



IMPACT OF THE CHANGE MANAGEMENT PROGRAM ON CHANGES IN ATTITUDES OF ATMA JAYA HOSPITAL EMPLOYEES

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A B S T R A K

Going towards society 5.0, Indonesia needs significant changing, such as organizational changing to create smart management which able to maintain and develop the society 5.0. Talking about organizational changing, there is nothing new instead of the changing inside the organization itself. In the process of the organizational changing, it needs not only cognitive aspect, but also affective and behavior aspects, that could be done by active and persuasive communication. This research is about Change Management in Atma Jaya Hospital, with main purpose is to change the attitude of employee, both from cognitive aspect, affective aspect and behavior aspect. Change Management is made through the programs, methods, agents of change and managerial support. This research used methodology of quantitative approach, with questioner of 201 respondents. The study shows that change management totally influence to the three aspects of the attitude of employee of Atma Jaya Hospital. Means, Change Management which is made through program, methodology, change agent and managerial support has significant influence on cognitive, affective and behavior aspect. Generally, those things of change management program influent the attitude changing significantly.

Menuju masyarakat 5.0, Indonesia perlu perubahan signifikan, seperti perubahan organisasi untuk menciptakan manajemen cerdas yang mampu mempertahankan dan mengembangkan masyarakat 5.0. Berbicara tentang perubahan organisasi, tidak ada yang baru selain perubahan di dalam organisasi itu sendiri. Dalam proses perubahan organisasi, dibutuhkan tidak hanya aspek kognitif, tetapi juga aspek afektif dan perilaku, yang dapat dilakukan dengan komunikasi aktif dan persuasif. Penelitian ini membahas tentang Manajemen Perubahan di Rumah Sakit Atma Jaya, dengan tujuan utama untuk mengubah sikap karyawan, baik dari aspek kognitif, aspek afektif dan aspek perilaku. Manajemen Perubahan dilakukan melalui program, metode, agen perubahan dan dukungan manajerial. Penelitian ini menggunakan metodologi pendekatan kuantitatif, dengan kuesioner sebanyak 201 responden. Penelitian ini menunjukkan bahwa manajemen perubahan benar-benar mempengaruhi ketiga aspek sikap karyawan Rumah Sakit Atma Jaya. Berarti, Manajemen Perubahan yang dibuat melalui program, metodologi, agen perubahan dan dukungan manajerial memiliki pengaruh signifikan pada aspek kognitif, afektif dan perilaku. Secara umum, hal-hal dari program manajemen perubahan mempengaruhi perubahan sikap secara signifikan.

INTRODUCTION

Change is an evitable occurrence in the life of an organization. Without the process of changing, an organization will have to experience a stagnant situation. Hence, any organizations regardless its forms and goals need to adjust according to the changes that have occurred. Within that framework, it can be understood that the Atma Jaya Hospital is currently in a transition to improve itself continuously as the teaching hospital for the Faculty of Medicine of Atma Jaya Catholic University of Indonesia, as well as being a reliable public hospital in accordance with the vision and mission of the hospital, adhering to the basic values "option for the poor" (www.atmajaya.ac.id)

Atma Jaya Hospital's quite long history providing a variety of experiences and influences on management and employees in running the hospital's management and operations. This condition bring impact to the morale, motivation, and the work ethic of its employees. In order to refresh the knowledge and the positive work ethic practice to the employees, in 2013 an employee empowerment program was launched. The theme was "Change Management" which emphasized on changes in working culture.

This program was conducted as a part of Atma Jaya Foundation and Atma Jaya Hospital's efforts to make a fundamental improvement of the work behavior of all elements of Atma Jaya Hospital. The program is held in response to the fact that there has been a decline in the work ethic of Atma Jaya Hospital employees as a result of various factors that have not been well resolved.

To resolve the problem, in the period of 2013-2014 (12 effective months) a Change Management program was started at Atma Jaya Hospital carried out by Hari Trang Management (HTM).

Change management is a term that can be translated flexibly in various senses. We fail to achieve an initiative because we did not quite focus on change management. When a new process is implemented, we cannot avoid change management. Change management is a structured approach to ensure that changes are carried out clearly and smoothly so that the benefit of change can be fully obtained.

The focus of Change Management is the broad changes impact especially on individuals, and how those individuals, either individually or in groups, move from current situation into new ones. Organization can move from the simplest level of changes to the major ones in the organization's policies and strategies in order to maximize the potential of the organization.

