

ABSTRAK

PT PLN (Persero) yang selama ini telah dikenal sebagai perusahaan monopoli penyedia listrik di Indonesia, menghadapi tantangan *disruptive innovation*. PLN dihadapkan pada masuknya pesaing swasta ke dalam bisnis ketenagalistrikan serta perkembangan pembangkit listrik Energi Baru Terbarukan (EBT) serta dituntut untuk tetap *survive* dan melakukan perubahan. Komunikasi merupakan sebuah fungsi penting dalam mendukung perubahan. Mengkomunikasikan pandangan dan strategi organisasi secara efektif kepada stakeholder kunci, akan membawa dampak yang signifikan terhadap keberhasilan pencapaian tujuan organisasi. Untuk itu strategi komunikasi perlu dipersiapkan dan diimplementasikan melalui penetapan Key Performance Indicator (KPI) Komunikasi yang tepat.

Penelitian ini meneliti dengan mengevaluasi KPI Komunikasi PLN UID Jatim dengan menggunakan PII (*Planning, Implementation & Impact*) Model, dan meneliti pengembangan KPI Komunikasi yang berbasis *Organizational Development*, agar dapat secara efektif meningkatkan peran komunikasi dalam menghadapi tantangan perubahan. Penelitian dilakukan dengan metode kualitatif, dimana proses penggalan data dilakukan secara *Focus Group Discussion (FGD)* dan *In Depth Interview* kepada personel kunci. Hasil penelitian menghasilkan beberapa rekomendasi meliputi; cakupan intervensi, strategi komunikasi, implementasi KPI, sumber daya manusia, *leadership* dan organisasi. Berdasarkan usulan rekomendasi tersebut, telah disusun pula rekomendasi *strategy maps* Komunikasi yang akan dapat mendukung pencapaian visi dan misi organisasi. Rancangan pengembangan KPI Komunikasi dengan menggunakan evaluasi PII Model dan indentifikasi cakupan serta tahapan intervensi *Organizational Development* telah menghasilkan rancangan KPI Komunikasi yang sesuai dengan kebutuhan perusahaan dalam mencapai visi & misi, serta tujuan perusahaan.

Kata Kunci : *Komunikasi, KPI, PII Model, Organizational Development*

ABSTRACT

PT PLN (Persero), as a state owned electricity company in Indonesia, faces the challenge of disruptive innovation. PLN faces private competitors in the electricity business and development of renewable energy power plants and demanded to survive and makes change. Communication has an important role in supporting change. Communicating viewpoints and strategies of the organization effectively to key stakeholders, will have a significant impact on the achievement of organizational goals. For this reason, a communication strategy must be prepared and implemented optimally through the establishment of an appropriate Communication Key Performance Indicator (KPI).

This research evaluates Communications KPI of PLN UID Jawa Timur by using the PII (Planning, Implementation & Impact) Model, and examines the development of Communications KPI based on Organizational Development implementation, in order to effectively enhance the role of communication in facing the challenges of change. This study used qualitative methods, which the process of extracting data was carried out by Focus Group Discussion (FGD) and In Depth Interview to key personnel. It results several recommendations including; the scope of intervention, communication strategy, KPI implementation, human resources, leadership and organization. Based on the proposed recommendations, strategy maps of Communications have also been created which will effectively support the achievement of the company's vision and mission. The design of Communication KPI development by using PII Model evaluation and identification of scope and stages of Organizational Development intervention, has resulted Communication KPI that is in line with the company's needs in achieving its vision & mission, as well as the company's goals.

Keywords: Communication, KPI, PII Model, Organizational Development