Analysis of Organizational Development Needs at SDN 11 Pancung Soal

Shalma Wafiq Azizah[1]

[1]Educational Administration, Eaculty of education, Padang State University

A R T I C L E   I N F O

A B S T R A C T

This study aims to analyze the organizational development needs at SDN 11 Pancung Soal. Utilizing a survey method with a questionnaire, the research investigates personal needs, group needs, and perspectives on the importance of organizational development within the school environment. The findings reveal that a significant majority of staff recognize the importance of organizational development in enhancing their comfort, stability, and work quality. Additionally, the study highlights that effective organizational development positively influences employee welfare and their families. The research emphasizes the necessity of creating a conducive work environment and recommends strategic actions for school management to support employee development. These include regular training programs and improved working facilities. Ultimately, this study aspires to enhance the quality of education at SDN 11 Pancung Soal while promoting employee well-being, thereby fostering a positive impact on the surrounding community.

Corresponding Author:

Shalma Wafiq Azizah
Email: shalmawafiqa@gmail.com

1. INTRODUCTION

In the era of globalization, organizations in the education sector are faced with demands to develop sustainably and adaptively in order to meet the needs of the times. Changes in technology, culture, and economy require schools as educational institutions to not only focus on students' academic achievement, but also to make internal improvements in order to create a conducive work environment. A positive work environment not only affects the performance of individual employees but also affects the operational effectiveness and quality of educational services as a whole. In this context, organizational development plays an important role in achieving the long-term goals of educational institutions, namely providing high-quality services that not only facilitate student learning but also support employee welfare as the main driver.

The purpose of organizational development is to combine individual desires for growth and development with organizational goals (Rifa'i, 2017). This program aims to improve organizational performance by developing the organization's ability to adapt to changing environmental demands and conditions, so that all members can achieve optimal performance.

According to McGill (1982:3), he said that: "organizational development is a conscious and planned process to develop the capabilities of an organization so that it can achieve and maintain an optimum level of achievement, measured by efficiency, effectiveness and health (organization).

Furthermore, Sondang P. Siagian, quoted by Moekijat (1982:225), stated that organizational development, as a management theory, means a series of concepts, tools and techniques for carrying out long-term planning with a focus on the relationship between work groups and individuals associated with structural changes.

According to Robbins and Judge (2013), the success of organizational development depends on the organization's ability to adapt to environmental changes and meet the needs of its members, both in terms of individuals.

This research was conducted at SDN 11 Pancung Soal, a school that has an important role in providing basic education to the local community. However, in carrying out daily tasks, teachers and employees at this school face various challenges, both in terms of administration and implementation of learning. Based on initial observations, several major obstacles faced are limited supporting facilities, workloads that tend to increase, and lack of training programs and capacity development for employees. These limitations have the potential to hinder employee effectiveness and reduce the quality of educational services provided. As part of efforts to support and improve the quality of employee performance, this study aims to identify organizational development needs from the perspective of employees of SDN 11 Pancung Soal. These needs are identified through several dimensions, namely personal needs, group needs, and overall organizational needs. This approach is expected to provide a comprehensive picture of the development steps needed so that schools can create a work environment that supports employee productivity, comfort, and welfare. This study also provides recommendations for school management regarding organizational development strategies that can be implemented to improve employee motivation and performance, as well as to build a positive and sustainable work culture.).

2. METHOD, DATA, ANALYSIS

In this study, a quantitative approach was applied through a descriptive survey method. This study includes research using a questionnaire as a research instrument, a questionnaire is a sheet containing several questions with a standard structure, in the implementation of the survey, the research conditions are not manipulated by the researcher. Survey research is directed to find out and study data from samples taken from the population, so that relative events, distributions, and relationships between variables are found, survey research can be conducted on large or small populations.

The research sample consisted of 20 employees of SDN 11 Pancung Soal, including teachers and administrative staff. Data were collected using a questionnaire consisting of several indicators with a Likert scale (1-5) to measure the level of respondent agreement with the statements given. In addition, respondents also provided binary answers (yes/no) to describe the reality of their work environment related to organizational development needs.

