**Audit Komunikasi tentang Sosialisasi Reorganisasi
Museum dan Cagar Budaya Unit Warisan Dunia Borobudur**

Abstrak

Perubahan organisasi yang terjadi pada Museum dan Cagar Budaya Unit Warisan Dunia, menimbulkan kecemasan dan ketidakpastian para pegawai terutama pada masa transisi perubahan organisasi. Salah satu penyebab kecemasan dan ketidakpastian menyebabkan kegagalan komunikasi. Penelitian ini bertujuan untuk mengaudit proses sosialisasi perubahan organisasi di Museum dan Cagar Budaya Unit Warisan Dunia Borobudur beserta hambatan yang terjadi pada proses sosialisasi sekaligus memberikan rekomendasi. Jenis penelitian adalah penelitian evaluatif dengan menggunakan metode kombinasi atau *mixed method*. Teknik pengumpulan data menggunakan pengamatan langsung, wawancara, dokumentasi, dan kuesioner. Hasil penelitian menunjukkan proses komunikasi dalam sosialisasi reorganisasi telah berjalan dengan baik dimana efektivitas sosialisasi berada pada prosentase 77,75 % dari kriteria yang ditetapkan. Kredibilitas komunikator memiliki kelemahan pada parameter dinamis dan karisma. Pesan sosialisasi memiliki kelemahan pada keutuhan, relevansi, kejelasan, dan kepekaan serta belum bisa memenuhi kebutuhan pegawai mengenai perkembangan informasi perubahan organisasi. Efek sosialisasi para pegawai merasa kecewa terhadap perubahan organisasi tetapi tetap menerima perubahan organisasi. Hambatan komunikasi adalah kecemasan dan ketidakpastian karena keterbatasan informasi dan belum mampu memenuhi kebutuhan pegawai. Hambatan lain adalah perbedaan persepsi dan prasangka negatif. Rekomendasi peneliti adalah pembentukan tim transisi perubahan organisasi yang didalamnya terdapat anggota-anggota unit organisasi yang mengetahui permasalahan di unit masing-masing, memaksimalkan fungsi jaringan organisasi agar informasi perubahan cepat terdistribusi dan meminimalkan perbedaan persepsi, dan peningkatan kompetensi bagi pimpinan organisasi terutama mengenai manajemen konflik.

Kata Kunci : Audit Komunikasi, Perubahan Organisasi, Museum dan Cagar Budaya

Communication Audit on the Socialization of Reorganization Borobudur World Heritage Unit Museum and Cultural Heritage

Abstract

Organizational changes that occur in the Museum and Cultural Heritage Unit of the World Heritage Centre cause anxiety and uncertainty for employees, especially during the transitional period of organizational change. One of the causes of anxiety and uncertainty is communication failure. This study aims to audit the socialization process of organizational change at the Borobudur World Heritage Museum and Cultural Heritage Unit, identify the obstacles that occur in the socialization process, and provide recommendations.his type of research is evaluative research using a combination method or mixed method. Data collection techniques include direct observation, interviews, documentation, and questionnaires. The results showed that the communication process in reorganization socialization has been going well, with the effectiveness of socialization at a percentage of 77.75% of the established criteria. The credibility of the communicator has weaknesses in the dynamic and charisma parameters. Socialization messages have weaknesses in integrity, relevance, clarity, and sensitivity and have not been able to meet the needs of employees regarding the development of organizational change information. The effect of socialization is that employees feel disillusioned with organizational change but still accept it. Communication barriers include anxiety and uncertainty due to limited information and not being able to meet employee needs. Another obstacle is the difference in perception and negative prejudice. The researcher's recommendation is the formation of an organizational change transition team in which there are members of organizational units who know the problems in their respective units, maximizing the function of organizational networks so that change information is quickly distributed and minimizes differences in perceptions, and increasing competence for organizational leaders, especially regarding conflict management.

Keywords: Communication Audit, Organizational Change, museums, and Cultural Heritage