

ORGANIZATIONAL CULTURE ON IMPLEMENTATION OF PROFESSIONAL TRANSFER PROGRAM AT PT JASA MARGA (PERSERO) TBK.

Umi Rusilowati¹, Agus Budiyan²

¹Magister Management, Pamulang University, Tangerang Selatan 15417

²PT Jasa Marga Tbk

¹*Dosen00061@unpam.ac.id*

²*Agusbudiyan9550@gmail.com*

Abstract

The impact of technological developments and the application of GNNT or Cashless in toll road transactions can trigger company to terminate employment, but the company is not allowed to lay off, this is a challenge for Jasa Marga so that there are no layoffs and operational services in the field continue to run by Government policies and the PUPR Ministerial Decree. In 2017-2019 PT Jasa Marga (Persero) Tbk. made a change by preparing a voluntary Professional Transfer Program (A-Life) for employees. In this process, Jasa Marga Management, the Employees, and Employees Union are committed to jointly leading the change management process in a professional transfer program that takes into account the interests of the Company and the Employees, however should improve the quality of organizational culture as well. The method used a qualitative approach based on a case study to examine the state of natural objects, in which the researcher is the key tool, the data collection technique is performed by triangulation (a combination of observations, interviews, documents), the resulting data tends to be qualitative data, analytical data is inductive/qualitative and research finding of qualitative research is about understanding meaning, understanding unique, construct phenomena and find hypotheses. The conclusion there were the process, obstacles, and effectiveness of change management implementation in the professional transition program (ALife) and organizational culture which has not been implemented optimally.

Keywords: *Change Management, Organizational Culture, Professional Transfer.*

1. Introduction

The changes that Jasa Marga is making to its business will help it grow stronger and be more sustainable. The Disruption situation requires Jasa Marga to transform and Agile to face business challenges to remain at the forefront of the toll road industry. Jasa Marga's challenges are external (4) and internal (2), external challenges are 4 (four) consisting of 1. Toll industry opportunities are wide open, ongoing projects are 770 kilometers and upcoming projects are 11,000 kilometers. 2. Competition is getting tougher and public transportation is growing, new entrants as competitors are emerging and moving fast, such as Citra Marga Nusa Pala, Waskita, Hutama Karya, Sinarmas, Kompas Gramedia, Jaya Ancol, Hutama, and others. 3. Market and

Shareholder expectations increase, Fast & simple service, Dividend, Profitable Cooperation, Tax, Agent of Development / PSO, Connectivity / Low Logistics Cost. 4. Development of Technology and the Need for Its Application, Cashless Society - GNNT policy, Implementation of Non-Cash Transaction Policy from the Government. There are 2 (two) internal challenges consisting of 1. Funding Challenges and the Need for Internal Efficiency, for investment in current projects of 109 trillion (770 Kilometers) and future project investments of 241 trillion (11000 Kilometers). 2. The need for improvement of Capabilities, Competencies of Employees.

An act of the Government in 2017 to implement non-cash transactions in toll roads is by issuing Regulation Number

16/PRT/M/2017 concerning Non-Cash Transactions on Toll Roads.

This Ministerial Regulation is intended as a guideline in the implementation of toll road transactions where cash is not used. The substance regulated in the Ministerial Regulation is regarding the legal basis for changing the payment system from cash to non-cash. In non-cash transactions on toll roads, there are two forms of technology, the first is non-cash transactions using electronic money card-based technology and the second is non-cash toll transactions using contactless-based technology.

Cashless toll transactions are conducted by the following principles: 1. Interoperability, the non-cash transaction system can function between existing systems in each Toll Road Business Entity (BUJT) and non-cash transaction systems in other transportation sectors 2. Non-Exclusive, the implementation of transactions non-cash is open to all issuers of electronic money without being exclusive according to the provisions of the law. 3. The system that is in place for making payments for non-cash toll transactions must comply with the law. In this Ministerial Regulation there is a time for fully implementing non-cash transactions on all toll roads as of October 31, 2017, and the application of transactions that fully use touchless technology as of December 31, 2018.

In this Ministerial Regulation, all BUJTs are expected to support the stages of implementing non-cash transactions, through efforts such as the implementation of socialization and education related to the perform cashless transactions, increasing the proportion of stores that do not accept cash by at least 60%. Companies that are in the developing stage as well as those that are already developing began to realize that they need to be able to adapt to the increasingly dynamic and changing trends in the work world. In an increasingly dynamic, complex, and uncertain external environment, as well as increasingly tough competition, organizations need to transform themselves to survive. (Kasali, 2019) Almost all industries are battling new opponents who enter without following the pattern we know

so far. They are not even visible, but suddenly become so big, even very, very large, they go straight into consumers' homes, door to door, online, through smartphones. The incumbents can't detect it because the opponents are out of their radar range. As the world changes, old industries are inevitably disrupted.

A transformation is a change that goes through a step-by-step process to reach the expected stage. The effects of external and internal environments on living things. This allows you to drive changes according to your business strategy.

Transformation in this organization is a must for every organization (Handoko, 2012). Therefore, managers and decision-makers must gain a better understanding of the company's management to avoid a decline in performance that could harm the company. This makes management functions (from planning to monitoring) an obligation for everyone in the organization. For organizations to work in a changing environment, they must develop a capacity to learn new models, values, and strategies to work better.

