

# A Qualitative Study of The Process of Corporate Culture Internalization for New Employees at PT Gapura Angkasa

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## ABSTRACT

*This study explores the process of cultural value internalization among new employees at PT Gapura Angkasa, a leading ground handling service provider in Indonesia. Organizational culture, particularly the core values of AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif), plays a vital role in shaping employee identity and work behavior. However, previous studies have mostly emphasized socialization mechanisms rather than employees' subjective experience of internalization. Using a qualitative case study approach, data were collected through semi-structured interviews, limited observations, and document analysis involving new employees with less than one year of tenure. The findings reveal that onboarding provides effective initial exposure to corporate values, training translates these values into practical competencies, and mentoring strengthens relational support, enabling employees to embody the values personally. Respondents consistently reported that the AKHLAK values align with their personal identity and are reflected in their daily work behavior, fostering stronger engagement and collaboration. The study concludes that the integrating onboarding, training, and mentoring is essential for comprehensive cultural internalization. This synergy not only accelerates adaptation but also ensures that values are internalized beyond procedural compliance, supporting long-term organizational performance.*

**Keywords:** organizational culture; onboarding; training; mentoring; AKHLAK values

## ABSTRAK

Penelitian ini mengeksplorasi proses internalisasi nilai budaya pada karyawan baru di PT Gapura Angkasa, salah satu penyedia layanan *ground handling* terkemuka di Indonesia. Budaya organisasi, khususnya nilai-nilai inti AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif), berperan penting dalam membentuk identitas dan perilaku kerja karyawan. Namun, penelitian sebelumnya lebih banyak menekankan mekanisme sosialisasi dibandingkan pengalaman subjektif karyawan dalam menginternalisasi nilai-nilai tersebut. Penelitian ini menggunakan pendekatan studi kasus kualitatif dengan pengumpulan data melalui wawancara semi-terstruktur, observasi terbatas, dan analisis dokumen yang melibatkan karyawan baru dengan masa kerja kurang dari satu tahun. Hasil penelitian menunjukkan bahwa program *onboarding* memberikan pengenalan awal yang efektif terhadap nilai-nilai perusahaan, pelatihan menerjemahkan nilai-nilai tersebut ke dalam kompetensi praktis, dan proses *mentoring* memperkuat dukungan interpersonal sehingga memungkinkan karyawan menghayati nilai-nilai tersebut secara personal. Para responden secara konsisten menyatakan bahwa nilai-nilai AKHLAK selaras dengan identitas pribadi mereka dan tercermin dalam perilaku kerja sehari-hari, sehingga mendorong keterlibatan (*engagement*) dan kolaborasi yang lebih kuat. Penelitian ini menyimpulkan bahwa integrasi antara *onboarding*, pelatihan, dan *mentoring* merupakan faktor penting dalam menciptakan internalisasi budaya organisasi secara menyeluruh. Sinergi ketiga proses tersebut tidak hanya mempercepat adaptasi karyawan, tetapi juga memastikan bahwa nilai-nilai organisasi diinternalisasi melampaui sekadar kepatuhan terhadap prosedur, sehingga mendukung kinerja organisasi dalam jangka panjang.

**Kata kunci:** budaya organisasi; *onboarding*; pelatihan; *mentoring*; nilai-nilai AKHLAK.

## INTRODUCTION

Organizational culture represents a system of values, norms, and beliefs that guides individual behavior within an organization. Schein (2017) and Ghaleb (2024), both classical and contemporary studies, emphasize that organizational culture plays a crucial role in shaping employee identity, directing work behavior, and enhancing long-term performance. At the initial stage of entering an organization, newcomers encounter a complex socialization process, during which they must not only understand but also internalize the organization's values to adapt and contribute optimally.

Recent literature highlights onboarding, training, and mentoring as the primary mechanisms for embedding cultural values. Formal onboarding programs have been proven to reduce uncertainty and accelerate socialization, yet their effectiveness varies greatly depending on program design and managerial involvement (Frögéli et al., 2023). Training is regarded as a strategic tool for translating values into work-related competencies, while mentoring provides relational support and serves as a medium for transmitting organizational values more personally (Nifadkar & Bauer, 2016; Erdogan & Bauer, 2021). Furthermore, recent studies emphasize that social support and the quality of relationships with mentors strengthen newcomers' attachment to the organization (Kammeyer-Mueller et al., 2022).