The questionnaire instrument was divided into four categories: personal needs, group needs, organizational needs, and the needs of the surrounding community. The data obtained were analyzed using descriptive analysis techniques to describe the frequency distribution and percentage of responses from respondents.

3. RESULT AND DISCUSSION

Result

Based on the results of the sample calculation distributed to 20 teachers as respondents at SDN 11 Pancung Soal, it can be concluded:

1. Personal Needs

Based on the survey results, 85% of respondents agreed that organizational development supports their personal needs. Organizational development in the context of personal needs involves improving individual skills, both technical skills and soft skills, such as communication skills and time management. This is felt to be important by employees because it not only increases productivity, but also helps them carry out their work more confidently and efficiently. Along with the development of the organization, improving individual skills through training or workshops can create a sense of security in working, because employees feel able to adapt to the changes that occur.

The majority of respondents also noted that planned organizational development provides positive benefits for its members, both directly and indirectly. Direct benefits are felt through improved work facilities and management support, while indirect benefits include a sense of satisfaction that is created when working in an organization that is progressive and responsive to the needs of its members. However, around 10% of respondents expressed concerns related to changes that are too rapid or uneven, which can create uncertainty and reduce comfort in working. The employee believes that unstructured organizational change can cause stress, especially for employees who feel unprepared for drastically changing work dynamics.

Therefore, in developing an organization that focuses on personal needs, it is important for management to ensure the readiness and active participation of each member in every change process.

2. Group Needs

A group is a collection of two or more interacting individuals who maintain a stable relationship pattern, share common goals, and feel themselves to be a group (W 2014), some define a group as a group of people who have a common goal who interact with each other for a common goal, get to know each other, and view them as part of the group DeVito defines a group as a relatively small collection of individuals who are each connected by some common goals and have a certain degree of organization between them.

Group or team development in an organization is considered crucial by 78% of respondents. At SDN 11 Pancung Soal, development directed at improving teamwork has a direct impact on the effectiveness and productivity of the group. Collaboration between team members facilitates the completion of complex tasks and strengthens bonds between employees, which ultimately creates a harmonious work environment. Respondents assessed that team development that focuses on collaboration can help them face various work challenges, especially in learning and administration activities that require good coordination.

However, around 15% of respondents indicated that team development also requires careful planning to avoid conflict. Changes made without effective communication can trigger dissatisfaction or even tension between team members, especially if there are differences in goals or interpretations of work methods. Therefore, to achieve optimal team development, it is important for management to involve all team members in every planning stage. Thus, each individual feels valued and included in the change process, which will ultimately increase their commitment and loyalty to the organization.

3. Organizational Needs

The need for overall organizational development is considered very important by around 82% of respondents. They believe that improving the quality of education at SDN 11 Pancung Soal does not only depend on individual or group performance, but also on supporting factors from the management and infrastructure of the organization. Organizational development in this case includes improving infrastructure, such as technology facilities, adequate workspaces, and the latest educational aids. The provision of these facilities is considered important in facilitating the teaching and learning process and improving the quality of public services provided to students and the community.

In addition, respondents also highlighted the importance of schools to keep up with technological developments, especially in the administration and learning processes. Integration of technology in administration can improve work efficiency and speed up the reporting process and management of student data. Adopting technology in learning, such as the use of multimedia devices or e-learning platforms, can provide a more interactive learning experience for students. Overall, organizational needs that include improving infrastructure and technology will help SDN 11 Pancung Soal in providing better and more responsive educational services to the times.

4. Large-Scale Needs

In addition to internal needs, external assessments from the surrounding community are taken into consideration in the development of the organization at SDN 11 Pancung Soal. As many as 75% of respondents agreed that the development of the school organization will have a positive impact on the surrounding community. The community around the school has high expectations for the quality of education and facilities provided by the school, because the school is considered an institution that plays a major role in shaping the character and knowledge of their children.

