



## CHANGE MANAGEMENT IN FOUNDATION ISLAMIC RELIGIOUS HIGH SCHOOLS KALIANDA DEVELOPMENT, SOUTH LAMPUNG

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### Abstract:

Educational organizations will experience changes. This also happens in educational institutions such as STAI YASBA. Change management at STAI YASBA cannot be separated from leaders who have a visionary leadership style whose management has a spirit of implementing change. Organization members have a high commitment to implementing change and are able to maintain and develop change. However, this does not mean that the change management carried out does not have obstacles, but there are quite a few problems that hinder the change from taking place. This is what attracted the author's attention to further research regarding change management at STAI YASBA. This research aims to: 1) find and describe the identification of changes; 2) find and describe change planning; 3) find and describe the implementation of changes; 4) find and describe the evaluation of changes. This type of research is qualitative with a descriptive approach based on case studies. Data collection techniques use observation, interviews and documentation. Data analysis uses Miles and Huberman's theory through three stages, namely data reduction, data presentation and drawing conclusions or data verification. The research results show that there are four stages of change management implemented by STAI YASBA, the stages carried out are; 1) identify changes by means of leaders observing members' performance results and holding regular meeting activities; 2) planning change by determining the means and capabilities to change social change, social order and organize social change; 3) implementation of change with three phases, namely unfreezing, action (change) and determination (refreezing); 4) evaluate changes by holding meetings to gather opinions and discuss the implementation of changes to provide alternative solutions.

**Keywords:** *Change Management, Higher Education*

### INTRODUCTION

Social phenomena in the era of globalization are increasingly emerging, shifts in people's lives have occurred in all corners of the world without knowing borders, this is all because of change. Convince each of us that change will definitely happen. So that changes occur for the better, the rationale for management's invitation is directed at controlling these changes. For this reason, in facing change a person must know how to make this change in a better direction. Likewise in an organization/institution.

Facing environmental conditions that are always changing, there is no other wiser way for an organization/institution leader to ensure that his or her organization remains standing and progressing other than making changes and understanding the nature and concept of change itself and knowing the principles and application of change management in the institution/organization. (Darma & Banurea, 2019; Syamsurizal, 2019). Organizational change is about changing the performance of the organization. There is a clearer connection between what we do and the results we will achieve. We begin and every change effort with performance improvement as the goal.

Change is making something different. Changes from the current situation are seen from the perspective of structure, process, people and culture (Robbins, 2013).

Change management is a systematic process by applying the knowledge, tools and resources needed for an organization to shift from its current condition to its desired condition, namely towards better performance and to manage individuals who will be affected by the change process (Ministry of Labor and Transmigration, 2012; Wibowo, 2006). Change management is an effort taken by managers to manage change effectively, which requires an understanding of issues of motivation, leadership, groups, conflict and communication (Winardi, 2015). Change management is a process that is carried out consciously and systematically in managing, organizing and controlling things related to change so that this change runs well and shows the goals set by Change Management.

There are other components that are important to pay attention to if change is desired to occur. The first is related to the management process, both the management of the teaching and learning process, as well as the management process as a whole. Second, related to various inputs or inputs that support the management process (Arifin, 2017; Widodo, 2017). These various inputs include instrumental inputs consisting of education and education personnel, infrastructure, funds, regulations or enforceable rules. Next is raw input, namely the student's target which is the main target or object of activity. Environmental input includes students' parents, the surrounding community and the local government (Suyanto & Abbas, 2001).

To make a change is also inseparable from the role of a leader where leadership is believed to be a key driving force for an organization capable of building a new culture that is in line with change (Baidowi, 2022; Hakim & Sugiyanto, 2018). This is in line with relevant research results which state that leadership plays an important role in organizations. This is because whether an educational organization is successful or not is largely determined by the resources available within the organization (Darma & Banurea, 2019). Leadership (leadership) of private universities as a driving force to mobilize the Competitive Strengths (competitive strengths) of higher education in order to win Competition Areas (Syamsurizal, 2019). This means that with the capacity of leaders to possess leadership knowledge, changes can be made (Saranya & Tholappan, 2018). Leadership in this era of change should be typical of a visionary leader who implements the organization's future goals professionally.

