

Analysis of Implementing Core Moral Values on Employee Work Motivation in the Main Directorate PT. Pupuk Sriwidjaja Palembang

Raden Zakky Rahman^{1*}, Muhammad Fauzan Azhmy², Syahyunan³

^{1,2,3}Postgraduate program, faculty of business economics, Universitas Harapan Medan

*Corresponding Author Email: zakkyrahman@gmail.com

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Abstract: This study aims to analyze the implementation of moral core values in employee work motivation at the Main Directorate of PT PSP. The research method used is qualitative with a descriptive approach. Data were obtained through observation, in-depth interviews, and document analysis. The results showed that implementing AKHLAK core values is important in increasing employee work motivation. Employees who internalize moral core values tend to be more dedicated, have integrity, and collaborate. The practical implication of this research is the need for companies to strengthen the implementation of AKHLAK core values in organizational culture to improve employee performance.

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Introduction

Industrial, service, and trade companies cannot be separated from the current conditions of economic globalization. Globalization creates competition among companies, so it is necessary to think more critically about the optimal use of various existing resources, including human resources. As a result of the emergence of increasingly sharp competition, three things can happen: staying with the current conditions and not taking bigger risks, staying superior and even growing rapidly by always trying new innovations and daring to take risks or even retreating because they lose or cannot compete. In order for the company to continue to grow, various efforts are needed to increase productivity, efficiency, and effectiveness in achieving its goals. This requires good and accurate policies and strategies.

PT PSP is engaged in the agroindustry. With the continued development and advancement of the company, the activities and problems faced by the company are increasingly complex, so qualified human resources are needed to support the running of the company and the active participation of all professional work unit leaders in accordance with the field in the organization. An organization or company is a collection of people who work together in order to achieve the goals of the organization or company. In achieving its goals, the company has *core values* which are behavioral guidelines for every person in the company. *Core values* are the core principles and values held by a company that describes the company's identity, culture, and goals. The following are some of the core values of employee motivation in a company, including:

1. Identify individuals with company values: When the company's core values are perceived to align with the employee's individual or personal values, employees tend to feel more connected

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or connected to the company. So that this can increase work motivation in employees, because they feel involved in something bigger than just a work routine.

2. Identity formation and a sense of belonging: A company's core values can help create a strong identity for employees. When employees feel they belong to and contribute to these values, they tend to feel more meaningful and valued in doing their jobs. This sense of belonging can motivate employees to do their best as well as contribute positively to the company.
3. Consistency and alignment: The company's core values guide the actions and decisions of the organization. If the company's core values are consistently applied and upheld by management, employees will feel that their work environment is fair and orderly. This can provide a sense of justice and certainty, increasing employee work motivation.
4. Encourage collaboration and cooperation: The company's core values, which emphasize teamwork and support, will encourage employees to collaborate and help each other. When employees feel supported by colleagues and organizations, their work motivation tends to increase because they feel valued and have the same goals.
5. Inspiration and shared goals: The company's core values, which are inspirational and have a noble purpose, can provide a motivational boost for employees. When employees see that their company is striving to achieve something much bigger, they are more motivated to contribute and achieve that common goal.

It is important to know that core values in employee motivation can vary from one individual to another. Some employees may be more responsive to certain values than others. Therefore, companies need to ensure clear communication and understanding of their core values and provide opportunities for employees to be involved in developing and implementing those company values.

A company can run well if its individuals can work well together to achieve its goals. Employees are a very important element in determining the success of achieving a company's goals. Therefore, in carrying out their duties and responsibilities, loyalty, perseverance, precision, and competence are needed to support the implementation of duties in accordance with each individual's main duties and functions. High motivation is needed in every employee to be able to carry out the duties optimally.

Bambang et al. (2020) explained that: "Employee work motivation will increase energy to work or direct activities during work, and cause an employee to know that there are relevant goals between organizational goals and personal goals." In other words, work motivation is very important for increasing employee productivity in supporting company goals.

Based on initial observations within PT PSP, there are still several indications of a decrease in employee motivation as follows: 1) There are still employees who are not diligent in their work, and working time has not been used optimally to complete their work, 2) There are still employees who prioritize their personal interests over the interests of the company, 3) There are still employees who are not responsive in following up on job requests from *customers* and *stakeholders*, 4) Some employees still have not come up with new ideas and innovations in completing their tasks, so it often takes a long time and drags on completing work.

