

ABSTRACT

This research analyzes the implementation of the 3S (Solid, Speed, Smart) organizational culture at the Telkom Central Sulawesi Network Unit. Using a qualitative approach with a case study method through interviews, observations, and literature review, this research refers to the concept of Schein's (2010) organizational culture dimensions in Hardjana (2019), which includes cultural layers (artifacts, espoused values, basic assumptions), socialization processes, behavior patterns and cultural unity. The results showed that the dimensions of the cultural layer of artifacts and espoused values play a major role in the translation, socialization process, and application of organizational culture, while basic assumptions and the socialization process have been internalized well because they are pre-embedded in the artifact and espoused value layers. In addition, this research also focuses on the application of the 3S organizational culture, not focusing on the basic assumptions of employees. This 3S culture was also found to synergize with the culture in Central Sulawesi, namely the motto “Nosarara Nosabatutu” which means “We are brothers, We are United” so that this culture is not contradictory to the culture of the surrounding community. This is shown by the assessment of customers who also feel the implementation of the 3S culture reflected by unit members when interacting with customers in resolving complaints. Hence, this research shows that the 3S Culture encourages the formation of solid communication behavior patterns, harmonious collaboration, and creative solutions, which contribute to the achievement of the BEST OM DEFA 2024 and RUNNER UP BACKBONE SUPPORT awards by the Telkom Central Sulawesi Network Unit..

Keywords: *Organizational Culture, Telkom Sulteng, implementation, Schein's cultural dimensions*