

ABSTRAKSI

Reformasi birokrasi di Indonesia bertujuan untuk menciptakan birokrasi yang lebih efisien, akuntabel, dan responsif. Lembaga Administrasi Negara (LAN) memiliki peran strategis dalam reformasi ini dengan visi menjadi institusi pembelajar berkelas dunia. Namun, implementasi perubahan di LAN menghadapi berbagai tantangan, termasuk kesiapan pegawai dalam mengadopsi perubahan.

Penelitian ini bertujuan untuk menganalisis kesiapan pegawai di LAN dalam menghadapi perubahan organisasi, serta mengidentifikasi faktor pendorong dan penghambat kesiapan tersebut. Pendekatan *mixed methods explanatory sequential design* digunakan, dengan tahap pertama berupa survei terhadap pegawai LAN untuk mengukur persepsi mereka terhadap kesiapan untuk berubah, yang mencakup dimensi *efficacy*, *valence*, *discrepancy*, *senior leadership support*, *organizational valence*, dan *perceived organizational support*. Hasil survei menunjukkan bahwa secara umum kesiapan pegawai tergolong tinggi, walaupun terdapat kelemahan pada aspek dukungan kepemimpinan senior dan dukungan organisasi yang dirasakan.

Pada tahap kedua, wawancara dilakukan dengan beberapa responden dan pimpinan yang memiliki kewenangan dalam hal kebijakan dan implementasi di LAN untuk mendalami hasil survei. Temuan menunjukkan bahwa faktor-faktor yang mendorong kesiapan adalah dukungan sistem kerja yang mendukung, adanya iklim perubahan, kemudahan mengembangkan diri, kesejahteraan pegawai, pemahaman akan kebutuhan perubahan, dan keterbukaan pimpinan. Sementara itu, kendala utama meliputi pola pikir tradisional yang memberikan jarak antara pimpinan dan pegawai, perubahan paradigma pembelajaran dan keterbatasan pemenuhan pengembangan kompetensi. Hasil analisis dari penelitian menunjukkan bahwa pegawai LAN memiliki kesiapan yang tinggi dalam menghadapi perubahan menuju institusi pembelajar berkelas dunia. Namun, meskipun kesiapan berubah secara umum tinggi, masih terdapat beberapa kondisi yang jika dibiarkan dapat memunculkan patologi birokrasi.

Penelitian ini memberikan kontribusi bagi pengembangan strategi peningkatan kesiapan pegawai di LAN, serta menjadi bahan evaluasi bagi instansi pemerintah dalam meningkatkan efektivitas implementasi reformasi birokrasi.

Kata Kunci: kesiapan untuk berubah, reformasi birokrasi, LAN, organisasi pembelajar berkelas dunia, perubahan organisasi

ABSTRACT

Bureaucratic reform in Indonesia aims to create a more efficient, accountable, and responsive bureaucracy. The National Institute of Public Administration (NIPA) plays a strategic role in this reform with a vision of becoming a world-class learning institution. However, the implementation of change at NIPA faces various challenges, including employee readiness to adopt change.

This study aims to analyze employee readiness at NIPA in facing organizational change and identify the driving and inhibiting factors influencing this readiness. A mixed methods explanatory sequential design was used, with the first phase involving a survey of NIPA employees to measure their perceptions of readiness for change, covering dimensions such as efficacy, valence, discrepancy, senior leadership support, organizational valence, and perceived organizational support. The survey results indicate that, in general, employee readiness is high, although there are weaknesses in senior leadership support and perceived organizational support.

In the second phase, interviews were conducted with selected respondents and leaders responsible for policy and implementation at NIPA to further explore the survey findings. The results reveal that the driving factors for readiness include a supportive work system, a conducive change climate, opportunities for self-development, employee welfare, understanding of the need for change, and leadership openness. Conversely, the main barriers include traditional mindsets that create distance between leaders and employees, shifts in the learning paradigm, and limitations in competency development opportunities.

The findings suggest that NIPA employees demonstrate high readiness for change toward becoming a world-class learning institution. However, despite the generally high readiness level, certain conditions—if left unaddressed—could lead to bureaucratic pathology.

This research contributes to the development of strategies to enhance employee readiness at NIPA and serves as an evaluation tool for government institutions to improve the effectiveness of bureaucratic reform implementation.

Keywords: *readiness for change, bureaucratic reform, NIPA, world-class learning organization, organizational change*