



Evaluation of Organizational Transformation Strategy at PT. Pertamina Patra Niaga (Phenomenology Study of Generational Response X, Y, and Z)

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Abstract

The current development makes many organizations have to transform. The organizational transformation involves shifting the direction of the organization from its current position to the more desired position, as an effort to respond new and better challenges and opportunities. This research is an evaluation of the organizational transformation strategy which recently happens at PT Pertamina Patra Niaga (PPN), by examining the perception of every generation (X, Y, and Z) towards the organizational transformation process. This is very important in order to develop an ideal change management strategy model according to the intergenerational perceptions, thereby increasing the success of the organizational transformation that has been set, and ultimately increase the organizational performance. This qualitative research uses a phenomenological approach which was conducted at PT PPN Regional Central Java (RJBT). Respondents were selected by using purposive sampling method, and then structured interview was conducted to them. All interviews were recorded and transcribed. The research results are presented into two categories, namely: organizational learning (with sub categories include: shared commitment, shared vision, knowledge transfer, and communication patterns) and readiness for change (with sub categories namely: leadership patterns, employee involvement, and employee satisfaction). According to the research outcome and discussion that were conducted, an ideal model of change management strategy is obtained based on intergenerational perceptions. This model consists of 10 strategies which are developed by using a knowledge management approach and the observation of intergenerational behavioral responses. Through those steps, it is expected to increase the success of the organizational transformation that has been set and ultimately increase the organizational performance.

Keywords

organizational transformation; qualitative phenomenology; change management strategy; generations X Y and Z; knowledge management

INTRODUCTION

Transformation in an organization or company is a necessity, organizations cannot be immune to transformation, but it must continually deal with it (Bourne, 2015). Every organization has to continuously grow by giving value to all the stakeholders, that is why an organization needs to adapt with new environment, which could be done by conducting organization transformation (Tampubolon, 2020). The organizational transformation process will face various

challenges caused by interests whether it is organizational or individual which can be in a form of rejection or resistance (Sisbintari, 2013). Transformation requires strategy and needs to gather input from employees at all levels to reduce resistance or to gain support (Bourne, 2015).

Sometimes, leaders do not understand about change management strategy, especially at an organization which has employees from various generation (X, Y and Z). Understanding how the intergenerational individual develops thoughts and action about

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change management is very important to be projected into a strategy to increase the success of organizational transformation (Bourne, 2015). It is not easy for an organization to strive for transformation, a new transformation will only be truly well implemented if all aspects in an organization take part in the transformational effort which is conducted (Skogland & Hansen, 2017). Leaders should be able to adjust the change management strategy based on the behavior of the three generations, thereby increasing the success of the defined transformation and ultimately improving organizational performance (Bourne, 2015).

PT Pertamina is one of the largest SOEs in Indonesia with intergenerational employees from X, Y, and Z. PT Pertamina recently conducted a massive organizational transformation. The transformation follows the global megatrend in the energy sector. The transformation was conducted by developing Holding – SubHolding. Through this transformation, PT Pertamina will act as a holding, which will be directed to the portfolio management and business synergies throughout the Pertamina Group, accelerating the development of new businesses, and conducting national programs. Meanwhile, the subholdings under it, including PT PPN, will play a role to encourage perfect operations.

Previous research related to change management or organizational transformation strategies, mostly used a quantitative approach, a qualitative case study approach, or merely literature review (Imran et al., 2016), (Wojcik & Masters, 2013), (Tampubolon, 2020), (Firmansyah, 2017), (Skogland & Hansen, 2017), (Arifin, 2017). Similar research with qualitative phenomenological methods were limited for female respondents in Dallas, America. (Bourne, 2015) Similar research is also limited to the population of the banking industry, cement industry, and property industry. There is no similar research was found using qualitative phenomenological methods by taking men and women respondent on state-owned enterprises that engaged in energy industry, especially in Indonesia.

