

ABSTRACT

THE PROBLEM OF CORPORATE CULTURE CHANGE OF COMPANY OWNED BY GOVERNMENT (BUMN) (THE EXPERIENCE OF PT. PERKEBUNAN NUSANTARA VII (PERSERO))

By

INDAH PUTRI SARI

PT. Perkebunan Nusantara VII (Persero) or PTPN VII in Lampung is one of a company owned by government running its business in plantation. This company seeks to make corporate culture change to answer global challenges and to be able to compete with other competitors in term of performance achievement. The objective of this research was to analyze corporate culture change process conducted by PT. Perkebunan Nusantara VII (Persero) in Lampung and to find out spectacles of this corporate culture change process. This was a descriptive research with qualitative approach. Data were collected with interview, documentation, and observation.

The results showed that there were four steps in conducting corporate culture change. *First* step was the assessment of PTPN VII culture by establishing its corporate culture based on observation at some employee samples without any interviews and surveys to obtain relevant input about the relevant existing corporate culture. *Second* step was analysis of PTPN VII gap cultures; where this company had business process analysis to analyze any procedure that might inhibit company performance. *Third* step was influencing with new culture including increasing socialization activities conducted in the initial establishment of new corporate culture, but this was not conducted periodically; the SOC committee team to enforce ProMOSI corporate culture implementation was not active anymore since last couple of years, and there was also no any monitoring on the new corporate culture implementation in this company. *Fourth* step was continuing new corporate in PTPN VII by conducting morning praying and daily briefing in the morning before starting to work so that these would make each team to be more solid to improve company performance.

The spectacles of corporate culture change were unprepared employees' mental to deal with new corporate culture change and this caused employees to be difficult in fully accepting it; weakness of monitoring system as there was no special monitoring system established to ensure the ProMOSI corporate culture in PTPN VII, so that its development could not be identified periodically; lack of supports from new substituting Directors that caused ProMOSI corporate culture cultivation hibernated; and finally the less effective of reward and punishment system in PTPN VII to prevent increasing disciplinary violations.

Keywords: process, steps of changing, corporate culture