The author believes that factors cause an increase or decrease in work motivation in individual employees in a company, especially at PT PSP. Of the many factors that exist, the author is interested in further analyzing the implementation of the *core values* of AKHLAK in the work motivation of PT PSP employees, especially in the Main Directorate, which the Ministry of SOEs has proclaimed through the Circular Letter of the Minister of SOEs Number: SE-7/MBU/07/2020

dated July 1, 2020 concerning the Core Values of Human Resources of State-Owned Enterprises since July 2020.

Research Method

Types and Approaches of Research

This research is qualitative research. According to Abdussamad (2021), qualitative research is an approach to conducting research that is oriented to natural phenomena or symptoms. Qualitative research is fundamental and naturalistic or naturalistic, and cannot be done in the laboratory, but in the field. Therefore, this kind of research is often referred to as naturalistic inquiry or field study. Bongdan and Taylor in Hadisaputra (2020) mentioned that qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behaviors; His approach is directed at the setting and the individual holistically.

Kirk & Miller explains that qualitative research is a particular tradition in the social sciences that fundamentally relies on the observation of people in their own region and relates to those people in their language and terminology. The qualitative approach became popular, especially in the fields of social psychology and sociology, as well as in education, after many related experts felt the many weaknesses of the research conducted in these fields, which was carried out in the laboratory using experiments.

Qualitative research emphasizes the analysis of deductive and inductive thinking processes related to the dynamics of relationships between observed phenomena and uses scientific logic to emphasize the depth of formal thinking in answering problems. This is done to develop the concept of sensitivity to problems, explain the reality related to the search for theory from below (*grounded theory*), and develop an understanding of one or more of the phenomena faced (Hardani, 2020).

In this case, the researcher conducts in-depth interviews, participatory observations, and direct documentation of the internal parties of the related companies, especially within the Main Directorate of PT PSP, who have a relationship related to what the researcher will question later.

Data and Analysis

Hardani (2020) data is a plural form of *datum* which means information that describes a problem or observation result of the characteristics or characteristics of the population or sample and often in the form of numbers. The data requirements of a study must be objective, able to describe all sample problems (representative), and timely (*up to date*). The data obtained is divided into 2 types, namely: 1) Primary Data is a type of data obtained and excavated from its main sources by distributing questionnaires and interviews conducted to the SPI SVP, Business Transformation SVP, SVP Corporate Secretary, VP of Operational Supervision, VP of Financial Supervision, and employees in the Main Directorate of PT PSP, 2) Secondary Data: This is a type of data obtained and explored through the results of data processing in the field in the form of written data such as meeting notes, literature studies, scientific articles, journals, the Internet, quality record documents, etc.

Hardani (2020) said that data collection techniques are the most strategic step in research because the main purpose of research is to obtain data. Without knowing the data collection technique, the researcher will not get data that meets the set data standards. In qualitative research, data collection was carried out in a natural setting, and primary data sources and data collection techniques were more on participatory observation, in-depth interviews, and documentation.

1. Interview

The data collection technique used in this study is in-depth interviews. Hardani (2020) defines an interview as a verbal question-and-answer between two or more people directly or a conversation with a specific intention. The conversation was carried out by two parties, namely the interviewer who asked the question and the interviewee who answered the question. In-depth interviews were conducted with the SVP SPI, SVP Business Transformation, SVP Corporate Secretary, VP of Operational Supervision, and VP of Financial Supervision, as well as employees and employees within the Main Directorate, to obtain information about the influence of *AKHLAK's core values* on employee work motivation.

2. Participant Observation

Hardani (2020) participant *observation* is if *the observer* is directly and actively involved in the object being studied or takes part in the life of the person being observed. Participant observation was carried out by the researcher by observing and recording the implementation of AKHLAK core values within the Main Directorate of PT PSP.

