



CHANGE MANAGEMENT STRATEGY AT DARUL FALAH SMP BANDAR LAMPUNG

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Abstract:

Change management in education is a strategy designed to deal with various challenges arising from the development of the times, policy changes, and the needs of society. This study aims to explore the implementation of change management as an effort to improve the quality of education in formal institutions, by focusing on the planning, implementation, and evaluation stages of change. The research approach used is qualitative descriptive, with data collection techniques through in-depth interviews, participatory observations, and documentation studies. The focus of this research involves identifying key elements that affect the success of change management, such as transformational leadership, active participation of stakeholders, readiness of educators and learners, and strategies to manage resistance to change. The results show that the successful implementation of change is highly dependent on strategic planning, open and transparent communication, continuous training for educators, and cross-sector collaboration. Leaders who are able to inspire and empower the team are an important factor in driving change in a positive direction. In addition, resistance to change can be minimized by building collective awareness of the long-term benefits of each new policy implemented. Institutions that have an adaptive learning culture tend to be better prepared to face change and are able to create innovations that contribute to improving the quality of education. This research makes a significant academic contribution by presenting a conceptual and applicable framework for the implementation of change management in the context of education. Thus, these findings are expected to be a guide for educational institutions and stakeholders to design sustainable change strategies. This study emphasizes that with the right approach, change management not only improves the quality of learning, but also supports the achievement of national education goals in creating superior and competitive human resources.

Keywords: *Change Management, Educational Strategy*

INTRODUCTION

Change is an integral part of organizational sustainability amidst the dynamics of an ever-evolving business environment. Change can arise in response to external pressures such as technological advances, regulatory changes, or customer needs, as well as internal pressures such as the need to improve operational efficiency or organizational culture. In this context, change management becomes a crucial element to ensure an effective and sustainable transition.

Change management not only includes adapting to change, but also involves strategic planning to mitigate risks, optimize opportunities, and manage

resistance among stakeholders. An effective change management strategy allows an organization to remain competitive, relevant, and innovative, while ensuring a balance between business needs and the well-being of individuals within the organization.

This article discusses various approaches, models, and strategies in change management, with a focus on how organizations can design and implement change in a planned manner. In addition, this research also explores factors that influence the success of change management, such as the role of leadership, effective communication, and employee involvement.

Through a deep understanding of change management strategies, organizations are expected to be able to face the challenges of change with more confidence, create added value, and achieve their strategic goals. Change management in education is a strategy designed to face various challenges arising from current developments, policy changes, and community needs. This research aims to explore the implementation of change management as an effort to improve the quality of education in formal institutions, by focusing on the planning, implementation and evaluation stages of change. The research approach used is descriptive qualitative, with data collection techniques through in-depth interviews, participatory observation and documentation studies. The focus of this research involves identifying key elements that influence the success of change management, such as transformational leadership, active participation of stakeholders, readiness of teaching staff and students, as well as strategies for managing resistance to change.

The research results show that the success of implementing change is highly dependent on strategic planning, open and transparent communication, continuous training for teaching staff, and cross-sector collaboration. Leaders who are able to inspire and empower teams are an important factor in driving change in a positive direction. In addition, resistance to change can be minimized by building collective awareness regarding the long-term benefits of each new policy implemented. Institutions that have an adaptive learning culture tend to be more ready to face change and able to create innovations that contribute to improving the quality of education.

This research makes a significant academic contribution by presenting a conceptual and applicable framework for implementing change management in an educational context. Thus, it is hoped that these findings can serve as a guide for educational institutions and stakeholders to design sustainable change strategies. This research confirms that with the right approach, change management not only improves the quality of learning, but also supports the achievement of national education goals in creating superior and competitive human resources.

RESEARCH METHODS

This research uses a qualitative case study approach where researchers conduct direct observations in the field to gain a deeper understanding of the phenomena that occur. The focus of this research is managing changes in the educational management of Darul Farah Middle School by examining the signs and changes that occur in the educational management of Darul Falah Middle School.

The data collection technique used in this research is: Interview: Researchers conducted interviews with a number of stakeholders regarding the topic of change management in the education management of Darul Falah Middle School. Observations Researchers directly observed the process of changes made by managers and teachers to the organizational structure, including: classroom

layout, learning management meetings and other related activities. Documents Researchers have access to a variety of documents, including photos, archives, files documenting changes such as class changes, and documents documenting

Three main steps of the management process: data reduction, data presentation, and drawing we have collected documents and conclusions. The aim of this research is to use these methods to more clearly understand the process of change in educational management at Darul Falah Middle School.

