

## Evaluation of Change Management, Technology Information Systems and K3 Management at PT Trans Jakarta

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### Abstract

*Trans Jakarta buses are transportation for the city of Jakarta and its surroundings, Trans Jakarta buses are intended for the people of Jakarta and its surroundings. Trans Jakarta bus operations almost every month have accidents that cause death for the driver and the bus is damaged and the passengers are afraid. The DKI government's policies, which often change due to the pandemic, have an impact on Trans Jakarta's operations. Trans Jakarta's change management is not ready with this policy. The technology and information systems that are running have only reached Trans Jakarta customers, on the other hand, the internal operational management of Trans Jakarta has not maximized the technology and information, as evidenced by the frequent occurrence of Negligence in the field that has not been covered by central management with frequent bus accidents because the driver works more than standard hours. set. To answer the hypothesis, namely the implementation of change management, technology and information systems, and K3 management, the researchers in this study used qualitative research and collected secondary data through literature. The results of this study are implementations that are in accordance with the needs of Trans Jakarta management, namely change management models, technology and information systems models, and K3 management systems.*

### Keywords

change management;  
technology models;  
information systems;  
OHS management  
systems



## I. Introduction

Business conditions that are always changing according to consumer needs and consumer expectations, conditions of changing technology and information that are increasingly unstoppable and demands for safety, health and welfare for employees that must be met by the company. Employees are an invaluable asset and company investment that must be maintained continuously and improved in order to be more effective in running the company's operations.

Transjakarta is a Bus Rapid Transit (BRT) transportation system. operating since 2004 in Jakarta, Indonesia. Transjakarta is designed as a mode of mass transportation to support the busy activities of the capital city. Transjakarta is a BRT system with the longest track in the world (230.9 km), and has 243 bus stops spread across 13 corridors (lanes), which initially operated from 05.00 - 22.00 WIB, and now operate 24 hours in all corridors. Transjakarta is operated by PT Transport Jakarta. The number of workers involved in Transjakarta operations (Pramudi, bus officers, bus stop officers, and cleaners) is around 6,000 people. The daily average number of Transjakarta users is estimated to be around 350,000 people. Meanwhile in 2012, the number of Transjakarta users reached 109,983,609 people. In 2016, a new record of 123.73 million passengers was reached. The fare has been fixed at IDR 3,500 per passenger since the start of operation (Trans

Jakarta.com). Normal conditions until 2019 are the stability experienced by Trans Jakarta buses, there are almost no ripples in the company's body. The pandemic changed everything, the company in early 2020 took a policy of operating its fleet only 50%, along with this policy it also changed the policies taken by the management of Trans Jakarta and had an impact on field operations which also often fluctuate. Several changes from government policies have an impact on companies. This policy is also implemented by PT. Trans Jakarta, operates it according to government policies such as level 3, level 2

Sharon shan Nakigudde (2019) in *Change Management in Information System Development and Implementation Projects* said "In today's competitive world, to keep up with the competition, change is needed. The methods used are qualitative and quantitative methods. This paper discusses organizational change management, change management models, and the impact of change management in information systems development and implementation projects. Organizational change is an act of transitioning from the current conditions to the desired future conditions and increasing effectiveness. The organizational environment is constantly changing in carrying out its activities so that the organization also changes in order to continue to survive (George.). 2002; 645-646). Change process targets increase the level, in order to change individuals, groups and entire organizations. Each group represents a level or unit different and changed. Change efforts towards the level of performance, organizational targets, human change, culture and management. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Transjakarta bus accidents keep happening. Recently, an accident occurred in the area of the Puri Beta 2021 Bus Stop. The bus hit a wall. There were 502 accidents experienced by Transjakarta buses during January-October 2021. Most accidents were caused by buses hitting certain objects or single accidents, which was 88 percent of the total accidents. The operators in the field employ drivers beyond working hours. When the driver finished, he had to go back to refuel and then go home and the next day, they should have had a break, they were told by the field operator to drive the Trans Jakarta bus. Sindo.com (2021) PT. Transportation has secretly laid off approximately 1,000 honorary workers unilaterally. Several officers, both operators, Bus Service Division, Bus Stop Service Division and other officers in each bus way corridor with wages of around 4.2 million per month only receive gifts or basic necessities . The layoffs were made only by telephone message. The management of changes that occur in Trans Jakarta is only limited to customer service . On the one hand, from the point of view of human resources, individual behavior, the team that works in the field is not in tune with the ongoing changes, their performance is poor, there are no motivators or change agents. Change Management is predicted to need to be re-evaluated.