In the concept of Islamic teachings, leadership does not only focus on someone who leads formal and non-formal institutions. Islam demands more specifically for every human being who lives as a leader, whether leading himself or his group. Thus, leadership in Islamic teachings begins with each individual (Suhermanto, 2023). If humans can lead themselves, it is not impossible that it will be easier for them to lead other people. Besides that, Islamic leadership does not necessarily extend to fellow humans, but the most important thing is accountability to its Creator.

This is in line with Allah's words in the Al-Qur'an, Al-Baqarah verse 30, which explains that the knowledge we have on earth is knowledge from Allah, where Allah knows everything. So with the knowledge that Allah has given, humans must become leaders as caliphs, who must have the nature of justice and wisdom. Therefore, every leader must be wise in leading the tasks assigned to him (Shihab, 2016).

Other relevant research states that managing changes in the planning, organizing, activating, controlling and evaluating processes is the main task/responsibility of the deputy principal for curriculum and his team (Walid, 2022). The values that are believed to be successful in successful change are teacher and student discipline, teacher and student motivation, teacher and student commitment, and a maintained academic culture (Susanto & Wibowo, 2017). At the planning stage, change management includes: assessing the need for change, packaging the substance of the change, identifying change factors, and establishing an operational plan for change. Meanwhile, the implementation stage of change management includes: communication of change, maintaining change, implementation of change, and involvement of all parties. The control stage of change management includes: adjusting plans and reinforcing changes (Munazat & Nurmila, 2019a).

Changes will always occur in every organization/institution, one of which is the Kalianda Development Foundation Islamic College. The university was founded in 2010 and its existence has received quite a positive response from the community. In order to achieve the vision and mission that have been designed, many changes have been made, including the addition of the structure of the position of Deputy Chair II in the field of administration, changes to statutory regulations, changes to the performance of teaching staff and staff who are becoming more disciplined and improving infrastructure. From the results of the explanation above, it can be concluded that many changes have been made at the Kalianda Development Foundation Islamic College on the basis that these changes are to maintain the existence of the campus by developing both physical and non-physical aspects. This change is certainly very necessary so that organizations/institutions continue to develop. The aim is to make changes so that there are improvements that have become a demand in order to be able to compete in the modern era like today.

The leadership qualifications of the STAI chairman can be formulated more clearly after conducting more in-depth research into the activities of the STAI chairman as a formal leader who is responsible for the survival of the higher education institution, especially in relation to efforts to develop and advance the higher education institution. Motivated by the desire to know the efforts to plan, implement and evaluate changes made at STAI in carrying out change management. From this research, there are still other aspects that have not been explored. Researchers are encouraged to carry out scientific studies that are based on management theories and accountable change.

## **RESEARCH METHODS**

Research methodology explains: approach, scope or object, operational definition of each variable/description of research focus, place, population and sample/informants, main sources and tools, data collection techniques, and data analysis techniques.

This type of research is qualitative research, namely the research procedure that produces descriptive data is descriptive-qualitative. This is in line with the views of several authors who agree that descriptive-analytic studies are designed to obtain information about symptom status at the time the research was conducted. This research is directed at determining the nature of a situation at the time the investigation was carried out, to describe the variables or conditions "what exists" in a situation. Based on the perspective above, this research seeks to collect objective data or information in the field research regarding change management at STAI YASBA Kalianda, to then be studied, interpreted and processed descriptively qualitatively based on the researcher's perspective and conception.

This research was carried out at the Kalianda Development Foundation Islamic College, South Lampung. This research location was chosen due to considerations and reasons, including the development of changes at the Kalianda Development Foundation Islamic College which is always increasing so that the STAI YASBA Campus is also developing rapidly to date. Samples in qualitative research are called theoretical samples because the aim of qualitative research is to produce theory. In this research the sampling technique used was Snowball Sampling. Snowball sampling is a technique for sampling data sources which at first are small in number and then become large (Sugiyono, 2017).

The data collection method used in field research is that the researcher collects data by conducting direct research on the object under study using observation, interviews and documentation instruments.