In the course of time, Atma Jaya Hospital has entered its 47th years. Since established until now, its main focus is to serve those in needs, as an option for the poor. This is the value that was fought for by the founders of Atma Jaya when they founded the Atma Jaya Foundation in 1960

"Hospital for the poor" brand attached to Atma Jaya Hospital up to today shows that the hospital hardly gained any profit. The amount of donations for the poor even far exceeds the percentage required by the government (the government requires 25%, meanwhile Atma Jaya Hospital almost reaches 75%-80%).

Considering this fact, it's not excessive to say that various issues such as career, income or salary from Atma Jaya Hospital are not competitive in comparison with other similar hospitals in Jakarta. As a result, there is decrease in employees' motivation in providing their best services to the public (patients) who come to seek treatment at Atma Jaya Hospital.

Change management program carried out by HTM is one of the ways towards cultural changes, especially Working Culture in the Atma Jaya Hospital environment. Therefore, this study wanted to see "the impact of the change management program on changes in attitudes of Atma Jaya Hospital employees".

Based on the background mentioned above, thus the question of this research is formulated as follows: "What is the impact of the change management program on changes in attitudes of Atma Jaya Hospital employees?" Therefore, the objective of this study is to answer the question what impact of the change management program on changes in attitudes of Atma Jaya Hospital employees is. In addition, the purpose of this study is to provide suggestions for Atma Jaya Foundation and the management of Atma Jaya Hospital about the effectiveness of the program and how to build a positive working culture in the Atma Jaya Hospital environment.

LITERATURE AND METHODOLOGY

Organizations are constantly changing and adapting continuously over time in order to maintain their competitive advantage (Balogun and Hope Hailey, 2008). Not all changing organizations show brilliant results (By, 2005; Meaney and Pung 2008). Recent studies show that only one out of three organizational change efforts show successful results through effective leadership roles (Beer and Nohria, 2000; Meaney and Pung, 2008). Apparently, the effort to implement changes in various organizations is problematic issue. Low success rate of organizational changes often caused by the level of resistance to change which shown by the employees (Piderit, 2000).

Every change comprises the subjective dimensions of the various parties involved. The way they interpret a project of change are shown through their parlance, and within their discussions (Barrett, et. all, 1995; Di Virgilio and Ludema, 2009; Garzone and Archibald, 2010). When various professional actors in an organization give different meanings to the situation of change, this difference will bring out resistance to changes from people involved. The way people interpret a program of change have important implications for the effectiveness of related program of change.

Changes happen daily within an organization. Organizations that do not manage the changes well, will lose their opportunity to grow and develop. Radical change which cause massive changes in an organization often cause shocks to the organization if not handled properly. Organizations that experience radical or transformational changes made some significant shifts regarding their basic values, vision and mission as a whole and strategies for changes and structures.

At present, a transformational change often begins with critical situation, for example a new leader, new ownership due to mergers or takeovers, or failure in organization's operational. These changes can create tensions in an organization. Another form of organizational change is a gradual change. These changes are part of the organization's change evolution which often occur and less traumatic. Gradual change includes new product introduction, new technology, new system and

process. The organization's ability to continuously adapting and managing the gradual changes are important assets for the organization in an increasingly demanding environment.

The success of radical and gradual change in an organization partly depend on change agent, who lead and support the process of change. They are individuals who hold the responsibilities to make changes in the existing environment or social system and the behavior patterns. Although change agents can be hired as external consultants (external change agent), managers and leaders in their respective capacities can also do the function as agent of change (internal change agent).

How to deal with planned and unplanned organizational culture changes? Unplanned changes occur spontaneously and randomly. These changes usually are destructive which end with the closing of the factory, or in the contrary are useful when it's related to interpersonal conflict which can produce new procedure planning to facilitate the workflow among departments.

Lewin (Rollinson, 2002) puts forward his theory which is known to have three stages of change, unfreezing, change, and refreezing. Unfreezing is the initial stage, which can be considered as the most important stage in understanding the process of change. This stage discusses about the preparations for change. Or an awareness and understanding that change is starting to be needed and getting ready to start to move away from current comfort zone. This first stage is often referred as the preparation stage -both for the individuals or the team-before executing a change or creating a conducive situation for a change to occur. The more we perceive that a change is urgently needed, the more we are motivated to immediately make the change. The speed of disbursement process towards the change will depend on the balance of power between people who are pro and contra with the idea of change.

Lewin developed a theory on force field analysis which analyzed different strength factor both supporting or opposing changes. If it turns out that the supporting factor of making change is greater than the opposing ones, then we can start to make a change. In the contrary, if the idea of change meets many challenges, then

may be the change can be localized in a particular unit or organization department that is better prepared to accept it. Thus, Force Field Analysis is very useful in understanding the behavior dynamics of change process and will provide input on how a change can be done properly.

