2)	Harmonious (X3)	Loyalty (X4)	Adaptive (X5)	Collaborative (X6)
Mairizal et.al. (2023)		Knowledge, Technical, Personal				
Adriadi et.al. (2024)		Knowledge, Technical, Personal				
Abdul Zahra (2020)			Reciprocity and mutual respect			
Zwain & Noorul (2022)			Reciprocity and mutual respect			
Hasibuan (2017)				Participation, thoughts, realize		
Susanti, et al. (2021)				Participation, thoughts, realize		
Wardhani et.al. (2023)				Participation, thoughts, realize		
Gustara & Adiwati (2021)				Abilities, thoughts, responsibility, discipline, honesty		
Bogdanovic et.al. (2015)					Coordination, Responsive	
Anderson et.al. (2021).					Coordination, Responsive	
Edmondson (2018)						Governance, process
Mortensen & Haas (2018)						Governance, process
Scott & Manning (2024)						Governance, process
Total frequency	9	6	5	11	5	5

Indonesian Construction

Construction industry is one of the influential segments of the Indonesia economy. Its role can be viewed from high domestic absorption which is a significant factor in the country's total gross domestic product. The following is the list of challenges experienced by this industry; Mainly because this industry operates in a volatile environment. In preparation for this, the construction industry has gained some notes and is participating in measures to transform the industry into a more significant one (Supriadi & Pheng, 2017).

Based on Law Number 18 of 1999 concerning Construction Services, the government is no longer the only institution that would control and coordinate the growth and development of construction industry. However, the construction community as it is known, decides its own fate, and the constructional actors among them are the ones responsible to the state. Based on the above analysis of

the process of implementing this law, one of the important implications is the new establishment of the National Construction Industry Services Development Agency, this indicates the participation of construction community in regulation of the industry. Twenty years later, in 2017, the DPR and the government made Law No. 2 on Construction Services that repealed Law No. 18. Hollis suggests that almost everything of importance on the regulation of the construction industry has for almost two decades been controlled by the construction community, and now has come full circle back to government as the key actor. There is a shift in a dramatic reduction on the part of development institutions that were once very influential (Soemardi & Pribadi, 2021).

RESEARCH METHODOLOGY

This research is descriptive research where this research method is intended to address existing of core values (AKHLAK) in Indonesian State-Owned Enterprises (BUMN) companies. The following explains the methodological steps used and the core values factors that cause excess performance as in Figure 1 below.

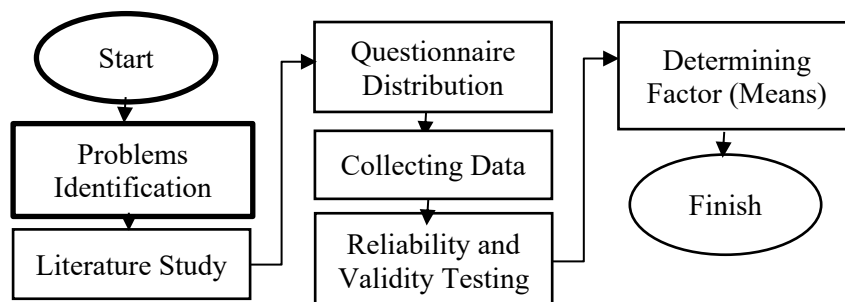


Figure 1. Research Methodology

This study produces determinants of core values and is tested on several respondents taken 5 peoples each from 10 BUMN companies in the Construction sector with a purposive sampling method. The study respondents consisted of five Senior Vice Presidents (SVPs) of each company who have accumulated over twenty years' experience working on construction project implementations. Based on the description of 6 factors that become 41 sub-factors in Table 2, then continued with data processing using SPSS to see the results of reliability and validity. From the results of the data processing, it is sorted based on the highest to lowest means value.

Table 2: Several factors and sub-factors of Core values

Factors	Quantity	Sub-factors
Trustworthy (X1)	9	Commitment (X1.1), Responsibility (X1.2), Morality (X1.3), Ethic (X1.4), Personally (X1.5), Professionally (X1.6), Collaboration (X1.7), Problem solving (X1.8), Transparency (X1.9)
Competency (X2)	6	Enhance (X2.1), Encourage (X2.2), Tasking quality (X2.3), Knowledge (X2.4), Technical (X2.5), Personal (X2.6)
Harmonious (X3)	5	Appreciated (X3.1), Helpful (X3.2), Environment (X3.3), Reciprocity (X3.4), Mutual respect (X3.5)
Loyalty (X4)	11	Reputation (X4.1), Sacrifice (X4.2), Obedient (X4.3), Participation (X4.4), Thoughts (X4.5), Realize (X4.6), Abilities (X4.7), Thoughts (X4.8), Responsibility (X4.9), Discipline (X4.10), Honesty (X4.11)
Adaptive (X5)	8	Accommodate (X5.1), Improvement (X5.2), Proactive (X5.3), Coordination (X5.4), Responsive (X5.5)
Collaborative (X6)	8	Opportunity (X6.1), Cooperative (X6.2), Utilized (X6.3), Governance (X6.4), Process (X6.5)

