

CHANGE MANAGEMENT STRATEGY OF DIGITAL TELEVISION BROADCASTING (DTV) IMPLEMENTATION IN TVRI STASIUN JAWA BARAT USING ADKAR MODEL AND POSITIVE PSYCHOLOGICAL CAPITAL

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Abstract- According to the regulation of Ministry of Communication and Informatics Republic of Indonesia Number 32 Year 2013 about the Implementation of Digital Television Broadcasting and Multiplexing Broadcasting through Terrestrial System, all of broadcasting institutions particularly TVRI has to pioneer the implementation of digital television broadcasting (DTV) from analogue TV in Indonesia which must be completed in 2018. The transformation is aimed to create better quality TV in Indonesia which also can encourage new business opportunities. The implementation of DTV is run gradually. The implementation generates change management especially related to budget aspects and human resources. In this research, the data collection was accomplished by distributing questionnaires for 75 employees in TVRI Stasiun Jawa Barat and interviewing Board of Directors and Chief of Information and Technology of TVRI Stasiun Jawa Barat during June until August 2014. This research has purpose to formulate the strategy of change management in TVRI Stasiun Jawa Barat. In compiling change management strategy, researcher will use ADKAR model to approach the process of change plan. Researcher also use Positive Psychological Capital to measure the characteristics of human resources needed for achieving DTV program. In the final of the research, the researcher proposed several recommendations such as strategic communication implementation and strategy of encouraging employees' skills to support DTV program in accordance the change management in TVRI Stasiun Jawa Barat can be done effectively.

Keywords: Change Management, ADKAR Model, Positive Psychological Capital, Digital Television Broadcasting

Introduction

In this new era, television (TV) broadcasting has emerged with the introduction of Digital Television Broadcasting (DTV). DTV is a foremost broadcasting technology which has converted the television viewing experience. DTV allows broadcasters to proffer television with better picture and sound quality, and multiple channels of programming. Indonesia began experimenting with digital TV broadcasting in 2008 as the preparation phase. In 2012, the Ministry of Communication and Informatics Republic of Indonesia decided that Indonesia would use the digital video broadcasting - terrestrial. It is expected that Indonesia will reach total analogue shut-off by 2018. TVRI Stasiun Jawa Barat as part of TVRI Nasional belongs to Public Broadcasting Institutions in Local Area (LPP Lokal) which is operating in West Java. Consequently, this institution is compulsive to adjust government's pronouncement related to implementation of digital television broadcasting. The migration from analogue to digital television broadcasting conveys a profound recast in TVRI Stasiun Jawa Barat. Two crucial readiness of TVRI Stasiun Jawa Barat consists of technological aspects and human resource (employees) capacity. In keeping up the demands of government in creating DTV for TVRI Stasiun Jawa Barat, there are three criteria which should be owned by each employee in this institution. They are modern, proactive, and reliably. All of related employees have to build the characteristics of modern, proactive, and reliably on themselves for implementing DTV program.

Literature Review

Change Management

Change management is a set of principles, techniques, and prescriptions applied to the human aspects of executing major change initiatives in organizational settings (Daryl Conner, 1982). Change management also refers to the process, tools and techniques to manage the people-side of change to achieve a required business outcome. Change management enables employees to adopt a change so that business objectives are realized.

ADKAR Model Theory

ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organizational change.



Figure 1. ADKAR Model for Change Management by Prosci

Positive Psychological Capital

An individual's positive psychological state of development that is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals, and when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success (Luthans, Youssef, & Avolio, in press). Confidence/efficacy, optimism, hope, and resiliency have been determined to best meet the PsyCap operational definition and inclusion criteria (Luthans, 2002; Luthans & Youssef, 2004).

Digital Television Broadcasting

Analogue to digital migration is the process of transferring the analogue services to digital platforms and then switching off the analogue services. Television stations and their viewers will reap broad benefits from the migration to digital broadcasting. Those are more efficient use of spectrum, more efficient infrastructure, better quality TV, the digital dividend, and news business opportunities.

Methodology

Table 1. Research Methodology

1	Problem Identification	To search the issues and problems related to implementation of Digital Television Broadcasting (DTV) in terms of human resource management
2	Literature Study	To study basic theory related to the problem formulation is provided
3	Data Collection	To gather all data needed related to the topic
4	Data Processing and Analysis	To analyze and calculate the data based on theories related to the topic
5	Conclusion and Recommendation	To show the result of the research which answers the research objectives, give recommendation for institution and for future research

Data Collection and Analysis

ADKAR Analysis

The analysis of ADKAR questionnaire had made some highlights about significant result of percentage.

