THE ANALYSIS OF EMPLOYESS' FEEDBACK ON THE CHANGE MANAGEMENT IMPLEMENTATION AT PT. AIR MANADO

ANALISIS TANGGAPAN KARYAWAN TERHADAP PENERAPAN MANAJEMEN PERUBAHAN PADA PT. AIR MANADO

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Abstract: Every company or organization must change to survive. In evaluate the change that implanted, feedback is one of a tool that usually used. This research is aims to analyse the employees' feedback of the change management that implemented at PT. Air Manado specifically in Production and Laboratory that changed their manager. This research is a qualitative research with using in-depth interview in collecting and analysing the data and this research is exploratory study research to find out what phenomena that are happening. Snowball sampling is used. Result discovers some issues that appear in disciplinary, job rotation, leadership, and employees' trust. Other way, employees also complains about their job safety and financial welfare that must be concerned. What needed from a manager is capable to socialize with subordinates. There must be a courage to fight for employees or subordinates in higher level of meetings and in taking action for subordinates' lamentation. In job placement at PT. Air Manado and other companies, it is better to not to get intervened by outsiders, high-up people, political parties, and regional government to better the morale and professionallism. Company needs to pay more attention to employee's welfare.

Keywords: *human resource management, change management, employee's feedback*

Abstrak: *Setiap perusahaan harus berubah untuk bertahan. Dalam mengevaluasi perubahan yang diterapkan, tanggapan adalah salah satu alat yang biasanya digunakan. Penelitian ini bertujuan untuk menganalisa tanggapan karyawan mengenai manajemen perubahan yang diterapkan pada PT. Air Manado terutama pada departemen Produksi dan Laboratorium yang mengganti manajernya. Penelitian ini adalah sebuah penelitian kualitatif yang menggunakan wawancara mendalam dalam mengumpulkan dan menganalisa datanya dan penelitian ini adalah penelitian yang bersifat investigasi dengan tujuan untuk menemukan fenomena apa yang terjadi dan menggunakan snowball sampling. Hasilnya menunjukan bahwa ada beberapa isu yang muncul pada kedisiplinan, rotasi pekerjaan, kepemimpinan, dan kepercayaan karyawan. Di sisi lain, para karyawan juga mengeluh mengenai keamanan kerja mereka dan kesejahteraan mereka yang harus lebih diperhatikan. Apa yang dibutuhkan dari seorang manajer adalah mampu bersosialisasi dengan bawahannya. Harus juga ada keberanian untuk memperjuangkan karyawan atau bawahan di tingkat pertemuan yang lebih tinggi dan dalam menanggapi keluhan bawahan. Dalam penempatan kerja di PT. Air Manado dan perusahaan-perusahaan lain, lebih baik untuk tidak diintervensi oleh pihak luar, orang-orang berkedudukan, partai politik, dan pemerintah daerah untuk meningkatkan moral dan profesionalitas. Perusahaan harus lebih memperhatikan kesejahteraan karyawan.*

Kata Kunci: *sumber daya manusia, manajemen perubahan, tanggapan karyawan*

INTRODUCTION

Research Background

An organization or a company has to change to adapt or survive the business competition. Carpenter, Bauer, and Endorgan (2012), stated that organizational change is the movement of an organization from one state of affairs to another. Companies must follow the trends and ready to change flexibly.

After organization or company did change management, they have to evaluate their performance. The most impacted part of the change could be their employees and there is a chance to employees to not to adapt with new management and the bad behavior of employees could impact the company.

The best ways to decrease resistance by involve the employees in decision making by asking their feedback. Effendy, Tjakraatmaja and Welly (2013) found that in order to success the change implementation, company should work the change with employees. Survey feedback approach is one tool for assessing attitudes held by organizational members, identifying discrepancies among member perceptions, and solving these differences (Robbins and Judge, 2007).

Hydrologically, Manado has five huge rivers. There are Tondano river, Tikala river, Bailang river, Sario river, and Malalayang river. Tondano river's upstream is in Tondano's lake (Minahasa Regency) and then it unites with Tikala river (in the middle of Manado City) before it releases its water into the ocean. This Tondano river managed by PT. Air Manado. (DPMPTSP Kota Manado, 2017).