Nevertheless, most prior research has primarily focused on socialization processes (e.g., the presence of onboarding programs, training content, or mentoring mechanisms), rather than examining the extent to which employees experience cultural value internalization. In other words, the literature remains limited in capturing how newcomers interpret and embody the values being socialized, and whether these values are genuinely reflected in their identities and daily behaviors (Saks et al., 2022). Several studies indicate that onboarding programs may improve compliance and understanding of workplace rules but do not necessarily ensure deep cultural internalization (A. Ang'ana & Walter J. Ongeti, 2023).

The context of PT Gapura Angkasa, as a ground handling service provider operating in more than 25 airports across Indonesia, makes cultural internalization particularly critical. The company emphasizes the AKHLAK core values (Amanah, Competence, Harmony, Loyalty, Adaptability, and Collaboration), which are essential for operational coordination in the airport environment. The complexity of cross-functional work, time pressures, and the demand for high-quality services make cultural internalization not merely a formality but a decisive factor for teamwork effectiveness and operational safety. However, there remains a limited body of research examining how new employees in Indonesia's air transportation service sector genuinely experience internalization through onboarding, training, and mentoring.

Based on this background, this study seeks to qualitatively explore how onboarding, training, and mentoring processes embed organizational values among new employees at PT Gapura Angkasa, while addressing the question: Do employees genuinely feel these processes contribute to cultural internalization? By highlighting

newcomers' subjective experiences, this study aims to provide theoretical contributions to the literature on organizational socialization and practical insights in the form of recommendations for enhancing cultural internalization programs in the ground handling industry.

Beyond the practical aspects of onboarding, the process of organizational culture internalization can also be understood through the lens of organizational communication and socialization. Organizational communication serves as a primary mechanism through which employees learn organizational values, norms, and expected behaviors. Through formal communication channels such as orientation programs, training sessions, and mentoring activities, as well as informal interactions with supervisors and colleagues, newcomers gradually acquire the knowledge necessary to become effective organizational members (Miller, 2015). Consequently, communication does not merely transfer information but also shapes employees' understanding of organizational identity and culture.

Organizational Socialization Theory further explains how newcomers adapt to organizational environments by learning role expectations, organizational values, and behavioral standards (Van Maanen & Schein, 1979). During this process, employees move from being organizational outsiders to becoming integrated members who understand and embody the organization's cultural principles. Effective socialization practices have been associated with greater organizational commitment, job satisfaction, and employee retention (Bauer et al., 2007). Therefore, onboarding activities can be viewed as an essential socialization mechanism that facilitates cultural learning and adjustment.

The internalization of organizational culture is also closely related to employee identity formation. According to organizational identity literature, employees develop a sense of belonging and identification with the organization when they perceive alignment between organizational values and their personal beliefs (Ashforth & Mael, 1989). Through repeated communication experiences and participation in organizational practices, organizational values may become embedded within employees' self-concepts, influencing how they think, feel, and behave in workplace settings. In this context, cultural internalization represents a deeper process than mere compliance, as employees begin to genuinely accept organizational values as guiding principles in their daily work.

Drawing on these perspectives, onboarding, training, and mentoring can be understood not only as human resource management practices but also as communicative processes through which organizational culture is transmitted, interpreted, and internalized. This perspective is particularly relevant in organizations implementing value-based cultures such as AKHLAK, where organizational success depends on employees' ability to understand, embrace, and enact shared values in their professional activities.

Despite the growing body of literature on organizational socialization and onboarding effectiveness, limited studies have specifically examined how organizational values become communicatively internalized among newly hired employees in

Indonesian state-owned enterprise environments. Furthermore, research focusing on the implementation of AKHLAK values within the onboarding experiences of new employees remains scarce. Therefore, this study seeks to explore how onboarding, training, and mentoring processes contribute to the internalization of organizational culture among new employees at PT Gapura Angkasa.

## **METHOD**

Data analysis was conducted in stages following the interactive model of Miles, Huberman, and Saldaña (2014), which includes data condensation, data display, and conclusion drawing and verification. This study adopted a qualitative case study design to investigate the process of cultural value internalization among new employees at PT Gapura Angkasa. A qualitative approach was chosen as it allows for capturing the subjective experiences of newcomers in understanding, interpreting, and embodying organizational values. Dimensions that cannot be fully revealed through quantitative methods. PT Gapura Angkasa, a ground handling service provider operating in more than 25 airports across Indonesia, was selected as the research site, particularly because of its emphasis on the AKHLAK core values (Amanah, Competence, Harmony, Loyalty, Adaptability, and Collaboration).

