

Reframing on Organization Transforming at PT. Kereta Api Indonesia

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Abstract—Transformation is a process that can not be avoided when the condition of the organization gets worse in all aspects. PT. Kereta Api Indonesia prior to 2009 experienced worsening conditions in almost every aspect. Impaired employee performance, service performance associated with delayed arrivals and arriving trains, dirty station conditions, adventurous condition of coaches and loco, brokering systems and corporate assets. Therefore, restructuring steps are done by PT. KAI by doing organizational transformation. The most important process in transformation is to change the employee's mind set or Reframing. The purpose of this study is to analyze how the reframing process is run by PT. KAI.

This research is qualitative research with descriptive method. The primary data source of this research is the leadership of PT. KAI and train passengers. The theory used as a knife analysis in this study is the theory of Goulliart and Kelly (1994) where Reframing is one of the important parts in the transformation, consisting of 3 chromosomes, which get mobilization, create vision, and make measurement instruments. Reframing is done by changing the orientation of the company from orientation to production to service orientation. To mobilize subordinates to change their orientation, socialization, reward and punishment, more leadership style changes in leading by example. Creating a new vision is done by changing the vision and mission, organizational culture, work values and organizational logos. Meanwhile, to measure that the transformation has indicated a condition improvement, a measurement instrument was developed. Measurement instruments are designed to measure overall organizational performance and service performance. The results show that the reframing is well executed, although at the beginning there are many oppositions, but with a firm leadership and willing to go down the field little by little employees who oppose the transformation began to follow the path of transformation.

Keywords: *mind set, transformation, behavior, service performance*

I. INTRODUCTION

Reframe or change the mindset is very important in a transformation. The focus of reframe is "mind" or thinking. So as part of the transformation of the organization, reframe is done to change the mindset of members of the organization. Changing the "mind" or mindset of employees is not an easy thing, because the mindset has been formed long before Ignatius Jonan present as Director of PT. KAI. Employee mindset at PT. KAI at the time before the transformation has long been formed in accordance with the conditions at the time.

Transformation of the organization has brought PT. KAI to a better condition. Reframe demands change in thinking, behaving, including the mind set that frames every member

of the organization. The change of organizational orientation from a product-oriented organization to a service-oriented organization demands that the organization make many changes to all services related to services, such as security and station convenience, passenger safety, service provider responsiveness. For that the station revitalization program becomes one of them. Almost all stations in Jabodetabek have been revitalized. Nevertheless there are still some conditions that still need more attention, as there are still many railways that have not been sterile, in the sense that there are still many buildings on the edge of the rail without being restricted by a fence or barrier. This condition is found on the comuter line from Senen market to Duri. The condition of the station in transit such as Manggarai Station, Tanah Abang Station and Duri Station is still uncomfortable, the pavement where the passenger drops does not arrive at the last carriage, so that the passengers jump to the bottom, the down stairs are often not provided.

Reframe is concerned with behavioral changes, such as the attention of officers and the train crew is better, more polite and friendly. Nevertheless there are still less attention officers, for example Polsuska officers in the Commuterline who are in every train carriage, allowing priority seats to be used by young people and not bringing children, whereas at that time there is a mother who is already half old can not place sit. For employee behavior that is not a ministry has improved with increasing discipline, more creative and more responsible.

Research on orthographic transformation has been done by many researchers Aneta, Yanti, et al (2014) "Organizational Transformation: Case Study of PLN Area Gorontalo, Ann Gilley, Heathers S, McMillan, Jerry W.Gilley (2012) "Organizational Change and Characteristics of Leadership Effectiveness". Goldenberg,Shirley (1998) "Hard Bargain: Transforming Public Sector of Labor Management Relations", De Vries, Manfred FR, Khatarina Balaz (1999) "Transforming The Mind Of The Organization Set: The Critical Perspective", Price, Reg, Roderick J. Brodie (2001) "Transforming A Public Service Organization From Inside Out To Outside In; The case of Auckland City, New Zealand ", Jonhson, Gail, William Leavit" Building or Success: Transforming Organizations Through An Appreciative Inquiry ". Scalock et al. (2013) "The Transformation of Disabilities Organizations", Jenner, Mark et al (2013) "Wilson, Everet (1985)" What Count In The Death of Transformation of An Organization ", Nut, Paul C and Robert W. Backoff (1993)"