In December 2016, there was a change management inside the PT. Air Manado. The new manager arrived to replace the former one that retired. There would be a resistance to change. There was a negative issue about a supervisor that been demoted as a staff just because his staff was late to mix chemical substance to the water. The supervisor was demoted by the higher management without any negotiation and the manager of his department or today's manager of Production and Laboratory Department was doing nothing and did not fight for his supervisor to keep his position as a supervisor. The issues to be analyzed are about the experience of Production and Laboratory Department's employees under the new management through their feedback, compared to the management they felt before. Does management become better or just get worse from employees perspective.

Research Objective

The purpose of this research came from the combination between this research background and problem. It is to know the employees' feedback on the change management implementation at PT. Air Manado especially at Production and Laboratory Department.

THEORETICAL REVIEW

Change Management

Hiatt and Creasey (2012) defined change management, as a practical matter, leverage the normal mechanisms within an organization to influence and develop employees through broad activities, such as communications, training and visible sponsorship.

Change Management Process

According to Robbins and Judge (2007) in their book of organizational behavior, they explained about the detailed approach for implementing change by John Kotter of the Harvard Business School. Kotter established eight sequential steps for the Lewin's Three-Step Model. For the unfreezing stage, Kotter extrapolate four steps. The unfreezing steps is start from established a sense of urgency by creating a compelling reason for why change is needed, second is form a coalition with enough power to lead the change, third is create a new vision to direct the change and strategies for achieving the vision and the fourth is communicate the vision throughout the organization. For the freezing stage, Kotter defined three steps from empower others to act on the vision by removing barriers to change and encouraging risk taking and creativity problem solving, then plan for create, and reward short-term "wins" that move the organization toward the new vision, and consolidate improvement, reassess changes, and make necessary adjustment in the new programs. For the refreezing stages, Kotter defined this stage with step of reinforce the change by demonstrating the relationship between new behaviors organizational success.

Human Resource Management

Human resource management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals (Mathis and Jackson, 2010).

Job Characteristics

Job characteristics are degrees of psychological stages of job design theory. Snell and Bohlander (2010), defined about theory of Richard Hackman and Greg Oldham that, job characteristics is a job design theory that purports that three psychological states (experiencing meaningfulness of the work performed, responsibility for work outcomes, and knowledge of the results of the work performed) of a jobholder result in improved work performance, internal motivation, and lower absenteeism and turnover. Hackman and Oldham believe that five core job dimensions produce the three psychological states. The five job characteristics are as follows: *Skill variety:* The degree to which a job entails a variety of different activities, which demand the use of a number of different skills and talents by the jobholder. *Task identity:* The degree to which the job requires completion of a whole and identifiable piece of work that is doing a job from beginning to end with a visible outcome. *Task significance:* The degree to which the job has a substantial impact on the lives or work of other people, whether in the immediate organization or in the external environment. *Autonomy:* The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out. *Feedback:* The degree to which carrying out the work activities required by the job results in the individual being given direct and clear information about the effectiveness of his or her performance. The job characteristics model appears to work best when certain conditions are met.

Mathis and Jackson (2010) stated that *skill variety, task identity*, and *task significance* affect the meaningfulness of work; *autonomy* stimulates responsibility; and *feedback* provides knowledge of results.

Employees' Feedback

As cited from Gomez-Mejia, Balkin, and Cardy (2007), to provide up forward communication channels between employees and management, many organizations offer Employee Feedback Programs. These programs are designed to improve management-employee relations by giving employees a voice in decision making and policy formulation and making sire that employees receive due process on any complaints they lodge againts managers.

Feedback that used in this research is the feedback which takes part after change implementation or employee's feedback. Generally, the employee's feedback through change implementation means the discussing information about how well or poorly the change implemented in an organization or company through employee's feedback.

Previous Research

Iona (2013). This research use qualitative analysis method of what reactions of employees that shown during implementing change. The employees tend to feel unsafe, fear, grief during change period, and be cynical about the change. Communicating with employees, determining employee expectations about what will happen, reducing uncertainty and ambiguity by providing relevant and timely information, and addressing the issue of job security can mitigate the negative effects caused by mergers. If the employee know clearly that they are valuable in their company, know that they are part of it, their values and purposes met the goal of change then, they will have a commitment with the company and easily accept the change.

Oreg, Vakola and Armenakis (2011). This research is quantitative empirical studies of change recipients' reactions to organizational change with reviewed articles that published between 1948 and 2007. The aim was to provide an overarching view of change recipients' reactions, and to propose an organizing structure for the various study themes. Change recipients are naturally concerned with the personal impact that the change will have on them. If perceived risks/costs outweigh benefits, change recipients will understandably tend to resist change. Managers are often oblivious to how change recipients will respond to the change and do not give enough thought to change recipients' perspectives. It is important to explain the benefits change could have for employees.