The study participants consisted of new employees with less than two years of tenure who had directly engaged in the onboarding, training, and mentoring programs. Informants were selected using purposive sampling based on the relevance of their experiences. The number of participants was determined flexibly until data saturation was achieved, with 9 individuals in total.

Data were primarily gathered through semi-structured, in-depth interviews, supported by limited participant observations during onboarding and training activities, as well as analysis of internal documents such as training modules, onboarding guidelines, and mentoring manuals. The interview protocol was designed to explore employees' experiences in understanding organizational values, the moments when they perceived these values as personally meaningful, and the extent to which training and mentoring reinforced the internalization process.

The data were analyzed using thematic analysis. The process involved data reduction, coding, grouping into thematic categories, and identifying patterns of meaning related to cultural internalization. Initial coding categories included value understanding, self-identification, behavioral enactment, mentor support, and internalization moments. To ensure research validity, several strategies were applied: source triangulation (new employees, mentors, HR staff), member checking (verification of summarized findings with participants), and documentation of the analytical process to establish an audit trail.

All participants were informed about the purpose of the study, and their consent was obtained prior to data collection. Confidentiality and anonymity were strictly maintained to protect participants' identities and organizational integrity.

## RESULT AND DISCUSSION

The following are the answers provided by nine out of ten respondents (employees of PT Gapura Angkasa) to the researcher's questions to determine the extent to which the internalization of onboarding, training, and mentoring contributes to the implementation of corporate cultural values, as follows:

**Table 1. Shows research by respondents answering**

No	Questions	Respondent	Answer
1	Are you an employee at PT Gapura Angkasa?	Respondent 1	Yes
		Respondent 2	Yes
		Respondent 3	No
		Respondent 4	Yes
		Respondent 5	Yes
		Respondent 6	Yes
		Respondent 7	Yes
		Respondent 8	Yes
		Respondent 9	Yes
2	How long does it take to work?	Respondent 1	>1 year
		Respondent 2	>1 year
		Respondent 3	>1 year
		Respondent 4	>1 year
		Respondent 5	<1 year
		Respondent 6	>1 year
		Respondent 7	>1 year
		Respondent 8	>1 year
		Respondent 9	>1 year
3	Since when did you start working at PT Gapura Angkasa?	Respondent 1	15/08/2024
		Respondent 2	07/08/2024
		Respondent 3	12/08/2024
		Respondent 4	07/08/2024
		Respondent 5	23/09/2024
		Respondent 6	07/08/2024
		Respondent 7	07/08/2024
		Respondent 8	25/03/2024
		Respondent 9	01/07/2024
4	Have you received an introduction to the company culture?	Respondent 1	Yes
		Respondent 2	Yes
		Respondent 3	Yes
		Respondent 4	Yes
		Respondent 5	Yes
		Respondent 6	Yes
		Respondent 7	Yes
		Respondent 8	Yes
		Respondent 9	Yes
5	How was your experience during the onboarding, training,	Respondent 1	Good
		Respondent 2	Very impressive. PT Gapura Angkasa places great emphasis on harmony

	and mentoring process at PT Gapura Angkasa?		and collaboration among employees, as well as having employees who are loyal to the company
		Respondent 3	It was very nice to be introduced to the Gapura culture
		Respondent 4	The education provided is very interesting
		Respondent 5	It was great, I got a detailed explanation about the corporate culture
		Respondent 6	Get a lot of knowledge
		Respondent 7	The onboarding process helped me quickly adapt to the company culture, the training provided relevant knowledge and skills, and the mentoring made me feel supported and motivated to develop better at work
		Respondent 8	My onboarding, training, and mentoring experience at PT Gapura Angkasa was truly memorable. The program not only equipped me with knowledge and skills, but also instilled the BUMN AKHLAK values—from integrity and competence to a collaborative spirit—which made me more prepared, adaptable, and committed to contributing
		Respondent 9	During the onboarding, training, and mentoring process at PT Gapura Angkasa, the process helped me understand the company culture, organizational structure, and roles that must be carried out clearly, and the training provided can be a basis in the scope of work
6	In your opinion, how is the explanation regarding corporate culture at PT Gapura Angkasa during the onboarding, training, and mentoring processes?	Respondent 1	Easy to understand
		Respondent 2	The corporate's culture is clearly explained during the onboarding, training, and mentoring processes. This culture is also reflected in the employees' open and supportive behavior toward new hires
		Respondent 3	Interesting, especially Gapura itself is a company that operates in the field of Ground Handling Services
		Respondent 4	Not boring and explained clearly

