

## ABSTRAKSI

Turbulensi dalam lingkungan bisnis selalu menghasilkan perubahan yang tidak terduga. Globalisasi pasar, kondisi ekonomi, perjanjian internasional, peningkatan persaingan internasional, dan cepatnya perubahan teknologi merupakan contoh hal-hal yang menyebabkan perubahan tersebut. Agar dapat bertahan menghadapi persaingan, perusahaan harus melakukan perubahan berskala besar dan inisiatif peningkatan kualitas, yang termasuk *reengineering*, *rightsizing*, *merger*, relokasi pekerjaan, dan restrukturisasi manajemen. Sebagai salah satu perusahaan minyak dan gas bumi di Indonesia, VICO INDONESIA juga menghadapi proses perubahan. Agar lebih efisien dan produktif, VICO INDONESIA harus menghadapi proses restrukturisasi terutama dalam hal desentralisasi dan penyesuaian kapabilitas perusahaan melalui *empowerment* dalam pengambilan keputusan.

Peneliti menganalisa faktor-faktor potensial yang mendukung dan yang menghalangi kesiapan VICO INDONESIA untuk berubah, menganalisa faktor-faktor potensial yang mendukung dan yang menghalangi proses restrukturisasi VICO INDONESIA berdasarkan karakteristik karyawan (tingkat pendidikan, posisi, masa jabatan, dan usia), dan untuk menganalisa apakah ada perbedaan kesiapan untuk berubah di antara karyawan VICO INDONESIA berdasarkan karakteristik karyawan. Penelitian ini menggunakan teknik wawancara dengan 50 manajer level atas untuk mendapat informasi mengenai proses perubahan, dan *self-administered questionnaire* yang didistribusikan kepada 250 karyawan untuk mendapat informasi mengenai faktor-faktor yang mendukung dan menghalangi proses perubahan. *Independent sample t-test* dan uji ANOVA digunakan untuk menguji hipotesis yang disusun peneliti.

Hasil dari penelitian ini menunjukkan bahwa ada beberapa faktor pendukung dan penghalang *organization readiness for change* dan *employee readiness for change* yang harus diperhatikan oleh pihak manajemen VICO INDONESIA. Uji hipotesis menunjukkan bahwa tidak ada perbedaan tingkat ketidakpuasan karyawan dan persepsi resiko personal terhadap perubahan berdasarkan tingkat pendidikan, posisi, masa jabatan, dan usia.

Kata kunci: perubahan, *organization readiness for change*, *employee readiness for change*, tingkat ketidakpuasan karyawan, persepsi resiko personal terhadap perubahan

## ABSTRACT

The turbulence of business environment makes unpredictable change. The globalization of market, economic condition, international agreement, increased foreign competition, and rapid technological changes are parts of variables causing unpredictable change. In order to survive in competition, organizations have been forced to implement large-scale change and quality improvement initiatives, which include reengineering, rightsizing, mergers, job relocations, and management restructuring. VICO INDONESIA as one of the oil and gas companies in Indonesia also experiences with the change process. In order to be more efficient and productive, VICO INDONESIA has to face a restructuring process especially in the decentralization and company capability adjustment through empowerment in decision making.

This research tries to analyze the potential factors that support and block VICO INDONESIA readiness for change, the potential factors that support and resist the restructuring process of VICO INDONESIA based on the characteristics of the employees (education level, position, tenure, age), and to analyze whether there is any readiness for change differences among VICO INDONESIA employees based on the characteristics of the employees. This research used interview technique with 50 top employees to get information about change process, and self-administered questionnaire distributed to 50 top employees and 250 subordinates to get information about the factors that support and block the change process. Independent sample t-test and ANOVA test were used to test the hypothesis.

The results of this research show that there are several factors of organization readiness for change and employee readiness for change that support and block that must be considered by VICO INDONESIA management. Hypothesis test shows that there are no differences of employee dissatisfaction level and perceived personal risk from change based on education, position, tenure, and age of the employees.

**Keywords:** change, organization readiness for change, employee readiness for change, employee dissatisfaction level, perceived personal risk from change