3. Documentation

The use of documentation is done to collect data from the source of documents and records. Documentation is used for the reason that these sources are always available and inexpensive, contextually rich, relevant and fundamental in context. Documents that can be used in qualitative research are: 1) Personal documents, such as Daily activity records, personal letters, autobiographies, etc, 2) Official documents consist of internal documents such as memos, announcements, guidelines, rules, work instructions, recordings of meeting results and leadership decisions, 3) External documents such as the Circular Letter of the Ministry of SOEs, the Circular Letter of PT PI, information materials produced by social institutions, such as magazines, mass media news bulletins and so on. In this case, documentation is obtained from the results of document reviews, interviews conducted with resource persons, and other supporting documents.

Hardani (2020) said that the qualitative approach is very different from the quantitative approach, especially in presenting data. According to Mathew B. Miles, a developmental psychologist, and Michael Huberman, an education expert from the University of Geneva, Switzerland, (Miles and Huberman, 1992) qualitative analysis, the data that appears is in the form of words and not a series of numbers.

The data may have been collected in various ways, e.g., engaged observations and interviews, and subsequently processed through recording, recording, and typing, but qualitative analysis still uses words that are usually compiled into expanded text.

The analysis is divided into three streams of activities that occur simultaneously. The three flows are:

1. Reduksi Data (*Data Reduction*)

Data in qualitative research is generally in the form of qualitative descriptive narratives, even if there is document data that is quantitative and descriptive. There is no statistical analysis of data in qualitative research. The analysis is a qualitative narrative, looking for similarities and differences in information. Data reduction is defined as the selection process, focusing attention on simplifying, abstracting, and transforming data that emerges from field records.

In this case, the researcher tries to get relevant data from the informant to be used as a reference or basis in research on the theme that has been determined by the researcher before the research is carried out.

2. Data Display

The presentation that Miles and Huberman are referring to is a compiled set of information that gives the possibility of drawing conclusions and taking action. In qualitative research, data presentation can be done in the form of brief descriptions, charts, relationships between categories, *flowcharts*, and the like. By presenting data, it will make it easier to understand what is happening and plan the next work based on what has been understood.

3. Withdrawal of Conclusions and Verification Step three

A conclusion is the essence of a research finding that describes the final opinions based on previous descriptions, or decisions obtained based on inductive or deductive thinking methods. The conclusions made must be relevant to the focus of the research, the objectives of the research, and the findings of the research that have been interpreted, discussed, and verified. Thus, the conclusions in qualitative research may be able to answer the formulation of the problem formulated from the beginning, but they may also not because, as has been stated, the problem and problem formulation in qualitative research are still temporary and will develop after the researcher is in the field.

This conclusion describes the answers that the researcher submits to the research objectives based on the research results conducted during the research process. In the end, the researcher provides a summary explanation of the answers to the research questions submitted.

Result and Discussion

To find out the extent of moral application in PT. PSP and its implications for employees, the researcher conducted in-depth interviews with 28 informants. After collecting all the data, the researcher presented it and drew conclusions holistically. All participants who were involved voluntarily in exclusive interviews revealed what they know, experience, and feel about the company's efforts to implement the moral Core values and their implications.

In the interview process, participants stated that the moral Core values implemented by PT PSP can motivate their performance both individually and in groups. The results of in-depth interviews regarding the implementation of moral Core values include: With the existence of moral Core values, all employees can improve their potential both in cognitive aspects and the implementation of professional performance. Discipline, perseverance, integrity, harmony, togetherness, mutual respect, mutual respect, love, mutual care, and mutual cooperation. All of these values are the main basic reference for PT PSP in carrying out company management.

Researcher: To what extent are the core values of morals implemented in PT PSP?

Informant A: PT PSP actively encourages all employees to apply the core values of morals (Trust, Competence, Harmony, loyalty, Adaptive, Collaborative) in daily life. This includes implementing the Sapa Pagi program so that morality is optimally internalized and measuring the cultural maturity index to find out the extent to which employees have implemented morals.

Moral core values are implemented in all ranks of PT PSP, Dekom, Board of Directors, Employees/IT, and TKNO, as well as facilities for its implementation through sharing sessions, management forums, training, Morning Greetings, En Pe Ka activities, and other events. Moral has been determined as a value at PT. PSP 2020 has been socialized and internalized for its implementation for all employees through various media and activities and periodic evaluation and measurement of implementation effectiveness. Moral has been internalized through various activities, with the aim that every element of morality has become a culture in every employee of PT PSP and is implemented by every individual at all times. Moral has been implemented in every individual and is continuously socialized in Sapa Pagi activities. Although it has gone well, it needs to be monitored.