		Respondent 5	PT Gapura Angkasa as a BUMN affiliated company adopts AKHLAK as its cultural values, namely Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative
		Respondent 6	In my opinion, it teaches good personal qualities as employees
		Respondent 7	The explanation was delivered clearly and easily understood, thus helping me to understand the company's values and apply them in my daily work
		Respondent 8	The corporate culture is very much felt and integrated with the BUMN AKHLAK values
		Respondent 9	The explanation regarding the corporate culture at PT Gapura Angkasa during the onboarding, training, and mentoring process was delivered clearly and in a structured manner so that I could get an overview of the company culture and learn to adapt to it in my daily work life
7	What core values of corporate culture are implemented at PT Gapura Angkasa during the onboarding, training, and mentoring processes?	Respondent 1	Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative
		Respondent 2	AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative)
		Respondent 3	One of them is the introduction of AKHLAK, where this culture is still used at the gate to this day
		Respondent 4	AKHLAK
		Respondent 5	All components of AKHLAK have been implemented quite well at PT Gapura Angkasa, for example, such as competence, when I was a procurement analyst I was given training in the form of purchasing management, this is an implementation of the value of competence, then I also always coordinate with all units as a form of collaboration
		Respondent 6	AKHLAK

		Respondent 7	Cultural values that can be implemented include Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative
		Respondent 8	The values of AKHLAK
		Respondent 9	The values of AKHLAK
8	Do you feel that PT Gapura Angkasa's core values align with your personal identity? Please explain.	Respondent 1	Yes, AKHLAK provides a very appropriate description and is able to provide a reference for us to achieve the company's goals
		Respondent 2	The corporate culture aligns well with my personal identity. I'm someone who adapts easily to new environments and enjoys maintaining harmony with others
		Respondent 3	because it has been almost a year since the culture instilled by PT Gapura Angkasa has stuck with me too
		Respondent 4	Yes, because in carrying out activities, whether at work or in the office, I must be trustworthy, competent, harmonious, loyal, adaptive, and collaborative. The value of Trustworthiness aligns with my principles of working honestly and with reliability. Competence drives me to continuously learn and improve my skills. Harmony aligns with my habit of maintaining good relationships with colleagues, respecting differences, and creating a positive work atmosphere. I implement Loyalty by fully committing to the company and the tasks assigned. Adaptability reflects my readiness to face change and find the best solution under any circumstances. Meanwhile, Collaboration aligns with my belief that success can only be achieved through solid and mutually supportive cooperation
		Respondent 5	All of AKHLAK's cultural values align with my life. I believe that AKHLAK can serve as a guiding principle for employees to consistently behave

			positively in their daily lives and in achieving company goals
		Respondent 6	Appropriate, because I apply AKHLAK values in my work
		Respondent 7	Yes, I feel that the core values of PT Gapura Angkasa's corporate culture are very much in line with my personal identity
		Respondent 8	Yes
		Respondent 9	I feel that the core values of PT Gapura Angkasa's corporate culture align with my personal identity. Values such as integrity, professionalism, teamwork, and the principles I uphold in my work and daily interactions
9	How do you apply the core values of PT Gapura Angkasa's corporate culture in your daily work?	Respondent 1	One of them is to always prioritize collaboration both within and between units to determine decisions in achieving company goals
		Respondent 2	By maintaining harmony and trying to be able to adapt to the new environment
		Respondent 3	In the culture that is embedded, especially being friendly and easy to get along with, so that you can get new friends easily, especially in work in the Quality field so that you meet lots of people
		Respondent 4	Trustworthy: I work honestly to earn trust. Competent: I continually learn to improve my skills at work (by studying on YouTube, Mandarin lessons, and other sources of information). Harmonious: I maintain good relationships with my coworkers. Loyal: I am highly dedicated to my office work. Adaptive: When I encounter a situation where I need to improve, I will learn as best I can to adapt to the situation. Collaborative: I always prioritize working together and supporting others, so that my work achieves maximum results