(Kreitne & Kinicki, 2014) Transformation is possible because two factors affect the process, those from the organization's internal environment and those from the organization's external environment. Factors originating within an organization includes changes to policies or decisions made by the leaders of the organization, changes in organizational goals, regional development of organizational operational activities, the broader intensity of their activities, the level of knowledge and capabilities of its employees within the organization, attitudes, and behaviors of employees within the organization, and the types of news regulations created within the organization. Factors of an organization's external environment include technology, economic conditions, competition, social conditions, and political conditions. Without significant change, likely, the organization will not last for very long. The organization is not able to adapt to the internal and external environment, which makes it difficult to grow or lose its competitiveness. It is

difficult for an organization to transform. The new transformation will indeed happen immediately if all parts of the organization are involved in the ongoing transformation. The obstacle an organization will face in its transformation efforts is resistance from individuals and groups within the organization. We cannot change this expression because it is a polynomial expression, which cannot be solved without a big number of calculations. Organizations need to find solutions to the consequences of transformation in an organization to deal with transformation. During the transition process, change management will always be considered important because the global economy brings competitors from all over. However, society, in general, does not always support the process of change. (Kasali, 2013) Without management of these changes, they cannot be managed properly and can lead to serious consequences for the organization.

Change Management is the efforts of managers to effectively manage change, requiring an understanding of motivation, leadership, team, conflict, and communication issues (Robbins, 2014). Without changing the way an organization does things, it cannot implement change. Because an unplanned conversion is not guaranteed to succeed, but a planned conversion is more likely to succeed. The implementation of change management will allow for a successful transformation. Change management aims to provide a successful solution in an organized manner and uses an approach to managing the impact of change on the resources involved (Wibowo, 2012).

Based on the context of the above research problem, the authors build the formula of the problem as follows:

1. How is change management implemented at PT Jasa Marga (Persero) Tbk. as part of the Professional Transition Program (ALife)?
2. Are there any barriers to implementing change management at PT Jasa Marga (Persero) Tbk. as part of the Professional Transition Program (ALife)?

3. How effective is the implementation of change management at PT Jasa Marga (Persero) Tbk. within the framework of the Professional Transition Program (ALife)?

Organizational Culture

According to MacQueen (2020), organizational culture is a symbolic system for people within an organization to build and apply meaning to their lives and work environment. Alternatively, organizational culture is about a system in which elements continue to interact with each other and with the environment. Islam et al. in Chion et al. (2019) assessed that organizational culture influences knowledge exchange through three dimensions: collaboration between workers, learning/development, and top management support. Zheng et al. said, organizations also have a big impact on knowledge management (Chión et al., 2019), they conclude that “knowledge management fully mediates” the impact of organizational culture on organizational effectiveness”

Change management

Definition of Change Management

The branch of science used as the theoretical basis in this research is change management. A systematic process of applying the knowledge, structures, and resources needed to bring change to those affected is called Change management (Wibowo, 2012). According to Hakim, L., & Sugiyanto, E. (2018) Organizations in which the human integration mechanism is trusted because it also harbors highly engaged employees from their organizational peers, while transactions where task integration goals take precedence while ignoring human integration. According to (Winardi, 2015), Change management refers to managers' attempts to successfully manage change, which necessitates a grasp of motivation, leadership, teamwork, conflict, and communication challenges. Change management is the process, tools, and techniques for managing the human aspect of the change process, to achieve the required results and effectively implement change in individuals, groups, and the common system.

Organizational change can be seen as a product of three interdependent products, namely: (1) The selection process involves the nature, scope, and focus of the decision. (2) The trajectory process is the result of the organization's past, current, and future vision, goals, and future goals. (3) The change process, which includes an approach to the mechanism for achieving, and changing results.).

Stages in Change Management.

Almost all changes occur through stages. Likewise, in change management. There are four stages to change management:

Change identification stage. At this stage, it is hoped that someone will be able to recognize what would be changed in the future. In this stage, a person or group can recognize the need for change and identify the type of change.

Change planning stage. At this stage, should be analyzed for technical situational diagnostics, general strategy selection, and selection. To make changes, it is necessary to consider the supporting factors so that changes can occur properly.

Change implementation phase. At this stage, the process of melting, changing, and freezing is expected. When changes are being made, problems tend to arise. Therefore, you need to monitor the changes.

Evaluation and feedback stage. At this stage an evaluation is carried out and requires data, therefore at this stage, the data collection and evaluation of the data is carried out. You can feedback the results of this assessment to the first stage to influence the changes you need to make next. (Revenio C, (2016)

Professional Transfer Program (A-LIFE)

The definition of Profession Transfer according to the Kamus Besar Bahasa Indonesia (KBBI) or Indonesia Dictionary is the transfer or change of work.

The definition of the Professional Transfer Program (A-Life) at PT Jasa Marga (Persero) Tbk. it is a job transfer or career change to another field from a previous field, to provide opportunities for the

employees are encouraged to develop and add new experiences according to their abilities and interests. Employee

Figure 1 A-Life Program

Source: Summary Report A-Life Program Human Resources & General Affairs.

