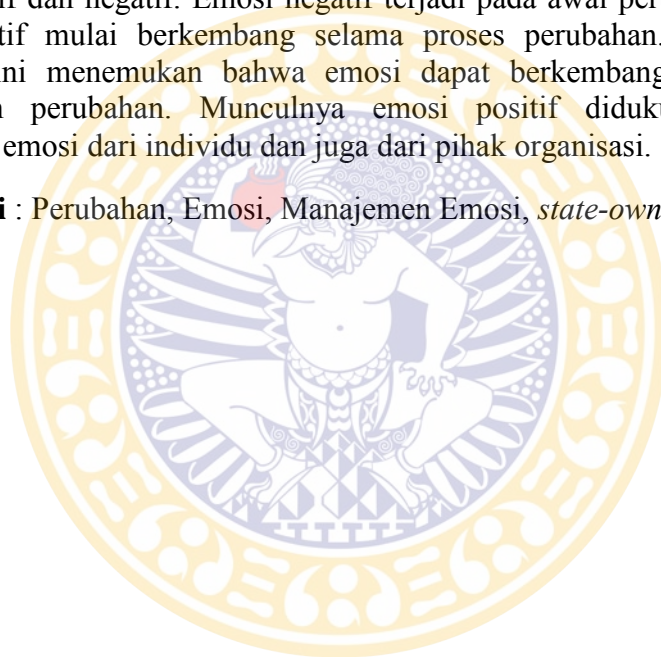


## Abstrak

Penelitian ini bertujuan untuk menganalisis emosi karyawan didalam perubahan organisasi dengan pemahaman bahwa emosi memiliki peranan penting didalam keberhasilan suatu proses perubahan. Objek dalam penelitian ini adalah karyawan Semen Gresik yang kini berubah menjadi karyawan Semen Indonesia. Metode yang digunakan dalam penelitian yakni metode kualitatif. Metode ini dimulai dengan melakukan wawancara mendalam, serta pengamatan, proses analisis dilakukan dengan melakukan analisis tematik menekankan pada penentuan, memeriksa, dan merekam pola (atau "tema") dalam data.

Hasil penelitian menunjukkan bahwa ada dua jenis emosi karyawan yakni emosi positif dan negatif. Emosi negatif terjadi pada awal perubahan, sedangkan emosi positif mulai berkembang selama proses perubahan. Oleh karena itu penelitian ini menemukan bahwa emosi dapat berkembang bersama dengan pelaksanaan perubahan. Munculnya emosi positif didukung oleh adanya manajemen emosi dari individu dan juga dari pihak organisasi.

**Kata Kunci** : Perubahan, Emosi, Manajemen Emosi, *state-owned enterprise*



**Abstract**

*The aim of the study is to analyze employee emotions in organizational change through understanding that emotion has important role in organizational change. The object in this study are employees who ever worked in Semen Gresik and now employed in Semen Indonesia. This research using qualitative exploratory method. This method was started by conducting in-depth interviews, as well as observations, The process of analysis was conducted by thematic analysis to emphasize on pinpointing, examining, and recording patterns (or "themes") within data.*

*The results show that there are two types of employee emotions which are positive and negative. Negative emotions occurred in the beginning of change, whereas positive emotions started to develop during the process of change. Hence, this study found that emotions can evolve along with implementation of change. The emergence of positive emotion was contributed by the existence of individual emotion management as well as the efforts organizational and personal to help individual coping with their emotion.*

**Keywords:** *Organizational change, emotions, emotion management, state-owned enterprise*