		Respondent 5	I implement corporate culture in every activity in the Company, for example by arriving on time, doing work according to job descriptions, prioritizing deliberation or collaboration in making decisions, respecting every difference, and so on
		Respondent 6	Implementing BUMN's AKHLAK values
		Respondent 7	I implement the core values of PT Gapura Angkasa's corporate culture in my daily work by working with integrity and responsibility, continuously improving my competency, maintaining harmonious relationships with my colleagues, and demonstrating loyalty to the company. Furthermore, I consistently strive to adapt to change and work collaboratively to achieve shared team goals
		Respondent 8	I implement AKHLAK values by working honestly and adhering to Standard Operating Procedures (SOPs), continuously learning to improve my competence, and maintaining harmonious relationships with my colleagues. I am also committed to being loyal, adaptable to change, and collaborative to ensure optimal service delivery at PT Gapura Angkasa
		Respondent 9	I consistently apply the core values of PT Gapura Angkasa's corporate culture in my daily work. For example, I maintain integrity by always adhering to procedures and working honestly and responsibly, as well as being polite and professional towards colleagues and customers
10	How do you feel PT Gapura Angkasa's corporate culture is reflected in your daily activities at work?	Respondent 1	Supportive environment, makes it easy to coordinate
		Respondent 2	Through the behavior of company employees who are quite open and supportive towards new employees and interns who enter the company environment

		Respondent 3	For now there is none, because I maintain the good name of PT Gapura Angkasa well
		Respondent 4	I feel in accordance with the principles of AKHLAK
		Respondent 5	I feel that the corporate culture is well implemented by looking at the positive and supportive environmental conditions, helping each other in carrying out each job
		Respondent 6	Because of the implementation of the AKHLAK culture in work
		Respondent 7	I feel that PT Gapura Angkasa's corporate culture is reflected in our daily activities through mutual support among colleagues, a spirit of collaboration, discipline, and a commitment to professionalism and safety. This creates a harmonious and productive work environment
		Respondent 8	The impact is felt in a more positive and cohesive work environment, more professional service, and increased trust from customers and colleagues. This has resulted in optimal individual and team performance at PT Gapura Angkasa.
		Respondent 9	I feel that PT Gapura Angkasa's corporate culture is strongly reflected in daily workplace activities. For example, adhering to established procedures and regulations and supporting each other across divisions
11	Is there any training that helps you understand the corporate culture at PT Gapura Angkasa? Please explain.	Respondent 1	Yes, there is training related to my field of work, such as compliance training and legal document drafting. This has supported me in implementing the company's culture of competence
		Respondent 2	I did not do any formal training in understanding the company culture, but to help me understand the company culture, I interacted a lot with employees in the company form various work units to make it easier for me to adapt

		Respondent 3	I once attended training about the corporate culture.
		Respondent 4	For material explained during onboarding.
		Respondent 5	Yes, in supporting the Competent value in carrying out my work, I hope I will receive training in the form of training related to the OSS system, training on document drafting, compliance, and other training that can help me in completing my work
		Respondent 6	Helpful, because it can form a better character.
		Respondent 7	Yes, there is. The training on core values and work ethics really helped me understand and apply PT Gapura Angkasa's corporate culture in my daily activities
		Respondent 8	There is "On Boarding New Employee Training" which has been held by PT Gapura Angkasa to provide knowledge to new employees who join PT Gapura Angkasa
		Respondent 9	Yes, PT Gapura Angkasa provides training that helps me understand the company culture, such as new employee orientation sessions and training on the company's core values. Through this training, I was introduced to the company's vision, mission, core values, and expected standards of behavior
12	Did your superiors provide you with mentoring to help you understand PT Gapura Angkasa's corporate culture? Please explain.	Respondent 1	Yes, by assigning responsibilities according to job descriptions, it reinforces the company's cultural value of Competence. Furthermore, superiors' directives to always coordinate work-related matters provide a deeper understanding of collaboration
		Respondent 2	Intensive mentoring is currently unavailable. However, this can be replaced by appointing Culture Agents in various company work areas and engaging in cultural programs involving employees from all branches

