

ABSTRACT

The implementation of HEI culture at Telkom University has reached the “Living and Loving” stage, meaning that HEI values have become part of the daily behavior of employees and reflect a sense of belonging to the institution by working in accordance with institutional values, particularly within the Faculty of Communication and Social Sciences (FKS) at Telkom University. This indicates that, overall, the implementation of HEI values is progressing well and has become deeply ingrained in the daily lives of the academic community. This is reflected in a collaborative work culture embodying the value of Harmony, a work culture of total dedication embodying Excellence, and an honest and disciplined work culture embodying Integrity. In achieving the successful implementation of culture, Telkom University has cultivated a culture that is deeply rooted from the top-down level, with roles ranging from Culture Leader to Culture Booster as the vanguard of cultural activation in exemplifying the implementation of HEI culture within the Telkom University environment, particularly within the Faculty of Communication and Social Sciences (FKS), including daily work or activities. The research employs a qualitative approach using the case study method, with data collection techniques including interviews, observations, and documentation. This study was analyzed based on Edgar H. Schein's (2017) three-layer concept of organizational culture, namely artifacts, values, and basic assumptions. The results of the study indicate that the implementation of the HEI (Harmony, Excellence, Integrity) culture at the Faculty of Communication and Social Sciences, Telkom University, is proceeding smoothly, supported by a cultural driving structure known as the KIPAS Culture framework. This framework comprises Culture Leaders, Culture Champions, a Culture Management Team, Culture Agents, and Culture Boosters, all of which are also applied within the scope of the Faculty of Communication and Social Sciences (FKS) at Telkom University.

Keyword: Organizational Culture, Collaborative, Participative