

## ABSTRAK

Penelitian ini bertujuan untuk mendeskripsikan Perubahan Transformasional di Lembaga Penyiaran Publik Televisi Republik Indonesia Pasca Pergantian Dewan Direksi Periode 2017-2022. Perubahan transformasional tersebut dideskripsikan dengan berfokus pada proses perubahannya serta pengaruh pendanaan dan sumber daya manusia dalam perubahan transformasional tersebut. Pendekatan penelitian yang digunakan adalah pendekatan kualitatif deskriptif. Teori yang digunakan adalah Teori Proses Perubahan Transformasional oleh Anderson & Anderson (2001), Teori Kesiapan untuk Berubah oleh Armenakis et al. (1993), dan Teori Pendanaan Lembaga Penyiaran Publik oleh Firnandi (2017). Teori-teori ini digunakan karena dianggap paling komprehensif dalam menjelaskan fenomena di LPP TVRI.

Teknik pengumpulan data dalam penelitian ini dilakukan dengan wawancara, observasi, dan studi kepustakaan. Wawancara dilakukan pada beberapa narasumber yang memahami perkembangan perubahan di LPP TVRI, seperti Staf Bagian Kelembagaan, Hukum, dan Humas LPP TVRI, Staf Puslitbang LPP TVRI, Staf Keuangan LPP TVRI, dan Staf Pengembangan SDM LPP TVRI. Observasi dilakukan seiring dengan wawancara, khususnya di Bagian Umum, Bagian Keuangan, dan Bagian SDM LPP TVRI. Untuk studi kepustakaan dilakukan analisis dokumen- dokumen terkait dan beberapa sumber sekunder lainnya. Analisis data dilakukan secara deskriptif yang mencakup reduksi data, penyajian data, dan penarikan kesimpulan. Ada pula verifikasi data yang mencakup triangulasi sumber dan triangulasi metode.

Hasil penelitian ini menunjukkan bahwa proses perubahan transformasional di LPP TVRI dilakukan bertahap berdasarkan aspek, yaitu aspek Sumber Daya Manusia, Keuangan, *Rebranding*, Layar, dan Reformasi Birokrasi. Pendanaan yang terbatas sangat memengaruhi proses perubahan karena beberapa aktivitas perubahan memerlukan dana yang besar sehingga harus mengambil dana dari pos pengeluaran lain, seperti pembelian hak siar Liga Inggris. Sumber daya manusia yang didominasi oleh pegawai senior memengaruhi proses perubahan namun sedapat mungkin diminimalisasi dengan menggabungkan pola pikir senior dengan yang muda, sehingga muncul kombinasi antara pengalaman dan kreativitas. Penelitian ini juga mengulas tentang kasus pemberhentian Helmy Yahya sebagai direktur utama di awal tahun 2020, di mana ada konflik *stakeholder* antara dewan direksi dengan dewan pengawas. Hal ini dianggap bukan hal baru dalam manajemen LPP TVRI sehingga menarik untuk diteliti lebih lanjut.

**Kata kunci : Perubahan Transformasional, LPP TVRI, Pendanaan, Manajemen Sumber Daya Manusia**

## ABSTRACT

*The purpose of this research is to describe Transformational Change in Public Broadcasting Organization Television of Republik Indonesia (LPP TVRI) After the Change of The Board of Directors 2017-2022. The research of this transformational change is focused on the change process and how funding and human resources influenced it. This research conducts qualitative descriptive approach. Theories involved in this research are Transformational Change Process Theory by Anderson & Anderson (2001), Readiness for Change Theory by Armenakis et al. (1993), and Public Broadcasting Organization Funding Theory by Firnandi (2017). These theories are chosen because they provides the most comprehensive explanation about the phenomenon happened in LPP TVRI.*

*Data collection techniques used in this research are interview, observation, and literature study. The interview was held to a few respondents who comprehend the change happened inside TVRI, such as Staff of Institutional, Law, and Public Relation Department LPP TVRI, Staff of Research and Development Center LPP TVRI, Staff of Finance Department LPP TVRI, and Staff of Human Resources Department LPP TVRI. Observation was held in parallel with the interview, especially in General Affair Department, Finance Department, and Human Resources Department of LPP TVRI. Meanwhile in literature study, researcher analyzed some of related documents, websites, and other secondary sources. Data analysis conducted descriptively including data reduction, data display, and conclusion drawing. Data verification was also done by source triangulation and methods triangulation.*

*The results showed that the transformational change process in LPP TVRI is conducted gradually based on aspects, i.e. Human Resources, Finance, Rebranding, Screen, and Bureaucracy Reform. Limited funding given by government influenced the change process because some change activities require a huge funding and never planned in the previous budget planning, such as purchasing broadcasting rights of English Premier League. While human resources that dominated by senior staffs could influence the change process, TVRI tried to minimize the negative impact as much as possible, by combining senior mindset and millennial mindset to produce a nice synthesis of experiences and creativity. This research also elucidated the dismissal of Helmy Yahya as President Director of LPP TVRI, as it shows a stakeholders conflict between the board of directors and the board of supervisors LPP TVRI. As this kind of conflict is not considered as new thing in LPP TVRI management, it becomes an interesting case to be investigated further.*

**Keywords : Transformational Change, LPP TVRI, Funding, Human Resources Management**