Legal basis

The legal basis for PT Jasa Marga (Persero) Tbk.'s implementation of the profession transfer program (A-LIFE) is as follows:

1. Manpower Law Number: 13 the Year 2003
2. Minutes of the Board of Directors Meeting Number: 39/2017 dated 16 October 2017
3. Minutes of Bipatit between the Management of PT Jasa Marga (Persero) Tbk. and the Jasa Marga Employee Union Number: 11/BA-Agreement/2017 dated 25 October 2017, Minutes of Agreement Management of PT Jasa Marga (Persero) Tbk. and the Jasa Marga Employee Union Number: 03/BA-KESEPATAN/2018 August 20, 2018
4. Statement of Interest and Volunteering to join the Professional Transfer Program (A-Life)
5. PKB 2017-2019 article 41 between the Management of PT Jasa Marga (Persero) Tbk. and the Jasa Marga Employee Union
6. PKB 2017-2019 article 71 between the Management of PT Jasa Marga (Persero) Tbk. and the Jasa Marga Employee Union
7. Decision of the Board of Directors of PT Jasa Marga (Persero) Tbk. Number: 16/KPTS/2018 concerning Jasa Marga Pension Fund Regulations
8. Decree of the Board of Directors of PT Jasa Marga (Persero) Tbk. Number: 43/KPTS/2008 and its Amendment Number: 122.2/KPTS/2014 concerning Provision of Retirement Fees to Employees
9. Law on the National Social Security System (SJSN) Number: 49 of 2004
10. Law Number: 24 of 2011 concerning Social Security Administering Body (BPJS)
11. Presidential Decree No. 12/2013 Health Insurance

12. Government Regulation Number 44 of 2015 concerning the Implementation of the Work Accident Insurance and Death Benefit Program
13. Government Regulation Number 45 of 2015 concerning the Implementation of the Pension Guarantee Program
14. Government Regulation Number 60 of 2015 concerning Amendments to Government Regulation Number 46 of 2015 concerning the Implementation of the Old Age Security Program

Benefits of Professional Transfer Program (A-Life)

Based on the Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower Article 156 and the results of the Bipartite Management Meeting of PT Jasa Marga (Persero) Tbk. and the Jasa Marga Employee Union (SKJM) on October 23, 2017, related to the A-Life benefits for employees who participate in the A-Life program (Professional Translation) Program are agreed as follows:

1. Normative

a) Based on the Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower Article 156, employees receive severance pay, service pay, and compensation for entitlements

b) Based on the law

The Republic of Indonesia Number 24 of 2011 concerning Social Security Administering Bodies, Article 6 Point 2 letter (b) and letter (c), Employees get Old Age Security Benefits and Pension Security Benefits.

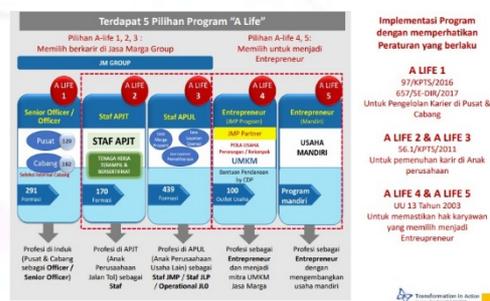
1) Jasa Marga A-Life

The benefits provided by the Company to employees who take part in the A-Life Program are career opportunities in the Jasa Marga Group and Entrepreneur Partnership or Independent Entrepreneurs, with details as follows:

1. A-Life 1 Program; career opportunities in Parent (Head Office and Branch)
2. A-Life 2 & 3: Career Opportunities at APJT/APUL, Vehicle Packages, Retirement Benefits, DPJM/DPLK Pension

Benefits, Law 13 the Year 2003 & BPJS Employment

3. A-Life Program 4: career opportunities to become a Partnership Entrepreneur (Mitra UMKM Jasa Marga), Work Period Package, Health Package, Retirement Benefits, DPJM/DPLK pension benefits, Law 13 of 2003 & BPJS Employment.
4. A-Life Program 5: career opportunities to become Independent Entrepreneurs by developing independent



businesses, Work Period Packages, Health Packages, Retirement Benefits, DPJM/DPLK pension benefits, Law 13 of 2003 & BPJS Employment

This advertisement promotes the 'MARI BERKARYA untuk NEGERI' program for staff of toll companies. It lists various benefits including training, support, and administrative services. A map of Indonesia shows the locations of toll companies across the country.

Organizational culture according to Robbins and Judge in Wibowo (2015:256) is a system of common meanings shared by

members that set the organization apart from others. This system of collective forces, when scrutinized, is a set of important characteristics that an organization emphasizes.

The culture of an organization can be defined as a unity of people who have the same goals, beliefs (beliefs), and values. (Maramsi, 2016) Based on some of the definitions above, it shows that philosophy, ideology, values, assumptions, beliefs, expectations, attitudes, and conventions are all examples of organizational culture. They are both shared and obligatory. It is a kind of how people in the organization behave and do things that can be done. The form makes the organization different from other organizations. Organizational culture in the "implementation of information systems can create cohesion between organizational members, as social control, increase the satisfaction of internal collaborators enterprise, adaptive to the environment, and integrated" Organizational culture is "Success factors in the development and implementation of information systems.

The research shows that organizational culture is one of the success factors, the ERP system involves the use of IT systems, which play a role in its implementation." (Indeje & Zheng, 2014) Meanwhile, according to Wardiah (2016: 196) "Organizational culture is essentially the basic values of the organization, which act as the basis for behaving, behaving, and acting for all members of the organization". what is meant is none other than the culture where the individual is located such as values, beliefs, assumptions, expectations, etc. Various actions taken by a person of course vary in the form of their behavior. In people, the implementation of culture is in the form of behavior, meaning that individual behavior in people will be colored by the culture of the person concerned.