		Respondent 3	Yes, in running the Gapura Business my boss taught me in the Development Process
		Respondent 4	There isn't any.
		Respondent 5	Yes, my boss has always been a good support system in carrying out my role as a corporate legal analyst
		Respondent 6	Understanding, because it can explain corporate culture.
		Respondent 7	My superiors provide clear and open mentoring, making it easier for me to understand and apply the corporate cultural values of PT Gapura Angkasa in my daily work
		Respondent 8	Yes, mentoring is obtained from seniors
		Respondent 9	Yes, I received guidance from my superiors in understanding the company culture. They provided direct guidance, especially during my initial days, explaining work standards, core values, and providing examples of their implementation in the field. Furthermore, they were open to discussions and provided feedback whenever there were areas for improvement, so I felt guided in properly implementing the company culture in my daily work
13	In what ways do you feel corporate culture influences the way you work?	Respondent 1	Of course, in terms of implementing each job
		Respondent 2	In terms of employee involvement, it makes employees much more valued and involved in their role in every company program
		Respondent 3	Meet, communicate, and maintain polite and courteous behavior
		Respondent 4	In all things, especially when doing daily work
		Respondent 5	In any matter relating to implementation of work
		Respondent 6	In a punctual way
		Respondent 7	The company culture influences me to work in a trustworthy, competent, harmonious, adaptive, and collaborative manner so that work results are more optimal

		Respondent 8	The company culture has made me more disciplined, trustworthy, and focused on smooth administration, operations, and service delivery. Furthermore, I've become accustomed to working with a team and adapting to rapid changes
		Respondent 9	PT Gapura Angkasa's corporate culture influences the way I work in several ways, such as teamwork and communication, and service quality. The company's values encourage me to maintain professionalism and provide the best possible service to customers
14	Time for filling in respondents' answers (PT Gapura Angkasa employees) to questions asked by researchers	Respondent 1	8/22/2025 9:11:52
		Respondent 2	8/22/2025 9:27:05
		Respondent 3	8/22/2025 9:50:08
		Respondent 4	8/22/2025 10:58:49
		Respondent 5	8/22/2025 15:11:41
		Respondent 6	8/22/2025 18:13:36
		Respondent 7	8/22/2025 20:32:15
		Respondent 8	8/27/2025 16:54:56
		Respondent 9	8/27/2025 17:06:40

Source: Research data processed by the authors (2026)

Based on the findings from nine out of ten respondents, it was revealed that the internalization process through onboarding, training, and mentoring positively contributes to the application of corporate cultural values, which ultimately impacts employee performance improvement.

The details of these contributions are elaborated as follows. From the onboarding perspective, respondents who were new employees with less than or equal to one year of tenure stated that they received an introduction to the company, including its culture based on AKHLAK values. For the respondents, the explanation of AKHLAK not only broadened their understanding but also served as an essential foundation for implementing these values in daily work practices. The application of these values was perceived to enhance employee performance, thereby supporting the achievement of the company's vision, mission, and both financial and non-financial targets. Moreover, the onboarding program implemented by PT Gapura Angkasa reflects the organization's commitment to human resource development as well as serving as a preventive instrument against behaviors that deviate from company norms. This aligns with Frögéli et al. (2023), who emphasized that formal onboarding programs effectively reduce uncertainty and accelerate the socialization process. In the context of PT Gapura Angkasa, the internalization of AKHLAK values through onboarding demonstrates the organization's commitment to shaping employee identity consistent with its vision and

mission. However, as Klein et al. (2015) warned, onboarding that focuses primarily on workplace rules does not always guarantee deep value internalization. Therefore, it is important for onboarding at PT Gapura Angkasa to emphasize value dimensions and work ethics, not merely procedural aspects.

From the training perspective, respondents reported that they participated in introductory programs such as Onboarding New Employee Training. This program was perceived as strategically beneficial, as it helped newcomers to understand and internalize AKHLAK values within their work activities. This was reflected in behaviors such as maintaining integrity by working honestly in accordance with standard operating procedures (SOP), adapting to technological and knowledge developments, and enhancing collaboration with both internal (fellow employees) and external stakeholders, ultimately fostering harmonious workplace relations. This finding is consistent with A. Ang'ana & Walter J. Ongeti (2023), who argued that sensemaking during onboarding and training is supported by effective communication and a clear organizational culture. Thus, training at PT Gapura Angkasa not only strengthens technical capabilities but also deepens the internalization of values, which contributes to greater employee engagement.