RESULTS AND DISCUSSION

Strategy, according to the Big Indonesian Dictionary (KBBI), is war tactics or the science of how to fight. Apart from that, strategy can also be understood as a mature plan to achieve specific goals, especially in a military context during war. Strategy is always closely related to a commander who must plan steps to defeat the enemy and achieve victory. However, there are also those who argue that tactics are an art. Potter (1998) states that tactics are an art and science that includes making, implementing, and evaluating strategic decisions between functions, which enable an organization to achieve its goals in the future. Some experts provide different definitions of tactics. According to Stuart Wells (1998:53), strategy is the science of planning and assigning large-scale military operations, especially those involving maneuvering forces to achieve strategic positions when facing an enemy. Meanwhile, Nanang Fattah & H. Mohammad Ali (2008:2.37) define tactics as conceptual, realistic and comprehensive thinking regarding the steps needed to achieve the goals that have been set.

Chandler in J. Salusu (2004:88) states that tactics are the setting of long-term goals for an organization, followed by the use of a series of actions and the allocation of resources needed to achieve them. Kenichi Ohmae (1982:91) defines tactics as an organization's efforts to differentiate itself from competitors by utilizing internal strengths to better meet customer needs. Learned, Christensen, Andrews, & Guth in J. Salusu (2004:90) consider tactics as a pattern of goals, intentions, targets, generic policies, and plans to achieve these goals. Meanwhile, J. Salusu (2004: 101) considers tactics as the art of using organizational skills and resources to achieve its goals through effective relations with the environment, on the most favorable terms.

A change management strategy in education is a planned and systematic approach, designed to manage the transition process from current conditions to desired conditions in various aspects of education, such as policy, curriculum, teaching methods, technology, or organizational culture. This strategy involves identifying the need for change, planning implementation steps, involving stakeholders, and handling resistance to change, with the main aim of improving the quality and relevance of education to face future challenges and assessing its impact on all elements of the education system, improvements and opportunities. which exists.

The word "management" comes from English and is translated in Kamars (2004:220) as "Management is a distinct process consisting of planning, organizing, actuating, and controlling, performed to determine and accomplish stated objectives by the use of human resources." This means that management is an inseparable process that includes planning, organizing, implementing and controlling carried out to achieve predetermined goals by utilizing human and other resources. Mondy and Premaux in the same book state that management is a process that involves the efforts of other people in completing work. Meanwhile, Mary Parker Follet in Mamduh M. Hanafi (1997:7) defines management as the art of achieving things through other people (the art of getting things done through others), which means that management is not individual work, but

rather collaboration with other people. to achieve common goals. Hersey & Blanchard (1982:3) define management as a process of collaboration with individuals or groups to achieve organizational goals, which is applied in all types of organizations. Different from others, Hani Handoko (1984: 8) said that management is the process of planning, organizing, directing and supervising the activities of organizational members as well as the use of other organizational resources to achieve predetermined goals. According to Malayu S.P. Hasibuan (2003:1-2), management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve predetermined goals.

Prajudi Atmosudirdjo (2004:22) defines management as controlling and utilizing all factors and resources originating from planning to achieve predetermined work goals or targets. Meanwhile, Sagala (2005:26) defines management as activities that mobilize people and all facilities to achieve cooperative goals. In other works, Sagala also defines management as the process of utilizing organizational resources through planning, organizing, activating and controlling functions by utilizing all available potential to achieve organizational goals effectively and efficiently.

Change often occurs without realizing it. Change has benefits for the survival of the organization, because without change, the organization will not be able to survive for long. Changes aim to keep the organization dynamic in line with current developments, such as technological advances and increasing public awareness about the need for quality services. Planned changes are changes that are carried out intentionally or even engineered by management, while unplanned changes occur due to developments (Developmental Change) or suddenly (Accidental Change). Systems more often make deliberate changes and are driven by the desire to improve.

Changes in organizational size and structure: Usually, these changes are accompanied by a reduction in the size of the organization (downsizing) and outsourcing. Restructuring tends to result in flatter, team-based organizations, and outsourcing is done to attract professional staff to improve organizational performance.

Changes in the administrative system: These changes aim to increase efficiency, change the school's perspective, or gain power within the organization, with the aim of making the organization more competent.

Use of new technology: New technological changes are developing rapidly and impacting the way employees work in organizations.

Even though change management is a strategic step taken by education managers to improve the performance of the organization (SMP Darul Falah) that they manage, the aim of these changes is to improve and improve the quality of education management in accordance with the vision and mission that has been set. Coffman and Lutes state that change management is an approach used by organizations to assist leaders and members in updating organizational performance to achieve desired goals (Purnomo & Warsino, 2017).

"He regulates all affairs from heaven to earth, then (those affairs) ascend to Him in a day that is a thousand years long according to your calculations."

