

# Komunikasi perubahan sebagai parameter komitmen perubahan pada karyawan = Change communication as a parameter of commitment to change among employees / Indira Wahyu Mutidianti

Indira Wahyu Mutidianti, author

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## Abstrak

### <b>ABSTRAK</b><br>

Situasi ekonomi global yang dinamis mendorong perusahaan untuk melakukan perubahan demi dapat bersaing dan mempertahankan kredibilitas organisasi. Untuk mencapai keberhasilan perubahan, organisasi perlu meningkatkan komitmen perubahan pada karyawan agar karyawan bersedia berkontribusi bagi pelaksanaan perubahan organisasi. Penelitian ini bertujuan untuk menguji proses komunikasi perubahan sebagai parameter komitmen perubahan. Variabel komitmen perubahan diukur menggunakan Commitment to Change Inventory yang dikembangkan oleh Herscovitch & Meyer (2002), sedangkan variabel komunikasi perubahan diukur menggunakan Change Communication Questionnaire yang dikembangkan oleh Harp (2011). Penelitian dilakukan terhadap 243 karyawan yang bekerja di dua perusahaan asuransi di Jakarta. Hasil penelitian menunjukkan bahwa komunikasi perubahan memiliki pengaruh positif dan signifikan terhadap komitmen perubahan ( $\beta=0.243$ ,  $p<0.01$ , onetailed). Komunikasi perubahan juga menunjukkan pengaruh yang positif dan signifikan terhadap dimensi-dimensi komitmen perubahan, yakni dimensi komitmen perubahan afektif ( $\beta=0.278$ ,  $p<0.01$ , one-tailed) dan dimensi komitmen perubahan normatif ( $\beta=0.274$ ,  $p<0.01$ , one-tailed). Di sisi lain, komunikasi perubahan tidak menunjukkan pengaruh positif dan signifikan terhadap komitmen perubahan kotinuans ( $\beta=0.037$ ,  $p>0.01$ , one-tailed).

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### <b>ABSTRACT</b><br>

Global economic condition dynamically changes. It forces companies in Indonesia to execute organizational change to fight the competition and maintain its credibility. As the support of individual importance in the successful of change, organization needs to increase commitment to change among employees to lead them contribute for the implementation of organizational change. This study aims to examine change communication as a parameter of commitment to change. Commitment to change was measured by Commitment to Change Inventory which was developed by Herscovitch & Meyer (2002), while change communication was measured by Change Communication Questionnaire which was developed by Harp (2011). This study was conducted with 243 employees who work in two insurance companies experiencing organizational change in Jakarta. The results showed that change communication can indeed predict commitment to change ( $\beta=0.243$ ,  $p<0.01$ , one-tailed). Change communication also positive and significantly predict the dimensions of commitment

to change, which are affective commitment to change ( $\beta=0.278$ ,  $p<0.01$ , one-tailed) and normative commitment to change ( $\beta=0.274$ ,  $p<0.01$ , one-tailed). However, change communication did not positive and significantly predict continuance commitment to change ( $\beta=0.037$ ,  $p>0.01$ , one-tailed).