Organizational culture is important to achieving the company's targets. The new culture established by PT Jasa Marga has been established by a code of conduct explaining how the relationship between superiors and subordinates, subordinates to superiors, and also relationships between

colleagues should occur. The book set by PT Jasa Marga (Persero) Tbk., has also explained the vision of PT Jasa Marga (Persero) Tbk., which is to be recognized as a world-class company that grows, excels, and is trusted by growing on human potential. From the understanding of this vision, it can be seen that there is a need for potential development that must be possessed by every employee so that employees can bring the company to continue to develop and excel in their fields. The development of this individual potential is very dependent on how the company shapes the career development of employees, and this greatly affects the company's culture

A mechanism for the Implementation of the Professional Transfer Program (A-Life)

The A-Life Program is carried out voluntarily without coercion so that employees who will take part in the A-Life Program must carry out a series of activities as follows: (Narutomo, 2012)

1) A-Life 1 Program;

Employees register online/offline, Employees are Branch Talents, Attend Training for Job Target Officers / Senior Officers, Selection, participate in On Job Training (OJT) internships as Officers / Senior Officers at the Center, and Placement as Officer / Senior Officers at the Center / Branch.

2) A-Life 2 Program (APJT Staff – Toll Road Subsidiary)

Employees register online/offline, participate in Training for APJT Staff Target Jobs, Selection, participate in On Job Training (OJT) internships as Project Staff, Process Benefits of A-Life 2 + Vehicle Package, and Placement as New Employees at APJT.

3) A-Life 3 Program (APUL Staff – Other Business Subsidiaries)

Employees register online/offline, participate in Training for APUL Staff Target Jobs, Selection, participate in On Job Training (OJT) internships as APUL Staff, A-Life 3 Benefits Process + Vehicle Package, and Placement as New Employees at APUL.

- 4) A-Life 4 Program (Become an Entrepreneur and join as a JMP Partner)

Employees register online, fill out & complete Registration Documents, Participate in Entrepreneur Training, Process Benefits of A-Life 4 + Investment Package + Health Package, Selection of Business Packages (JMP Package), Cooperation Contracts as JMP Partners, Work as Entrepreneurs

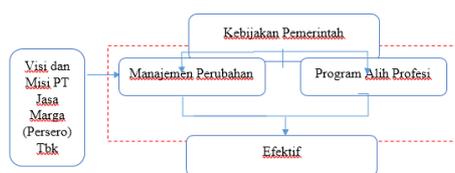
- 5) A-Life 5 Program (Becoming an Independent Entrepreneur)

Employees register online, fill out & complete Registration Documents, Participate in Entrepreneur Training, Process Benefits of A-Life 4 + Investment Package + Health Package, Work as an Independent Entrepreneur.

2. Method

The research framework can be used as a guide for researchers to carry out their research, this study begins with the **Vision, Mission, and Values of PT Jasa Marga (Persero) Tbk.**

Based on the support of the theoretical basis obtained from the exploration of the theory that is used as a conceptual reference for research variables, the following framework can be formulated:



Gambar 2.9 Kerangka Berpikir

Figure 3 Thinking Framework

An explanation of why this study uses a qualitative approach

The nature of research is an activity or a systematic process to solve problems that are carried out by applying the scientific method. The purpose of all scientific endeavors is to explain, predict, or control phenomena, according to (Dayat Hidayat, 2020) in the Webinar on the Importance of Research for Universities and Lecturers. Humans always want to know, so humans try to find out what is not yet known, research is related to trying to find out

something. There are two ways to find out, namely rational and empirical approaches.

Research is all activities of searching, researching, and natural experimentation in a specific field to obtain new facts or principles to gain a new understanding and improve the level of science and technology. Research is also said to be an espionage activity to seek, spy, and find knowledge from the field that can be accounted for according to certain rules.

In this study, the author used a qualitative research approach (Sugyono, 2020). A qualitative research technique is defined as a data-gathering approach based on ex post facto or interpretative philosophy used by researchers to explore the status of natural things, which is the major means. Triangulation (combined observations, interviews, and documents), qualitative data gathered, inductive/qualitative data processing, qualitative research outcomes that make sense, comprehending uniqueness, constructing phenomena, and hypotheses

A case study is an investigation of the state of the research subject concerning a single or unique period of their overall personality. An individual, a group, an organization, or a community can be used as a research subject. Researchers are curious to learn more about the social units' backgrounds and interactions with their surroundings. The goal of a case study is to offer a full explanation of the background, features, and qualities that are typical for a specific instance, or a person's status, which will then become a generic question based on the aforementioned characteristics.

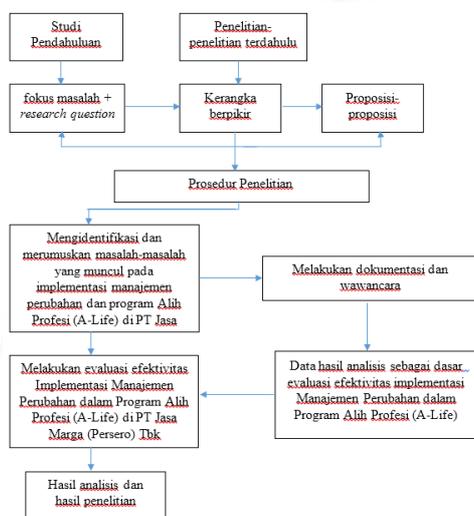
Research Design

Research design is a tool that will guide researchers in conducting research, in research design, researchers must have guidelines or directions in collecting data, analyzing and interpreting or translating the collected data, and then making conclusions.