There is an ad hoc work unit that specifically manages the implementation of morals, which is carried out thoroughly and is actually quite implemented in the company's routine activities.

Morale at PT PSP has become an important part of the company's cultural transformation. The company provides training to all employees so that they can absorb the core values of morale in every work task.

Researcher: What are the implications of moral core values for all employees, both individually and in groups, after they are implemented at PT PSP?

Informant B : The implications of implementing morals in PSP are very useful as a guideline for employee behavior in carrying out activities so that it can support the creation of a conducive work environment to support the achievement of company goals.

This moral culture has become a guide and guideline for every individual of the Company to implement both in the field of Work and the social environment in the Company and has a positive impact on the Company. The implementation of the moral culture at PT PSP has a positive impact on employees and the company, supporting the creation of a conducive work environment and improving the company's performance. Moral has become the culture of some employees, and consciously and unconsciously, these values have been implemented every day, having a positive impact on PT PSP's HR culture. However, not all employees have implemented this value. In a broader context, moral in PT PSP employees, individually and in groups, is very effective at shaping work ethic and company culture. Overall, the implications of moral core values have been carried out on every individual and group well by periodically carrying out moral experience sharing in synergy (Sapa Pagi).

Researcher : How does PT PSP measure the implications of the implementation of moral Core values on employee performance?

Informant C: The implementation of moral core values in employee performance is measured by the periodic moral assessments conducted by PT PSP.

In addition, third parties are involved in measuring the implications of implementing moral core values on employee performance through surveys, knowledge sharing, and employee performance. PT PSP measures the implications of implementing moral core values on employee performance through the achievement of key performance indicators (KPIs), both corporate performance and each employee's KPIs. Thus, the Company can achieve or even exceed its targets. Conduct an awareness and acceptance survey for all employees to measure their understanding of moral core values and a cultural maturity index (IMB) assessment for all employees to assess the extent to which PT PSP employees implement core values in their daily activities.

Researcher : How does PT PSP measure the success of the implementation of moral Core values on employee performance?

Informant D : Measurement of the success of the implementation of morale on employee performance is carried out by conducting a 360-degree survey of all employees, namely self-assessment surveys, assessments from superiors, and also assessments of colleagues.

In addition, its success is measured by the results of measuring the Company's cultural maturity index from the guidelines set by the Ministry of SOEs. Formally conduct assessments and informally see changes in employees' attitudes and mentalities for the better. PT PSP measures the success of implementing moral core values by conducting periodic reporting to the moral Implementation Project. Also, periodic reports from the Department of Compartment are reported to the moral Implementation work unit.

Researcher : How does PT PSP involve employees in measuring the success of the implementation of moral core values?

Informant E : By encouraging the active participation of all employees in the survey to measure the cultural maturity index, among other things, actively monitoring and informing employees who have not participated in the survey to the head of their work unit,

Involving all employees/IT in every internalization of moral core values and also with the existence of Culture Fertilizer in all work units so that it can be implemented. By creating an attractive program and continuing to encourage the active participation of all employees to take part in the cultural maturity index measurement survey. Involving employees in every moral internalization activity, including the existence of EnPeKa activities and the existence of Culture Fertilizer in each work unit. Also through activities involving employees and their families.

Researcher : How does PT PSP measure the implications of employee participation in implementing the core values of moral?

Informant F : By monitoring employee participation in the cultural maturity index survey period, periodically, announcing the % of employee participation in each work unit. Monitoring employee participation in the cultural maturity index survey periodically. By creating a questionnaire and including it as one of the parameters in the KPI related to moral.

PT PSP uses a diverse and integrated approach to measure the implications of employee participation in implementing moral core values.

PT PSP measures the implications of employee participation in implementing moral core values through the results of surveys, including the Culture Pulse Check Survey, the ACHI survey, and the moral awareness survey.

Researcher : What are the steps taken by PT PSP to maintain employee consistency in obeying and implementing the core values of moral?

Informant G : There are routine activities such as Sapa Pagi, carrying out special activities, measuring the maturity index periodically, assessing the culture of employee morals by superiors and colleagues and used as a component in employee performance assessment, and the existence of an organizational structure for company culture. Holding events that involve creativity and togetherness with employees.