Jansen (2011) This research aims at uncovering what criteria employees use in the evaluation of an organizational change. To identify these criteria, concepts are integrated from the Theory of Planned Behavior. This study resulted in several criteria employees use in the evaluation of the organizational change. These criteria are: personal control, reaction of colleagues, autonomy, change necessity, personal benefits, preparation of change, customers' reactions, involvement in process, support from management, support from colleagues, job security and financial consequences.

Conceptual Framework

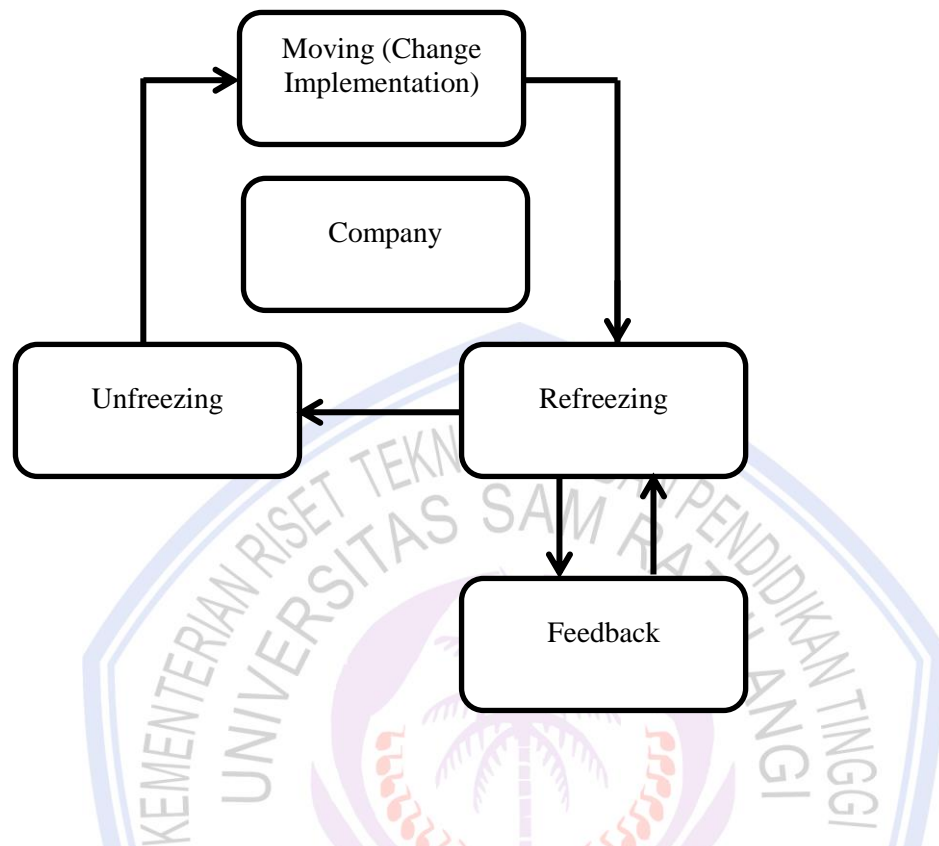This part explains about what issues or phenomenon that researcher would analyze.

Figure 1. Research Framework
Source: Data Analysis Method 2018

RESEARCH METHOD

Research Approach

 Qualitative is used predominantly as a synonym for any data collectiontechnique such as an interview or data analysis proceduresuch as categorising data that generates or use non-numerical data. Qualitative there for can refer todata other than words, such as pictures and video clips (Saunders, Lewis, and Thornhill, 2009). Cited from Walliman (2011), qualitative data cannot be accurately measured and counted, and are generally expressed in words rather than numbers. People's judgement, feelings of comfort, emotions, ideas, beliefs etc., only can be described in words. This research is exploratory. Exploratory study is a research that aims to seek new insights into phenomena, to ask questions, and to assess the phenomena in a new light (Saunders, Lewis, and Thornhill, 2009).

