

# Pengaruh change leadership budaya organisasi dan perceived organization support pada perubahan studi di industri kimia multinasional = Effect of change leadership corporate culture and perceived organization support on changes studies in multinational chemistry industry

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## Abstrak

Lingkungan eksternal yang dihadapi industri sudah mengalami banyak perubahan, terutama mengenai tingkat persaingan yang semakin ketat (D'Aveni, 1994), termasuk di industri kimia (Bianchi, Minin & Frattini, 2011). Perubahan-perubahan di lingkungan eksternal tersebut perlu diantisipasi oleh masing-masing perusahaan. Sayangnya proses perubahan di organisasi tidak selalu berhasil. Salah satu faktor kunci penentu keberhasilan perubahan adalah Affective Commitment to Change (AC2C). AC2C sendiri dibentuk dari Readiness to Change (R2C) organisasi maupun para anggotanya.

Penelitian ini dilakukan di Kemira yang merupakan pelaku di industri kimia pulp & paper multinasional. Tekanan lingkungan mendorong Kemira melakukan perubahan yang besar, dengan melakukan merger dan akuisisi skala besar. Analisis dilakukan terhadap 50 manajer area Kemira di seluruh dunia (Asia Pasifik, Eropa dan Amerika). Pengujian model dilakukan dengan menggunakan Structural Equation Modeling, Diagonally Weighted Least Square/DWLS, dengan aplikasi Lisrel 9.1.

Hasil pengujian memperlihatkan bahwa Change Leadership mempengaruhi Readiness to Change (R2C), khususnya Change Leadership-Selling. Terdapat budaya organisasi yang mendukung perubahan, yakni budaya keterlibatan dan budaya misi. Sementara budaya adaptasi justru menghambat kesiapan untuk berubah, dan budaya konsistensi tidak berpengaruh. Perceived Organization Support juga terbukti meningkatkan kesiapan untuk berubah. Readiness to Change (R2C) terbukti mampu meningkatkan Affective Commitment to Change (AC2C).

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The external environment, in various industries, has changed dramatically, especially regarding the increasing competition levels (D'Aveni, 1994), including in the chemical industry (Bianchi, Minin & Frattini, 2011). Changes in the external environment should be anticipated by the respective companies. Unfortunately, the process of change in an organization is not always successful. One of the key factors determining the success of the changes is the Affective Commitment to Change (AC2C). AC2C itself is formed of Readiness to Change (R2C) organization and its members.

This research was conducted in Kemira, a multinational company in the chemical industry pulp & paper. Major environmental pressures, encourage Kemira to make changes in organization. Kemira pursuing a strategy of acquisitions and mergers in a large scale. Analysis was conducted on 50 area managers around the world (Asia-Pacific, Europe and America). Testing of the model using Structural Equation Modeling, Diagonally Weighted Least Square/DWLS, by 9.1 lisrel application.

The results show that Change Leadership influence Readiness to Change (R2C), especially Change Leadership-Selling. There is an organizational culture that supports the change, namely culture of involvement and culture of missions. While the culture of adaptations may constrain readiness for change. Perceived organization support increase the readiness for change and readiness to change increase affective commitment to change.