

ABSTRAK

Muhammad Adnan Mubarak. Implementasi Manajemen Perubahan Organisasi Melalui Model Kotter (Studi Kasus Kebijakan Pemisahan Urusan Haji dan Umrah dari Kementerian Agama ke Kementerian Haji dan Umrah di Kantor Wilayah Kementerian Agama Provinsi Jawa Barat).

Pengesahan Undang-Undang Nomor 14 Tahun 2025 dan Peraturan Presiden Nomor 92 Tahun 2025 memindahkan seluruh urusan penyelenggaraan haji dan umrah dari Kementerian Agama kepada Kementerian Haji dan Umrah. Sejak Januari 2026, Bidang Penyelenggaraan Haji dan Umrah tidak lagi berada dalam struktur Kantor Wilayah Kementerian Agama Provinsi Jawa Barat. Perubahan kelembagaan berskala besar semacam ini menuntut pengelolaan yang sistematis agar tidak menimbulkan resistensi, kebingungan peran, dan penurunan mutu pelayanan.

Penelitian ini bertujuan menganalisis implementasi manajemen perubahan organisasi pada Kantor Wilayah Kementerian Agama Provinsi Jawa Barat dalam mengadaptasi kebijakan tersebut, dengan tiga fokus, yaitu penciptaan rasa urgensi, komunikasi visi perubahan, dan pelebagaan perubahan dalam budaya kerja organisasi.

Landasan teori yang digunakan adalah Model Delapan Tahapan Perubahan John P. Kotter sebagai teori utama, khususnya tahap pertama, keempat, dan kedelapan, didukung Model Tiga Tahap Kurt Lewin dan konsep kualitas pelayanan publik.

Penelitian menggunakan pendekatan kualitatif dengan metode studi kasus. Data primer dikumpulkan melalui wawancara mendalam semi-terstruktur dengan informan kunci yang ditetapkan secara purposive, dilengkapi catatan lapangan dan studi dokumentasi. Analisis data dilakukan melalui reduksi data, penyajian data, dan penarikan simpulan, dengan keabsahan data diuji melalui triangulasi sumber dan konfirmasi ulang kepada informan.

Hasil penelitian menunjukkan tiga temuan pokok. Pertama, rasa urgensi tidak dibangun melalui proses persuasif, melainkan diterima sebagai konsekuensi mandat hukum; peneliti menyebutnya urgensi mandatoris. Kedua, yang berlangsung adalah komunikasi kebijakan berupa penegasan pembagian kewenangan, bukan komunikasi visi sebagaimana disyaratkan Kotter. Ketiga, perubahan telah mapan secara struktural melalui instrumen hukum, penghapusan nomenklatur, dan pemisahan kantor, tetapi belum tertanam pada tingkat budaya; peneliti menyebutnya pelebagaan regulatif dan pelebagaan melalui ketiadaan.

Kata Kunci: Manajemen Perubahan; Model Kotter; Perubahan Kelembagaan; Haji dan Umrah; Kementerian Agama.

ABSTRACT

Muhammad Adnan Mubarak. The Implementation of Organizational Change Management Through Kotter's Model (A Case Study of the Policy Transferring Hajj and Umrah Affairs from the Ministry of Religious Affairs to the Ministry of Hajj and Umrah at the Regional Office of the Ministry of Religious Affairs of West Java Province).

The enactment of Law Number 14 of 2025 and Presidential Regulation Number 92 of 2025 transferred all hajj and umrah affairs from the Ministry of Religious Affairs to the newly established Ministry of Hajj and Umrah. Since January 2026, the Division of Hajj and Umrah Administration has no longer been part of the organizational structure of the Regional Office of the Ministry of Religious Affairs of West Java Province. Large-scale institutional change of this kind requires systematic management in order to avoid resistance, role ambiguity, and declining service quality.

This study aims to analyze the implementation of organizational change management at the Regional Office of the Ministry of Religious Affairs of West Java Province in adapting to this policy, focusing on three aspects: establishing a sense of urgency, communicating the change vision, and anchoring the change in the organizational culture.

The study is grounded in John P. Kotter's Eight-Stage Model of Change as its principal theory, particularly the first, fourth, and eighth stages, supported by Kurt Lewin's Three-Stage Model and the concept of public service quality.

A qualitative approach with a case study method was employed. Primary data were collected through semi-structured in-depth interviews with key informants selected purposively, supplemented by field notes and documentary study. Data analysis followed the stages of data reduction, data display, and conclusion drawing, while data validity was examined through source triangulation and member checking.

The findings reveal three main points. First, the sense of urgency was not constructed through persuasion but received as a consequence of a legal mandate, a condition the researcher terms mandatory urgency. Second, what took place was policy communication in the form of clarifying the division of authority, rather than the change-vision communication required by Kotter. Third, the change has become structurally established through legal instruments, the removal of the former nomenclature, and physical office separation, yet it has not been anchored at the cultural level; the researcher terms this regulatory institutionalization and institutionalization through absence.

Keywords: Change Management; Kotter's Model; Institutional Change; Hajj and Umrah; Ministry of Religious Affairs.