

## ABSTRACTS

This research aimed to explore and investigate the implementation and constraint of TIPCE (*Trust, Integrity, Professionalisme, customer focus and Excellence*) organizational culture in Bank Mandiri. Qualitative method is applied phenomenological approaches.

The author uses methodological Triangulation method by combining surveys, observations, interviews and document deep analysis. The population in this study were employees and the leadership of PT Bank Mandiri branch in Semarang Pahlawan. Samples are determined by purposive sampling method based on the criteria set out in the research, the most senior employee on his part.

Results of this study indicate that (1) employees understanding to culture TIPCE are lack, particularry on the dimensions of a culture of mutual respect, honest culture, the culture of thinking, a comprehensive cultural orientation, cultural orientation on value-added and environmentally conscious culture. (2) internalization process is done through four programs known as Change Agent as a driving force, change management techniques, socialization and communication and cultural value regognition program. (3) each dimension of culture to experience difficulties in the process of internalization.

Keywords: Internalization, TIPCE, qualitative research, corporate culture.