Respondents are of the opinion that if the school does not show significant development, the community will be disadvantaged, especially in terms of the quality of education and supporting facilities. The condition of the school that is not developing is feared to affect students' learning motivation and reduce the attractiveness of the school for prospective new students. This shows that the community is very concerned about the development of the school organization and considers that schools that are adaptive to change will be able to create positive impacts in the long term. Therefore, the school management is expected to be able to establish good communication with the surrounding community and involve them in development activities, so that the community also supports and feels that they have a role in the progress of the school.

Discussion

Organizational culture significantly influences the success of development initiatives. A positive culture fosters collaboration, innovation, and employee engagement, which are crucial for implementing change effectively. Schools should prioritize cultivating a culture that embraces adaptability and continuous improvement (Schein, E.H. 2010)

According to Dr. Cepi Triatna, M.Pd. "in this world nothing is eternal except change." In that context every organism must have the ability to adapt to the change. If it does not have the ability to adapt to change then it will automatically be selected by the natural process (fall).

Likewise with organizations. Organizations as organisms must adapt to changes in their environment. This process requires an organization to carry out organizational development, namely due to changes in the organizational environment, both internal and external environments. Organizational development as a special process of organizational change is not always smooth, and is often rejected by employees.

Organizational development is an effort to change the behavior of people and organizational systems so that they can adapt to environmental changes aimed at achieving better organizational goals. The term organizational development began to be known.

Since the mid-1940s after World War II ended. Here are some definitions from experts regarding organizational development. According to O. Jeff Harris and Sandra J. Hartman in Cepi, it is stated that: "Organizational Development (OD) is an attempt by members of an organization, with the help of a consultant, to achieve the fullest potential of the organization as well as to correct any problems or shortcomings existing within it.

According to Harris and Hartman's previous definition, OD can be defined as an effort made by members of an organization with the help of a consultant to achieve all the potential of the organization and solve different problems or deficiencies of the organization at present. This definition shows that OD aims to improve the organization by optimizing its potential and solving its problems.

Lippit, Longseth, and Mossop in Cepi define OD as "A planned, managed and systematic process to change the culture, systems and behavior of an organization in order to increase the effectiveness of the organization in solving problems and achieving goals."

Processes, such as structures or systems, are part of an organizational development strategy. The Greek "strategos" or "startegoes" is the source of the word "strategy". In ancient Greek, "strategos" often meant state officers and generals with broad responsibilities. . Another definition is a unique engineering and planning framework. To achieve goals, organizations must have a plan. Internal and external environmental analysis is part of organizational planning used to create strategies. Strategy, according to Assauri, is defined as a statement that directs how each individual in an organization can work together to achieve the goals and objectives of the organization. Strategy must be able to show the right choice. This is very important to use as a basis for achieving organizational goals.

Effective leadership is pivotal in guiding organizations through change. Leaders must communicate a clear vision and engage employees in the development process to reduce resistance and enhance buy-in. Training programs for leaders can improve their skills in managing transitions (Kotter, J.P. 1996).

Investing in training and professional development is essential for equipping staff with the necessary skills to adapt to changes. Continuous learning opportunities not only improve individual performance but also contribute to overall organizational effectiveness (Noe, R.A. 2017)

Engaging with the community can provide valuable insights into the needs and expectations surrounding educational services. Schools should establish mechanisms for receiving feedback from parents and community members to align their development strategies with external expectations.

Regular evaluation of organizational development initiatives is crucial for assessing their effectiveness and making necessary adjustments. Schools should implement metrics to measure progress toward goals and solicit input from staff regarding the impact of changes made.

4. CONCLUSION

Based on the results of the study, it can be concluded that the need for organizational development at SDN 11 Pancung Soal is very necessary in various aspects, both individually, in groups, and in institutions. Organizational development is considered crucial in creating work comfort, strengthening collaboration, and meeting community expectations for educational services.

5. ACKNOWLEDGE

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