This research is an evaluation towards the organizational transformation strategy that was recently conducted at PT PPN, by examining the perception of every generation (X, Y, and Z) towards the organizational transformation process. This is very important in order to develop an ideal change management strategy model according to the

intergenerational perceptions, thereby increasing the success of the organizational transformation that has been set, and ultimately increase the organizational performance. It is hoped that this research could also fill the gap, if there is a SOEs that will conduct the organizational transformation, the results of this research could be used as a consideration in determining change management strategy.

METHODS

This research uses a qualitative method. This method is a methodology for testing and answering someone's questions on how to behave and decide certain way in solving problems (Creswell, 2014). This research focuses on someone perception based on his/her generation toward organizational transformation process, so to support this qualitative research, a phenomenological approach is used. Phenomenological research is research that describes the experiences or phenomena experienced by a person (Creswell, 2014).

This research was conducted at PT PPN RJBT, previously the researchers had obtained permission to conduct research on this company. The number of employees at PT PPN RJBT is 308 employees. The sample is determined based on the criteria that have been arranged into various attributes in accordance with the research requirements. The sample was chosen to explain the response of each generation toward the organizational transformation that has occurred at PT PPN RJBT.

The respondent selection technique is purposive sampling. There is no formula to define the amount of expected sample in this qualitative research. Generally, bigger number is better than smaller number because it could give bigger credibility in the research's finding (Yin, 2011). Respondents were assigned into various level based on their position to gain balanced information from their subordinates, co-workers and superiors. The expected goal is to obtain an objective information by examining several different perspectives and opinions. The following is the population and sample of this research that will be carried out at PT PPN RJBT:

Tabel 1.
Table of Population and Sample

Generation	Population (employee)	Sample (employee)
Generation X	46	5
Generation Y	226	5
Generation Z	36	5
Total	308	15

Interviews were conducted by preparing several questions that would be developed based on the information needs from the respondents. The interview occurred from 30 to 90 minutes, began with general questions, such as: "As an effort to build a shared commitment, what is your perception about the importance of transformation process at PT PPN?" and "What is your perception on the knowledge transfer process during the transformation at PT PPN?". After giving those question, probing questions were given to gain more information from the respondents, such as: " Could you explain whether there is external or internal reason that promotes the importance of transformation at PT PPN?" and "Explain, does the knowledge transfer process occur personally or by codification?" The result of the interview will be treated to be served in a form of interview transcription to ease the process of collecting, grouping and reducing the unnecessary interview result. The researchers will ask the respondents to do review and test the validity by using the member checking technique on the process of making the interview transcription.

There are data reduction, data presentation and conclusion making in the qualitative data analysis. The researchers will read and understand all the gained data from the interview and field observation. The statements from the respondents were sorted or reduced in special notes to be grouped as findings in the form of codes, sub categories and categories. The aim is for the researchers to be able to understand and interpret obtainable data easily and to make the conclusion making more easily (Creswell, 2014).

RESULTS

Researchers have succeeded in obtaining and interviewing the respondents appropriately. The respondents did not want to reveal their identity, but the results of the interviews in the form of recordings and transcripts were documented by the researchers so that the validity of the data obtained could be answered. Furthermore, the respondent's

name will be written in code form. Respondents in this study were PT PPN RJBT employee that will be divided into 3 (three) categories, they are generation X, Y and Z. These are the respondents' profile who are willing to be interviewed in this research:

Tabel 2.
Table of Respondents' Profile

Generation X				
Code	Age (Year)	Gender	Working Experience (Year)	Position
X1	45	Male	15	Supervisor
X2	51	Male	30	Manager
X3	53	Male	30	Manager
X4	55	Male	32	Manager
X5	54	Male	5	Junior Supervisor
Generation Y				
Code	Age (Year)	Gender	Working Experience (Year)	Position
Y1	31	Female	6	Supervisor
Y2	37	Male	12	Junior Supervisor
Y3	34	Male	10	Junior Supervisor
Y4	35	Female	13	Manager
Y5	28	Female	5	Junior Supervisor
Generation Z				
Code	Age (Year)	Gender	Working Experience (Year)	Position
Z1	24	Male	6	Junior Supervisor
Z2	26	Female	5	Junior Supervisor
Z3	24	Male	6	Junior Supervisor
Z4	26	Male	4	Junior Supervisor
Z5	26	Male	4	Junior Supervisor