Furthermore, PT PSP also conducts continuous internalization, sharing knowledge based on morals, and conducting reminders in every company activity.

Routinely running the moral implementation program in the form of Sapa Pagi, also actively participating in the moral program implemented by the PI group both in the form of webinars and other programs, and another moral implementation program intended for employees and families of PT PSP employees. PT PSP, in successfully implementing the core values of morals, includes AKHLAK cultural values in every behavioral competency in every position in the organizational structure of PT PSP.

Researcher: What are the sanctions given by PT PSP, and what is the solution when the company's employees do not implement the core values of moral?

Informant H: Provisions on employee sanctions have been regulated in the sanctions POB and in the PKB, ranging from light sanctions in the form of verbal reprimands to severe sanctions in the form of layoffs. For example, in 2023, one employee was laid off for not implementing the Amanah, which is leaking company secrets and causing noise in the work environment.

If employees do not implement morals, coaching through counseling is necessary to find out the cause and then find a solution. There are no sanctions, but each individual is aware of the implementation of morals in the Company. In terms of implementing the AKHLAK culture, it is carried out with a proactive approach so that for employees who have not implemented it thoroughly and consistently, continuous coaching will be carried out until the person concerned has an awareness of the importance of implementing morals for individuals and companies. Sanctions are given that educate so that the core values of moral increase. The solution is to be given rewards that are in accordance with the implementation carried out.

Researcher : What are the strategic anticipatory steps prepared by PT PSP if at any time in the course of implementing the core values of AKHLAK in employees fails to be carried out optimally?

Informant I : One of the company's strategic steps is to form a special work unit to oversee the optimal implementation of morals, namely the formation of a Corporate Culture Implementation Team.

With the formation of a project-based organizational structure, it is hoped that the implementation of morals will be continuously implemented in the company; this minimizes the potential for failure.

The company's strategic steps include forming a special work unit to oversee the optimal implementation of morals, namely the formation of a Corporate Culture Implementation Team.

Continuous evaluation and cultural implementation have become part of the organizational structure that has a program, one of which is to strive for the implementation of morals to continue to improve.

Researcher : What are the positive and negative implications on employee work motivation throughout the implementation of moral core values at PT PSP until now?

Informant J : The positive implication is the creation of a conducive work environment to support the achievement of the company's targets. The negative implications are non-existent.

The implementation of moral core values has inspired every company employee, IT, and TKNO to focus on achieving performance and improving and maintaining the company's image. With the implementation of morals, employees work more openly and harmoniously and have better communication between employees.

From the results of the interview, it can be concluded that what was conveyed by the informants is in accordance with and valid with the AKHLAK core values indicators contained in the Circular Letter (SE) of the Ministry of SOEs No. SE-7/MBU/07/2020 and SE PIHC No. 08078/A/SM/P11/ET/2021. Researchers can state that PT PSP is serious about building, maintaining, and improving the dignity and dignity of the nation and state through the application of moral core values to all its employees. Researchers may not be exaggerating to say that moral values have been reflected in PT PSP which until now has succeeded in implementing moral core values on its employees to date.

In addition, the reliability of the research results through interviews can be seen from the suitability of each informant's answers in the interviews which are in line with each other which generally states that there are positive implications for the implementation of moral core values in the form of creating a conducive work environment to support the achievement of the company's targets, stimulating every PT PSP person, employees and TKNO to focus on achieving performance and improving and maintaining company image and make employees work more openly, harmoniously

and establish better communication between employees. On the other hand, all informants stated that there were no negative implications for the implementation of the moral core values.

Strategic anticipatory measures and a structured and systematic company management system can have a huge impact on both employees and the company.

The results of the measurement of the Pupuk Indonesia Group Cultural Maturity Index in 2022 using the Net Promoter Score (NPS) method, PT PSP received a score of 8.02. For the 2023 Moral Cultural Maturity Index, PT PSP received a score in the group PI of 8.54 with the Moderate category, where the number of correspondents who conducted the assessment was 1,652 employees, which is 99% of the total number of employees. This means that there has been an increase in the implementation of the moral culture at PT PSP from the previous 8.02 in 2022 to 8.54 in 2023, while for 2024 it will only be reassessed in early 2025.