This research uses qualitative descriptive analysis, namely compiling data to then be explained and analyzed and carried out simultaneously with data collection. This descriptive analysis is intended to discover and describe change management at STAI YASBA Kalianda. The data processing process follows the theory of Miles and Huberman, as quoted in Sugiyono's book that the data processing process goes through three stages, namely, 1) data reduction, researchers reduce data by summarizing the data and selecting the main things, focusing on the important things. related to change management at STAI YASBA Kalianda. The reduced data is then presented in narrative

text form in the research report. In this way, the data obtained will provide a clear picture of what is being studied; 2) data presentation, data presentation is carried out by interpreting the data obtained so that the conclusions formulated become more objective. The aim of presenting data is to make it easier and easier to understand what is happening in the field, and to understand what to do next. Qualitative presentations such as attitudes, behavior and statements are presented in narrative descriptive form; 3) drawing conclusions or verifying data, analysis techniques carried out by researchers in order to find the meaning of data that is still unclear, full of doubt, but with increasing data and drawing conclusions, a conclusion will eventually be found by managing the data in the field.

## **RESULTS AND DISCUSSION**

The results of research that has been carried out using data collection procedures of observation, interviews, documentation and discussion of research results on Management of Change at the Islamic College of the Kalianda Development Foundation, South Lampung, consist of the stages of identification, planning, implementation and evaluation.

The results of identifying changes at the South Lampung Kalianda Development Foundation Islamic College go through the following steps: First, recognizing the need for change is carried out by the leadership by observing each member of the organizational structure to obtain information to see opportunities, weaknesses, strengths and threats along with advantages that you have now. This process is a form of making decisions regarding changes to the data obtained.

Second, identify the type of change, in this case a planned or strategic approach. The strategy used is holding meetings to conduct consensus deliberations to accept proposals for improvement, suggestions and criticism from various parties, as well as holding regular coordination meetings (Arifah, 2020; Munir & Zakiyah, 2017). This strategy ensures that the decisions taken are in accordance with needs and do not seem one-sided.

As is the analysis of identifying changes through interview results, namely identification for change management by digging up information to find out the current situation, both regarding strengths, weaknesses, threats, as well as opportunities and advantages, as well as things needed for campus progress. This identification stage is used to determine decision making by involving all parties.

As stated by Winardi in his book entitled management of change, help and encourage all parties involved in the change process and activities to help design and implement these changes, in an effort to get their ideas, and to ensure their commitment (Winardi, 2015). Participation activities will increase understanding, and help feelings of control, they reduce uncertainty, and they develop a feeling of ownership, if the changes taking place directly affect people (Batlajery, 2016; Lazuardi et al., 2020).

In line with what was stated by Hani Handoko, it will be difficult for managers to make decisions without involving their subordinates. This involvement can be formal, such as using groups, or informal, such as asking for ideas (Handoko, 2016).

One of the stages in change management is tactical planning. This stage is a continuation of the identification term, where in this term it is mandatory to analyze technical situational assessments, general strategy selection, and also program selection through consideration of supporting factors (Munazat & Nurmila, 2019b; Rahmadyah & Aslami, 2022; Ratnasari et al., 2020 ).

Processed results from the change planning process at the Kalianda Development Foundation Islamic Religious High School, South Lampung: First, situational techniques or formulating policies, a process that is carried out by always holding work meetings, in order to find out the strength of our own organization/institution, which is discussed in relation to one year evaluation that has been carried out.

Second, to choose the general strategy itself by establishing how to focus on forming an existing TEAM related to change, where the existence of a TEAM will make it easier to communicate and carry out program activities.

Third, the selection referred to here is preparing a work program or determination and selection that will be changed for the sake of improving and developing the STAI YASBA Kalianda campus. The program referred to is organizational structure, existing policies, quality of higher education and human resources.

Where the planning process is carried out, this is the same as stated by Johnson, et al in Muhammad Rifa'i and Muhammad Fadhli, planning is structured as a vision, mission, strategy, goals and objectives of the organization which at the initial level uses decision making which is also the core of management (Rifa' i & Fadhli, 2013). As stated by Syafarudin in his book entitled management of Islamic educational institutions that: Planning is made as the first step in management activities in every organization, because through this planning it is determined what will be done, when to do it and who will carry out these activities (Syafaruddin, 2015) .