The data analysis generated in 109 codes, 7 sub categories, and 2 categories, including "organizational learning" and "readiness for change". In general, the perceptions of intergenerational respondents (X, Y, and Z) towards the research's formulation of the problem and general research's questions can be grouped into two aspects of knowledge management, namely organizational learning and readiness for change. More clearly can be seen in the following image (Figure 1).

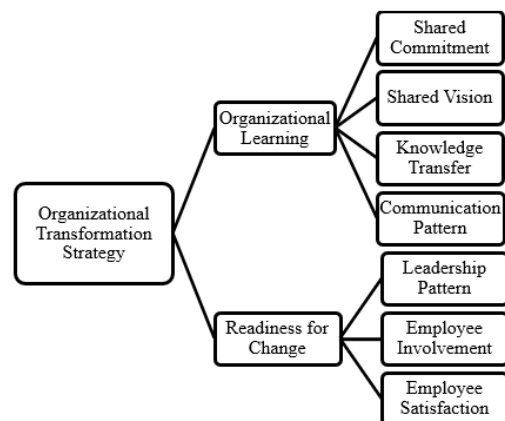


Figure 1.
Organizational Transformation Strategy

Organizational Learning

Organizational learning is the development of new knowledge and insights that is potential to influence the behavior of an organization. Organizational learning is an effective way and a mechanism to overcome resistance toward the organizational transformation. Some attributes that emerged from the interviews and can be grouped into organizational learning's aspects include: shared commitment, shared vision, knowledge transfer, and communication.

The results of the research shows all generations X, Y, and Z have the same perception that organizational transformation at PT PPN is necessary, whether due to external or internal reasons/factors that demand the change. This result also explains that every employee has a shared awareness and commitment to carry out organizational transformation: "I think transformation is necessary, because we are required to follow changes that affect the company. The transformation at PT Pertamina yesterday was affected by 2 factors, External Factors related to diminished oil availability in the world so that the company needed to consider other business opportunities like renewable energy such as steam, geothermal, then Internal Factors for example, the necessity for simplified bureaucracy to make the goal of the company easily achieved. (Respondent Y4)

The advantage of the transformation as a shared vision needs to be socialized by the company and known by the employees. All generations have the same perception that this has been done by the company, whether it is in the form of Town Hall Meetings, Broadcast Emails, and the Transformation Handbook given to all employees: "In my opinion, the advantages of the transformation process had been socialized and by the employee. Employees find out through online socialization in the form of Town Hall Meetings. One of the advantages is for the company to be more agile" (Respondent Z3)

Regarding knowledge transfer, the results of the research shows that all generations X, Y, and Z understand that the knowledge transfer process has been carried out by the company to employee. However, there may be several points that make the knowledge transfer process was not running perfectly. Some generation X feel that the process of delivering knowledge transfer is not detailed and seems one-way so that workers do not understand it. Generation Y see that there are

many problems that occur in the field, such as the less transparent socialization, knowledge transfer is not carried out in stages, there are time constraints, and knowledge transfer is not effective. While generation Z generally do not convey the problems during the process of knowledge transfer: "I think that during the transformation process, knowledge transfer has gone well, this could be seen by the continuous transfer of knowledge through various media, namely: THM which can be followed by all workers, Broadcast Emails, FAQs, and pocket books distributed to all workers." (Respondent Z1).

