

Pengaruh kepercayaan terhadap perubahan dan arus komunikasi terhadap komitmen pegawai untuk berubah : studi kasus proses reformasi birokrasi pada Lembaga Ilmu Pengetahuan Indonesia = The influence of beliefs in change and communication flows toward employees commitment to change case study of bureaucracy reformation process in Indonesian Institute of Science

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Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kepercayaan terhadap perubahan dan arus komunikasi terhadap komitmen pegawai dalam menjalankan Reformasi Birokrasi (RB). Penelitian dilakukan terhadap seluruh pegawai LIPI yang berada di wilayah Jakarta, Bogor, Serpong, Cibinong dan Bandung, dengan jumlah sampel sebanyak 361 responden. Kepercayaan terhadap Perubahan diukur dengan kuesioner yang dikembangkan oleh Armenakis, Bernerth, Pitts dan Walker (2007), yang terdiri dari 5 komponen/aspek kepercayaan yaitu discrepancy, appropriateness, efficacy, principal support dan valence. Variabel arus komunikasi merupakan variabel tidak berdimensi yang diadaptasi dari Isa, Jusoh, dan Saleh (2011) yang menggabungkan skala pengukuran Miller et al (1994) serta Banas dan Wanberg (2000). Sedangkan komitmen perubahan diukur dengan menggunakan tiga model komponen komitmen perubahan yang dikembangkan oleh Herscovitch dan Meyer (2002). Data dianalisis dengan menggunakan analisis deskriptif, analisis regresi, serta General Linier Model.

Hasil analisis menunjukkan bahwa tingkat kepercayaan terhadap perubahan, arus komunikasi maupun komitmen pegawai terhadap perubahan berada pada tingkat sedang. Hanya aspek discrepancy dan appropriateness dari variabel kepercayaan terhadap perubahan yang berada pada tingkat tinggi. Hasil analisis regresi menunjukkan terdapat pengaruh positif dan signifikan kepercayaan terhadap perubahan terhadap komitmen pegawai dalam reformasi birokrasi. Aspek-aspek kepercayaan terhadap perubahan yang memberikan pengaruh positif dan signifikan adalah aspek discrepancy, principal support dan valence, sedangkan dua aspek lainnya yaitu appropriateness dan efficacy tidak memberikan pengaruh terhadap komitmen pegawai dalam perubahan. Ketiga aspek kepercayaan terhadap perubahan yakni discrepancy, principal support dan valence memiliki pengaruh positif terhadap affective commitment to change dan normative commitment to change. Sedangkan tidak ada satupun aspek kepercayaan terhadap perubahan yang berpengaruh terhadap continuance commitment to change. Arus komunikasi terbukti membawa pengaruh yang positif dan signifikan terhadap komitmen pegawai dalam melaksanakan reformasi birokrasi. Selain itu arus komunikasi juga terbukti berpengaruh terhadap semua dimensi komitmen perubahan.

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The research was conducted to reveal the influence of beliefs in change and communication flows toward employees commitment to change in the bureaucracy reformation process. This research was conducted toward the employees of Indonesian Institute of Science in Jakarta, Bogor, Serpong, Cibinong and Bandung regions, with 361 sample respondents. Beliefs in change was measured through a questionnaire developed by Armenakis, Bernerth, Pitts and Walker (2007), which comprises of five component/aspects of beliefs in change: discrepancy, appropriateness, efficacy, principal support and valence. Communication flows

variable was a non-dimensional variable which is adapted from Isa, Jusoh and Saleh (2011) which combines scale of measurement from Miller et al (1944) with Banas and Wanberg (2000). Meanwhile commitment to change was measured using three commitment component models developed by Herscovitch and Meyer (2002). Data was analyzed using descriptive analysis, regression analysis and General Linier Model. The results showed that beliefs in change, communication flows and employee commitment to change were in moderate level. Only the aspects of discrepancy and appropriateness of beliefs in changewhich were indicated in high level. Regression analysis showed there was a positive and significant influence of belief in change toward employee commitment on bureaucracy reformation. The aspects of beliefs in changewhich provide significant and positive influence were discrepancy, principal support and valence, while appropriateness and efficacy have no significant influence toward employee commitment to change. The three aspects of beliefs in change: discrepancy, principal support and valence have positive and significant influence related to affective commitment to change and normative commitment to change. While there was no single aspects of beliefs in change that have significant influence related to continuance commitment to change. The other results showed that communication flows have a positive and significant influence to employee commitment on bureaucracy reformation. Communication flows also have significant influence to all dimensions of commitment to change.