Even though they already have their own applications on their mobile phones, Trans Jakarta has not maximized the use of information technology systems. The application is only used by customers, making it easier to use Trans Jakarta foam services. Also, the technology system has also used e-money, there are many more technological systems that it uses. The information technology system for managing human resources or employees has not run optimally. The basic thing is that the organizational structure does not have a HR Director who, if any, is in charge of managing employees in PT Trasn Jakarta. The behavior of the operators in the field is not monitored through the information technology system they have, there is no monitoring of information about unfavorable events that occur to employees in the field.

James P. Golson (1997) The impact of technological change on organization management. Proceedings of the 15 The impact of Technological change page 293-299 ACM- Digital Library. Technological change can positively affect individual values leading to increased time for heart and brain deliberation in decision making. This can lead to greater moral sensitivity and more tolerance and compassion for others, all coupled with a more rational approach to decision making. The effect of technological change on managers' quest for self-actualization is debatable. The net result of technological change for all organizations is a greater need for strategic planning. Technological change can positively affect individual values leading to increased time for heart and brain deliberation in decision making. This can lead to greater moral sensitivity and more tolerance and compassion for others, all coupled with a more rational approach to decision making. The effect of technological change on managers' quest for self-actualization is debatable. The net result of technological change for all organizations is a greater need for strategic planning.

In the case of K3 Management, isolation, safety and work are ignored by bus operators and often move drivers to work from one route to another so that overtime is not counted. Driver complains their shift is too long. It's been too long, sometimes they are moved from one route to another so as not to be caught . They threaten to give sanctions to the driver if they report the fraud. The cause of the recent Transjakarta bus accidents is still a mystery. The condition of the driver that occurred during the bus accident ranged from negligence to exhaustion. ideal work 8 hours, but the fact that happened in the field that there are also those drivers who work more than 8 hours of work. K3 Management (Health, Safety and Welfare) has not been implemented at PT Trans Jakarta, plus it is not yet in the organizational structure of K3 management.

Citra (2015) in his research states that security and safety in a civil flight is very dependent on the security of the airport that sends the aircraft. Widodo (2015) Management system and work safety and welfare (SMK3). The aims and objectives of SMK 3 are to create a safety and health system in the workplace by involving elements of integrated workforce management, conditions and work environment to prevent and minimize accidents and occupational diseases, and to create a safe, comfortable, efficient and productive workplace via:

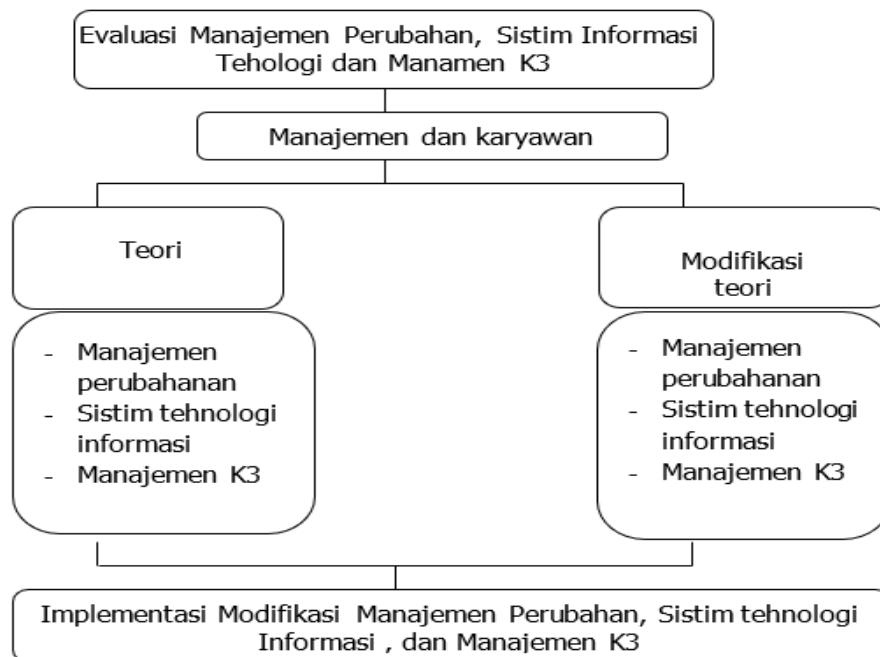
- 1) Commitment and policies towards occupational safety and health so that the smk3 is successfully implemented and developed.
- 2) K3 planning where company leaders make effective plans with clear and measurable goals, planning is made based on consideration of the results of hazard identification, risk assessment and control, planning adapted to organizational activities, maintaining procedures, understanding laws and other requirements, goals and objectives discussed with representatives of workers and others and are reviewed regularly.
- 3) Implementation of K3, Guarantee the ability of human resources, facilities and infrastructure needed that are adequate in size, monitor the benefits obtained as well as the costs incurred. OHS management follows the required training at every level. Communicate occupational safety and health information effectively. Making regulations to get opinions and input from experts. Supporting activities such as management making procedures, monitoring, communicating any changes and responsibilities that affect smk3, providing quick and appropriate reactions to deviations and other events. Documenting smk3. Identifying sources of hazards, risk assessment and control (Identifying sources of hazards, types of accidents, occupational diseases that may occur, conducting OHS training education and carrying out K3 internal audits every year

#### 4) OHS Measurement and Evaluation

Management reviews K3 at the end of the year on audit findings, incident deviations, development of smk 3 with the new rules for the scope of smk3 covering occupational health and safety for all work activities, products or services and performance.

