



Organizational change in educational institutions

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ABSTRACT

Organizational change is the current state towards the expected future state in the organization. Organizational changes in educational institutions are a sign that organizations must be able to develop. Change is one of the most critical aspects of effective management. Changes in organizations do not always take place smoothly, most face resistance, both from individual, group and organizational levels. Therefore, change needs to be recognized, understood, managed and created to improve performance and achieve expected goals, both by individuals, groups and organizations. Human resources need to be prepared to accept and implement the change themselves. Organizational changes are often needed to stimulate performance and maintain competitiveness and existence within the organization. But sometimes change can trigger resistance challenges within the organization itself. various resources and efforts are needed to suppress possible obstacles that will arise in the future. This research uses qualitative studies and literature in collecting research data. Effective change management involves good communication, involvement of organizational members, monitoring progress, and managing changes in a gradual and planned manner to minimize negative impacts.

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INTRODUCTION

The reason is that human life and societies are surrounded by constant change. On the one hand, external factors drive change, on the other hand, change is seen as an internal necessity. In organizations, there is chaos and strong motivations to keep moving forward. Dynamics is a dynamic process like interaction between people. According to Slamet Santoso in Nandang Rusmana, dynamics is the way in which citizens influence other citizens in the same way. Dynamics is the interaction and relationship between the members of one group and the members of the group as a whole (Siagian, 2015). Change is something that cannot be avoided because of strong external forces and because of internal needs. Change also has the potential to encounter resistance, both individual and organizational (Siagian, 2015).

The resulting organizational change must be accompanied by organizational goals to be achieved. Organizational change must be able to occur and be implemented by all individuals in the organization. The key to success is embracing change. That is to say, constantly working hard

to find all kinds of ways to improve (Wibowo, 2012). Change is always necessary so that people in organizations can continue to move and adapt. Basically All flaws in the organization Especially because of the 'moving' of the individual. These are all possible improvements that lead to a better situation (Pratiwi & Aslami, 2022).

Educational institutions, such as schools, are dynamic work institutions, where changes in the organization are very possible to occur (Wibowo, 2012). The organizational changes that will definitely occur can make the school community prepare to face changes in the direction of improvement (Rusmana, 2012). It is hoped that organizational changes in education will be able to make the organization more solid and maintain harmony in change management. The author hopes that this research can contribute to increasing the effectiveness of the education system, adapting it to developments with the times, technology and community needs. With change, people can further improve their skills and competitiveness

RESEARCH METHODOLOGY

The method used by the author in this research is the Qualitative method. This method views social reality as something complete, complex and dynamic. The final result of qualitative research is not just producing data or information, but producing accurate and meaningful data and information so as to obtain a hypothesis that is used to solve the problem (Sugiyono, 2017).

Qualitative data analysis involves the process of understanding, classifying, and interpreting data obtained through qualitative research methods(Sugiyono, 2017). It is also important to maintain the integrity and legitimacy of qualitative data analysis by involving processes such as triangulation, namely comparing the results of the analysis with additional data or involving other researchers to verify or discuss research results. Qualitative data analysis involves the process of understanding, classifying, and interpreting data obtained through qualitative research methods. It is also important to maintain the integrity and legitimacy of qualitative data analysis by involving processes such as triangulation, namely comparing the results of analysis with additional data or involving other researchers to verify or discuss research findings. This method of writing scientific papers consists of literature study (D. Nurdin, 2021). Library study is a series of activities related to library data collection methods, reading and note-taking, as well as managing research materials. The author can collect data obtained by searching for materials from various literature in the form of library books, modular books and information carriers (the Internet) that are related to this scientific work(Hadi, 2020).

RESULTS AND DISCUSSIONS

Preparing for Organizational Change

Change for an organization is an inevitability that must and certainly will happen. Change is a planned or unplanned response, which occurs as an effort to adapt an organization to the environment and the different rules that cover it (Hakim & Sugiyanto, 2018). Changes also occur to respond to various issues, opportunities, and threats that affect the organization directly and indirectly, which will universally affect the existence of the organization for the communities it serves(Samsu, 2019). A dynamic organization will continually bring about change through good change management, including planned changes, as well as the ability to overcome pushback and resistance.

