

## INTISARI

Penelitian ini berjudul Pengaruh Perubahan Organisasi Terhadap Kinerja Perusahaan Pada PT. Bank Danamon Indonesia, Tbk (Studi Kasus di Divisi *Commercial Banking*). Sesuai dengan judul tersebut, permasalahan yang diangkat adalah mengenai apa bentuk perubahan organisasi yang terjadi dan bagaimana pengaruh perubahan organisasi tersebut terhadap kinerja Divisi *Commercial Banking* Bank Danamon. Sepanjang tahun 2014-2015 terjadi penurunan signifikan pada Laba perusahaan sebesar 35% di 2014 dan kembali turun 8% di 2015, hal ini terjadi akibat adanya beberapa perubahan pada lingkungan eksternal dan internal Bank Danamon. Oleh karena itu, pada tahun 2016 manajemen memutuskan untuk melakukan perubahan organisasi sehingga ikut mempengaruhi kinerja keuangan perusahaan.

Penelitian ini bertujuan untuk menganalisis bentuk perubahan organisasi yang terjadi dan menganalisis pengaruh perubahan organisasi terhadap kinerja di Divisi *Commercial Banking* Bank Danamon. Metode penelitian yang akan digunakan secara kausalitas, digunakan untuk mengukur hubungan antar variabel, sedangkan metode analisis data yang akan digunakan adalah analisis deskriptif. Data yang digunakan adalah data primer (kuesioner dan wawancara) yang bersumber dari internal perusahaan di Divisi *Commercial Banking* Bank Danamon dan data sekunder (laporan keuangan Bank Danamon).

Hasil penelitian menunjukkan bahwa bentuk perubahan organisasi yang terjadi di Divisi *Commercial Banking* Bank Danamon adalah *Strategic Change* (*cross sell strategy*, *si PASTI* dan *marketing tracking system*), *Structural Change* (*merger* divisi, perubahan hirarki organisasi dan *matrix structure*), *Process Change* (perubahan format proposal, *end to end process*, sentralisasi proses kredit dan BWMK kredit) dan *People Change* (peningkatan produktifitas dan training karyawan). Perubahan organisasi berpengaruh terhadap kinerja perusahaan, namun keberhasilan dari perubahan tersebut masih minim sehingga belum bisa diukur secara jelas karena proses perubahan masih terus berjalan. Hasil analisis menunjukkan bahwa indikator perubahan organisasi terkuat yang mempengaruhi kinerja perusahaan adalah *process change*, *strategic change*, *structural change* dan *people change* sebagai indikator perubahan organisasi terlemah yang mempengaruhi kinerja perusahaan. Walaupun demikian hasil ini masih harus lebih dikaji dengan metode dan observasi yang lebih baik di kemudian hari.

*Kata Kunci* : *Perubahan Organisasi, Strategic Change, Structural Change, Process Change, People Change dan Kinerja Perusahaan.*

## ABSTRACT

*The purpose for this research paper is to analyze the impact of organizational change towards company's performance in PT. Bank Danamon Indonesia, Tbk (Case study: Commercial Banking Division). The problem that will be discussed in this research include form of organizational change is occurred and how its impact to company's performance. During 2014-2015, Danamon's profit significantly decreased about 35% in 2014 and keep decreasing about 8% in 2015, mainly due to changes in the external and internal environment in Bank Danamon. Therefore, in 2016 the management decided to change the organizational so that impacted on the company's financial performance.*

*This research aims to study the form of organizational change that occurred and to analysis the effect that change on company performance in Commercial Banking Division Bank Danamon. This research study therefore helps to improve the understanding of organizational change and its possible effects especially in Bank Danamon. In this study primary and secondary data collection techniques were used for obtaining data. Questionnaires and Interview were used for primary data collection and Bank Danamon Annual Reports were used for secondary data collection. Strategic change, structural change, process change and people change are the variables considered for this study. The sample size for this research is (n=64) hence the research method was used causality, to measure the relationship between variables, meanwhile the data analysis method was used descriptive techniques of data in SPSS software.*

*The results show that the form of organizational change in Commercial Banking Division Bank Danamon are Strategic Change (cross sell strategy, si PASTI and marketing tracking system), Structural Change (merger, hierarchy change and matrix structure), Process Change (proposal format change, end to end process, credit centralization process and BWMK credit) and People Change (increase productivity and employee training). Organizational change has impact on company's performance, but the results of the change are still low, so can not be clearly measured because of the change process is still ongoing. The analysis showed that the strongest indicator of organizational changes that affect the company's performance is a process change, strategic change, structural change and people change as the weakest indicator of organizational changes. The study suggests that further research should be conducted in various sectors and also by increasing factors of organizational change in order to observe the overall impact of organizational change towards employee performance.*

**Keyword :** *Organizational Change, Strategic Change, Structural Change, Process Change, People Change and Company Performance.*