One approach to change management is action by carrying out organizational activities based on solving a series of information that must be resolved through concrete actions (Alfatiha, 2022). This stage is the core of change management, where every plan will be realized in concrete action to create change for the better.

In the implementation of the changes carried out by STAI YASBA Kalianda there are three phases, namely: First, the disbursement phase, the Chair of STAI YASBA by providing socialization to the deputy head, staff and the entire academic community about the importance of change, apart from that, the Chair of STAI YASBA always provides encouragement for change in the form of motivation and directions for the changes to be made.

Second, the change communication process involves all parties in decision making, ensuring changes from planning to monitoring are always democratic. In terms of implementation, the Chair of STAI YASBA also involved all parties, both as implementers and supervisors of the changes.

Third, the suspension carried out at STAI YASBA Kalianda is to centralize the decisions that have been transferred to the Chair of STAI YASBA Kalianda, besides that the decisions that will later be made will always involve intervention from all parties. This policy is implemented at STAI YASBA Kalianda to strengthen changes.

As stated by Nurdin Usman, implementation or implementation boils down to activities, actions, actions or mechanisms in a system, implementation is not just an activity, but an activity that is planned and to achieve activity goals (Usman, 2002). This means that the implementation of changes, from the phase carried out by STAI YASBA Kalianda, has gone well. There are several things to implement planned changes, such as: using facilities to support the changes being made, including changes to the quality of higher education and accreditation, organizational structure, and making changes in terms of infrastructure or physical layout (Plessis & Mabunda, 2016).

This evaluation is a continuation of implementation which aims to assess and correct errors, or improve the policies and issues implemented. This means that what already exists is not immediately deleted and replaced with another, but rather for further development in a better direction. The processed results of the change evaluation process at the Kalianda Development Foundation Islamic College, South Lampung, are: First, in collecting data, the Head of STAI YASBA took an approach by visiting the deputy head, head of study program, lecturers, visiting the staff room, as material for assessing change management.

Second, evaluate the data by holding meetings to collect opinions and discussing the implementation of changes to provide alternative solutions (Lazuardi et al., 2020). Also in accordance with Wirawan's definition, evaluation is research to collect, analyze and present useful information about the evaluation object, assess it and compare it with evaluation indicators and the results are used to make decisions regarding the evaluation object (Wirawan, 2011).

As stated by Sudjana in the book *Evaluation of Out-of-School Education Programs: for Non-Formal Education and Resource Development* that "program evaluation is the process of identifying and collecting information to help decision makers in choosing various decision alternatives." It is important for program evaluation to be carried out

continuously, periodically and at any time. Activities in program evaluation aim to find out what has been determined can be achieved or according to the target (Sudjana, 2006).

This is also in line with the theory put forward by Eko Putro Widoyoko that evaluation is a systematic and continuous process for collecting, describing, interpreting and presenting information to be used as a basis for making decisions, formulating policies and developing further programs (Widoyoko, 2017). The purpose of evaluation is to obtain accurate and objective information about a program. This information can be in the form of the program implementation process, impacts/results achieved, efficiency and utilization of evaluation results which are focused on the program itself, namely to make decisions about whether to continue, improve or stop. Apart from that, it is also used changes by leaders observing members' performance results and holding regular meeting activities; 2) planning changes by determining means and capabilities; 3) implementation for the purposes of preparing the next program and preparing policies related to the program (Arifah, 2020; Rahmadyah & Aslami, 2022).

## CONCLUSION

Change management implemented by includes four stages, namely: 1) identifying of change with three phases, namely disbursement, action and determination; and 4) evaluate changes by holding meetings to gather opinions and discuss the implementation of changes to provide alternative solutions. Each stage has gone well with steps according to the indicators carried out. It's just that for programs that have been determined from the selection process in terms of human change, only changes in quantity have been made. The most prominent change is from the leadership sector, decisions are still held by the Chair of STAI and no longer the Foundation. Future researchers can further analyze internal and external collaboration networks. There is a need for a network of cooperation in providing education in tertiary institutions that is carried out sustainably. Collaboration and communication networks have proven to play an important role in the development of higher education administration.

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