# ABSTRACT

Alliance and partnership in the telecommunications industry have been frequently pursued by telecommunications companies in Indonesia. Several factors underlie or motivate this process. The desire to be the best and the focus of this research is on the organizational culture changes that occur in companies undergoing a merger. The study also highlights some effects of organizational culture changes during the merger process, such as feelings of uncertainty, concerns about losing corporate identity, and difficulties in integrating different cultures.

This research aims to understand the dynamics related to organizational culture changes post-merger in telecommunications companies in Indonesia. The focus of this research is to uncover in-depth dynamics that occur during the post-merger organizational culture change process. Involving employees, management, and other stakeholders, the research aims to provide a holistic understanding of the factors that drive and shape organizational culture transformation. Furthermore, the research also aims to identify the concrete forms of organizational culture after the merger process.

The method used in this research is qualitative and explored through a case study using interviews. The respondents involved consist of 8 individuals from various levels who have worked for more than 5 years in both companies before the merger. The questions have been validated beforehand.

The research results indicate that the changes in organizational culture are not very significant because, after the merger process, the new entity mostly follows the policies of the surviving company. The change process is ongoing and requires a considerable amount of time. A dynamic organizational culture is expected to accommodate and serve as a bridge for leaders and employees, providing comfort to everyone involved. However, it is essential to ensure that the development in organizational culture does not erase the organization's identity and formulate strategies for the organizational culture to adapt more easily to the continuously evolving environment.

Through empirical analysis, this research reveals the characteristics, values, and norms that characterize post-merger organizational culture. It contributes not only to the academic understanding of organizational behavior and change but also provides valuable insights for telecommunications industry practitioners facing the complexities of post-merger integration. As this research was conducted in a relatively short time, and the merger process occurred only two years ago, it is hoped that future research can be conducted over a more extended period to gather more detailed information and achieve a more comprehensive understanding.

**Keywords: Organizational Culture, Culture Change Management, Merger**