

Analisis resistensi dalam manajemen perubahan pada direktorat pensiun PNS dan pejabat negara badan kepegawaian negara = The resistance analysis of change management on the retirement directorate of civil servants and state officials at the national civil service agency

Arina Tantya Asianti, author

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Abstrak

Tesis ini membahas tentang Resistensi dalam Manajemen Perubahan Pada Direktorat Pensiun PNS dan Pejabat Negara Badan Kepegawaian Negara. Analisis Resistensi berisi faktor penghambat perubahan, strategi mengatasi hambatan, serta langkah change management mensukseskan perubahan dalam kasus perubahan strategi pelayanan pensiun cepat, tepat menggunakan Sistem Aplikasi Pelayanan Kepegawaian dan berstandar Internasional ISO 9001:2008. Penelitian ini menggunakan pendekatan postpositivist dengan metode kualitatif.

Hasil penelitian menunjukkan bahwa faktor penghambat perubahan di Direktorat Pensiun PNS dan Pejabat Negara adalah parochial self interest, Misunderstanding and lack of trust, different assessment, dan low tolerance of change. Strategi yang digunakan untuk mengatasi hambatan tersebut adalah pendidikan dan komunikasi, partisipasi, fasilitasi training, negoisasi, dan paksaan atau tindakan tegas. Direktorat Pensiun PNS dan Pejabat Negara telah melakukan delapan tahapan Kotter (1996) namun masih memiliki kelemahan pada tahap increase urgency, communicate for buy in, empower action create, short term wins dan anchoring new approaches in the culture.

.....This thesis discusses about the resistance of change management on the Retirement Directorate of Civil Servants and State Officials at the National Civil Service Agency The Resistance Analysis consists of the change resistance factors strategy to overcome resistances and the change management steps to succeed the change on the strategies for a faster and precise service of retirement using the National Civil Service Information System and international standard of ISO 9001 2008 This research uses the post positivist approach by the kualitatif method

The research result shows that the change resistance factors on the Retirement Directorate of Civil Servants and State Officials are parochial self interest misunderstanding and lack of trust different assessment and low tolerance of change Meanwhile the strategies used to overcome those obstacles are education and communication participation training facilitation negotiation and enforcement or forceful conduct It shows that the Retirement Directorate of Civil Servants and State Officials has already been conducting the eight steps.