Furthermore, the change management steps implemented by the new management of Darul Falah Middle School, which refers to John Kotter's organizational change management theory, are as follows:

Termination Stage

At this stage, the policies or regulations that have been implemented by the previous management are replaced with new policies. The new manager does not immediately delete the old policy, but updates it. For example, in learning management, which was previously carried out by the same teacher in each study group, is now changed by dividing the study group into two parts, with one teacher teaching in each group based on the teacher's educational background (diploma). John Kotter states that at this stage, organizational leaders look for new ideas about the changes that will be made and socialize them to all members of the organization (Kosasi, 2011)

Neutral Stage or Initiation of Change

At this stage, the leader considers the changes that will be implemented in the organization. John Kotter explains that at this stage, leaders begin to put forward new ideas by referring to trustworthy sources, such as experts or organizational practitioners who have good systems (Kosasi, 2011). The new management of Darul Falah Middle School took two strategic steps: a. Evaluation of Organizational Performance The new management evaluates the performance of the old organization through comprehensive monitoring and assessment. Monitoring is carried out on physical aspects, such as classroom conditions, and evaluation is carried out on non-physical aspects, such as teachers' ability to teach and students' ability to read and write. At this stage, leaders dig up information about things that need to be changed or maintained (Mustopa, 2020). b. Determining Changes Based on the performance evaluation, the new manager determines the changes needed in the organization. There are four main aspects that have undergone changes, namely the vision, mission and educational objectives of Darul Falah Middle School; classroom management; learning management; as well as assessment of student learning outcomes. The aim of this change is to bring the organization in a more optimal direction and in accordance with the vision that has been set. Organizational change management is the process of redesigning an organization's structure, culture and resources so that its performance is more efficient and effective (Lazuardi, et al., 2020).

At this stage, the leader begins to implement new policies or systems that have been formulated jointly between the leader and his subordinates (Kosasi, 2011). At Darul Falah Middle School, the new management implemented the following strategic steps:

New Policy Planning

Managers begin to plan new policies or rules that will be implemented, according to the aspects of education that need to be changed. This change aims to provide new direction and goals for Darul Falah Middle School in accordance with the new vision and mission, as well as educational goals for middle school level in general. At this planning stage, leaders need to collect relevant information regarding the changes to be made and carry out an in-depth analysis of existing problems so that change objectives can be formulated precisely and in a targeted manner (Mustopa, 2020).

Create a New Policy

At this stage, the new manager decides the policies or regulations that will be implemented in the organization in accordance with the changed educational aspects. Leaders must overhaul or replace several old policies to form new policies that are more in line with the goals of change (Mirfani, 2016). Some of the changes made in the educational aspect at Darul Falah Middle School are as follows:

Aspects of Vision, Mission and Educational Goals

Vision is the ideals or goals that an organization wants to achieve within a certain time period, while the mission is the steps that must be taken to achieve

that vision. Kotler explains that a vision is a statement about the ideals, values and goals that an organization must achieve (Muslim, 2017). The new vision of Darul Falah Middle School is "Helping Children Achieve Personal Development who are Moral, Active, Creative and Intelligent." The new mission of Darul Falah Middle School is to organize active and creative learning, develop a curriculum according to children's development needs, create a conducive school climate, and increase the competence of teaching staff. The new goal of Darul Falah Middle School is to educate the nation's quality generation, prepare students for the next level of education, and form professional teaching staff.

Aspects of Class Management

Class management is the process of arranging the class by the teacher to create an effective learning atmosphere. The new administrators of Darul Falah Middle School changed the classroom layout and equipment to create an atmosphere that is safe and conducive to learning. Class management is carried out to maximize the use of class facilities so that learning can take place well (Erwinsyah, 2017).

Aspects of Learning Management

Learning management is the arrangements made by teachers and school principals to create a good learning process. The new management of Darul Falah Middle School divides classes according to study groups and student ages and establishes Islamic religious learning policies, such as learning to read the Koran, memorizing prayers, and practicing ablution and prayer. This policy aims to shape students' Islamic character in accordance with the vision and educational goals of Darul Falah Middle School.

Aspects of Children's Learning Assessment

The new management provides a policy of giving homework assignments to students at least once a week, in order to maximize student learning outcomes. Assessment is a process for measuring and assessing student learning outcomes in order to achieve predetermined educational goals (Juhairiyah, 2017).

Identify The Need For Change

The first step begins by analyzing the internal and external conditions of the organization to identify the problems underlying the need for change. This process aims to understand the reasons why change is necessary. Tools such as SWOT (Strengths, Weaknesses, Opportunities, Threats) and PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis can be used to explore existing challenges and opportunities, which will then help determine clear change goals.

