Analysis of Organizational Development Needs for Employees of the Education and Culture Office of Padang City in the Early Childhood Organization Development Education (PAUD) Sector

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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 of the Department of Education and Culture of Padang City in the context of ECE. A qualitative approach is used to explore employees' specific needs related to competency development, communication, and decision-making. Data were collected through questionnaires and in-depth interviews with employees. The study results indicate that employees have a high awareness of the importance of self-development. Key needs include training in ECE methOrganization Developmentology, learning technology, and managerial skills. Additionally, improving facilities and work systems becomes a priority to create a conducive learning environment. The analysis also reveals that balancing organizational stability and innovation must be considered. In conclusion, comprehensive organizational development in the Department of Education and Culture of Padang City is essential to improve the quality of ECE services.

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1. INTRODUCTION

The Education and Culture Office plays a crucial role in Indonesia, particularly in Padang City, to develop programs that support children's growth. However, issues related to organizational management and development in the PAUD sector remain significant challenges. Factors hindering early childhoOrganization Development education include insufficient staff, lack of training, and inadequate supporting facilities. According to organizational development theory, enhancing human resource capacity is one of the key approaches to achieving organizational goals. Training and competency development make employees better prepared to perform their duties and enable them to adapt to the dynamics and challenges of the education sector. This study focuses on analyzing the organizational development needs of employees in the Education and Culture Office of Padang City, with the aim of formulating concrete steps to improve the quality of PAUD education.

The organizational development factors from the employee perspective are often overlooked in previous studies, which have primarily focused on academic and curriculum aspects. Therefore, this research explores the specific needs of employees within the organizational context and how these needs impact the quality of PAUD services. By addressing this issue from a broader perspective, this study is expected to provide new insights that will be beneficial for developing early childhoOrganization Development education in Padang City. The significance of this research cannot be overstated. By understanding the need for organizational changes, the Education and Culture Office of Padang City can devise more efficient plans to enhance employee capabilities and improve the quality of children's education.

The success of PAUD programs heavily relies on the readiness and competence of employees. Therefore, the importance of this research lies not only in identifying the needs but also in designing comprehensive development strategies. This study is expected to assist the Education and Culture Office of Padang City in formulating more targeted and efficient policies, which will not only improve the quality of education services but also help children in the city thrive optimally. It is hoped that this research will help policymakers and education practitioners enhance the quality of PAUD services.

Literatur Review

Due to its complexity and its classification as a social science, there is no single official definition for Organizational Development. While some theories suggest that the concept of Organization Development has existed since the 1920s, it officially emerged in the 1950s. Organization Development theory often references the work of psychologist Kurt Lewin. Udai (2005: 265) in (Rusdinal & Hade, 2021) states that organizational development is a planned effort that begins with a problem diagnosis process assisted by experts, followed by problem analysis, planning organizational development, and determining problem-solving strategies aligned with the organizational system. According to Tyagi (2000: 241), organizational development is not merely about implementing changes; it is a deliberate, systematic, organized, and collaborative effort by an organization to enhance the quality of life for its members, including their health and vitality within the organization.

Additionally, some opinions suggest that organizational development is a branch of social science focusing on planning organizational changes to achieve individual growth and organizational effectiveness (Greenberg and Baron, 1997: 563). Robbins (2010) emphasizes that organizational development is not just sporadic initiatives to make workplace changes during critical times. Instead, it is essential for improving organizational effectiveness, increasing adaptability to changes and developments over time, and fostering better behavior among organizational members.

Rusdinal & Hade (2021) in their book *"Dasar-dasar Pengembangan Organisasi"* highlight several characteristics of organizational development:

1. Outcome Goals and Process Goals. Organization Development focuses both on achieving better outcomes and improving how people collaborate to achieve these goals.
2. Planned Efforts. Organization Development involves planned activities to achieve organizational changes. These changes should have clear targets, starting with an appropriate problem diagnosis process and systematic steps, such as collecting data, using it to plan actions, and evaluating outcomes.
3. Collaboration. Organization Development requires collaboration among various stakeholders who will be affected by the changes. Member involvement and participation should be prioritized.
4. New Meth Organization Developments. Organization Development emphasizes intrOrganization Developmentucing new methOrganization Developments to enhance the performance of all organization members.
5. Humanistic Values. In improving organizational effectiveness, human potential must be a vital part of the process.
6. Systemic Approach. Organization Development employs a systemic approach, considering the importance of interrelations, interactions, and interdependencies.
7. Scientific Approach. Organization Development uses scientific methOrganization Developments to achieve organizational effectiveness.

