

INTISARI

Transformasi digital di sektor publik telah menjadi agenda strategis seiring dengan perkembangan teknologi dan tuntutan pelayanan yang semakin cepat dan terintegrasi. Di tengah dinamika era Revolusi Industri 4.0, penerapan manajemen perubahan menjadi kunci untuk memastikan inisiatif digital dapat diimplementasikan secara efektif dan berkelanjutan. Kementerian Keuangan R.I. dinilai telah berkomitmen dalam menerapkan transformasi digital di tengah permasalahan seperti rendahnya tingkat kesuksesan inisiatif digital global, ketimpangan SPBE, rendahnya kualitas aplikasi pemerintah dan rendahnya kapabilitas ASN yang mencerminkan tata kelola transformasi digital sektor publik belum dilakukan dengan baik. Pandangan tersebut dilandasi bahwa Kemenkeu telah menerapkan manajemen perubahan dalam transisi perubahan digital.

Tujuan penelitian untuk menganalisis penerapan manajemen perubahan dalam mendukung proses transformasi digital di Kementerian Keuangan Republik Indonesia pada periode 2019-2024. Fokus utama penelitian adalah mengeksplorasi strategi manajemen perubahan yang digunakan, serta mengidentifikasi hambatan yang dihadapi dalam mengawal transformasi digital berdasarkan model manajemen perubahan Lewin dan Kotter. Penelitian dilakukan menggunakan metode kualitatif dengan pendekatan studi kasus. Data primer dikumpulkan melalui wawancara mendalam dengan narasumber kunci meliputi pegawai dari *Central Transformation Office* (CTO), *Project Management Office* (PMO) dan duta transformasi Kemenkeu. Sedangkan data sekunder berasal dari dokumen Kemenkeu, regulasi terkait, serta literatur yang relevan. Teknik analisis data menggunakan pendekatan model interaktif Miles dan Huberman, meliputi pengumpulan data, kondensasi data, penyajian data, dan penarikan kesimpulan.

Hasil penelitian menunjukkan bahwa Kementerian Keuangan telah menerapkan prinsip-prinsip manajemen perubahan berdasarkan model manajemen perubahan Lewin dan model delapan langkah manajemen perubahan Kotter. Upaya dimaksud meliputi membangun urgensi dan *awareness*, membentuk koalisi pemandu, menciptakan visi strategis, mengomunikasikan perubahan, memberdayakan aksi, *quick wins*, konsolidasi dan evaluasi serta membuat perubahan tetap melekat. Hambatan manajemen perubahan dalam transformasi digital Kemenkeu meliputi ketidakselarasan visi dan komitmen, resistensi internal, mispersepsi, keterbatasan SDM dan arsitektur sistem, kebijakan yang berubah cepat, silo antar unit, penyesuaian budaya akseleratif serta aspek anggaran dan fleksibilitas pendanaan.

Kata kunci: Duta Transformasi, Kementerian Keuangan, Manajemen Perubahan, Model Kotter, Model Lewin, Transformasi Digital.

ABSTRACT

Digital transformation in the public sector has become a strategic agenda in tandem with technological advancements and the growing demand for faster, more integrated services. Amid the dynamic era of the Fourth Industrial Revolution, the implementation of change management is key to ensuring that digital initiatives are executed effectively and sustainably. The Ministry of Finance of the Republic of Indonesia is deemed committed to implementing digital transformation despite facing challenges such as the low global success rate of digital initiatives, disparities in the Electronic-Based Government System (SPBE), substandard quality of government applications, and the limited capabilities of civil servants, all of which reflect that public sector digital transformation governance has not been optimally executed. This view is grounded in the observation that the Ministry has implemented change management during its digital transition.

This study was conducted to analyze the application of change management in supporting the digital transformation process at the Ministry of Finance during the period 2019–2024. The primary focus of the research is to explore the change management strategies employed and to identify the obstacles encountered in overseeing digital transformation based on Lewin's change management model and Kotter's eight-step change management model. This study employs a qualitative methodology with a case study approach. Primary data were collected through in-depth interviews with key informants, including employees from the Central Transformation Office (CTO), the Project Management Office (PMO), and the Ministry's transformation ambassadors. Secondary data were sourced from Ministry documents, relevant regulations, and pertinent literature. Data analysis was conducted using the interactive model proposed by Miles and Huberman, which comprises data collection, data condensation, data display, and drawing conclusions.

The findings indicate that the Ministry of Finance has applied change management principles based on both Lewin's model and Kotter's eight-step change management model. These efforts include building urgency and awareness, forming a guiding coalition, creating a strategic vision, communicating change, empowering action, achieving quick wins, consolidating improvements and evaluations, and institutionalizing change. Additionally, the study highlights the critical role of change agents who facilitate the transition by bridging the gap between top management and operational staff, providing training and support, and addressing obstacles. However, the Ministry faces several challenges in its digital transformation change management process, including misalignment of vision and commitment, internal resistance, misconceptions, limitations in human resources and system architecture, rapidly changing policies, inter-unit silos, the need for accelerated cultural adjustments, and issues related to budget and funding flexibility.

Keywords: Change Management, Digital Transformation, Kotter Model, Ministry of Finance, Transformation Ambassadors.