Transforming Public Organizations with Strategic Management and Strategic Leadership ". From some researchers there are transformation studies related to mind set changes, the rest focusing more on leadership and strategy management. What distinguishes this research from other studies is that this study examines reframing in reframing not only look at mind set changes only, but how to mobilize, create long-term vision and create measurement instruments. In addition, this research locus is a public organization engaged in the rail transportation services sector. So the transformation of the organization will also be related to the transformation of public services.

Research purposes :

This study aims to describe and analyze how the reframing process is run by PT. Kereta Api Indonesia.

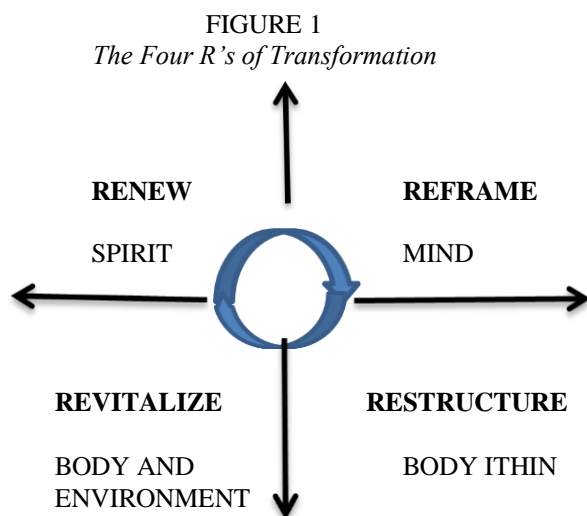
II. LITERATURE REVIEW

A. Organizational Transformation

Organizational Transformation is one of the important actions that the organization must take to improve the condition of the organization that tends to get worse. Transformation is required by an organization because current and future environmental conditions can change organizational performance. This opinion is in line with Kotnour as follows: "You need to transform because something in the current or future environment is your organization's performance no longer acceptable". In essence an organization's transformation is to improve its deteriorating condition and can no longer meet the demands of the organizational environment, both internal and external. A changing environment demands that organizations also make changes in whole or in part to adapt to the organization's environment

The Four R's Transformation Model

Other opinions relating to organizational transformation are those of Francis J. Goullart and James N. Kelly (1995), called The Four R's of Transformation which consists of Reframe, Restructure, Revitalize and Renewal [1]. the transformation according to Goullart and Kelly is described as follows:



Source: Goullart and Kelly (1995: 6)

The process of mindset change or mindset according to Goullart and Kelly in Stimson (1996: 65) is as follows: "Reframe, addresses the corporate mind. It mean shifting a company's conception of what it is and what it can achieve. There are three chromosomes in reframing are achieving mobilization, creating the vision and building a measurement system ".

Based on the opinion Stimson (1996: 65) is then Reframing, defined as a view or mindset in the organization. The "Reframing" approach is a shift in organizational conception of how an organization can achieve its goals. An organization is sometimes hindered by a certain mindset so that the organization loses the ability to develop a mental model (mental model) that suits the demands of the organization. Through the approach of "Reframing" will open a new mindset in an effort to achieve organizational goals. The "Reframing" dimension consists of three elements called chromosomes, namely (1) achieving mobilization, (2) creating visions and (3) building a measurement system. Achieving Mobilization is a process that encourages the growth of mental energy needed to facilitate the transformation process. Mobilization includes efforts to foster motivation and commitment from the individual, team and organization level as a whole. In human biological terms, mobilization means collecting and channeling the mental energy needed to accelerate the transformation process.

