

INTISARI

Penelitian ini bertujuan untuk mengetahui pemahaman para karyawan tetap CAC UBAYA mengenai tindakan dan pikiran karyawan sehari-hari terkait dengan manajemen perubahan yang dilaksanakan di CAC, mengingat CAC UBAYA merupakan salah satu *Career Center* di Surabaya yang terus melakukan perubahan inovatif dibandingkan dengan *Career Center* Universitas lain di Surabaya.

Metode penelitian ini menggunakan teknik survey kepada karyawan tetap CAC UBAYA yang memenuhi kriteria yang sudah ditetapkan penulis. Karakteristik populasi yang ditetapkan tersebut antara lain adalah minimal sudah bekerja di CAC selama kurang lebih 5 tahun dan merupakan karyawan tetap. Penelitian ini menggunakan 4 aspek manajemen perubahan menurut *Stephen P. Robbins* yaitu *technology change*, *people change*, *structure change*, dan *layout change*.

Hasil penelitian ini diperoleh fakta bahwa karakteristik manajemen perubahan di CAC UBAYA yang dominan adalah *value change*, *structural change*, *people change*, *technology change*, *force for change*, dan *participation*. Sedangkan perubahan lain yang terjadi dapat dikategorikan efek dari perubahan dasar yang dominan. Perubahan tersebut antara lain adalah *work procedure*, *layout change*, dan *target group*. Adapun temuan yang ditemukan dalam penelitian ini yang terkait dengan manajemen perubahan di CAC UBAYA adalah *value change*, *work procedures*, dan *target group*. Dari semua karakteristik manajemen perubahan yang telah ditelaah dan dikonseptualisasikan kembali ke konsep manajemen perubahan menurut *Robbins* hanya elemen *structural change*, *system information*, *outsourcing & penambahan tenaga kerja baru*, *5S & efficiency at work*, *participation*, dan *internal force & external force* yang memiliki kesetaraan dengan karakteristik manajemen perubahan menurut *Robbins*, meskipun karakteristik utama manajemen perubahan yang dilaksanakan di CAC ini tidak menggunakan konsep *Robbins* tersebut, CAC berpondasi *value change*, namun karakteristik manajemen perubahan menurut *Robbins* juga menjadi karakteristik dominan yang dijadikan dasar manajemen perubahan di CAC UBAYA. *Value change*, *work procedure*, dan *target group* merupakan temuan baru yang tidak memiliki nilai-nilai yang setara apabila melihat karakteristik manajemen perubahan menurut *Robbins*.

Kata Kunci : Manajemen perubahan, karakteristik manajemen perubahan

ABSTRACT

The purpose of this research is to know more the understanding from the employees of CAC UBAYA about their action and daily thoughts related to the change management done inside CAC, considering CAC UBAYA is one of the most active career center from the other university career center in Surabaya in terms of doing some innovative changing inside their management process.

This research using survey method to collect the data that the researcher needs to all CAC UBAYA's employees which qualified as the criteria that has been set by the researcher. The population criteria are the employee must at least already work at CAC for not less than 5 years and must be insider employee & not an outsourcing. This research using 4 aspect of change management according to Stephen P. Robbins which are technology change, people change, structure change, and layout change.

The result of this research are such facts as the dominant characteristics for the change management done in CAC UBAYA are value change, structural change, people change, technology change, force for change, and participation. Meanwhile the other change that done in CAC UBAYA can be categorized as a minor one or the after effect from the dominant one. Those change management are work procedures, layout change, and target group. Some new findings that has been found by the researcher in this research are like value change, work procedures, and target group. From all the characteristics of change management of CAC UBAYA, which already been tabulated and compared with the concept of Robbins only the element of structural change, system information, outsourcing & adding new co-workers, 5S & efficiency at work, participation, and internal force & external force, have the similarity with the change management concept according to Robbins, although the main characteristic of change management done in CAC is not using any of those in Robbins' concepts, CAC's change based on value change, but the other elements of change management according to Robbins have also be the basic changing in CAC' change management process. Value change, work procedures, and target group is the new fact and finding which didn't have any similarity with Robbins' concept about change management.

Key Words : Change management, Change management characteristics & elements