The research design begins with the focus of the problem that will arise on how to apply change management at PT Jasa Marga (Persero) Tbk. which is then the results of the identification are compiled into a

problem formulation/research related to the problem of the Professional Transfer (A-Life) program, thorough documentation, and interviews.

Based on the problem formulation, in this research design, the researcher collects and analyzes data and interprets or translates the data, which then concludes a conclusion in solving various problems that have been formulated. The detailed research and design stage is shown in the figure below:



Gambar 3.1 Desain Penelitian

Figure 4 Research Design

Data Types and Sources

In research, data collection is a matter of concern, not all data must be collected, but only data relevant to this research will be collected. In the case of study research, there are six types of evidence sources, namely: physical devices, participant observation, direct observation, interviews, archival records, and documents. Using these six sources requires different methodological skills and procedures. Furthermore, according to Yin (1999) in data collection, several main principles must be considered, namely: Using multiple, not just single, sources of evidence; creating a case study database; maintaining a chain of evidence.

Analysis Techniques

Case study refers to an explanatory study, so the analysis technique is also more directed

at explanatory, where a lot of analysis and explanation will be carried out as well as the data obtained during the research, here is an outline of the analytical technique carried out through several stages starting from selecting data based on the relevance of the proposition that has been determined, then triangulation the data collection is carried out throughout the data collecting process so that the data collected is truly valid and reliable. Different perspectives from each point of view regarding the implementation of change management in the Professional Transfer (A-Life) program can be identified from the point of view of employees, employee unions, and management and finally, the best solution can be obtained; and finally do a chain of evidence, by analyzing the relationship between the data collected in the case study research

In detail it can be explained as follows:

1. Selection of data based on relevance to the proposition is done through:

- a. Analyze any relevant data, which shows the application of change management at PT Jasa Marga (Persero) Tbk.
- b. Analyze any relevant data, which shows the implementation of the Professional Transfer (A-Life) program at PT Jasa Marga (Persero) Tbk.

3. Results and discussion

Implementation of Change Management (Change Management)

Transformation in this organization is a must for every organization, therefore Jasa Marga in the transformation process involves many parties from Management, Employees, and Unions should have a better understanding of the firm's management to avoid a drop in activity that may be detrimental to the company. This is why every employee in the company is responsible for the management function (from planning to monitoring). To tackle the challenge, an organization must build its capacity to learn new models, values, and working practices so that positive change may occur.

Global changes that occurred at that time, pushed PT Jasa Marga (Persero) Tbk. to transform, there were 6 (six) main things that pushed, namely:

- a. Opportunities in the toll road industry and its supporters are wide open

- 1) The government has a fairly large budget for road infrastructure development until 2019
- 2) The government's agenda to build 1,500 km of toll roads by 2019
- b. Tighter competition and growing public transportation
 - 1) The entry of several new players on the toll road both from within and outside the country
 - 2) Increased development of mass public transportation
- c. Increased Market and Shareholder Expectations
 - 1) Expectations of the Ministry of SOEs for Jasa Marga as a public company with good growth and as an agent of development
 - 2) ... and the expectations of investors to increase the value of the company
- d. Technological developments and the need for their application
 - 1) The need for technology implementation for transactions and toll road operations
 - 2) Target from the government for 100% cashless payment in October 2017
- e. The need for internal efficiency
Increased operational costs (especially HR) and challenges for funding
- f. The need to increase capabilities.
Key capabilities (eg project management, traffic forecasting) to support the high new toll road development plan need to be improved.

In the context of transformation, the Human Capital sector has made changes with the issuance of the Decree of the Board of Directors of PT Jasa Marga (Persero) Tbk. Number: 181/KPTS/2016 concerning Change Management in the Human Capital Sector.

Change Management in the Human Capital sector is carried out in stages consisting of:

- a. Director of Human Resources and General Affairs; related to the adjustment of strategic directions in the field of Human Capital in the face of changes in the business environment and Human Capital;
 - b. Vice President of Human Capital Strategy and Policy; connected to the revision of policies in the sphere of human capital, particularly in light of changes in the Company's organizational and labor demands;
 - c. Change Management Team in the field of Human Capital; tasked with preparing a change plan and recommending the results of changes in the Human Capital field to the Director of Human Resources and General Affairs through the Vice President of Human Capital Strategy and Policy.

The Change Management Team for Human Capital, consisting of the following elements:

- a. Human capital management functions: Human Capital Strategy and Policy Division, Human Capital Services Division, Jasa Marga Development Center Unit;
- b. Company compliance function: Legal and Compliance Division;
- c. Media Communication and Socialization Management Unit Company: Corporate Secretary.