III. METHOD

The research that will be conducted is qualitative research. The research method used in this qualitative research is descriptive method. This research method is used to find facts with appropriate interpretation and accurately describe the nature and action of group and individual phenomena. Selection of qualitative methods because researchers want to get a clear, basic description and bermanfaat how organizational transformation done by PT. Kereta Api Indonesia Persero. With qualitative research the researcher wants to gain a deep understanding of the object of research and the truth of intersubjectif that is the truth built from the fabric of various factors that work together, such as culture and unique nature of human individuals.

In qualitative research according to Creswel Researcher as key instrument or researcher is a key instrument. Qualitative researchers collect data themselves through documentation, behavioral observation or interviews with participants [2]. This opinion is the same as delivered by Saefullah that in qualitative research a researcher is an instrument of information research and the validity of the collected depends on the ability he possesses including experience and proficiency-filled research skills encountered in the area studied. In this context the position of the researcher must be critical, sensitive and always integrate with the community. Through techniques used such as participation observation conducted with in-dept interview and key person as well as making a workday record that covers various phenomena encountered in the field, as supporting instruments. Researchers can utilize cameras, notebooks, to-do books, tape recorders, maps and others that function as a tool in the process of collecting materials and

data utilization can be used by researchers to consider research processed from the perspective of emik and ethics so as to produce an illustration that is deep (thick description) and produce value or meaning (verstehen).

Changes in the views of product oriented to customer oriented this provides enormous implications for the company and employees of PT. KAI. This change causes the company to make many improvements to facilities, facilities and infrastructure, service system and how to serve. Meanwhile, employees are replaced by organizational culture and values, providing excellent service and fairness.

Changes in mindset, behavior is very fundamental, therefore culture as a guide of behavior should also be changed to follow the expected behavior in the transformation. In line with the opinion of Cummings and Worley the transformation of the Organization in the body of PT. KAI (Persero) also follows these assumptions. Where is PT. KAI has done the first stage of transformation is to change the mindset, the main set of employees at the stage of Reframe. Changes in mindset and mainset, as well as orientation continued by making changes Cultural Organization. The previous organizational culture was RELA (Friendly, Efficient, Fluent and Safe) in September 2011 was changed by relying on 5 Main Values; Integrity, Professional, Safety, Innovation and Excellent Service. Value Integrity, expect PT. Kereta Api Indonesia (Persero) acts in accordance with the values of the organization's policy and corporate code of ethics, has an understanding and desire to adapt to such policies and ethics and act consistently, although it is difficult to do so.

Cultural changes are also followed by changes in the logo of PT. KAI, Logo Image PT. KAI. the new one is as follows:

FIGURE 2
Logo PT. Kereta Api Indonesia (Persero)



Source: PT. KAI (Persero), 2015

This PT.KAI persero logo reflects the spirit of transformation and change that is and will take place in PT.KAI, this logo gives the message:

- a. 3 (three) curved lines symbolize the dynamic motion of PT. KAI in carrying out its mission vision.
- b. 2 The orange color line represents the process of Excellent Service (customer satisfaction) addressed to internal and external customers. The white arrow represents the value of integrity that must be owned by PT. KAI in realizing excellent service.

c. 1 (one) blue curved line symbolizes the spirit of innovation that must be done in providing added value to stakeholders. Innovation is done with the spirit of synergy in all areas and starting from the smallest thing so that performance can sped.

Changing the point of view, thinking patterns and perceiving all employees is not an easy thing to do. Therefore, it is necessary to mobilize all employees of PT. KAI Persero to be willing to change the pattern of thinking or how to view their old follow a new mindset.

Mobilization requires mental energy as a source of energy to perform the transformation process. Based on this opinion, then the mental of the employees is the foundation for the occurrence of such changes. Mental can also be realized in the form of the power of the soul and the maturity of the heart to make organizational transformation and accept all the possibilities that occur with the field of chest. Because however at the beginning of the transformation no one knows whether the transformation will work or not, whether the transformation of the organization changes the conditions better or vice versa. It is therefore necessary for people with mental steel to carry out this transformation.