Population, Sample and Sampling Technique

Based on the explanation of Spradley (1980) in Myers (2009), Spradley stated that all particioant observation takes place in social situations. Every social situation can be identified by three primary elements: a *place, actor,* and *activities.* A *place* is any physical setting where people are engaged in social activities, people become *actors* when they play a role in a certain situation, and *activities* are recognizable patterns of behavior that people perform. This research's populations are the social elements or the employee of the Production and Laboratory Department at PT. Air Manado branch Paal Dua.

Sample in qualitative research is not called as respondent instead as a sources, participant, informant, friend and teacher in research process (Sugiyono, Metode Penelitian Bisnis : Pendekatan Kuantitatif, kualitatif, dan R&D, 2007). Sample in this research are the eleven employees in Production and Laboratory Department at PT. Air

Manado branch Paal Dua who are ever experienced former managerial in that department. This research is use snowball sampling. The purpose of snowball sampling is to identify cases of interest from people who know people who know what cases are information-rich (Creswell, 2007). In this case, the sample is employees at Production Department who already felt two different managements.

Data Collection Method

Data collection method is like a tool for researcher to gather the information or data, or how the data of this research are collected. Primary data will be collected through in – depth interview, secondary data through textbook, journals, and articles.

Instrument Testing

In this research, instrument of research here means the researcher it self. The observer, or who are responsible or in – change in conducting this research, that motivated to analize this case. In qualitative research, the researcher as instrument is an accepted and acceptable stance (Xu and Storr, 2012).

Data Analysis Method, Validity and Reliability

Data analysis also called as data collection or data collection and analysis. Qualitative data collection tends to produce hours of audio-recorded interviews or extensive piles of notes (Saunders, Lewis, and Thornhill, 2009). Walliman (2011) cited the suggestion of Miles and Huberman (1994) that there should be three concurrent flows of action, which are data reduction, data display, and conclusion drawing/verivication.

According to Saunders, Lewis, and Thornhill (2009) reliability is the extent to which data collection technique or techniques will yield consistent findings, similar observations would be made or conclusions reached by other researchers or there is transparency in how sense was made from the raw data. While validity is the extent to which data collection method or methods accurately measure what they were intended to measure. Validity also means the extent to which research findings are really about what they profess to be about.

RESULTS AND DISCUSSIONS

Results

First, this part explains about the interviews results of the eleven informants from Production and Laboratory Department at PT. Air Manado, and then explains about the discussion of the results.

Informant 1

Informant 1 said that today's manager is more discipline, the work performance is increased, he is closer to employees. In doing job rotation, the job rotation done based on need of the job and there is no resistance about the decision of the manager but, today's manager tend to take no action in employees lamenation. Informant 1 also said about the intervention in job placement. Employees are empowered well under this new manager, but employees assessed subjectively. For suggestion, informant 1 mentioned about the needs of attention in job safety.

Informant 2

According to informant 2, there is no change felt under the leadership of today's manager. Job rotation done based on need of the job without resistance. This new and former manager, both asks feedback from employees, employees also well empowered under their leadership. Them both are directly addressed issues hen is comes up. Suggestion from informant 2 is about the needs of attention from manager on employees financial welfare.

Informant 3

Informant 3 said that today's manager is more discipline. The performance increased if compared to the former manager. Today's manager act and work with SOP based. Job rotation was done without resistance from employees, employee's independence is found under the leadership of today's manager. About the empowerment and employee embrace, informant 3 said that it is still the same with the former. Intervention in job placement, are found and informant 3 said that they should better the morale.

Informant 4

Informant 4 said that today's manager is more discipline and work performance is increased from the former leadership. Job rotation that done, was based on need of the job and there is no resistance abut it. There is no

gap between manager and subordinates under today's manager leadership. Objectivism in job placement, Manager's performance is well synchronized with company, for suggestion is pay attention on tools and old aged pump.

Informant 5

Informant 5 said that today's manager is more discipline and job rotation that he done, is done because of the needs of situation. Unilateral decisions are usually made. Informant 5 also mentioned that today's manager is not brave enough to fight more for employees. Informant 5 also said that there is no objectivism in job placement but after all, today's manager performance is good. Today's manager tend to order something out of control of employees and for suggestion, old aged tools should got serious attention.

Informant 6

According to informant 6, today's manager is more discipline than the former and the job rotation that he made was objectively done based on employee's performance. There is no resistance in job rotation. Closer to employees, and always available for employees are the characteristics of today's manager because he is sociable with everyone. Today's manager initiatively handles everything but, former manager fight for employees harder. Job placement done both objectively and subjectively. Informant 6 said there is a needs of attention to old aged tools.