### 1.1 Framework

Based on the problems above, this framework is described as follows:



*Figure 1. Thought Framework Image*

## II. Research Method

The research paradigm that is described in the theory of change management, information technology theory and OH& S management theory is modified to suit the needs of PT Trans Jakarta with modifications to change management theory, modification of information technology systems theory, and modification of OH&S management theory.

Qualitative descriptive research design how to interview and observe describe and interpret a place, management and employees, for example the conditions or relationships that exist at the PT Trans Jakarta location in East Jakarta. (Field Research) to support the accuracy of the data obtained from books and articles according to the variables used. Literature research is carried out by reading and reviewing literature related to research and serving as a basis for comparison between field data. Qualitative research, the techniques used in qualitative research are generally interviews and observations. Research directed at obtaining information that can be used to solve problems with the aim of doing something better, more effective and efficient. The types of variables are, change management, Information technology systems, OHS management

The population is the place, actors and activities, namely the research area in the Pinangranti area, East Jakarta, the actor is a field manager and a driver, the activity is in the form of operational activities for the Trans Jakarta bus. The sample in this research is an

informant, a field manager and a Trans Jakarta driver. The sampling technique was purposive sampling.

The data validity technique is an attempt to show the validity and reliability of research data interview guide who conducted in-depth interviews with informants at the research location (Bungin, 2007: 108) to obtain information. Secondary data is obtained from documents related to the problem to be studied, either in the form of photos or written reports and analyzed using the interactive analysis technique of Miles and Huberman Puch (in Pawito, 2008: 104), which states that this technique consists of three components, namely: data reduction, data presentation, and drawing or testing conclusions.

### III. Result and Discussion

The results of the study in the form of interview excerpts explaining the implementation of the implementation to change management , technology information system and K3 management in field operations for Trans Jakarta bus drivers in Pinangranti, East Jakarta.

**Table 1.** Change Management Model

Target	Applicable change methods
Organizational structure	- Organization Design
Organizational culture	- Creating values to shape individual or employee behavior - Creating values to shape group behaviors
Operational systems and procedures	- operational policies and procedures
Tasks	- Modify job design and enrich job autonomy
People or HR	- Selection, acceptance, training program, roles and expectations

*Source: Winardi (2005) with modifications*

The organizational structure is a description of the division of authority and responsibility as well as the vertical and horizontal relationships of an organization in carrying out its activities. Changes to the organizational structure are the answer to various pressures, both internal and external. One of the demands of society today is the effectiveness of the public administration system in carrying out community service functions through restructuring the organizational structure that is healthier and more efficient (Nurlia, 2019) .

In carrying out change management, creating positive cultural values for each individual is an obligation of the company organization. Corporate organizations are also required to create positive behavior for groups that participate in the organization.

With changes in operations, the company's policies also change. New things that must be carried out and implemented to employees by conducting socialization about changes and informing the importance of change management are determined by establishing operational systems and procedures.

Rosidah (2009:154) states the main steps in job analysis to serve as guidelines in implementing employee job descriptions:

- 1) Determination of the main tasks, activities, behaviors or obligations to be carried out in the staffing system;
- 2) Determination, knowledge, abilities, skills, and several other characteristics such as personality factors, attitudes, dexterity, or physical and mental characteristics needed for employees needed to carry out tasks.

Performance appraisal is the process of evaluating employees how well they complete their work compared to a set of company standards and then communicating that information to employees organizational structure is also an important factor in the development of an organization for growth towards rapid progress to achieve goals in accordance with the mission, which will determine the mechanism of the people who work in the Trans Jakarta organization (Nurlia , 2019).