2. METHOD, DATA, ANALYSIS

The qualitative approach was chosen to gain an in-depth understanding of the organizational development needs of employees in the Education and Culture Office of Padang City, particularly in the Early Childhood Education (PAUD) sector. This study aims to explore employees' perspectives and experiences regarding their competencies and organizational support.

According to Sugiyono (2019, p. 9), the qualitative research method is based on post-positivist philosophy and is used to study natural object conditions (as opposed to experiments). In this method, the researcher serves as the key instrument, data sources are selected using purposive and snowball sampling, data collection is conducted through triangulation (combination), data analysis is inductive or qualitative, and the results of qualitative research emphasize meaning over generalization. The research instrument used in this study is a questionnaire. The questionnaire was designed to measure the training needs, facilities, and organizational support required by employees. Guidelines were also developed to gather more

in-depth information regarding employees' experiences and expectations related to organizational development. The development of the instrument was carried out through a literature review and consultation with experts in the PAUD field. The questionnaire was distributed to PAUD employees to collect quantitative data on their perceptions of existing competencies and support. The questionnaire included both closed and open-ended questions to obtain more comprehensive data. The population of this study consisted of all employees or staff in the early childhood education (PAUD) field of the Padang City Education and Culture Service.

3. RESULT AND DISCUSSION

Result
Institution Description
The Padang City Education and Culture Service is a government agency under the Padang City Government, West Sumatra, which is responsible for managing, planning and developing the education and culture sector in the region. With a vision to improve the quality of education and preserve regional cultural values, the Department of Education and Culture focuses on efforts to improve educational services from early childhood education (PAUD) to secondary education, as well as preserving local culture.

Location
The Padang City Education and Culture Office is located at the Bung Hatta University Complex, Ulak Karang Utara, Padang, which is strategically located in the city center to facilitate access for the public and stakeholders to obtain services related to education and culture.

Number of Personnel
This department has around 150 employees consisting of administrative staff, technical staff and functional staff in various fields. This number of personnel includes supervisors, coordinators and experts who are responsible for various aspects of education and culture, with specialization in certain fields, such as Early Childhood Education (PAUD), primary education, secondary education and cultural development. In the PAUD sector there are 18 employees who collaborate with each other in continuing their duties in the early childhood sector.

Organizational structure
The organizational structure of the Padang City Education and Culture Service is divided into several main sections, each of which is led by a division head who is responsible to the Head of the Service. The organizational structure includes:
1. Head of Service. Leads all Department activities and policies and is directly responsible to the Mayor of Padang
2. Service Secretary. Assist the Head of Department in managing administrative tasks and coordinating between fields.
3. Early Childhood Education (PAUD). Develop programs and policies that focus on early childhood education in Padang City.
4. Basic Education Sector. Manage education for elementary and middle school levels, including curriculum development and monitoring the quality of basic education.
5. Non-Formal and Informal Education Sector. Manage non-formal education programs, such as educational equality and courses for the community.
6. Cultural Sector. Responsible for preserving and promoting local culture, including organizing cultural arts activities and cultural research.
7. Educator and Education Personnel Development Sector. Carrying out training and competency development for teaching staff at various levels of education.

Main Duties and Functions
The Padang City Education and Culture Office has main duties and functions which include:
1. Make policies that are in accordance with national education standards and adapt to regional needs
2. Manage education from PAUD to secondary education as well as non-formal education for people who cannot reach formal education
3. Supervise educational institutions in Padang City to ensure adequate quality of education.