Changing stage is the second phase. Lewin realized that change is not momentarily spectacular sensation but a process that he called a transitional process. Many people said that this is the most difficult phase because people are often not sure or even afraid of the uncertainty from the direction of changes. Of course, this is not an easy phase, because an individual needs time to learn and understand the change and also cooperate with others in making a change.

Therefore, various forms of supports which are parts of the process are needed, such as training, coaching, feedback. Using a simulation or role playing will stimulate people to develop their own solution or resolution to support the changes. Giving a clear picture about the changes and keep communicating about the changes will also be very beneficial for everyone, so that they do not forget the intended change direction.

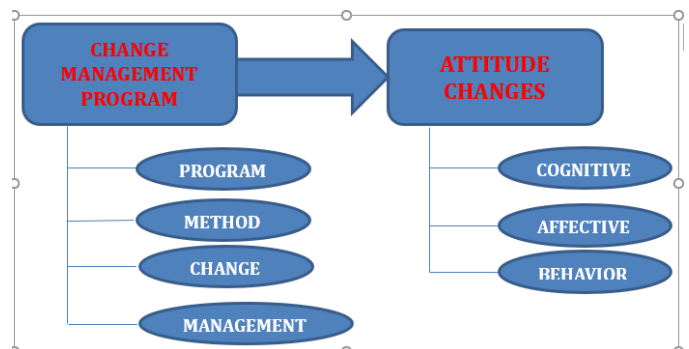
As implied by the terms freezing and refreezing, this stage is about rebuilding the stability after changes are made. Likewise, the changes that have taken place began to be accepted as the new norms. Then every individual will form new relationships and become comfortable with their own routines and everything works normally. The criticisms of the refreezing phase are that the world today (including corporations) can experience rapid changes, thus the refreezing phase is deemed incompatible with modern thinking about the existence of continuous changes, which sometimes occur in chaotic process which requires great flexibility.

In other words, popular thinking is now beginning to question the concept of freezing. We have to think and address this final stage more flexibly. This flexible mindset will make it easier for us to do the next unfreezing step. However, Lewin has written well in advance that a change towards higher level often short-lived, and the team's work performance will soon be returned to the previous level. Lewin

also reminded that the changes made needed to be strengthened in order to ensure that the desired changes can be received and maintained in the future, and that the freezing undertaken can support further changes. Realizing Lewin's stages of change explained above, some efforts need to be made to convince the stakeholders to initiate a planned and sustainable change.

The framework of the study is then the following:

Graph 1 Study Framework



Source: Researcher (2019)

The main hypothesis proposed in this study is "the impact of the change management program on changes in attitudes of Atma Jaya Hospital employees". Besides that, there are additional hypotheses, namely:

- H1: There is impact of the Change Management on cognitive changes of Atma Jaya Hospital employees.
- H2: There is impact of the Change Management on affective changes of Atma Jaya Hospital employees.
- H3: There is impact of the Change Management on behavior changes of Atma Jaya Hospital employees.

This study used quantitative approach. Therefore, the main instrument used in this research is questionnaire, supported by interviews and observations. The questionnaire was designed using Likert scale with the number of questions or statements items as many as 53. There were 29 items for attitude changes questionnaires and 24 items for change management program questionnaire.

The population of this study were all Atma Jaya Hospital employees, at approximately 430 people. This study will only examine respondents who were used as research samples. The sampling method were done by

stratified random sampling. The number of research samples obtained with this method was 201 respondents.

Data was analyzed statistically using the SPSS program, version 2.0, and supported by qualitative analysis of interview and observation data. Data is presented in the form of frequency distribution tables and multiple regression to test the research hypotheses.

RESULTS AND DISCUSSION

In this section the research result will be analyzed and divided into descriptive analysis and inferential analysis, or hypotheses testing. Descriptive analysis uses frequency distribution tables, while hypotheses testing uses multiple regression analysis. This research hypotheses were:

Main hypothesis:

H0: There is no impact of the change management program on changes in attitudes of Atma Jaya Hospital employees

Ha: There is impact of the change management program on changes in attitudes of Atma Jaya Hospital employees

Additional hypotheses:

H01: There is no impact of the Change Management on cognitive changes of Atma Jaya Hospital employees.

Ha1: There is impact of the Change Management on cognitive changes of Atma Jaya Hospital employees.

H02: There is no impact of the Change Management on affective changes of Atma Jaya Hospital employees.