Informant 7

Informants 7 said that today's manager is better than the former and the department performs better now. There are new regulations that implemented by today's manager. Today's manager did job rotation and done based on employee's performance and implemented without resistance. Both former and today's manager are opens for employee feedback. Employees are well empowered, job placement done by potency under today's leadership. For suggestion is pay attention on employee financial welfare, said the informant 7.

Informant 8

Informant 8 mentioned about the increasing od disciplinary under the leadership of today's manager. Job rotation done based on performance without resistance. Today's manager is closer to employees and opens for employees' feedback. Job placement is done by potency, and Employees are well empowered under today's manager leadership. Informant 8 said that, for suggestion is the manager has to be more discipline.

Informant 9

According to informant 9, today's manager is better than the former, and the SOP improved by him. Job rotation that he done, is for employee empowerment and there is no resistance about it from employees. Employees are well embraced and empowered under today's manager leadership, because former manager somewhat firm. Today's manager closer to employees, and employees objectively assessed. Today's manager performance is above standard, and employees salary paid on time. For suggestion is pay attention on employees welfare, said informant 9.

Informant 10

During interview, informant 10 was not much talks, he just answered what he tough must be answered. Informant 10 said there is no significant change. Job rotation that done by today's manager was based on performance and no resistance from employees. There is no change in leadership, and employees are well empowered just same with the former. Employees are also objectively assessed.

Informant 11

Informant 11 said that nothing is change in their department. Everything is SOP based, and job rotation done based on need of the job and implemented without employee's resistance. Today's manager closer to employees than the former. Employees are well embraced and empowered under today's manager leadership. Today's manager does persuasive approach to employees but, there are lots of intervention from outsider or external. Today's manager has many good ideas, and good in prioritize everything. For suggestion is please increase the employees welfare, said informant 11.

Discussion

The result through employee's feedback shows that today's manager is more discipline than the former manager. In interview section, informant 1, 3, 5, 6, and 8 said that today's manager is more discipline than the former manager in managing employee's attendance. Because, after change management implemented, they began to use finger print machine for their attendance and it make no fake and manipulated signature anymore, and then the employees tend to come on time to work and finish their work on time. That improvement in disciplinary will affect the performance of impacted employees to enhance it. This theory supported by Kasim, Rantetampang, and Lumbanto (2016) that concluded there is a linear relationship between the variables of discipline with the employee's performance. Disciplinary in workplace will indirectly push employee to become more professional, and productive. This theory also supported by findings from previous research of Sarwani (2016) that found the better work discipline, the higher the performance of the employee.

All of the informants also said in the change management implementation or when today's manager arrived, there are job rotation that done. Informants said the job rotation done by the employee's performance assessment, employee's potency and competence.

Informant said the job rotation done because of there is a need of job rotation and then, informant 11said that the job rotation is done by the manager in purpose of decrease employee' job stresses because some employee maybe saturated of their activities or because they made mistake. Job rotation of course gives some kind of relaxation to employees after doing monotonous activities for a while and put employee in new atmosphere of interaction and it is good for employees to their mental health. This theory supported by the previous research of Saravani and Abbasi (2013) that the findings indicates that positive consequences of job rotation including decreased job stresses, help improving employee interactions; social interaction along with sharing information improve their morale to perform team activities.

In implementing job rotation, even though it has some issues but there is no resistance from employees. By seeing the educational background of all of the informants that are high school graduated, this findings supported by Erkmen (2006) found that high school graduates more positively accept change then university graduates because high school graduates in relation to their qualifications, on the other hand, may have a fear of losing their job.

The advantages showed by Informant 1, 4, 6, 8, 9 and 11 that said their feedback about today's manager especially in manager's closeness to them, they said today's manager is closer to the them as the subordinates than the former manager did to them. While the other said, there is no change in closeness with employee because former manager also did it.

Informant 1, 2, 7, and 8 generally explained that today's manager is more open for employee feedback than the former. Result found that today's manager involves employees in decision making. Get involved would make employee satisfies that they are part of an organization and it of course decrease the potency of resistance. Masood, Qurat-Ul-Ain, Aslam, and Rizwan (2014) said the satisfaction of employees increased by the involvement of employees.

