

**ABSTRACT**  
**ANALYSIS UNDERSTANDING OF ORGANIZATIONAL CULTURE CHANGES TO**  
**EMPLOYEES PERFORMANCE AND EFFECTIVENESS OF PT TELKOM DIVISION**  
**CONSUMER SERVICE REGIONAL III AREA BANDUNG**

*Created by:*  
**Yulia Utami**  
**112070073**  
**(Industrial Engineering Program)**

*This research was triggered by change in organizational culture that made by PT Telkom to accompany three other aspects of transformation, there are transformation in business processes, infrastructure and operating systems, and then transformation in HR and organization. The aim of this study is to improve employee understanding of the cultural change, so the performance and effectiveness of the Consumer Division III Regional Service Area Bandung can be increased.*

*Instrument that is used in this study is questionnaire that is distributed to 48 employees of the Division Consumer Service Regional III Area Bandung using stratified random sampling method. Based on the calculation of significance and correlation, it is known that the previously formulated hypothesis is accepted, which means that variable understanding of organizational culture has influence on organizational effectiveness and employee performance, where the performance of employees also have influence on organizational effectiveness. The largest correlation value is obtained from the relationship between understanding of organizational culture variables with the effectiveness of organization variables, with correlation values 0.808 and significance value 0.000.*

*Formulation of recommendations program was made using radar diagram that is used to determine the gap between the level of employee understanding about the current culture and the level of cultural understanding that is expected by the company. Program recommendation is formulated by benchmarking against the theory of strengthening understanding of organizational culture by McKinsey, which has been adapted to the existing state of the company. The recommendation of the proposed programs is the use of role modeling, providing examples and motivation, knowledge sharing, build the trust, providing training and workshops for the first level of understanding; maximize the delivery of information, build the trust, and makes media sharing for the second level of understanding, and also make program development and follow-up results for third level of understanding.*

*Keywords: PT Telkom, understanding of organizational culture, strengthening understanding of organizational culture program*