- **Awareness**
These data shows the level of awareness about change management. Most of the respondents, 54 persons (76%) only knew a little about the change plan, 44 respondents (59.46%) understand a little about the objectives of DTV program, 43 respondents (58.11%) felt that the leader had not communicated clearly about DTV program. Basically, after looking at the result of numbers, the level of understanding on employees about change management in TVRI Stasiun Jawa Barat is still low. The understand of change plan is influenced by communication planning.
- **Desire**
These data shows the level of desire about change management. The majority of respondents, 42 respondents (56.76%) felt that the change plan was reasonably necessary for the institution, 60 person (81.08%) felt reasonably confident that DTV program will be accomplish successfully, 52 person (70.27%) felt that the change plan would be reasonably useful for them, 38 (51.35%) respondents felt that the leader was reasonably supportive, 22 respondents (29.73%) assumed that almost of their co-workers were reasonably supportive toward the change plan. According to those numbers, employees' personal decision to support the change and participate in the change is adequate.
- **Knowledge**
These data shows the level of knowledge about change management. Most of respondents, 50 respondents (67.57%) agreed that the change plan would make the organization more effective and efficient, 30 respondents (40.54%) thought that the changes would definitely change their routinity and 44 respondents (59.46%) thought that the changes would not change their routinity, 36 respondents (48.65%) thought the change plan would be in accordance with the existing system, respondents (41.89%) were disagree that change plan had brought uncertainty situation for employees. Based on the result of numbers above, knowledge on how to change (what to do during the transition) and knowledge on how to perform once the change is implemented, is absorbed by employees.
- **Ability**
These data shows the level of ability about change management. Most of respondents, 33 respondents (44.59%) felt their knowledge and skills were reasonably adequate to support DTV program, 61 respondents (82.43%) were ready if the change plan would change their team work/working group. Generally, employees can differentiate between theories and practices in change plan.

- Reinforcement
These data shows the level of reinforcement about change management. The majority of respondents, 44 respondents (59.46%) thought that they are reasonably involved in change management, 37 respondents (50%) felt that their role in the change plan/process were less definite. It means that employees' effort to sustain the change is inadequate.

Media Preferences Analysis

In the process of change management, one of the most significant thing is the communication about change plan to employees. All information about change plan must be spread clearly and effectively for all employees in ordered that the change plan can be run based on target. Most of respondents chose in several effective choices of some media preferences. According to the result of questionnaire, meetings, social network (BBM, facebook, twitter), and information board/ wall magazine were thought to be the three most effective ways of communication, respectively. Those media were considered by employees as proper tools to deliver every information about change plan.

- Meetings: employees can absorb the detail of information directly, they can ask questions and obtain the answers clearly in one meeting room.
- Social network (BBM, FB, twitter): the majority of employees have interest to have social networks to adapt with new technology application. Thus, they often use social network. It means that employees can be approached easily through social networks.
- Information board/ wall magazine: there are many spots of information board in TVRI Stasiun Jawa Barat. It is efficient enough to publish information through this media.

Interview Result

Table 2. Summary of Interview Result

	A	B	C	D	E
Q1	Necessary	Necessary	Necessary	Necessary	Necessary
Q2	In accordance	Not in accordance	In accordance	In accordance for some human resources and infrastructures	In accordance because it was mandatory
Q3	Organization is ready but the human resources are not ready	Organization and human resources are not ready	Organization is ready	Organization is in the process for readiness	Equipments are not ready enough but the contents are ready
Q4	It will change, the workload will be reduced	It will not change, the workload will stay the same	It will change, the workload will be reduced	It will not change, the workload will stay the same	It will change, the workload will be reduced
Q5	Yes, it will	Yes, it will	Yes, it will	No, it will not. The budget is allocated by government	Yes, it will
Q6	Human resources are not fully competent and external factor	Human resources are not fully competent	Human resources are not fully competent and external factors	Significant budget needed	The majority of equipments is still analogue model
Q7	Recruitment and proper policy from government	Recruitment, training, and intensifying communication	Training for employees	Proper policy from government about program	Allocating budget, preparing for equipments,

	A	B	C	D	E
	about program	about change plan			socializing for people,

Notes :

- § Q1: Do you think this DTV program is necessary?
- § Q2: Do you think that the proposed changes are already in accordance with the organization's needs?
- § Q3: What about our organization's readiness in executing the change plan on schedule?
- § Q4: Will the change plan alter the working process in your division? Will those changes increase or decrease the workload?
- § Q5: Do you think the change plan will make the tasks' execution become easier, effective, and efficient?
- § Q6: What are the obstacles in implementing the changes?
- § Q7: What can we do to minimize the obstacles

Positive Psychological Capital Analysis (PsyCap)

This part of analysis measured Psychological Capital Analysis of employees in TVRI Stasiun Jawa Barat towards human resource competences for achieving DTV program. In this result, the element of PsyCap would be determined as adequate one for change management when it has mean more than 3 due to the use of scale from 1 to 5 (1: strongly disagree, 2: disagree, 3: less agree, 4: agree, 5: strongly agree).