Communication is one of the characteristics in organizational learning. In the transformation process of PT PPN, all generations X, Y, and Z have various perceptions regarding the expected communication pattern during the change. Respondents from generation X and Y more need a tiered and two-way communication. They don't really care about what communication media is used, online or offline media are all the same: "In my opinion, communication during the transformation process is carried out from superiors, in this case what is meant by Top Management directly to subordinates, meaning that communication is not carried out in stages. My hope for the future transformation, the company should create a team that understands all the processes, goals, and benefits of transformation, this team will provide counseling, or do a discussion with other employees so that the employees could understand the concept of transformation done by the company, it doesn't matter whether it is made online or offline, the most important thing is that there is a media to receive questions or aspirations of employees, namely through the formation of this transformation team." (Respondent Y3). Generation Z give interesting perception by choosing to communicate offline. As it is known that generation Z is a generation that is very technology literate and is used to being connected online, but in terms of communication patterns in the corporate environment, they prefer to communicate offline: "I think the communication during the process of transformation on PPN is quite good, by using THM due to the pandemic, but the employees' aspirations do not easily delivered online, so that in the future if the situation is possible, it is better to communicate offline." (Respondent Z1).

Readiness for Change

Another factor that influences the success of organizational change is the readiness for change. Increased readiness for change will increase the implementation of a transformation in the organization. Several attributes that emerged from the interview results and can be grouped into readiness to change's aspects include: leadership patterns, employee involvement, and employee satisfaction.

The results show that all generations X, Y, and Z have a similar understanding towards leadership patterns. Employees hope that leadership pattern that has the following characteristics: invites, empowers, inspires, guides, supports, motivates, has integrity, and gives recognition to subordinates, it will make the successful transformation process: "I think the necessary leader for the transformation at PT PPN is a leader who can empower the subordinates and motivate them so that the leader can gain trust and implement transformation better." (Respondent Z1)

Regarding the employee involvement, the results shows that all generation X have the perception that employee involvement has been noticed by the company. The statement from respondent X3 is interesting who states that in the transformation process, the employees' rights should not be reduced: "In my opinion, during the transformation process the employee involvement process was already there but maybe not optimal. During the transformation process, the important things related to workers' rights should not be violated." (Respondent X3). On the other hand, generation Y and Z, the majority have the perception that there is no participatory process from employees in the organizational transformation process at PT PPN: "In the transformation process carried out by PT PPN, they did not involve the employees, it is because the employees only receive direction from the top management that there will be transformation in the company." (Respondent Y3).

Furthermore, the employee satisfaction is an aspect of knowledge management that could succeed in implementing changes, especially in terms of readiness for change. The results shows that all generations X, Y, and Z, had the same perception regarding the success of the changes made at PT PPN. All generations have the perception that the success and advantages of the transformation are not fully experienced because the

transformation is recently implemented. It still needs time to see significant success from the changes that have been made. That is why the employee satisfaction towards transformation is not materialized yet: "I think the advantages of the transformation is not materialized due to many factors that happened after the transformation, such as the pandemic, Rusia-Ukraine war that causes the increase of the world oil price and many factors that influence the company business." (Respondent X4).

Generation Y and Z respondents give positive things regarding the organizational transformation process at PT PPN, which according to their perception has not yet been fully impacted. Respondent Y2 said that it is very important to do the post-transformation review and monitor: " Generally, the advantages of the transformation are not maximal, post-transformation review and monitor are required." (Respondent Y2). Respondent Z5 said that the transformation process needed to be monitored and given feedback: "I think the advantages of the transformation could not be materialized yet due to the recent implementation. This transformation needs to be monitored and given feedback." (Respondent Z5).