Harvard in Wibowo, 2012, stated that change cannot necessarily be achieved without extensive preparation. Most failures to change are because conditions are not ready to make changes. The conditions necessary to support change are: 1. Leaders are respected and work efficiently. Bad leaders are usually not appreciated and cannot work effectively. They can't retain good workers and can't motivate them to stay(Pratiwi & Aslami, 2022). 2.People feel personally motivated to change. Motivation results from genuine dissatisfaction with a condition and a strong

desire to change something for the better. 3. Leads to efficiency. Basically, changes made by an organization aim to increase organizational effectiveness with the aim of improving the organization's ability to adapt, cope with environmental changes as well as changes in behavior of members of the organization (D. dan B. I. Nurdin, 2018). Organizational changes can encourage someone to be able to be competitively superior. Careful preparation for the change process needs to be done. In the world of education changes will definitely occur. Preparations made include: a) Prepare superior resources in terms of technology. Technology will continue to develop, and of course we cannot stop the pace of this technology. What you have to do is be technologically literate and not be left behind by developments with the times. b) A curriculum that adapts to current developments. The curriculum is dynamic and able to provide the knowledge and skills needed today. c) Educators who are proficient in technology and teaching. Current learning is more focused on student orientation which is able to increase creativity and innovation

Change Planning Process

Small-scale technical changes are usually planned relatively quickly and may not require extensive consultations involving everyone in the organization (Hunter, 1998). However, it would be dangerous to achieve large-scale change, especially when people's attitudes and behaviors become the main focus of the change process (Alauddin et al., 2022). It is for this reason that the success of most organizational changes depends on the commitment and involvement of everyone who is interested in and affected by the change (Sahadi et al., 2022). It is therefore necessary to put in place a change process as follows: a) Establish a change management team (form a change management team). To maintain organizational continuity, teams must assume their responsibilities as soon as the need for change arises. Everyone in the organization understands their respective role in the organization (Morrison, 2001). b) Management structure. Larger change projects, especially organizational transitions, are broad in scope, focused, and have a high degree of ambiguity. The existing control and reporting system is still considered incapable of handling it. Therefore, effective reporting and management structures must first be put in place to provide guidance, support and resources (Rifani & Pohan, 2019). c) Business planning. Concerning the construction of programs in change. When planning activities, it must be carefully considered and must have senior management approval, be cost effective and responsive if feedback is received during the change process (Golembiewski, 2018). d) Engagement planning. It is an activity that involves identifying individuals and organizations committed to change and determining how to obtain support. e) Audits and post-audits. It is important to track progress and see how well goals have been achieved. This allows plans to be modified based on experience. The more uncertain and vague a change process is, the more periodic reviews are necessary (Yasa et al., 2021). After changes or when certain important events occur, a post-audit should be carried out: a. show that the objective has been achieved; b. to ensure lessons can be learned for future projects. f) Training. It is a key element of any change and takes many forms (Zega et al., 2022). What is true is about improving skills. Training aims to provide organizational members with the skills needed to make changes. The desire to enable them to have the capacity to continually improve.

Implementation of Changes

The steps that can be taken to implement change according to Harvard Business Essential in Wibowo (2012) are: a) Obtain the support and involvement of key people (obtain the support and involvement of important people in the organization). Implementation will go more smoothly if it is supported by important people within the organization (Rothwell et al., 2015). Not just the leader and his environment. The support of all members of the organization should be noted. Obtaining support is necessary to build an effective team in change and working together to achieve set goals (Golembiewski, 2018). b) Develop a solid plan. Although a vision guides and inspires organizational members during change, organizations must also plan what to do, when

and how to do it (Firmansyah et al., 2022). This plan should map out the business, detailing everything from its inception to when it can achieve the organization's goals (Zega et al., 2022). c) Support the plan with consistent behaviors. Once the need for change has been conclusively defined and broad support has been achieved, this support must be maintained through a consistent set of behaviors (Ratnani et al., 2021). Inconsistency in making bad changes shows that the organization is not serious about implementing change and is not interested in making improvements (Ratnani et al., 2021). d) Celebrate milestone achievements. Celebrate success when organizational change is consistent with objectives. This will have an impact on the morale of members of the organization, including: a. neutralize skeptical attitudes towards change, b. shows the fact that the sacrifice and hard work of everyone in the organization (Sahadi et al., 2022). e) Communicate tirelessly. Communication is the most effective tool for motivating members of an organization, overcoming resistance to initiative. Effective communication can define a change agenda and is essential to its implementation from the start (Dewi Ayu Wisnu Wardani, 2023)

CONCLUSION

Inherently, human and organizational life is subject to continuous change. On the one hand, there are external factors that encourage change, on the other hand, change is felt as an internal need. We must therefore understand change in order to reduce the pressure of resistance to change. Resistance is normal and can be overcome.

All organizations face dynamic and changing environments. An organization's external environment tends to be the driving force for change. On the other hand, organizations internally feel the need for change. Therefore, every organization faces the choice between changing or dying under the pressure of change. This research is still very limited as the research only covers one educational institution. Apart from that, the focus of research is only on organizational change in educational institutions, which is not yet fundamental, such as connecting organizational change and organizational culture, for example. It is hoped that further research will be able to provide more heterogeneous knowledge in the relationship between organizational change, work climate, organizational culture and organizational commitment in educational institutions.

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