PsyCap Result

Table 3. Result of Psychological Capital - HERO

	HOPE	EFFICACY	RESILIENCY	OPTIMISM
1	2,47027027	2,559459459	2,65135135	3,51351351
2	3,50540541	3,035135135	3,937837838	3,986486486
3	3,90540541	3,221621622	3,940540541	3,848648649
MEAN	3,29369369	2,938738739	3,50990991	3,782882882

The result of PsyCap shows that EFFICACY has to be developed to in human resources of TVRI Stasiun Jawa Barat. It means that the level of confidence for showing good performance in change management owned by employees is still low. The employees could not mobilize the motivation to plant "modern, proactive, and reliably" well on themselves. They also did not dare themselves to select challenging assignments. Besides, researcher also concerned on HOPE which has score 3.29. It is close to the minimal point of score. It means that the level of performance of employees to make important contributio is only a little.

Competence Result

Table 4. Result of Psychological Capital – MPR Competence

	MODERN	PROACTIVE	RELIABLE
1	2,47027027	3,505405405	3,905405405
2	2,55945946	3,035135135	3,221621622
3	2,65135135	3,937837838	3,940540541
4	3,51351351	3,986486486	3,848648649
MEAN	2,79864865	3,616216216	3,729054054

The questionnaire result of three competences which must be owned by employees in TVRI Stasiun Jawa Barat shows that there is only "Modern" competence which has mean under 3. It proved that the level of modern competence in TVRI Stasiun Jawa Barat employees is inadequate to achieve

DTV program. The employees have no proper standard of modern value both in theories and practices.

Conclusion

According to problem analysis, questionnaire, and interview results, there are some gaps in some aspects of change plan that lead ineffective implementation of DTV program.

Table 5. Summary of Conclusion

No	Aspects	Strength	Gap
1	Organization	Basically, whole element of organization is ready for change management because DTV program is mandatory from government which must be achieved. The vision, mission, and goals of organization is in accordance to DTV program. It will give advantages for organization.	The system of communication is not clearly received by employees regarding the information about change plan. Most of employees feel uncertainty about DTV program because of lack of information. Thus, employees do not know their role for change plan. This case make them understand a little about how to perform during transition. They just accomplish job description without knowing clearly whether it is part of change plan or not. In TVRI Stasiun Jawa Barat, there is no fixed schedule about meetings.
2	Human Resources	Most of employees have big intention to support the programs because the program will make better performance for organization	Employees' cognition about theory and practices is inadequate. The skills and knowledge about DTV program which must be owned by employees are less accrodance with the competences needed.
3	Target	Several equipments are digital model. These equipments adapt to DTV program.	In 2014, the target is not achieved. This year, the target reach less than 50% of total target. Whereas based on the timeline, in 2014, the institution must achieve 50% of total target. For instance, there is only one digital tower built from 17 towers which must be setted. The delay of project achievement was due to the problem with House of Representatives*
4	External Factors	Government's policy support the project. The project has been	Most of people do not know about digital television

		accomplished by using state budget.	broadcasting which will be implemented in Indonesia. This is an obstacle to run the project because people have to own digital receiver in their televisions if they wanted to obtain digital broadcasts.
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Recommendation

From the gap occurred in the change plan, there are several suggestions and recommendations proposed to improve change management of Digital Television Broadcasting (DTV) program in TVRI Stasiun Jawa Barat in ordered to be more effective.

Table 6. Summary of Recommendation

No.	Aspects	Recommendation for Closing the Gap
1	Organization	TVRI Stasiun Jawa Barat should maximize the flow of communication for all division to deliver the information of change plan by: <ul style="list-style-type: none"> • Holding weekly/monthly meetings within institution or Board of Directors or division or sub-division • Creating social network group on Blackberry Messenger (BBM) and Facebook • Putting posters of announcements in information boards
2	Human Resources	TVRI Stasiun Jawa Barat should increase the quality of human resources that support DTV program by: <ul style="list-style-type: none"> • Doing open recruitment for new employees especially for IT (Information and Technology) division • Training, coaching, and mentoring for employees • Holding internship program for IT students
3	Target	TVRI Stasiun Jawa Barat should concern on the existence of new technology in broadcasting by: <ul style="list-style-type: none"> • Renewing equipments particularly towers, cameras, and computers
4	External Factors	TVRI Stasiun Jawa Barat should spread the information about DTV program which will be implemented in Indonesia by: <ul style="list-style-type: none"> • Advertising continuously about the migration of analogue TV to digital TV • Conducting gatherings which emphasize the importance and advantages of using digital televisions

Beside recommendation above, researcher also add some points of suggestion to develop level of efficacy in employees. Based on the work of Bandura (1997), to develop efficacy, company must accomplish: mastery experiences or performance attainments. This is potentially the most powerful approach for developing confidence because it entails direct information about success. However, accomplishments do not directly build confidence. Both situational processing, such as the complexity of the task, and cognitive processing, such as the perception of one's ability, will affect its development. Bandura also points out that mastery experiences gained through perseverance and learning ability form a strong and lasting sense of confidence, but confidence built from successes that come easily will not be characterized by much perseverance or stability when

difficulties arise. TVRI Stasiun Jawa Barat should make continuous renewing program for employees to improve their modern level such as training, workshops, and upgrading the use of technology.

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