

# Peran Komitmen Afektif terhadap Perubahan sebagai Mediator Hubungan antara Pertukaran Pemimpin-Anggota dengan Kemampuan Mengatasi Perubahan pada Unit Area PT X = The Role of Affective Commitment to Change as a Mediator in The Relationship between Leader-Member Exchange and Coping with Change in the Unit Area of PT X

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## Abstrak

Perkembangan pada era digitalisasi menuntut perusahaan melakukan perubahan yang signifikan dalam proses bisnisnya sebagai langkah dan upaya untuk menghadapi kompetitor dan beradaptasi dengan lingkungan terutama pasar eksternal (eksternal market). Perubahan tersebut tentunya memberi dampak berupa tantangan bagi suatu organisasi terutama SDM yang dimiliki untuk dapat menghadapi dan beradaptasi dengan perubahan yang sedang terjadi. Penelitian ini bertujuan untuk mengetahui peran komitmen afektif terhadap perubahan sebagai mediator hubungan pertukaran pemimpin-anggota dengan kemampuan mengatasi perubahan di Unit Area PT X. Penelitian ini menggunakan metode kuantitatif melalui penyebaran kuesioner secara daring, dengan desain penelitian non-eksperimen yang berjenis desain korelasi dan melakukan analisis mediasi pada variabel penelitian. Subjek penelitian berjumlah 222 partisipan yang berasal dari 7 Unit Area PT X. Alat ukur yang digunakan untuk mengukur kemampuan mengatasi perubahan memiliki reliabilitas dengan nilai koefisien Cronbach's Alpha sebesar  $= 0.64$ . Pada alat ukur yang digunakan untuk mengukur komitmen afektif terhadap perubahan, diambil dari dimensi komitmen afektif pada alat ukur komitmen terhadap perubahan organisasi memiliki reliabilitas dengan nilai Cronbach's Alpha sebesar  $= 0.81$ . Selain itu, pada alat ukur pertukaran pemimpin-anggota ditemukan nilai koefisien Cronbach's Alpha sebesar

$= 0.81$ . Hasil analisis mediasi menunjukkan bahwa komitmen afektif terhadap perubahan dapat berperan sebagai mediator dengan bentuk full mediation antara pertukaran pemimpin-anggota, dengan nilai koefisien tidak langsung sebesar  $\text{indirect} = 0.08$ ,  $\text{SE} = 0.03$ ,  $95\% \text{ CI} = [0.03, 0.15]$  terhadap coping with change. Nilai koefisien efek langsung sebesar  $b = 0.10$ ,  $t(219) = 1.49$ ,  $p = 0.14$  ( $p > 0.05$ ),  $95\% \text{ CI} = [-0.03, 0.24]$ . Selain itu,

ditemukan juga hasil efek keseluruhan (total effect) dengan nilai koefisien  $b = 0.19$ ,  $t(220) = 2.65$ ,  $p = 0.01$  ( $p < 0.05$ ),  $95\% \text{ CI} = [0.05, 0.33]$ . Hasil penelitian ini menyimpulkan bahwa pertukaran pemimpin-anggota dapat memprediksi kemampuan karyawan dalam menghadapi perubahan jika karyawan memiliki komitmen afektif terhadap perubahan

.....The development in the era of digitalization requires companies to make significant changes in their business processes as steps and efforts to face competitors and adapt to the environment, especially the external market. These changes certainly have an impact in the form of challenges for an organization, especially its human resources, to be able to face and adapt to the changes that are happening. This study aims to determine the role of affective commitment to change as a mediator of the leader-member exchange relationship with the ability to overcome the change in the PT X Area Unit. This research uses quantitative methods through online questionnaires, with a non-experimental research design that is a correlation design

type and performs mediation analysis on research variables. The research subjects were 222 participants who came from 7 Unit Area PT X. Measurement tools for coping with change have reliability with a Cronbach's Alpha coefficient value of  $\alpha = 0.64$ . The measuring instrument used to measure affective commitment to change is taken from the dimension of affective commitment on the commitment to organizational change measurement, having reliability with a Cronbach's Alpha value of  $\alpha = 0.81$ . Also, the leader-member exchange measurement tool found the Cronbach's Alpha coefficient value of  $\alpha = 0.81$ . The results of the mediation analysis show that affective commitment to change can act as a mediator with the form of full mediation between leader-member exchanges, with an indirect coefficient value of indirect = 0.08, SE = 0.03, 95% CI = [0.03,0.15] on coping with change. . The direct effect coefficient value is  $b = 0.10$ ,  $t(219) = 1.49$ ,  $p = 0.14$  ( $p > 0.05$ ), 95% CI = [-0.03,0.24]. In addition, the results of the total effect were also found with a coefficient value of  $b = 0.19$ ,  $t(220) = 2.65$ ,  $p = 0.01$  ( $p < 0.05$ ), 95% CI = [0.05,0.33]. The results of this study concluded that the two-way communication process and the quality of the reciprocal relationship between employees and leaders would predict the ability of employees to deal with change if only employees have the commitment and desire to support a change based on the belief in the benefits of changes in the organization