DISCUSSION

This research result presents the perception or response from each generation X, Y, and Z toward the organizational transformation strategy at PT PPN. Furthermore, an ideal change management strategy model will be developed based on the intergenerational perceptions, thereby increasing the success of the organizational transformation that has been set, and ultimately increase the organizational performance

Having the knowledge about generational characteristics is a starting point for better understanding employees' personalities. The leaders need to get clear understanding about its differences to differentiate myths and facts and to know how the generation differences influence the workplace (Bourne, 2015). Generation X members were born between 1960-1980. This generation is described as independent, likes informality, and has a casual approach (Hadion, 2020). Generation Y members were born between 1980-1995. Generation Y is characterized as being technologically literate, good at multitasking and always has a goal (Hadion, 2020). Generation Z is a demographic group born 1995 - 2010. Generation Z is looking for

companies that make them not just numbers, but looking for places where they can make a significant contribution (Hadion, 2020). A research suggests that an understanding of generational differences could enable management to develop transformation strategies and techniques, to motivate and increase employees capabilities to support the realization of organizational goals and objectives (Dwyer, 2009). In the end, if these differences are managed properly, it will create a harmonious work culture thereby increasing involvement, motivation and rational synergy within the organization (Dokadia, Rai, & Chawla, 2015).

Change management itself is a systematic process of applying the knowledge, tools, and resources needed to influence the people who will be affected by the process. Change management is also understood as an effort taken by managers to manage change effectively, which requires an understanding about issues, motivation, leadership, groups, conflict, communication and discipline. The existing literature shows that one of the supporting factor of the successful transformation process is the knowledge management. Knowledge management approach could be used as a strategy in change management strategy. Knowledge management that considers two factors, namely organizational learning and readiness for change (readiness for change) will make a successful organizational transformation (Imran et al., 2016).

Organizational learning is an effective way and mechanism to overcome resistance toward organizational transformation. Characteristics of organizational learning include: commitment, empowerment, shared vision, communication, knowledge transfer, employee characteristics, and performance improvement (Ambarwati, 2003). The employee readiness for change also a factor in the success of an organizational change. Increased readiness for change will increase the implementation of change in the organization. The higher the readiness for change of an individual, the lower the resistance towards the transformation which is shown through increasing supportive behaviour. Several factors that determine readiness to change include: leadership patterns, employee involvement, and employee satisfaction. (Susyanto, 2019).

Organizational transformation occurs due to various factors, both external and internal (Wojcik & Masters, 2013). Several factors

driving the transformation at PT PPN include: the aspirations & main directions of stakeholders, triple shock challenges, aspirations to become a leading global energy company, as well as other external challenges that will affect the Commercial & Trading business in the domestic market. The results shows that all generations X, Y, and Z have the same perception that the transformation at PT Pertamina Patra Niaga needed to be done. Shared commitment needs to be developed to succeed the organizational transformation. Shared commitment towards the importance of the transformation is a strength (mind set) that binds individual to a series of action that could succeed the implementation of transformation initiative (Putu et al., 2012). Another reference also states that one of the characteristics of an organizational learning that needs to be developed so that change can be successful is shared commitment (Ambarwati, 2003).

Then, the results of the study also shows that all generations X, Y, and Z have the same perception that the advantages of transformation have been delivered by the company and clearly known by employee. Delivering the benefits of change to employees is also a way to equalize a shared vision, which is one of the key constructions or facilitation factors in organizational learning (Dellaneve, 2007). The concept of organizational learning was first used in the mid-1980s, which states that there were seven key constructions or facilitation factors in organizational learning, namely: individual learning, team learning, knowledge sharing, shared vision of a positive learning environment, change-friendly culture, and systematic thinking (Dellaneve, 2007). Organizational learning itself is one of knowledge management factors that could succeed the transformation implementation. (Imran et al., 2016) Based on the information gained from the internal document of PT PPN and the notes of Town Hall Meeting regarding the transformation at PT PPN, the researchers get the information that the main advantages of the transformation implemented by PT PPN are: The formation of a lean, agile organization, and efficient; Operational excellence, increased competitiveness, and best-in-class capabilities; Acceleration of existing and new business development; and Flexibility in partnership and cooperation.

A company that changes continuously will consider knowledge as the main source of competitive advantage, so many believe that

the more companies acquire knowledge and implement it into the company's activities, the more successful the activity will be (Nikabadi, Bagheri, & Mohammadi-Hoseini, 2016). Resistance to change is usually created because of the blind spots and certain behaviour owned by the company managers or agent of change as the result of their preoccupation with the technical aspects of new ideas (Lawrence, 1970). By using knowledge transfer, it is hoped that problems related to blind spots will be resolved, so that it will reduce resistance. This will lead the organizational transformation into success.