ANALYSIS AND DISCUSSION

Data processing conducted in this study using SPSS version 24.0 with the results for the number of data (n) = 50 obtained r-table = 0.2353 (r-table for Pearson's Product Moment) with a significance level of 0.05. This paper presents the results of the analysis done using the SPSS data analysis software = 0.515 (X1.6 for transparency). Meanwhile, for the reliability test using the Cronbach Alpha value ranging from 0.967-0.968. In addition, the highest mean calculation result is 4.4200 (X1.3 or morality) and the lowest mean is 3.5500 (X5.5 or responsive).

Table 3: Item Statistics

Sub-factors	Mean	Std. Deviation	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	N
X1.1	4.1800	.69076	.699	.967	50
X1.2	4.1800	.66055	.691	.968	50
X1.3	4.4200	.60911	.608	.968	50
X1.4	4.1800	.56025	.792	.967	50
X1.5	4.0600	.68243	.695	.967	50
X1.6	3.7200	.72955	.515	.968	50
X1.7	4.0600	.54995	.727	.967	50
X1.8	4.3000	.64681	.701	.967	50
X1.9	4.3400	.62629	.713	.967	50
X2.1	4.1000	.81441	.682	.968	50
X2.2	4.2800	.75701	.772	.967	50
X2.3	4.0400	.63760	.634	.968	50
X2.4	4.2400	.55549	.558	.968	50
X2.5	4.1600	.58414	.615	.968	50
X2.6	3.9800	.71400	.548	.968	50
X3.1	4.0400	.63760	.691	.968	50

Sub-factors	Mean	Std. Deviation	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	N
X3.2	4.0800	.63374	.783	.967	50
X3.3	4.0000	.67006	.673	.968	50
X3.4	4.0000	.67006	.621	.968	50
X3.5	4.0800	.60068	.753	.967	50
X4.1	4.1400	.57179	.731	.967	50
X4.2	4.2000	.69985	.583	.968	50
X4.3	4.3400	.59281	.667	.968	50
X4.4	4.1600	.79179	.674	.968	50
X4.5	4.2200	.76372	.688	.968	50
X4.6	4.2200	.61578	.630	.968	50
X4.7	4.1200	.77301	.573	.968	50
X4.8	3.9800	.71400	.615	.968	50
X4.9	3.8800	.71827	.617	.968	50
X4.10	3.9000	.73540	.720	.967	50
X4.11	3.7200	.75701	.692	.968	50
X5.1	4.0000	.72843	.597	.968	50
X5.2	3.7800	.84007	.561	.968	50
X5.3	3.9000	.64681	.627	.968	50
X5.4	4.0200	.71400	.590	.968	50
X5.5	3.5600	.73290	.459	.969	50
X6.1	3.8400	.58414	.544	.968	50
X6.2	3.9200	.63374	.659	.968	50
X6.3	3.8000	.80812	.646	.968	50
X6.4	3.6400	.77618	.613	.968	50
X6.5	4.1800	.71969	.701	.967	50

The analysis presented in Table 3 establishes the ordering of "Akhlak" factors that BUMN Construction firms together with BUMN-related organizations can use. The highest ranked factor in order comes from the 10 "Akhlak" elements is Morality (X1.3). People within organizations need to demonstrate behaviour that leads them to perform good deeds according to organizational standards. The second position belongs to Transparency factor (X1.9) which represents open communication as a truthful disclosure of complete information to organization members and the surrounding community. Human beings need to comprehend all information obtained from various human sources according to the ranking scheme of the factor set (X2.4). Humans can possess knowledge as facts in occurrences and concepts and theories and as a skill set. The Realize factor (X4.6) occupies the fourth rank as it represents the reality of human life that makes individuals aware of their displayed attitudes. The fifth rank comprises thought (X4.5) which provides meaning to mental ideas derived from perception together with emotions and action plans. The human mind functions to address problems in life through innovative solutions. The sixth rank and subsequent ranks will not be discussed because of restricted space limitations.

CONCLUSION

The results of the discussion above, if viewed as the 10 highest determining factors in sequence from the Core Values, namely X1.3 (morality), X1.9 (transparency), X2.4 (knowledge), X4.6 (realize), X4.5 (thought), X4.3 (obedient), X4.2 (sacrifice), X1.1 (commitment), X1.2 (responsibility), and X6.5 (process). This study presents recommendations that can be used in BUMN Construction companies and other organizations affiliated with BUMN. "Morality" is the first rank that aims to improve the moral aspects of project HR and all employees in their devotion efforts. Good morality will reduce financial irregularities and prevent corruption. Likewise with other AKHLAK factors that need to be applied to BUMN Construction companies in particular and BUMN companies in general.

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