4. Preserve and promote Minangkabau culture and other local cultures through education and cultural activities.
5. Providing information and complaint services related to education and cultural services for the community1

Discussion

Table 1. Personal Needs Analysis

No	Statement	N	FX	Mean	Category
1.	Every employee needs organizational development	18	88	4,88	Valid
2.	A developing organization can enhance benefits for individuals	18	89	4,94	Valid
3.	A growing organization can threaten the existence of its individual members	18	53	2,94	Invalid
4.	The organizational situation that is not developing provides comfort for each member	18	52	2,88	Invalid
5.	A developing organization can help its members with their work	18	82	4,55	Valid
6.	Organizations that do not develop create more stability than organizations that develop	18	38	2,11	Invalid
7.	A developing organization provides indirect positive impacts on my family	18	86	4,77	Valid
8.	The growing organization had an indirect negative impact on my family	18	50	2,77	Invalid
9.	I individually need personal development activities provided by the organization to enhance public service	18	85	4,72	Valid

Based on the analysis of the data in the table, it can be concluded that organizational development is a highly significant necessity in this organization. Respondents demonstrated a positive view of the impact of organizational development, both in supporting individual needs and contributing to the work environment and family life. The high average scores on statements such as "Every employee needs organizational development" (average score: 4,88) and "A developing organization can enhance benefits for individuals" (average score: 4,94) indicate that employees consider organizational development as a key factor in their success. Organizational development not only improves individual benefits but also facilitates their work, as reflected in the statement "A developing organization can help its members with their work" (average score: 4,55). Moreover, respondents recognize the positive impact of a developing organization on their personal lives, including their families. This is evident in the validity of statements like "A developing organization provides indirect positive impacts on my family" (average score: 4,77). This suggests that employees feel the progress of the organization not only contributes to their professional achievements but also supports their personal life balance.

In contrast, the low average scores on statements asserting that a non-developing organization provides comfort or stability (averaging only 2,88 – 2,94) reflect respondents' disagreement with organizational stagnation. They do not perceive any benefits from a non-developing organization, whether in terms of providing comfort or stability for its members. In fact, a non-developing organization is viewed as incapable of making significant contributions to supporting individual and collective needs. The need for organizational development is further evident in respondents' perspectives on personal growth. Statements such as "I individually need personal development activities provided by the organization to enhance public service" (average score: 4,72) indicate that organizational development plays an essential role in improving individual competencies to create positive impacts on society.

Organizational development is **highly necessary** for this organization to meet the personal, professional, and social needs of its members. Respondents consistently expressed the view that organizational development offers substantial benefits, both for individuals and the overall work environment. Conversely, a non-developing organization is not seen as capable of fulfilling expectations or providing the desired comfort. Therefore, this organization must prioritize development strategies to create a more innovative, productive, and prosperous work environment, thereby supporting the needs of its members in a sustainable manner.

Tablel. 2 Group Needs Analysis

No	Statement	N	FX	Mean	Category
1.	The group or department in the organization where I work needs organizational development	18	85	4,72	Valid
2.	A developing organization can increase benefits for our group or department	18	87	4,87	Valid
3.	A growing organization can threaten the existence of our group or field	18	50	2,77	Invalid
4.	An undeveloped organization creates stability compared to a developing organization	18	50	2,77	Invalid
5.	Growing organizations can help our group or field's work	18	80	4,44	Valid
6.	Organizations that are not growing create more stability for our group or field than organizations that are growing	18	46	2,55	Invalid
7.	A developing organization has an indirect positive impact on my family	18	81	4,5	Valid
8.	The growing organization had an indirect negative impact on my family	18	35	1,94	Invalid
9.	I as an individual in the organization, need self-development activities to provide service to the public	18	85	4,72	Valid

