

Divergent organizational change sebagai hasil dari influence process:
perspektif badan usaha milik negara (BUMN) di bidang energi =
Divergent organizational change as a result of influence process:
perspective of an Indonesian state-owned enterprise in the energy sector

Dofa Purnomo, author

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Abstrak

ABSTRAK

Bidang manajemen stratejik semakin tertarik dengan isu perubahan organisasi, terutama pada lingkungan yang saat ini semakin dinamis dan turbulen, di mana divergent organizational change yang dilakukan organisasi menentukan apakah organisasi dapat tetap eksis atau mati karena kalah dalam persaingan. Studi dilakukan untuk meneliti divergent organizational change dari perspektif influence process, yang beranggapan ada aktor dalam setiap perubahan, dan aktor tersebut memiliki kekuatan atau power yang diperlukan untuk menginisiasi dan mengimplementasikan perubahan, suatu proses yang disebut sebagai institutional entrepreneurship. Berdasarkan studi literatur tentang institutional entrepreneurship, diidentifikasi bahwa personal mastery, personality, dan network centrality adalah power yang dibutuhkan oleh aktor perubahan untuk menginisiasi dan mengimplementasikan divergent organizational change. Penelitian dilakukan pada perusahaan BUMN di sektor energi dan melibatkan 155 responden, yang mengisi kuesioner secara online. Data dianalisis dengan menggunakan structural equation modeling untuk menguji model pengukuran dan model struktural. Studi menunjukkan bahwa divergent organizational change terjadi sebagai hasil dari influence process, yang melibatkan power yang dimiliki aktor perubahan untuk menginisiasi dan mengimplementasikan perubahan. Hasil penelitian menunjukkan bahwa personal mastery dan network centrality mempengaruhi institutional entrepreneurship, dan bahwa institutional entrepreneurship mempengaruhi terjadinya divergent organizational change. Namun demikian, hasil studi menunjukkan bahwa personality tidak mempengaruhi institutional entrepreneurship. Penelitian ini juga mengkaji peran engagement to change sebagai variabel moderasi yang mempengaruhi hubungan personal mastery, personality dan network centrality terhadap institutional entrepreneurship, dan peran engagement to change sebagai variabel moderasi yang mempengaruhi hubungan institutional entrepreneurship dengan divergent organizational change. Hasil penelitian menunjukkan bahwa peran engagement to change sebagai variabel moderasi tidak didukung oleh data.

ABSTRACT

The field of strategic management has been increasingly interested in the issues of organizational change, especially in today's more dynamic and turbulent environments. As a consequence, the outcome of divergent organizational change performed by organizations determines whether or not they can survive the competition. The study is conducted to examine divergent organizational change from the perspective of influence process, which argues that there are actors in every change who have necessary power to initiate and implement such a change. This process is called institutional entrepreneurship. Based on literature studies on institutional entrepreneurship, it is identified that personal mastery, personality, and network centrality are required to initiate and implement divergent organizational change. This research is conducted

in an Indonesian energy state-owned enterprise and involves 155 respondents, who are asked to fill out the questionnaire online. Data are analyzed using structural equation modeling to examine the measurement and structural models. The study shows that divergent organizational change occurs as a result of an influence process, which involves power to initiate and implement change. Furthermore, the results of this research demonstrate that personal mastery and network centrality influence institutional entrepreneurship, and that institutional entrepreneurship influences the occurrence of divergent organizational change. Personality, however, does not influence institutional entrepreneurship. This study also examines the role of engagement to change as a moderating variable that affects the impacts of personal mastery, personality and network centrality on institutional entrepreneurship; as well as studies the role of engagement to change as a moderating variable that influences the relationship between institutional entrepreneurship and divergent organizational change. The results show that the role of engagement to change as a moderating variable is not supported by data.