Ha2: There is impact of the Change Management on affective changes of Atma Jaya Hospital employees.

H03: There is no impact of the Change Management on behavior changes of Atma Jaya Hospital employees.

Ha3: There is impact of the Change Management on behavior changes of Atma Jaya Hospital employees.

The result of linear regression analysis of the effect of change management on changes in attitudes of Atma Jaya Hospital employees indicate the value of $R = .341$ and $R^2 = .099$. R^2 values indicate that the coefficient of determination of change management towards changes in attitudes of Atma Jaya Hospital employees is 9.9%, meanwhile the remaining

81.1% is determined by other not examined factors. The calculated F value is $121.791 >$ from the F table value, so significant differences can be concluded. The value of $\beta = .300$ and the value of $T = 4.668$ indicate that there is meaningful impact of changes on changes in attitude of Atma Jaya Hospital employees. These results prove that the main hypothesis of this study, there is an influence of change management on changes in attitudes of Atma Jaya Hospital employees, is accepted.

These results indicate that even though it has significant impact, the influence of change management is not the only causative factor of changes in attitudes. There are still many other factors that have a greater influence than change management. Partially, the influence of change management on each aspect of Atma Jaya Hospital employees' attitude, namely cognitive, affective and behavioral aspects can be explained as follows:

The result of linear regression analysis of the effect of change management on changes in attitudes of Atma Jaya Hospital employees, especially behavioral aspect indicates that the values $R = .545$ and $R^2 = .297$. R^2 values indicate that the coefficient of determination of change management towards changes in attitudes of Atma Jaya Hospital employees is 29.7%, meanwhile the remaining 71.3% is determined by other factors. The calculated F value is $83.885 >$ from the F table value, so significant differences can be concluded. The value of $\beta = .219$ and the value of $T = 9.159$ indicate that the influence of change management on changes in attitude of Atma Jaya Hospital employees is meaningful.

The result of linear regression analysis of the effect of change management on changes in cognitive aspect of Atma Jaya Hospital employees, indicate that the values $R = .431$ and $R^2 = .186$. R^2 values indicate that the coefficient of determination of change management towards changes in cognitive aspect of Atma Jaya Hospital employees is 18.6%, meanwhile the remaining 81.4% is determined by other factors. The calculated F value is $45.387 >$ from the F table value, so significant differences can be concluded. The value of $\beta = .210$ and the value of $T = 6.737$ indicate that the influence of change

management on changes in cognitive aspect of Atma Jaya Hospital employees is meaningful.

The result of linear regression analysis of the effect of change management on affective changes of Atma Jaya Hospital employees indicate that the values $R = .344$ and $R^2 = .118$. R^2 values indicate that the coefficient of determination of change management towards changes in attitudes of Atma Jaya Hospital employees is 11,8%, meanwhile the remaining 88,2% is determined by other factors. The calculated F value is $26.716 >$ from the F table value, so significant differences can be concluded. The value of $\beta = .144$ and the value of $T = 5.169$ indicate that the influence of change management on changes in attitude of Atma Jaya Hospital employees is meaningful.

From the description above, it can be seen that the greatest influence of change management occurs in the behavioral aspects. The cognitive aspect ranks second from the three aspects that are influenced by change management, while the affective aspects are the aspects that experience the least influence from change management programs

SUMMARY

Overall, the change management program has a pretty good impact on all aspects or dimensions of the changes in attitudes of Atma Jaya employees. Although overall the change management program has its influence, the biggest influence is on the behavioral aspect, followed by cognitive aspect, and the last is affective aspect.

In fact, changes in employee attitudes caused by change management programs have not been very encouraging. The most dominant factors or aspects are Management support factor and Change Management Program, meanwhile Method factor and change agent are considered less dominant.

Several proposed suggestions as follows:

(1) Change management is not the only way to improve the effectivity and efficiency of individual and organization team work. Thus, it will be better if the other conditions of the individual as employee is preconcerted satisfying, before conducting any actions which intend to improve the individuals and organization; (2) Change management requires managerial support from top management.

Therefore, it must also be ascertained how top management can play a supporting role in these changes.

Thus, it is recommended that thorough and in-depth study is needed to determine the Atma Jaya Hospital "organizational diagnosis" before determining its "therapy" program. In addition, Communication needs to be well built between consultants and management so that the program can be carried out well. In the selection process of Champion Team needs to recognize the interpersonal potential so they can carry out the facilitator roles effectively. Also, the management should be cautious about some organizational conditions before implementing the change management program, to ensure cooperative employee attitudes.

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