The working mechanism for Change Management in the Human Capital sector consists of:

- a. Leaders of the Company's human resource management units by cooperating with other areas, detect changes in the business environment and human capital that may affect the Company's business performance;
- b. Furthermore, the head of the work unit managing the Company's human capital conducts discussions using the focus group discussion method which then reports and conducts discussions with the Director of Human Resources and General Affairs to:
 - 1) Formulate changes in organizational needs, human capital systems, human capital development systems as well as changes in the needs and capacities of the workforce in the Company related to the scope of changes in the human capital field;
 - 2) Prepare changes to the Company's roadmap, strategy, and policies in the field of human capital;

- 3) Recommend the proposed changes to the Company's roadmap, strategy, and policies in the field of human capital to the Director of Human Resources and General Affairs;
- c. The Director of Human Resources and General Affairs determines the review of human capital directives and policies;
- d. The Change Management Team for Human Capital was created through the Decree of the Board of Directors, with the following tasks:
 - a. Organize functions related to changes in the human capital sector as input for implementing changes;
 - b. Develop plans, strategies, and work programs for changes in human capital;
 - c. Carry out the function of fulfilling compliance aspects with the Company's legal rules and regulations regarding the factors that cause changes and policies and/or work programs that are the impact of changes in the human capital sector;
 - d. Conduct socialization to stakeholders and measure its effectiveness;
 - e. The Director of Human Resources and General Affairs will be updated on the changes that have been implemented through the Human Capital Strategy and Policy Division.
 - d. The Director of Human Resources and General Affairs determines how changes in the field of human capital are implemented.

Implementation of Professional Transfer Program (A-LIFE)

With the Government Policy regarding the Regulation of the Minister of Public Works and Public Housing Number 16/PRT/M/2017 concerning Non-Cash Transactions (GNNT) on Toll Roads, the direct impact of the policy in the HR sector is how to manage Operational Employees whose job functions have been taken over by technology. Change of human base to Technology base. Where the Operational Employees at that time in 2017 were 2505 people or 59.2% of the total employees (4231 people).

Changes are fast and Jasa Marga must do something fast and right by taking into account the regulations of the Ministry of Public Works and Public Housing, where at the end of 2017 Jasa Marga all toll road transactions were cashless, there should be no Termination of Employment (PHK) Employees.

So that Jasa Marga, in this case, the Directorate of Human Resources and General Affairs, must make efforts to transfer old jobs that will be lost to a different field of work from the previous field. To empower employees to grow and expand their experiences based on their talents and interests. Thus, the Profession Transfer Program was born, known as A-Life (a new life with professional change). In conducting the analysis and discussion in this study, the researcher used the assumption that the data to be analyzed and discussed where data obtained from the experiences of the researchers as key informants, observations, interviews, and FGD results. In this study, the author himself is a key informant (key informant) who provides the correct picture by taking into account the relevance of the research that the author did.

1. Proposition 1: Implementation of Change Management at PT Jasa Marga (Persero) Tbk. in the Professional Transfer Program (A-Life)

Implementation of Change Management at PT Jasa Marga (Persero) Tbk. in the Professional Transfer Program (A-Life) is a process of unplanned change due to development (Development Change) and sudden changes (Accidental Change). Change makes things different, change is a shift from the current state of an organization to the desired state in the future (human base to technology base)

2. Proposition 2: Barriers to the Implementation of Change Management at PT Jasa Marga (Persero) Tbk. in the Professional Transfer Program (A-Life)

Change efforts in an organization are often constrained by the rejection of people within the organization (Kotter, 1996). It is also due to an inability or

reluctance to discuss or accept the organizational change that is perceived in some way as threatening or damaging to the individual. In the face of change, some individuals respond positively as a challenge and some react negatively and become a source of conflict. Change is a shift from the status quo to a new condition. When the organization experiences resistance, the change plan cannot be implemented. Change resistance is a continuum from enthusiastic acceptance of the change to the level of rejection by sabotage

The things that will encourage employees to do resistance are as follows:

- a) Economic inconvenience, for people with low performance, change can cause uncertainty and harm their future survival, such as losing their job. This results in economic inconvenience.
- b) Fear of the unknown, is a disturbance to an established pattern that can result in the displacement of work units and changes in the work system, causing discomfort.
- c) Threats to social relations, organizational changes can threaten the integrity of group friendships and damage the expected order of social relations.
- d) Habits, existing habits must be adjusted again with changes.
- e) Failure of the need to change, lack of understanding of the importance of change which is usually because it is dominated by interests, making people difficult to accept change.
- f) The notion that individuals shape their world through their perceptions is related to the theory of selective information processing. They only hear information that matches their perception. Selecting information selectively causes them not to know and not be aware of what will happen.
- g) Individual tendencies, these tendencies are personal and rooted which is the growth of how a person learns to control change and ambiguity. Generally, individuals are resistant to change.
- h) A climate of distrust, mutual suspicion, and distrust occurs between superiors and subordinates, which has an impact on resistance from subordinates.
- i) Changes in the way of doing work will cause employees to doubt their capabilities. People who doubt their abilities often become less confident, which hurts their personal and professional growth and development.
- j) Peer pressure is when someone who is not directly affected by the change, actively resists the change to protect the interests of someone they are close to.
- k) Personal conflict, changes result in changing environmental conditions that sometimes do not match one's personality, causing resistance.
- l) Lack of wisdom or inappropriate timing, resistance to change can happen because change is not delivered wisely or is done at the wrong time.
- m) The reward system does not strengthen, people are reluctant to make changes if they do not see positive rewards.

Facts about the Barriers to the Implementation of Change Management in the Professional Transfer Program (A-Life) are as follows;

- a) Employees with a low performance feel that the impact of change can cause uncertainty and have a negative impact on their future viability, such as losing their jobs (PHK) and this results in economic discomfort.
- b) Employees are afraid of the unknown, when participating in a professional change program, changing work units, and changing work systems, causing discomfort.
- c) Employees perceive that there is a social threat, the change of profession program will damage group friendships and damage the social relations that have been

established so far with the term "Jasa Marga Harga Mati".