Knowledge transfer is the process of knowledge movement within the organization, person-to-person and is influenced by the characteristics of the involving people in the process (Rajagukguk, 2017). Some generation X feel that employee do not understand the transfer of knowledge carried out during the transformation process at PT PPN. This is because generation X are older and relatively not too technology literate so that the ability to comprehend is relatively less than generation Y and Z, especially in understanding new information from online media. Generation X members were born between 1960-1980, so they are currently 42 to 62 years old (Hadion, 2020). Generation Y sees that in the knowledge transfer process there are many problems that occur in the field, for example: the less transparent information delivery, non-tiered knowledge transfer and ineffective knowledge transfer. Generation Y has characters that like openness, want to be appreciated and listened to, ambitious, and result-oriented (Hadion, 2020). Furthermore, Generation Z has the perception that the knowledge transfer process in PT PPN has been carried out through online socialization and distribution of the Transformation Handbook. This generation relatively does not convey the problems during the knowledge transfer process, because this generation is relatively younger, fresher, and more understanding of technology (Hadion, 2020).

The organizational transformation implemented by a company requires effective communication. Communication is an important factor in overcoming resistance and increasing the employee acceptance of changes in the organization (Harimurti & Mariatin, 2014). Organizational communication is understood as the process of creating and exchanging messages in a network of interdependent relationships. The

characteristics of organizational communication are as follows, First, it is structured which has thing to do with authority, that is the authority attached to position. Second, organizational communication usually has agreed standard rules. In organizational communication, communication could happen in stages at different levels. In the process, the delivery of messages is usually through communication channels that occur from one level to another (Mahmudah, 2015).

Generations X and Y need a tiered and two-way communication. This tiered and two-way communication can be interpreted as organizational communication. This could happen because these two generations' characteristic is they want to be appreciated and listened to. These two generations also like feedback interactions (Adiawaty, 2019). While the shifting communication media, through online and offline is not a big problem for them. On the other hand, generation Z actually prefers face-to-face communication. In a global study entitled "Gen Z: The Future Has Arrived" initiated by Dell Technologies involving more than 700 Indonesian students highlighting their opinions about technology and the world of work. Although this generation has been interacting using electronic devices and growing with social media, generation Z in Indonesia need human interaction in the work place.. The results of the study explained that 57% of Generation Z stated that direct communication (face to face) was the preferred method of communication with their co-workers.

Regarding leadership patterns, the results of the research shows that all generations X, Y, and Z have an almost similar understanding of leadership patterns. The employees expect, with a leadership pattern that has the following characteristics: inviting, empowering, inspiring, guiding, supporting, motivating, having integrity, and giving recognition to their subordinates, making the transformation process will be successful. These characteristics are identical with the transformational leadership. The transformational leader could change the status-quo successfully in an organization by showing the appropriate behaviour on the appropriate level in the transformation process. Leader should form the transformation by giving a vision and inspiration that could attract followers rather than forming dissatisfaction with status-quo (Ambarwati, 2003).

One of the comprehensive leadership theories on organizational transformation is the theory of transformational and transactional leadership. This theory was presented by Bass in 1985. Transactional leadership was developed from an exchange process between leaders and subordinates in which the leader gives rewards to subordinates who have excelled. Meanwhile, transformational leadership behaves more advanced than transactional leadership and motivates followers to identify the leader's vision and sacrifice their self-interest for the benefit of the group or organization (Ambarwati, 2003). Bernard M. Bass in Salahuddin (2016) identifies the characteristics of transformational leaders as follows: Have the values of integrity and justice; Set a clear vision or goal; Have high expectations; Motivate others; Provide support, recognition, and appreciation; Creates an emotional bond; Getting people to work beyond their personal interests; Inspire people to achieve the impossible.