Based on the results of the Group Needs Analysis, it can be concluded that organizational development is an urgent and essential need to support the success of workgroups, individuals, and the overall goals of the organization. Respondents consistently indicated that a developing organization can provide tangible benefits for both groups and individuals, in terms of productivity and well-being. This is reflected in the high average scores for statements such as "The group or department in the organization where I work needs organizational development" (4,72) and "A developing organization can increase benefits for our group or department" (4,87). These statements suggest that organizational development is considered essential in creating an effective and efficient work environment. Furthermore, organizational development is also viewed as having an indirect positive impact on the personal lives of organizational members. The statement "A developing organization has an indirect positive impact on my family" (average score 4,5) reflects that organizational progress can enhance the quality of life of individuals beyond the workplace. In contrast, organizations that are stagnant or undeveloped are seen as not providing significant benefits, either in terms of comfort or stability, as shown by the low average scores for statements such as "A stagnant organization provides comfort for our group or department" and "An undeveloped organization creates stability compared to a developing organization" (both with an average score of 2,77). This indicates that respondents disagree with the view that an undeveloped organization can provide benefits for groups or individuals. Furthermore, organizational development is seen as crucial in supporting the personal growth of each member. The statement "I, as an individual in the organization, need self-development activities to provide service to the public" (average score 4.62) highlights that organizational development not only supports the success of the group but also helps individuals reach their full potential, enabling them to contribute more significantly to society. In this context, a developing organization is seen as a platform that allows individuals to continue learning, innovating, and adapting to ever-evolving needs.

Meanwhile, negative perceptions about developing organizations, such as the potential threat to workgroups or negative impacts on individuals, were rejected by the respondents. Statements like "A developing organization can threaten the existence of our group or department" and "A developing organization has an indirect negative impact on my family" (average score 1.94) show that respondents do not consider organizational development to be harmful. On the contrary, they view organizational progress as consistently having a positive impact.

Therefore, it can be concluded that the organization urgently needs a planned and sustainable development initiative. Organizational development is not only necessary to increase group productivity, but also to make a real contribution to the well-being of individuals. Through structured development, the organization can create a more innovative, adaptive, and long-term success-oriented work environment. This will also support the achievement of the organization's goals, create added value for all involved parties, and contribute positively to the wider community.

Table. 3 Analysis of Organizational and Wide-Scale Needs

No	Statement	N	FX	Mean	Category

1.	Institutions/fields need to pay attention to the development of other institutions/fields in organizational development," received the highest average score	18	88	4,88	Valid
2.	The public needs your organization/institution to develop well	18	85	4,72	Valid
3.	The public will be disadvantaged by your organization/institution not developing well	18	35	1,94	Invalid

Based on the data presented, it is evident that organizational development and cross-institutional collaboration are crucial for sustaining continuous progress. The first statement, "Institutions/fields need to pay attention to the development of other institutions/fields in organizational development," received the highest average score (4,88) with a valid category. This indicates that respondents agree on the importance of paying attention to the progress of other institutions in the context of collaboration and synergy to support overall organizational development. The second statement, "The public needs your organization/institution to develop well," also scored high (4,72) and is classified as valid. This suggests that the public has significant expectations for organizations to continuously develop and make tangible contributions. It reflects that organizational progress not only has internal impacts but also significantly influences public needs and interests. On the other hand, the third statement, "The public will be disadvantaged by your organization/institution not developing well," scored very low (1,94) and is categorized as invalid. This indicates that respondents tend to disagree with the view that stagnation in an organization directly harms the public, although implicitly, organizational stagnation may hinder its contributions to society.

From this data, it can be concluded that organizational development is a critical need that must be addressed to strengthen inter-institutional collaboration and meet public expectations. Organizations must ensure strategic and sustainable development to create significant impacts both internally and externally.

4. CONCLUSION

Organizational development is an urgent and essential necessity to support the success of individuals, workgroups, and overall organizational goals. Based on data analysis, participants demonstrated a positive assessment of the impact of organizational development, which not only enhances individual benefits but also facilitates their work and positively affects their personal and family lives. High average scores for statements such as "Every employee needs organizational development" (4,88) and "A growing organization can enhance individual benefits" (4,72) confirm that organizational development is regarded as a key factor for success. Respondents also rejected the idea that stagnant organizations provide comfort or stability, as reflected in the low average scores (1,94) for corresponding statements.

In addition to supporting personal growth, organizational development is also seen as crucial for fostering collaboration between institutions and meeting public expectations. Respondents believe that growing organizations can offer significant benefits both internally and externally, including higher productivity, innovation, and social contributions. Conversely, stagnant organizations are perceived as unable to meet the needs of individuals and groups. In conclusion, organizations must prioritize strategic and sustainable development to create an innovative, productive, and successful work environment while fulfilling the expectations of organizational members and the broader community.

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