**Table 2.** Individual Personal Model

Consequence	<ul style="list-style-type: none"> <li>- Empathy</li> <li>- Helpful</li> <li>- Reliable</li> <li>- discipline</li> </ul>
Value	<ul style="list-style-type: none"> <li>- polite</li> <li>- respect each other</li> </ul>
Open	<ul style="list-style-type: none"> <li>- creative</li> <li>- full of curiosity</li> <li>- always study</li> </ul>
Communication	Always communicate between units and other units

*Source: Winardi (2005) with modifications*

The results of data analysis showed that there was a significant positive relationship between friendship and empathy with adversity intelligence in the studied employees ( $r_{xy} = 0.165$ ,  $p = 0.001$ ). Positive values indicate there is a positive relationship between friendship, empathy and individual intelligence. The higher the empathy and friendship in employees, the higher the intelligence will also be. This encourages employees to make friends, friendship as an important requirement in completing their tasks. In the end, the reciprocal relationship of friendship will also bring up a sense of empathy for friends and friends ( Nailul Fauzia , 2014).

There are several functions of messages conveyed in organizational communication, which are related to humanitarian tasks, and organizational renewal, namely:

1. The message includes providing information to subordinates to perform tasks providing training, orientation, goal setting, productivity and others.
2. Message maintenance of organizational policies and settings, this message includes orders, provisions, procedures, rules and control facilitate organizational movement to achieve system outputs.
3. humanity message, interpersonal relationships, self-concept feelings and morals , appreciation for the results achieved, conflict resolution between individuals or groups of informal activities and guidance.

4. update message, adapt to changes in the environment. For this reason, an organization makes new plans, new activities, new programs, new projects and new suggestions (Dodi and Ujang, 2010)

Work discipline is a person's ability to regularly, persistently and continuously work in accordance with the applicable rules without violating the rules that have been set. Basically, there are many indicators that affect the level of discipline of an organization's employees, including ability, leadership, assertiveness, and relations between employees. The achievement of these goals is closely related to the application of employee discipline. The relationship between discipline and performance is very influential on work results (Bariyah, 2018)

The results showed that the world view and positive emotions of employees together played a role in predicting the multicultural personality of students, with a value of  $R = 0.313$ ,  $F = 7.008$ , and  $p = 0.001$ . The relationship between humans and also between humans and the world has changed with the rapid development of technology and communication. This process of technology-driven change (especially the internet and access to affordable global travel) is leading to increased information and communication interconnection, and functional interconnection and interdependence among people across societies and countries. diverse (culture). The world is now becoming more globally interconnected through immigration trends, career opportunities intercultural, more accessible travel, and virtual technology (Yusuf and Dicky, 2017)

One form of a team is an effective team. What are the must have of an Effective Team? Larson & LaFasto (1989) mentions among others:

1. A clear, elevating goal : Goals are the main reason for forming an effective team. These goals should be clearly defined and every member of the team should have the same understanding of what these goals mean.
2. Result-Driven Structure : Achievements based on stages. After the goals have been set, there are stages ( milestones ) that are divided over a certain period of time to see the progress of the team working.
3. Competent Team Members : Effective Teams also consist of competent team members as needed. Know who will do what.
4. Unified Commitment: Commitment is the capital for an effective team to work according to their part as well as possible .
5. Collaborative Trust and Communication: Collaboration on the basis of mutual trust and communication becomes the rhythm in an effective team.
6. Standards of Excellence: Every effective team member is committed to work optimally and achieve maximum results
7. Support and Recognition: The role of team leaders is effective in supporting team work and also appreciating when they have worked well and achieved goals.
8. Leadership Principles : The leader will be the director in the team who must be able to manage each team member with their respective duties and responsibilities and ensure the direction of the team's work towards the goals set .

Feyana (2012) stated that the Occupational Safety and Health Management System (SMK3) is a protection system for workers and construction services to minimize and avoid the risk of moral and material losses, lost working hours, as well as human safety and the surrounding environment which can later support the improvement effective and efficient performance. Implementation Implement OSH policies effectively by developing the capabilities and supporting mechanisms needed to achieve OHS policies, objectives and targets. A workplace in implementing OHS policies must be able to integrate the



existing Company Management System. What companies need to pay attention to at this stage are:

1. Capability assurance ( human resources, physical and financial , integration , responsibility and accountability , consultation, motivation and awareness , training and skills )
2. Action Support
3. Hazard Source Identification and Risk Control
4. Measurement and Evaluation ( inspection and testing , smk3 audit , corrective and preventive actions )
5. Management Review ( evaluation of the implementation of occupational safety and health policies , objectives, targets and performance of occupational safety and health , findings of OHS management system audits.

#### IV. Conclusion

Based on the results of research in answering the hypothesis, it is concluded that:

1. There are frequent accidents in the operations of Trans Jakarta bus activities, because the existing organizational structure has not been adapted to the needs and extent of the company's activities.
2. Frequent changes due to the pandemic have an impact on operational changes for Trans Jakarta which have not been addressed with the establishment of change management
3. The system of technology and information needed to update each activity has not been running with an integrated system
4. There is no K3 management in the organizational structure of Trans Jakarta

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