- d) Employees at that time were too comfortable, based on data, 91.8% of employees' tenure was 7-10 years in the old profession, so there was reluctance to make changes to new habits or professions.
- e) Employees still do not understand the importance of change which is usually because it is dominated by interests, making it difficult for people to accept change.
- f) Employees see this professional transfer program with their perceptions so that they only hear information that is following their perceptions. Selecting information selectively causes them not to know and not be aware of what will happen.
- g) Employees view this professional change program with individual tendencies, tendencies are personal and rooted which is the growth of how a person learns to control change and ambiguity. Generally, individuals are resistant to change.
- h) Employees are afraid of failure if they join a professional transfer program because changes in the way they do their work will cause employees to doubt their capabilities.
- i) Employees refuse changes to protect the interests of their friends.
- j) Employees feel personal conflicts, changes result in changing environmental conditions which sometimes do not match their personality.

However, the obstacles mentioned above, when a humane approach had been taken between the Board of Directors and Management, the Union of Employees and Employees on a massive scale and providing briefings to understand the meaning of change and interesting training programs (indoor and outdoor) to improve employee competencies, so that it minimized resistance, and because the transfer of profession (A-Life) program is carried out voluntarily, the Company

cannot impose it on Employees who do not participate in the program.

3. Proposition 3: The Effectiveness of Change Management Implementation at PT Jasa Marga (Persero) Tbk. in the Professional Transfer Program (A-Life) Jasa Marga after implementing the change process with all of its activities as described above in the professional transfer program (A-Life), the authors see that the implementation of change management in the professional transfer program can run according to the expectations of the Board of Directors, Management, Union of Employees and Employees. Facts on the Persistence of Change Management Implementation in the Professional Transfer Program (A-Life) are as follows:

- a) The issue of massive layoffs as a result of the non-cash implementation transactions on toll roads did not occur in the manner that was predicted;
- b) Jasa Marga received appreciation from the Director-General of PHI-Ministry of Manpower;
- c) Employees and unions accept the changes shown by an enthusiastic attitude of willingness to cooperate;
- d) Employees who take part in the professional transfer program are placed according to their interests and with new competencies;
- e) Benefits received by employees who take part in the professional transfer program provide benefits for employees according to the testimonies submitted by the participants;
- f) After the professional transfer program (A-Life) was implemented from 2017 to 2019 the number of operational employees decreased by 63% from 2505 people to 926 people.

4. Conclusion

Based on the results of a study on Change Management Analysis in the Professional Transfer Program (A-Life) at PT Jasa Marga (Persero) Tbk., it can be concluded as follows:

1. As a corporation, PT Jasa Marga (Persero) Tbk., has implemented and successfully carried out change management in the face of global changes and Government policies through the Regulation of the Minister of Public Works and Public Housing Number 16/PRT/M/2017 concerning Non-Cash Transactions on Toll Roads with Profession Transfer Program (A-Life) for Employees or jobs lost due to changes in technology to new jobs or professions, taking into account the benefits - costs for the Company and long-term employees, Tomorrow's perception, that Employees who take part in the professional transfer program will be better off from previous careers and Dissatisfaction, involving managerial roles and synergies between Management, Unions, and Employees in suppressing dissatisfaction. So that the process of implementing change management in the transfer of profession (A-Life) program can be accepted by employees and unions and according to stakeholder expectations;
2. The change management process in the transfer of profession (A-Life) program carried out by PT Jasa Marga (Persero) Tbk. in the early stages of implementation faced challenges from employees and the employee union due to concerns about mass layoffs and the uncertainty of the changes taking place. will occur, the existence of resistance to change is a common thing or often occurs in change. In dealing with and overcoming these obstacles, PT Jasa Marga (Persero) Tbk. took a humanistic approach between the Board of Directors and Management, Employee Unions and Employees massively by providing briefings to understand the meaning of change and interesting training programs to improve employee competencies, so that it minimized resistance, and because the transfer of profession (A-Life) program is carried out voluntarily, the Company cannot impose it on Employees who do not participate in the said program;
3. PT Jasa Marga (Persero) Tbk. with a humanist and massive approach to build the urgency of change, build a strong coalition or working group (Management-Employee Union), build a Vision, Mission, and Strategy for change, communicate changes to all parties, make changes through empowerment and creating short-term wins or good results, has successfully and effectively implemented change management in the professional transfer program (A-Life) with a barometer; the issue of layoffs did not occur, employee careers were better suited to specialization with new competencies, the benefits received provided good benefits, employees who did not participate in the professional change program were still placed and Jasa Marga received appreciation from the Director-General of PHI-Ministry of Manpower.

Suggestion

Based on the results of the conclusions above, the suggestions that can be given by researchers are as follows:

1. There needs to be an evaluation of employees who take part in the 4 & 5 profession transfer program (A-Life) who choose the entrepreneur path of Jasa Marga's MSME partners or independent entrepreneurs. Using the findings of interviews with resource persons, the authors have not seen any evaluation from the Company on employees who take part in the 4 & 5 profession transfer program (A-Life) to monitor business continuity and evaluate training;
2. It is necessary to have a Pokja Team (consisting of the HCS Work Unit, HCD, JMLi, DRQM, Employee Union, Employee Cooperative, Pension Fund, and Partner Bank) to overcome the impact problem if there is a similar program (a massive collection of

cooperative membership fees, employee obligations) to the bank, etc.);

3. There is a need for a Change Agent to optimize the change process and the division of tasks and authorities in the program.