PT. KAI Persero in the transformation so that really successful takes about 3 years, at that time the leadership and management PT.KAI Persero trying in various ways to change the mind set of employees of PT. KAI Persero. Beginning with socializing the focus of attention of PT. KAI up to increase the skills so that employees finally carried away the flow of transformation.

By turning into customer oriented, the attitudes, behavior of any employee to the train user must change. All passengers from economy class to executive class must receive excellent service. Essentially, each work value that the guidelines have has consequences on the attitudes, behaviors, way of employee work. Therefore, how to mobilize employees to implement these values on their work, their attitudes and behavior is crucial.

In order to mobilize employees to have the same mindset related to the company's orientation and Values of Work or a new Working Culture at PT. KAI Persero, has been done in various ways, among others:

- (1) Socialization, socialization of work values or organizational culture in PT. KAI is done in various ways. First, socialization is done at the time of briefing, training, training, at each activity is always given material related to
- (2) Work Values and orientation of PT. KAI Persero as train operator. Secondly, socialization is done on every morning apple on Monday, every Monday morning, before the activity of all employees of PT. KAI Persero must follow the morning apple. Third, socialization is done by displaying Logo, Values or Organizational Work Culture at the entrance of office or in office space. Fourth, through employee communication media such as tabloid "CONTACT" as communication media of PT. Kereta Api Indonesia Persero.
- (3) Through Exemplary Leadership, there is no denying that the success of Transformation PT. Kereta Api Indonesia Persero including changes in views or mindset of employees can not be separated from the role of leader. Leadership

Exemplary or Leading by Example is one way for employees of PT. KAI Persero want to do the transformation. Leaders do not just give orders, require employees to do A, B, C but he must provide a concrete example, concrete so that employees are not reluctant to follow. In addition through the leading by example, keteladan leadership in PT. KAI Persero is shown by routine field activities. Field activities were conducted in addition to the form of supervision, communication and coordination as well as an effort to bring the subordinates closer to their bosses. If the boss and subordinate relationships are good and close it will be easier for the leadership as a company representative to internalize new values and mobilize employees to apply those v (4) Reward and Puspishment, is one form of motivation for employees in the work, and may be able to mobilize employees to work in accordance with Values that hold by the company. Companies will give reward employees if they are achievers, loyal, integrity, innovative, discipline and others. Rewards are awarded in addition to bonuses, overseas comparative study opportunities as well as awarding events such as customer service award, technician award, cleaning service award and innovation and improvement award. Meanwhile punishment is given to those who break the rules, not discipline, make mistakes or neglect to work that results in accidents or the occurrence of obstacles to rail travel. Forms of punishment vary, ranging from calling / reprimand, suspension, transfer, demotion or withdrawal from office until dismissed. Giving sanctions or punishment is an attempt so that employees do not arrive at work, because they have rules and values that must be obeyed.

A. Creating Vision

Vision is the long-term goal of an organization. Creating an organization's vision must be tailored to the company's long-term orientation and objectives. Changes in vision in the framework of transformation is the result of an evaluation of poor corporate performance and low passenger satisfaction on rail transport. Therefore Vision PT. KAI has changed in line with the transformation of the Organization. Organizational transformation has changed the mind set and orientation of PT. KAI persero from product oriented to service oriented. This change also affects changes in the Vision and Mission of the Organization. Vision of PT. Kereta Api Indonesia Persero currently is "Becoming a Railway Service Provider Focusing on Customer Service and Fulfilling Stakeholders' Expectations". This vision is the result of the establishment of the Board of Commissioners and the Board of Directors in RJPP 2009-2013 through the Board of Directors No 14 / PR-000 / KA-2009. This note is the embryo of Organizational Transformation in PT. Kereta Persi Persero.