From the mentoring perspective, respondents conveyed that after undergoing onboarding and training, they received guidance from direct supervisors, both regarding business processes and the application of AKHLAK values in daily work. Mentoring was perceived as an essential element for newcomers, delivered by supervisors or senior colleagues with longer organizational tenure. This mechanism accelerated adaptation, enhanced knowledge and skills, and improved newcomers' performance, thereby fostering stronger engagement with the organization. Mentoring was seen as a crucial factor in accelerating adjustment and strengthening the emotional attachment of new employees to the organization. Respondents highlighted the importance of direct support from supervisors and senior colleagues in both understanding business processes and modeling the application of AKHLAK values. This finding supports Nifadkar & Bauer (2016) and Erdogan & Bauer (2021), who argue that mentoring functions as a medium of cultural value transfer that is personal and relational. Furthermore, the findings of this study confirm Kammeyer-Mueller et al. (2022), who emphasized that the quality of the mentor-mentee relationship significantly reinforces newcomers' attachment to the organization.

Conceptually, these findings align with Frögéli et al. (2023), who noted that formal onboarding programs effectively reduce uncertainty and accelerate socialization. Training is considered a key strategy in transforming organizational values into work competencies, while mentoring serves as a more personal medium for transferring values (Nifadkar & Bauer, 2016; Erdogan & Bauer, 2021). This study reinforces existing literature that stresses the importance of synergy between onboarding, training, and mentoring in organizational socialization. However, it also highlights a deeper level of internalization, in which AKHLAK values are not only understood cognitively but are also embodied in newcomers' personal identities and daily work behaviors at PT Gapura

Angkasa. This addresses the gap in prior literature, which tended to emphasize socialization mechanisms rather than subjective experiences of value internalization (Saks et al., 2022).

Accordingly, the three elements contribute to strengthening newcomers' organizational engagement (Kammeyer-Mueller et al., 2013). Thus, it can be concluded that comprehensive cultural internalization requires the integration of formal mechanisms (onboarding and training) with relational support (mentoring), ensuring that the adaptation process for new employees is both optimal and sustainable.

## **CONCLUSION**

This study demonstrates that the internalization of organizational culture among new employees at PT Gapura Angkasa is facilitated through the integration of onboarding, training, and mentoring processes. The findings reveal that onboarding serves as an initial mechanism for introducing organizational values, training translates those values into practical competencies, and mentoring provides continuous interpersonal support that enables employees to understand and apply the values in their daily work activities. Together, these processes contribute not only to organizational adaptation but also to the development of employees' sense of belonging and commitment to the organization, which is consistent with the organizational socialization framework proposed by Van Maanen and Schein (1979) and Bauer et al. (2007).

More importantly, the study finds that the AKHLAK values are not merely understood at a cognitive level but are also perceived by employees as being aligned with their personal identities and reflected in their workplace behavior. This finding supports the perspective of Ashforth and Mael (1989), who argue that organizational values become meaningful when employees identify with them as part of their self-concept. Furthermore, the findings extend previous studies on onboarding and organizational socialization by highlighting the subjective experience of value internalization rather than focusing solely on formal socialization mechanisms (Klein et al., 2015; Saks et al., 2022).

From a practical perspective, the findings suggest that organizations should not rely exclusively on formal onboarding programs to foster cultural internalization. Instead, organizations need to ensure the continuity of value transmission through structured training and supportive mentoring relationships. This finding reinforces previous research emphasizing the importance of onboarding in reducing uncertainty and accelerating adaptation (Frögéli et al., 2023), training in transforming organizational values into practical competencies (Ang'ana & Ongeti, 2023), and mentoring in strengthening employee engagement and organizational attachment (Nifadkar & Bauer, 2016; Erdogan & Bauer, 2021; Kammeyer-Mueller et al., 2013).

Nevertheless, this study has several limitations. The research was conducted within a single organization and involved a limited number of participants, which may restrict the transferability of the findings to other organizational contexts. Future studies are encouraged to investigate the internalization of organizational culture in different industries and organizational settings, particularly within state-owned enterprises

implementing the AKHLAK values framework. Further research may also explore the long-term relationship between cultural internalization, employee engagement, organizational commitment, and performance outcomes.

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