5. References

- Chi6n, Sergio J., Vincent Charles, and Jos6 Morales. "Impact of Organisational Culture, Organisational Structure and Technological Infrastructure on Process Improvement through Knowledge Sharing." *Business Process Management Journal* 26, no. 6 (November 22, 2019): 1443–72. <https://doi.org/10.1108/BPMJ-10-2018-0279>.
- Dayat Hidayat. (2020). The Importance of Research for Lecturers.
- Hakim, L., and Sugiyanto, E. (2018). Organizational Change Management as an Effort to Improve Company Performance in the Surakarta Laweyan Batik Industry. *Management and Business*, 3 (1410–4571), 49–63.
- Handoko, T. (2012). *Management*. BPFE Yogyakarta.
- Indeed, Wanyama G., and Zheng, 2010, "Organizational Culture and Information Systems Implementation: A structuration Theory Perspective", Working Papers on Information Systems, vol. 10, no 27, ISSN 1535-6078
- Kasali, R. (2013). *Change (Twelfth)*. Main Library Gramedia.
- Kasali, R. (2019). *Disruption (Eleventh)*. Main Library Gramedia.
- Kotter, J. P. (1996). *Leading Change*. Harvard Business School Press.
- Kreitne, R., & Kinicki, A. (2014). *Organizational Behavior (Indonesian)*. Salemba Four.
- MacQueen, Jim. *The flow of Organizational Culture: New Thinking and Theory for Better Understanding and Process*. Cham: Palgrave Macmillan, 2020. <https://doi.org/10.1007/978-3-030-25685-2>.
- Narutomo, T. (2012). Human Resource Development to Support Organizational Competitive Advantage Changes Management in the Paradigm of Human Resource Development To Support Organizational Competitive Advantage. 29–34.
- Revenio C, Jalaget, J. (2016). The Impact of Change and Change Management in Achieving Corporate Goals and Objectives: Organizational Perspective. *International Journal of Science and Research (IJSR)*, 5(November), 1233–1239. <https://doi.org/10.21275/ART20163105>
- Robbins, S. (2014). *Organizational Behavior (translation)*. PT Index Gramedia Group.
- Sugiyono. (2020). *Qualitative Research Methods (Print To)*. Alfabeta.
- Wibowo. (2012). *Change management*. PT Raja Grafindo Persada.
- Wibowo. (2014). *Change Management Third Edition*. Jakarta: PT. RajaGrafindo Persada.
- Winardi, J. (2015). *Management of Change (Print to)*. Prenadamedia Group.

GOVERNMENT LAW & REGULATION

- Regulation of the Minister of Public Works and Public Housing Number 16/PRT/M/2017 concerning Non-Cash Transactions on Toll Roads
- Bank Indonesia Regulation Number 20/6/PBI/2018 concerning Electronic Money
- Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower

COMPANY RULES/AGREEMENTS & PRESENTATION

- Minutes of Bipartite Management and Employees Union
- The decision of the Board of Directors of PT Jasa Marga (Persero) Tbk. regarding the Change Agent Team
- The decision of the Board of Directors of PT Jasa Marga (Persero) Tbk. Number

44/KPTS/2013 concerning the Organizational Structure of PT Jasa Marga (Persero) Tbk. Branch Office Type A

KINERJA--UNGGUL---KPKU--
Tahun-2014

The decision of the Board of Directors of PT Jasa Marga (Persero) Tbk. Number 41/KPTS/2014 concerning Groups and Position Requirements

The decision of the Board of Directors of PT Jasa Marga (Persero) Tbk. Number 169/KPTS/2015 concerning the Second Amendment to the Decision of the Board of Directors of PT Jasa Marga (Persero) Tbk. Number 41/KPTS/2014 concerning Groups and Position Requirements

The decision of the Board of Directors of PT Jasa Marga (Persero) Tbk. Number 43/KPTS/2013 concerning Description of Functional Positions of PT Jasa Marga (Persero) Tbk.

Website

https://www.jasamarga.com/public/id/infope_rusahaan/ProfilPerusahaan/Overview.aspx

<http://bpjt.pu.go.id/berita/menteri-pupr-menerbitkan-peraturan-menteri-mengenai-transaksi-non-tunai-di-jalan-tol>

<https://jurnalmanajemen.com/pengertian-manajemen/>

https://www.academia.edu/9636482/Manajemen_Perubahan

<https://www.jasamarga.com/public/id/aktivitas/detail.aspx?title=Jasa%20Marga%20Berhasil%20Tingkatkan%20Skor%20dan%20Pertahankan%20KPKU%20Kategori%20Industry%20Leader%20dalam%20BUMN%20Performance%20Excellence%20Award%202020>

<https://economy.okezone.com/read/2020/03/04/11/2178321/jasa-marga-pertahankan-kpku-kategori-industry-leader-dalam-bumn-performance-excellence-award-2020>

<https://www.tuw.co.id/artikel/index.php/2018/12/17/kpku-bumn-ciptakan-kinerja-unggulan-perusahaan-bumn-berdayasaing-tinggi/>

<http://www.bumn.go.id/bgr/berita/0-Evaluasi-Kinerja-Berbasi-Kriteria-Penilaian-Kinerja-Unggul-KRITERIA--PENILAIAN-->