Vision organization of PT. KAI is formulated by the BOD (Board Of Director) with the assistance of a public consultant. Public Consultant involved in organizational transformation at PT. KAI is the Management Faculty of Economics and BISNIS UI (LM FEB-UI) and Price Waterhouse Consultant Office. The involvement of public consultants only in the first 6 months of the transformation is proclaimed. Nevertheless the basic idea of the vision is none other than the piminan PT. KAI at the time, namely

Ignatius Jonan. Jonan's station instilled brilliant innovation ideas for PT. KAI in the future. The vision is then brought to the Plenary of the Board of Commissioners and the Board of Directors for inclusion in the Company Long Term Plan (RJPP).

Mission is the way, the steps taken in order to achieve the Vision of the organization. Vision of PT. KAI is deployed on several missions: "Carrying out the rail business and its supporting business business through best business practices and organizational models to provide high added value to stakeholders and environmental sustainability based on four main pillars: Safety, Timeliness, Service and Convenience.

The mission has been implemented in a new organizational structure, with the Commercial Directorate, Infrastructure and Development, Logistics and Railway Assets. The achievement of the Mission is supported by 5 Values that become the Culture of the organization, namely: Professionalism, Integrity, Safety, Innovation and Excellent Service.

Organizational Transformation requires organizational readiness as well as changes in the manager's mental attitude and all employees. One important aspect of organizational transformation is building a standard of organization size or norm. Appropriate size standards are a prerequisite of achieving corporate strategies and programs, including corporate transformation. Company management can only assess the work / activities that are clearly defined. Limitations alone are not sufficient to be assessed, therefore, once the constraints are clearly defined, a measure of the success of a program or activity can be made, so that the achievement of the activity (program) can be evaluated from time to time.

In the implementation of the management of PT. KAI Persero divides performance measurement with 2 (two) main indicators, namely: Operational Performance and Service Performance (customer satisfaction).

1) Operational Performance

Operational Performance is an effort in order to achieve service performance. This operational performance is measured by how the implementer deals face to face with the customer. Achievement of operational performance is the responsibility of Directorate of Operations, Regional Leadership Operations (KADAOP) and Regional Division Leaders. Therefore, this operational performance aims to determine the extent to which 4 main pillars: safety, service, comfort and timeliness have been achieved. The description of the four indicators is as follows:

(1) Safety, in connection with the possibility of accidents that may result from railroad tracks, railways or due to the behavior and fitness of machinists when operating trains. Accidents can also be attributed to the inadequate number and design of the entrance to outer stations, or the height of platforms that are not the same as carriages.

(2) Services, including various factors such as ease of ticket booking, frequency of train travel, service up to midnight or weekends, staff friendliness and ease of obtaining information.

(3) Comfort, including travel smoothness, station cleanliness and train, toilet cleanliness, air conditioning,

adequate seating, seating availability in passenger lounge, absence of hawkers intrusion, order in queue and availability of parking area large.

(4) Timeliness, measured by the clarity of the scheduled departure and the arrival of the train, the suitability of travel time, the announcement of delay or cancellation of departure in case of delay or cancellation of train departure and the frequency of cancellation of the delay or cancellation of the train.

B. Service Performance

PT. KAI given to customers is divided into 3 (three) stages, namely: (1) pre purchase, (2) in purchase and (3) post purchase. The description of how the performance measurement at each stage is as follows:

Pre-Purchase, or stage before purchasing a ticket, the stage where prospective customers find out which mode of transportation they will use to plan their journey. At this stage the performance measured is by the availability of sufficient information related to train travel, the completeness and clarity of the communication channel if the prospect wants to know the train travel and the way of booking tickets, the information capability presents the railroad toll compared to other transportation services.

In Purchase, is the stage of commencing accessing the KAI online ticket or the ticket purchasing stage at stations or visiting a travel agent to purchase train tickets. Indicators at this stage include the ease of online ticket purchase process, the speed of service at the ticket purchasing counter, the hospitality of the officers at the ticket purchasing counter, the convenience of the ticket counter waiting room, the work of ticketing machines and ticket booking machines.

