

ABSTRACT

The purpose of this research is to examine what kind of factors i.e. attributes that affect the motivation of employees' currently working in Telkom Indonesia, Internal Audit department, during organizational change. This study also examines the cause behind employees' resistance to change and attributes that could help managers in managing their employees and successfully implement the change. Around 41 employees' answers were collected to be studied on.

Results presented in the study shows that *Communication, Management Support, and Working Conditions* as three major factors in employees' resistance to change. From this results it is very crucial that companies should improve on their Communication skills when implementing change.

Keywords: Employees' Motivation, Stage of Change, Potential Success Factors, Resistance to Change



ABSTRAK

Penelitian ini bertujuan untuk mengetahui faktor apa saja yang mempengaruhi motivasi karyawan Telkom Indonesia di Internal Audit departemen pada saat perubahan organisasi sekaligus menganalisa penyebab dibalik resistensi karyawan terhadap perubahan dan atribut yang dapat membantu manajer dalam mengelola sumber daya manusia. Sekitar 41 jawaban dari karyawan dikumpulkan untuk dipelajari.

Hasil yang disajikan dalam penelitian ini menunjukkan bahwa *Communication*, *Management Support*, dan *Working Conditions* sebagai tiga faktor utama dari resistensi karyawan terhadap perubahan organisasi. Berdasarkan hasil tersebut, sangatlah penting bagi perusahaan untuk meningkatkan kemampuan komunikasi mereka kepada karyawan pada saat melakukan perubahan.

Kata kunci: Employees' Motivation, Stage of Change, Potential Success Factors, Resistance to Change