

ABSTRACT

Organizational culture plays a crucial role in shaping employee engagement, especially in large companies such as PT Bank Rakyat Indonesia (Persero) Tbk. This research aims to analyze how the values of AKHLAK, BRILiaN Belief, and BRILiaN Ways contribute to employee engagement through a qualitative case study approach. Data was obtained through in-depth interviews, observation, and document analysis at the Jakarta I Regional Office.

The results showed that BRI's organizational culture creates a collaborative, solution-oriented, and value-based work environment, but still faces challenges in consistency of implementation across various business units. The implementation of work culture is reflected in various concrete practices, such as the utilization of BRIDrive to increase transparency and collaboration, morning Prayer & Briefing that strengthens the value of spirituality and discipline, and flexible clothing policies that provide a balance between professionalism and work comfort. In addition, the transformational leadership applied at BRI encourages innovation and employee engagement through open and inspiring communication. Financial and non-financial reward systems, such as performance bonuses and appreciation of individual contributions, also play a role in increasing employee loyalty and motivation.

The findings confirm that a strong organizational culture can improve employee engagement, but it requires a more systematic and sustainable implementation strategy. Companies need to ensure that cultural values are not only communicated formally, but also embodied in daily work practices through supportive leadership, effective evaluation mechanisms, and more open feedback. This study makes an academic contribution in understanding employee engagement in the banking sector with a complex organizational structure and offers practical recommendations for companies in strengthening the internalization of work culture to achieve optimal organizational effectiveness.

Keywords: Organizational Culture, Employee Engagement, AKHLAK, BRILiaN Belief, BRILiaN Ways, PT Bank Rakyat Indonesia (Persero) Tbk.