Post-Purchase, is the stage after ticket purchase. There are two conditions that may occur after consuming KAI services, first he is satisfied and re-use the train mode, the second he is not satisfied and switch to other modes of transportation. Therefore at this stage the performance measured is related to customer satisfaction on service, the indicator is as follows:

- a. Availability, is the range of services, in terms of geographical, frequency, time and mode of transport
- b. Ease of use (Accessibility), ie ease of access, including up / down (to the means), alignment with the transport network
- c. Information, clarity on means and schedule of operations.
- d. Timeliness, time aspect is very important for customers to plan their activities.
- e. Customer Service, the availability of services that may be required include opportunities for complaints.
- f. Comfort, order, cleanliness, free from noise and others that make train travel comfortable.
- g. Safety, safety and security for customers during the trip.
- h. Impacts on the environment, environmental disturbances such as pollution, noise, waste and so forth.

In addition to view from these two indicators Management PT. KAI Persero also compiled the Key Performance Indicator (KPI) on 3 perspectives, namely: (1) Finance, (2) Services, and (3) Internal Business Process.

Key Performance Indicator At PT. KAI Persero are :

1 Finance a. Effective management of transport and non-transport revenue

b. The revenue target is one of the indicators of the higher operating performance, in which the income is the portrait of the final result to be achieved. The higher the revenue target, the higher the weight will be achieved

2 Service c. Growth in the volume of passengers and goods is one important element in determining income growth. The higher the growth of passenger and goods volume the better

d. The accident rate is a quantity indicating the number of accidents per PnpKm + TonKm. The lower the accident rate the better.

e. Number of new product launches. The more new products the better.

f. Number of cooperation with other transport operators. The more the number of cooperation the better.

3 Internal Business Process g. Average time slowness of passenger and freight trains and Timing circulation of carriages (WPG). The shorter the achievement time the better.

h. The effectiveness of maintenance is the ratio between maintenance cost to the preparedness of facilities and infrastructure maintained. The higher the readiness of facilities and infrastructure the better the achievement

i. Locomotive disturbance level per million Km-KA. The lower the fatality rate the better.

j. Level of interference Sync per KA frequency. The lower the disturbance level the better.

k. The amount of Taspat, the lower the taspat number the better.

l. Number of certified land (million m²). The more the number of certificates the better.

m. Human resource productivity is the ratio between the amount of income to the number of employees. The higher the productivity of human resources, the higher the weights are achieved

n. The cost of developing human resources is the ratio between the cost of human resource development to the number of employees

Source: PT. Kereta Api Indonesia (Persero)

The two basic measurements ,, indicate that PT. KAI is committed to delivering service satisfaction and becoming a professional, efficient and effective organization. These three indicators have been used to measure performance in PT. KAI.

IV. CONCLUSION

1. Reframe, or rearrange the mindset pattern, refers to the change of the employee's mind set. Changes in the mindset that has been done is to change the orientation of the original company oriented to the product to be service-oriented and customer. Change mindset is also done by changing the old organizational culture "RELA" (Friendly, Efficient, Current, Safe) with 5 Value PT. KAI Integrity, Professional, Safety, Innovation and Excellent Service has successfully brought PT. Kereta Api Indonesia is a safe, convenient and timely transportation.

2. Mobilization of employees is conducted with socialization, training, corporate rituals such as ceremonies

every Monday morning, applying leadership style leading by example, promising improvement of the reward system and the application of sanctions with fair.

3. Creation of vision is based on a service oriented orientation. The orientation change is followed by changing the old organizational culture "RELA" (Friendly, Efficient, Current, Safe) with 5 Value PT. KAI Integrity, Professional, Safety, Innovation and Excellent Service has successfully brought PT. Kereta Api Indonesia is a safe, convenient and timely transportation.

4. Measurement Instruments used to measure the performance of PT. KAI there are two, namely: Measuring Service Performance and Operational Performance. Service performance is measured by indicators: Service coverage, Convenience, Information, Timeliness, Service delivery. Measurement of operational performance with Key Performance Indicators on Internal Services, Finance and Business Processes.

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