In embrace the employee, today's manager does better than the former. From those interview results, it shows that informant 1, 4, 6, 8, 9, and informant 11 clearly stated that there is an improvement in employee embrace. As cited from Gyekye (2005), workers who perceive a high level of organizational concern and support, and are satisfied with workplace conditions, feel a sense of indebtedness and a need to reciprocate in terms that will benefit their organizations/management. By this supportive research, it can be conclude that if this embrace is going well for months, later the productivity of Production and Lab. Department will benefit the PT. Air Manado.

About employee empowerment, Informant 1, 2, 8, 9, and 11 clearly stated that today's manager does improvement in empowering his subordinates. They said they are well empowered. Kumar and Kumar (2017), their study explains that employee empowerment is a kind of motivational strategy, which gives the employees a sense of satisfaction towards their job and organization.

Kumar and Kumar (2017), concludes the employee empowerment in the organization is at fair level when employees are satisfied with the various factors such as employee trainings, self development programmers, employee meetings, employee participation in the various activities and consideration of their ideas and opinion. By seeing the result that shows the new manager is does meetings and participate employees there, then empowers employees ideas and opinion, also by seeing the theory of the supportive journal, researcher concludes that the empowerment in PT. Air Manado is at fair level of empowerment. Celik, Iraz, Cakıcı, and Celik (2014) shows that there is positive and meaningful relation with employee empowerment and organizational creativity and innovativeness. Even though the other informants said that there is no change, but

dominant of the informant said there is improvement in employee empowerment in Production and Lab. Department and it is good because back to the supportive journal, this empowerment will give positive influence to company.

Besides those advantages that the employees experienced in the change management, there are also disadvantage that the new management did that lower the employee level of trust. Suhendra, Soemaryani, and Yunizar (2014) found that low trust to change managers, low perception of change benefits and low organizational justice have directly caused high resistance to change. Today's manager is like not brave enough to fight for his subordinates in front of the board of directors. Some informants also said that today's manager sometimes take no action in handling employee lamentation. (Yasir, Imran, Irshad, Mohamad, and Khan, 2016) also mentioned about trustworthy and responsive that demanded for successful implementation and management of the change process while based on the employees' feedback informants reported about the existence of fear of today's manager to fight for employee in front of board director, and interventions in job placement on PT. Air Manado. Indirectly those issues will lower the employees' trust on the manager and company.

Before researcher's recommendation, there are recommendations that gathered from the employees as informants. Informant 2, 3, 7, 9, and 11 mentioned about employee financial welfare that the company has to be more attention to. Informant 1, 4, 5, and 6 mentioned about Job safety and security, which is talks about the safety equipment and the tools and machine that have to be fixed or replaced with the new one. While informant 3 also mentioned about morale of company that have to be better, and informant 8 that mentioned about the need of better discipline of the today's manager.

CONCLUSION AND RECOMMENDATION

Conclusion

After analyzing the feedbacks though interview, here comes the conclusion about employees' feedback on the change management implementation at PT. Air Manado:

1. Production and Lab. Department become more discipline in the work time. After using the finger machine, the there is no fake attendance or manipulated attendance and that leads to better department performance.
2. There is no resistance in implementing change.
3. Today's manager is more capable to socialize with his subordinates, closer to his subordinates than the former manager, open for feedback, always available for his subordinates but, today's manager do not have much courage to fight for his subordinates in front of board of directors and today's manager in some cases tend to take no action in responding employee lamentation.
4. Employees are more embraced and empowered under the leadership of today's manager.
5. There is decreasing of employee's trust on today's manager because of the act of him to take no action in employee lamentation. There is also decreasing of employee's trust on company because employees detects an unilateral decision, subjectivism and external, parties and government intervention in job placement of PT. Air Manado.
6. There is no safety equipment for operator. The tools, pipes, pumps, and machines are old ages that susceptible for trouble.
7. Generally, today's management under the new manager is better than the former manager but, today's just need to increase the courage to fight for employees and to fight for what is right.

Recommendations

After evaluating the conclusion, researcher comes up with these several recommendations:

1. What needed from a manager is not just embrace, empower, open for feedback close to the employees, and capable to socialize that is needed by the subordinates but, there must be a courage to fight for employees or subordinates in higher level of meetings and in taking action for subordinates' lamentation.
2. In job placement at PT. Air Manado and other companies, it is better to not intervened by outsiders, high-up people, political parties, and regional government to better the morale and professionalism.
3. Company needs to pay more attention to employee's welfare.

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