

## ABSTRAK

### EVALUASI STRATEGI MANAJEMEN PERUBAHAN DALAM PROSES TRANSFORMASI *AGILE ORGANIZATION* DI KANTOR PUSAT PT HUTAMA KARYA (PERSERO)

Transformasi *Agile Organization* di lingkungan BUMN merupakan upaya strategis untuk meningkatkan adaptabilitas, kecepatan pengambilan keputusan, dan kolaborasi lintas fungsi. Penelitian ini bertujuan untuk mengevaluasi kesiapan berubah organisasi berdasarkan kerangka teori Weiner (2009) mengenai *Organizational Readiness for Change* serta merumuskan strategi manajemen perubahan yang tepat dalam mendukung implementasi *Agile Organization* di Kantor Pusat PT Hutama Karya (Persero) melalui kerangka Kotter's *8-Step Change Model* (1996). Pendekatan penelitian menggunakan metode kualitatif, melalui teknik pengumpulan data berupa wawancara mendalam, observasi langsung, dan analisis dokumen internal.

Hasil penelitian menunjukkan bahwa dari sisi kesiapan berubah, komitmen perubahan kuat di tingkat pimpinan, namun belum terinternalisasi secara merata pada level pelaksana. Efikasi perubahan juga menunjukkan variasi, terutama terkait kapasitas pelaksana, kejelasan tugas dan peran, serta ketersediaan sumber daya. Evaluasi strategi manajemen perubahan yang sudah dilakukan berdasarkan Kotter menemukan beberapa gap, khususnya pada pembangunan urgensi kolektif, pembentukan koalisi lintas fungsi, serta penanaman perubahan menjadi budaya perusahaan. Penelitian ini menghasilkan rekomendasi strategi perubahan yang lebih operasional, mencakup penguatan komunikasi nilai secara partisipatif, peningkatan kapabilitas *change agents*, penetapan *quick wins*, dan sistem monitoring perubahan yang terstruktur. Temuan ini diharapkan memperkaya kajian akademik mengenai transformasi *agile* di sektor publik serta memberikan kontribusi praktis bagi BUMN yang menghadapi dinamika perubahan serupa.

Kata kunci: *Agile Organization*, *Manajemen Perubahan*, *Kesiapan Berubah*, *Weiner*, *Kotter*, *BUMN*.

***EVALUATION OF CHANGE MANAGEMENT STRATEGY IN  
AGILE ORGANIZATION TRANSFORMATION  
AT THE HEAD OFFICE OF PT HUTAMA KARYA (PERSERO)***

*Agile Organization transformation within the BUMN environment is a strategic effort to enhance adaptability, accelerate decision-making processes, and strengthen cross-functional collaboration. This study aims to evaluate organizational readiness for change based on Weiner's (2009) theoretical framework of Organizational Readiness for Change and to formulate appropriate change management strategies to support the implementation of the Agile Organization at the Head Office of PT Hutama Karya (Persero) using Kotter's 8-Step Change Model (1996). A qualitative research approach was employed, utilizing in-depth interviews, direct observations, and internal document analysis.*

*The findings indicate that, in terms of readiness for change, commitment to change is strong at the leadership level but has not been fully internalized across operational levels. Change efficacy also varies, particularly regarding implementation capacity, clarity of tasks and roles, and the availability of necessary resources. Evaluation of the existing change management strategy based on Kotter's framework reveals several gaps, especially in building collective urgency, forming cross-functional guiding coalitions, and embedding change into the organizational culture. This study provides recommendations for a more operational change strategy, including strengthening participatory communication of change values, enhancing the capabilities of change agents, establishing quick wins, and implementing a structured system for monitoring change. These findings are expected to enrich academic discourse on agile transformation in the public sector and offer practical contributions to state-owned enterprises facing similar transformation challenges.*

**Keywords:** *Agile Organization, Change Management, Readiness for Change, Weiner, Kotter, BUMN*