Planning a Change Strategy

Once the need for change is identified, the next stage is to design a strategy to achieve it. This planning involves establishing a vision of change, specific goals, and the necessary resources. This strategy should also include risk analysis as well as mitigation measures to reduce the possibility of failure during the implementation process.

Communication and Socialization of Change

Clear and open communication is critical to supporting successful change. At this stage, the organization needs to convey the reasons, benefits and impact of the change in a way that is easily understood by all relevant parties. Change leaders need to adopt a two-way dialogue approach to ensure that employees feel valued and participate in the change process.

Implementing Change

Implementation is the stage where the plans that have been prepared begin to be implemented. In this phase, it is important to ensure that all parties involved have the support they need, including training, resources, and clear

instructions. Direct monitoring is also needed to ensure that implementation goes according to plan.

Dealing with Resistance to Change

Resistance to change often arises from anxiety and discomfort. Organizations need to understand the source of this resistance and address it with an empathetic approach. Providing emotional support, listening to concerns, and offering relevant solutions can help reduce psychological barriers to change. After the changes are implemented, an evaluation is carried out to assess the extent to which the changes are successful based on the performance indicators that have been set. The results of this evaluation will show areas that have been successful as well as areas that need improvement. If necessary, strategies can be adjusted to ensure changes remain relevant and sustainable to organizational goals.

The final step is to integrate changes in the organization's culture and processes. The goal of this integration is to ensure that changes become part of the new way of working implemented, rather than just a temporary change. In addition, organizations can learn valuable lessons from the experiences they have gained during the change process.

Key Challenges In Change Management Resistance To Change

One of the biggest obstacles to change management is resistance from employees, caused by the disruption to their routines and the resulting sense of uncertainty. To overcome this, it is important to explain the reasons and benefits of the change. Employees must be involved in the change process by providing space for their input and responding to concerns as they arise. Proper training and support is also important to help them adapt. Without strong support from leaders, employees may not take change seriously or be motivated to adapt. To overcome these challenges, it is important to ensure that leaders at all levels of the organization support the change. Leaders must demonstrate their commitment and actively communicate the importance of change to all employees.

Without clear goals, it is difficult to measure the success of change. Therefore, it is important to define change goals as specific, measurable, achievable, relevant, and time-bound (SMART). Additionally, these objectives must be clearly communicated to all stakeholders and reviewed and updated periodically as needed. Poor or ineffective communication can lead to confusion, rumors, and rejection. Therefore, it is important to have a clear and consistent communication plan. Multiple communication channels, such as email, meetings, or intranet, can be used to ensure changes are communicated well, as well as providing regular updates and responding to existing questions or concerns. Engaged employees are more likely to accept change and contribute positively to its implementation. To ensure buy-in, it's important to involve employees from the start, listen to their input, and provide opportunities for them to play a role in the change. Recognition of their achievements and ongoing support are also very important.

Changes often require additional resources, such as staff, budget, or technology. Organizations can face the challenge of limited resources, which can hinder the implementation of change. Therefore, it is important to evaluate the resources needed and ensure their availability, as well as explore alternatives such as outsourcing or collaboration with other parties.

Change fatigue can occur when employees feel overwhelmed by too many changes occurring simultaneously or in a short time. This can lead to resistance and decreased productivity. To overcome this problem, it is important to plan the timing and sequence of changes carefully, avoid implementing excessive changes, and allow sufficient time to adapt.

Change management requires a clear division of roles to ensure that everyone is accountable for their actions. Without clear divisions, confusion and inefficiencies can arise. Therefore, it is critical to define each individual's roles and responsibilities, set clear expectations, and provide training and support so that everyone understands their contribution to the change management process.

CONCLUSION

Change management is an important component in maintaining organizational relevance and sustainability, especially in the education sector which continues to face environmental challenges and dynamics. This process requires a planned strategic approach, starting from identifying the need for change, formulating strategies, involving stakeholders, to managing resistance to change. Successful change management not only depends on careful planning, but also on leadership that is able to inspire and encourage collaboration across all elements of the organization.

In the context of educational institutions, effective change management strategies involve the use of technology, innovative work methods, and continuous evaluation. Change models such as Lewin and Kotter provide frameworks that can help organizations design and implement transformation systematically. In addition, active involvement of all parties in the organization is the key to overcoming obstacles, increasing commitment, and ensuring successful implementation of change. By implementing comprehensive and adaptive strategies, educational institutions are not only able to overcome the challenges of change, but also create opportunities to develop into organizations that more innovative and competitive. Therefore, change management must be seen as a long-term investment that supports the achievement of educational goals in the modern era.

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