

## ABSTRAK

Transformasi organisasi menjadi kebutuhan strategis dalam menghadapi disrupsi digital, perubahan generasi tenaga kerja, serta meningkatnya ekspektasi pemangku kepentingan. PT ASDP Indonesia Ferry (Persero), sebagai salah satu operator transportasi publik nasional, tengah menjalankan transformasi menyeluruh yang mencakup aspek budaya kerja, digitalisasi, serta kapabilitas organisasi. Namun, tantangan terbesar dalam transformasi ini tidak hanya terletak pada perencanaan strategis, melainkan pada bagaimana perubahan tersebut diterima, dipahami, dan dilaksanakan oleh seluruh lapisan organisasi secara konsisten.

Penelitian ini menggunakan kerangka teori ADKAR (*Awareness, Desire, Knowledge, Ability, Reinforcement*) dari Jeff Hiatt untuk menganalisis kesiapan dan strategi transformasi organisasi. Metode yang digunakan adalah pendekatan kualitatif dengan teknik pengumpulan data melalui wawancara mendalam kepada dua tokoh kunci, yakni Direktur Operasi dan Transformasi serta *Vice President* Inovasi dan Transformasi. Penelitian juga dilengkapi dengan triangulasi data kuantitatif berupa *assessment* ADKAR lintas direktorat, serta analisis konten terhadap dokumen internal dan hasil evaluasi program transformasi.

Hasil penelitian menunjukkan bahwa strategi pembangunan *awareness* di ASDP dilaksanakan secara *top to down* melalui narasi urgensi dan simbolisasi transformasi, yang kemudian didistribusikan melalui media internal dan program komunikasi rutin. *Desire* dibentuk melalui pendekatan partisipasi seperti OWOS OMOS, *co-creation*, dan pengakuan publik, menciptakan keterikatan emosional karyawan terhadap perubahan. Sementara itu, *knowledge* dikembangkan melalui *learning pathway* terstruktur, kolaborasi eksternal, dan pembentukan *Knowledge Office*, sedangkan *ability* dibangun lewat rotasi jabatan, simulasi peran, *coaching*, dan proyek mini.

Elemen *reinforcement* diperkuat melalui integrasi perubahan ke dalam sistem KPI, digitalisasi sistem *reward* melalui HCMS, serta program *exposure* internasional bagi kontributor terbaik. Temuan ini menunjukkan bahwa keberhasilan transformasi memerlukan kesinambungan antar elemen ADKAR yang tidak bersifat linear, melainkan dapat berjalan secara paralel dengan dukungan kepemimpinan konsisten dan sistem *monitoring* progres. Penelitian ini merekomendasikan penggunaan *dashboard* ADKAR sebagai alat ukur keberlanjutan transformasi dan penguatan budaya perubahan di masa depan.

**Kata Kunci: Transformasi Organisasi, ADKAR, Manajemen Perubahan, Perubahan Perilaku**

## **ABSTRACT**

*Organizational transformation has become a strategic necessity in the face of digital disruption, generational workforce shifts, and rising stakeholder expectations. PT ASDP Indonesia Ferry (Persero), as a key national public transport operator, is undergoing a comprehensive transformation encompassing work culture, digitalization, and organizational capabilities. However, the greatest challenge lies not in planning but in how the change is accepted, understood, and implemented consistently across all levels of the organization.*

*This research adopts the ADKAR model (Awareness, Desire, Knowledge, Ability, Reinforcement) by Jeff Hiatt to analyze the readiness and strategy of ASDP's transformation. A qualitative research method was used, with in-depth interviews conducted with two key informants: the Director of Operations and Transformation and the Vice President of Innovation and Transformation. The study is supported by quantitative data triangulation from cross-directorate ADKAR assessments, as well as content analysis of internal documents and program evaluations.*

*Findings reveal that awareness was developed through a top-down approach using urgency narratives and transformation symbolism, distributed via internal media and routine communication programs. Desire was cultivated through participatory methods such as OWOS OMOS, co-creation, and public recognition, building emotional engagement among employees. Knowledge was strengthened through structured learning pathways, external collaboration, and the establishment of a Knowledge Office, while ability was enhanced through job rotation, role simulations, coaching, and mini-project assignments.*

*Reinforcement was embedded through KPI integration, digitalized reward systems via HCMS, and international exposure programs for top contributors. The study concludes that successful transformation requires interdependent ADKAR elements implemented both sequentially and in parallel, supported by consistent leadership and continuous monitoring systems. It recommends the development of an ADKAR dashboard to measure the sustainability of transformation and reinforce a culture of change.*

**Keywords:** *Organizational Transformation, ADKAR, Change Management, Behavioral Change*