

Abstrak

Abstrak. Kompetensi mengelola perubahan di lingkungan organisasi penting bagi manajer agar dapat berkinerja optimal pada situasi perubahan organisasi. Penelitian ini menyajikan hasil eksplorasi terhadap data asesmen kompetensi manajerial dalam menghadapi dan mengelola perubahan (*continuous learning, building trust, strategic analysis* dan *change leadership*) dari hasil *assessment centre* yang dikaitkan dengan hasil penilaian kinerja objektif berbasis *outcome* pada manajer menengah calon manajer atas di PT X pada dua tipe jabatan yang berbeda karakteristik yaitu Manajer Unit dan Manajer Kantor Pusat. Penelitian ini menyajikan bukti empiris melalui pendekatan kuantitatif dengan metode *multiple regression analysis* terpilah pada kedua kelompok tipe jabatan yang melibatkan 154 manajer menengah di PT X. Hasil menunjukkan bahwa kompetensi mengelola perubahan berperan tidak signifikan terhadap kinerja karyawan pada Manajer Kantor Pusat dengan $F=2,342$; $p=0,062$ ($p>0,05$) dan koefisien determinasi $r^2=10,8\%$, dan $F=1,100$; $p=0,364$ ($p>0,05$) dan koefisien determinasi sebesar 6,2% pada Manajer Unit Hasil ini dapat disebabkan oleh tahapan proses perubahan strategis organisasi yang masih pada tahap awal. Hasil penelitian ini dapat dipertimbangkan dalam pengembangan profil kompetensi khususnya di PT X.

Kata kunci: *Kinerja Karyawan, Kompetensi Manajerial, Perubahan Organisasi*

Abstract. *Managerial competencies in managing change in the organizational environment is important for managers in order to perform optimally in organizational change situations. This study presents the exploration results of assessment data on managerial competence in dealing with change (continuous learning, building trust, strategic analysis and change leadership) with the assessment center method which is linked to the results of outcome-based objective performance appraisal on middle managers as top manager candidates at PT X and identifies by the different types of positions. This study presents empirical evidence through a quantitative approach with multiple regression analysis splitted methods involving 154 middle managers at PT X. The results show that the competence to manage change has an insignificant role on the job performance of head office managers with $F = 2.342$; $p = 0.062$ ($p > 0.05$) and the coefficient of determination $r^2 = 10.8\%$, and $F = 1.100$; $p = 0.364$ ($p > 0.05$) and the coefficient of determination is 6.2% on the unit manager group. These results can be caused by the stages of the organization's strategic change process which are still at an early stage. The results of this study can be considered in the development of competency profile, especially at PT X.*

Keywords: *Job Performance; Managerial Competency, Organization Change*