Conclusion

The conclusion of the discussion regarding the implementation and implications of AKHLAK's core values at PT PSP shows that these values have an important role in shaping the company's culture and influencing employee motivation and performance. The implementation of the values of Trust, Competence, Harmony, Loyalty, Adaptive, and Collaborative has been integrated into various aspects of the company's operations, from decision-making to daily interactions between employees. This has encouraged increased employee commitment, productivity, and job satisfaction and strengthened the company's reputation in the industrial sector. However, implementing these values can also pose challenges, such as the pressure to meet high standards, which can potentially lead to stress and burnout if not managed properly. Therefore, PT PSP has implemented various strategies to support employees, including training, career development, and employee well-being, as well as ensuring an effective feedback mechanism.

In a broader context, moral values have become the foundation for PT PSP's creation of a strong and sustainable corporate culture, which supports business growth and sustainability. Employee involvement in implementing these values demonstrates the company's commitment to building a strong and inclusive organizational culture.

Overall, the implementation of moral *core values* at PT PSP has had a very good impact on the company's operations and performance. These values have proven to be more than just words; they are truly part of the company's DNA, influencing not only how employees interact with each other but also how the company operates and thrives in a competitive industry. Thus, morals are not only a set of core values but also a catalyst for the transformation and excellence of PT PSP. The success of this implementation depends on effective communication, ongoing support, and a commitment to employee well-being, which allows companies to fully benefit from these values while minimizing any negative impacts that may arise. The conclusion of the impact of the implementation of moral core values on PT PSP shows that these values have become an important catalyst in shaping a positive and productive corporate culture.

Trust, Competence, Harmony, Loyal, Adaptive, and Collaborative values have been integrated in various aspects of the company's operations, encouraging increased employee commitment and job satisfaction. Implementing these values has strengthened teamwork, improved individual and group performance, and promoted business growth and sustainability. On the other hand, the challenges arising from implementing these values include the potential for stress and pressure on employees to meet high standards. However, PT PSP has taken steps to support

employees through training, career development, and well-being and to ensure an effective feedback mechanism.

Overall, moral values have assisted PT PSP in creating a supportive work environment, increasing motivation and job satisfaction, and ensuring that the company can adapt to market and technological changes. This shows that the strong and consistent implementation of core values can have a broad and profound impact on a company's long-run success. The success of this implementation depends on effective communication, ongoing support, and commitment to employee well-being, which allows PT PSP to leverage the benefits of these core values fully.

Recommendation

In the context of implementation and the impact arising from the implementation of moral core values at PT PSP, some suggestions that can be given include:

1. **Improved Communication:** Ensure that all employees understand the moral values and how they are applied in their daily work. Effective communication can help prevent misunderstandings and ensure that these values are properly internalized.
2. **Training and Development:** Provide ongoing training to help employees develop skills that align with moral values. This training can include leadership development, teamwork, and adaptation to change.
3. **Feedback Mechanism:** Implement a feedback system that allows employees to express their opinions and suggestions on implementing moral values. This can help companies to improve and adjust their approach continuously.
4. **Recognition and Recognition:** Provide recognition to employees who strongly commit to moral values. These awards can be promotions, bonuses, or public recognition that can increase employee motivation.
5. **Work-Life Balance:** Promoting a good work-life balance ensures employees do not experience burnout. This can include flexibility, support for mental health, and recreational activities.
6. **Change Management:** Ensuring that changes related to implementing moral values are managed supportive and inclusive, allowing employees to adapt to those changes positively.
7. **Employee Engagement:** Involve employees in the decision-making process related to moral values. This can increase a sense of belonging and commitment to these values.
8. **Continuous Evaluation:** Conduct continuous evaluation of the impact of implementing moral values on the company's performance. These evaluations can help identify areas for improvement and celebrate the successes that have been achieved.
9. **Management Support:** Ensure management supports implementing moral values. This support can include adequate resources and a commitment to practices that align with those values.
10. **Corporate Social Responsibility:** Integrating moral values into the company's environmental social responsibility initiatives, ensuring that the company contributes positively to society and the environment.

By implementing these suggestions, PT PSP can maximize the positive impact of moral values and minimize potential negative impacts, thereby supporting the company's strategic goals and long-term vision. The key to successfully implementing this is a commitment to employee well-being and the development of a strong and sustainable organizational culture.

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