



SUMMARY

EVA HOTNAIDAH SARAGIH. Extending the Change Readiness Model: Individual Attributes of Indonesian Television Business Organizations Experiencing Corporate Transformational Change. Supervised by PARULIAN HUTAGAOL, BOMER PASARIBU, and SETIADI DJOHAR.

In the face of challenging and intense competition, every business organization is required to always be ready to change and even more to become the initiator of changes in the environment, which is expected to enable the company to adapt, survive or even win the competition. In the last five years, there are three private television companies in Indonesia implementing a corporate transformational change. In theory, resistency level of change in this type of organizations is not zero, mostly high, so that a change initiative is not easy to implement. However, the experience of the three private television companies showed different results. The change initiatives in the three private television companies successfully implemented and gives very positive results in the form of improved corporate performance.

The aim of this research are: 1) to find individual attributes which are significantly and positively influence the change readiness of employees in three Indonesian private television companies that successfully implemented a corporate transformational change, 2) to develop a draft model of relationship between the nature of industry, individual attributes, and change readiness, 3) to develop an extension of Holt's Change Readiness Model focusing in its individual attributes perspective, and 4) to develop alternative approaches of change interventions which reinforce participating and promoting change attributes.

The findings of the qualitative stage of this research are six individual attributes of leaders and nine individual attributes of follower estimated to have influence on change readiness. Based on the statistical test at the quantitative stage of this research, it was found that Rational Thinking (Way of Thinking), Hope (Psychological Capital), and six individual attributes of Transformational Leadership Behavior dominantly by Modeling the Way, as the significant individual attributes which have positive and direct influence on change readiness.

In contrast to previous studies, this study did not find efficacy as individual attribute which has significant effect on change readiness. Different finding is presumably caused by differences in the nature of the industry of the object of the research. Most of the previous studies conducted in the industry with relatively low volatility (stable), low diversity and sophistication in market preferences, hand work-based (manufacturing) organizations, traditional information and communication technology, dynamic excellency in non-human factors, low mobility and bargaining power of human resources, with a fine-tuning type of organizational change. While this research was conducted at the television business organizations with relatively high levels of volatility, high diversity and sophistication of market preference, brain work-based (mentofactoring) organizations, modern information and communication technology, dynamic excellency on the human factor, high mobility and

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bargaining power of human resources, and a corporate transformational type of organizational change.

This study found that the dominant organizational commitment of employees at the three organizations are Continuance Commitment. In theory, this type of commitment will work well if the leader is a transactional leader, who is able to provide the needs of the employees in return for their willingness to support change. Of transformational leadership behaviors, transactional leadership characteristics are found in common with Modeling the Way attribute. This explains why change initiatives in the three television companies successfully implemented, since the leaders of the three television business organizations found to behave in a transformational but modeling the way. Thus there is a match between leader's and follower's attribute.

Based on the findings and hypothesis testing results from this study as well as related theories, a model of relationship between the leader's individual attributes and follower's individual attributes of change readiness, which is named The Continuum of Leader-Follower (Individual) Attributes of Change Readiness, is proposed. The proposed model is used to extend the Holt's Change Readiness Model with the focus of model development in its individual attributes perspective. To enhance the success of change management, necessary to a series of interventions aimed at forming and developing individual attributes Rational Thinking, Hope, Modeling the Way, and Organizational Commitment. Three forms of intervention suggested to do is: (1) employee involvement in setting challenging goals, (2) development of appropriate reward and support systems, and (3) establishment of a psychological contract.

Keywords: Change Readiness, Organizational Commitment, Psychological Capital, Transformational Leadership Behavior, Way of Thinking

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