Furthermore, the more popular solution for dealing with resistance towards change is to involve people to "participate" in making change. In fact, what employees usually oppose is not technical change, but social change—changes in human relations that generally accompany technical change (Lawrence, 1970). Participation will never work as long as it is treated as a tool to get others to do what they want. Real participation is based on respect, and respect is not earned just by trying but is earned when leaders face the fact that they need contributions from employees (Lawrence, 1970). The results of another study related to employee involvement in the transformation process suggest that employee involvement in transformation could decrease the resistance because understanding the need for change and the perceived ability to change is very important (Susyanto, 2019).

Generation X has the perception that there has been a participatory process from the employees in the change process at PT PPN. But, the interesting thing is the message delivered by generation X, that this transformation should not reduce the employees' rights. They do not want their rights be violated because it will affect their family and social life. This is in accordance with the character of generation X, where members of generation X like the balance of life (Adiawaty, 2019). Then, most generations Y and Z have the perception that there is still

not enough participative process from the employees in the process of transformation at PT PPN. This is in accordance with the character of Generation Y, where members of their generation want to be respected and listened (Adiawaty, 2019). This is also in line with the character of Generation Z, they are looking for companies that make them not just numbers, but looking for places where they can make a significant contribution (Turner, 2018).

Regarding the employee satisfaction, the research shows that all generations X, Y, and Z have the same perception regarding the impact of transformation made at PT PPN. All generations think that the transformation's success and advantages are not fully materialized because of the recent implementation, so it still takes time to see the significant impact. Based on information obtained through secondary data, it is known that the transformation of PT PPN was completed on September 1, 2021, so it can be said that the transformation has only been running for 7 months. It is too short to judge a big change.

The interesting thing, from the results of the interview, it was stated that in organizational transformation needs review and monitoring. This is in line with the literature related to the principles of an organizational change which include: unfreezing old learning: people who want to learn new ways, install new learning: require training, demonstration and empowerment; and refreeze that new learning: through the application of feedback and reinforcement (Ambarwati, 2003). The reinforcement efforts could be implemented by: applying continuous monitoring progress to make sure the transformation direction is in accordance with the goal; positive feedback giving and acknowledgement towards achievements. Reinforcement's goal is to motivating the organization members so that they apply the change continuously so that the goal of the planned transformation could be achieved. Without reinforcement, there will be not permanent transformation and the members of the organization will want to be back to the old pattern. This is in accordance with the respondents' responses that state the transformation at PT PPN has not give real impact so that it needs reinforcement in the form of review, monitoring and feedback.

CONCLUSION

Based on the research results and discussions that have been carried out, the researchers try to create an ideal change management strategy model based on the perception or response of each generation towards organizational transformation at PT PPN, namely: 1. Making a shared commitment related to the need for organizational transformation; 2. Delivering the advantages of the transformation clearly in the beginning of the transformation as an effort to create shared vision; 3. Increasing the knowledge transfer activities, this activities is done gradually, especially for generation X; 4. Delivering information related to changes in detail and transparent way, especially to generation Y; 5. Using organizational communication patterns in stages; 6. Developing transformation team to communicate change; 7. Using offline communication media is still needed for a major event such as transformation; 8. Creating a transformative leadership pattern; 9. Increasing the involvement of the employees in the process of transformation, especially for Generation Z employees and making sure that the transformation does not interfere with/reduce the rights of employees; 10. Conducting continuous review, monitoring, and feedback after the transformation, so that the planned advantages of the transformation could be achieved.

Those ten (10) transformation strategies were developed based on a knowledge management approach and observation towards intergenerational behavioral responses. Through those steps, it is hoped that it will increase the success of the organizational transformation that has been set and ultimately improve organizational performance.

As a limitation, the research with different samples and populations will possibly give various result. This is because cultural differences will produce behavioral differences. Then, the number of samples for further research may be increased. Generally, bigger number is better than smaller number because it could give bigger credibility in the research's finding (Yin, 2011).

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