



## Managing Organizational Change in Science Philosophy

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### ABSTRACT

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Today's organizations face changes in the business environment not only from the local environment but also from the international (global) environment. The ability to manage change is one of the key success factors for every company in order to survive and develop. Managing change is a process from identifying the power to change, the power to vote against change to the people responsible for implementing the change. A diagnostic approach will help ensure the competitiveness and performance of the company. These changes require managing the organization in new ways, so that organizational goals can be achieved more effectively in an ever-changing environment. The challenge faced by organizations is the labor market which tends to demand that work be done using human capital. This of course requires the organization to be managed by applying knowledge and improving the capabilities of its human resources. Facing these continuous changes, organizations must be transparent and able to adapt to environmental changes by making the organization a Learning Organization.

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## 1. Introduction

Organizations are currently facing very fast environmental changes, such as political, economic, technological, social changes, business changes, and others. Today's modern organizations in the face of various problems. Organizations that are not able to adapt tend to be static in terms of their development, because they do not want to accept new aspects that allow for increasing the quality and quantity of an organization's output. These changes require that organizational management be carried out in new ways so that organizational goals are more effective in a constantly changing environment. Changes in the environmental situation occur almost all the time. An organization that ignores the concept of change will experience bad impacts that arise in the future.

Effective managers need to view their work on managing change as an integral responsibility, and not just a casual activity. Organizational effectiveness often also demands the implementation of change. This of course demands that the organization be managed by implementing increased knowledge and capabilities of its human resources. This reality shows that the organization must be managed in the right ways according to the conditions and changes that occur and the organization must continue to learn in the face of change. Almost all organizations always make small, adaptive changes.

Companies must change the paradigm from a functional approach (planning, organizing, actuating and controlling - POAC) to a new economic paradigm with the topics of Globalization, Responsibility, Entrepreneurship and Organizational Learning that are more responsive to the environment. This new paradigm has characteristics: Flexible, Dynamic, Innovative, Proactive, implementing TQM, Core Competencies and Knowledge Worker (Robins, Stephen P, 2000). According to Drucker (2001) that the most valuable assets in 21st century organizations are knowledge and knowledgeable employees. Senge, P (1996), states that changes in the hierarchy, technology, organizational communication and so on do not necessarily guarantee the success of organizational change, without the commitment of all members of the organization.



If people are not willing to change, there will be no organizational change. Any resistance to change from either the individual or the management needs to be carefully identified as well.

## 2. Research Approach

This study uses a qualitative approach, namely by emphasizing the analysis on the comparative inference process and on the analysis of the dynamics of the observed phenomena relationship using scientific logic. Qualitative research is an approach that produces descriptive data in the form of written words from the people observed which are not put into terms used in quantitative research. Library research or library research is a series of activities related to the method of collecting library data, reading and recording and processing library collection materials without the need for field research. Ideally, a research professional uses a combination of library research and field research or with an emphasis on one or the other. However, in examining the concept of learning motivation in the book of Alala, the author is more relevant to use library research methods. There are at least three reasons; first, because the research problem can only be answered through library research and otherwise it is impossible to expect data from field research. Second, literature study is needed as a separate stage, namely preliminary research to understand more deeply the new phenomena that are developing in the field or in society. Third, library data remain reliable to answer research questions.

## 3. Result and Discussion

Organizations see very fast environmental changes, such as political, economic, technological, social changes, business changes, and others, which cause organizations to change. Miftah Toha (2003): Organizational change is a change that leads to improvement and renewal. Change that does not lead to progress and maintains old inefficient attitudes and ways is not change. Individual changes are a consequence of system changes. When a norm and a dimension of organizational culture change, the attitudes and behavior of individuals change, because of the new pattern system.

In carrying out planned change, there are three approaches that can be used by organizations:

- a. Behavioral Approach  
Behavioral approaches to improve include: communication, group behavior, intergroup behavior, leadership skills and power relations through changes in knowledge, interaction skills and better employee attitudes in organizational culture.
- b. Structural Approach (through changes in organizational structure and strategy)  
This approach is focused on redesigning the structure according to the organization's strategy and work and work situations.
- c. Technology Approach  
This approach changes the equipment, methods, raw materials or techniques used in the process of carrying out the work. For example: redesigning technical skills tasks and automated work processes. When the organization is committed to change with some approach  
As mentioned above, the changes made must be comprehensive in all elements of the organization concerned.

According to James A. Champe in Drucker (2001): today's organizational change is a "journey", that is, an endless journey that leaves us breathless. In order not to run out of breath on the journey, learn to breathe in another way and anticipate the possibilities that will come your way. Organizations in dealing with environmental changes should anticipate and prepare, and what needs to be anticipated include: (1) Barriers from the top down (top down model); (2) Variable scope; (3) Scale, where the larger the scale of change, the more likely it is to succeed; (4) Everything changes, For example if the business process changes, the skills required change, the job design changes, this will lead to a new organizational structure, the incentive system is updated,

According to Gibson, et al (1993) the most prominent internal organizational problems are behavior, for example absenteeism from performance targets that are not achieved, leadership conflicts and others. This behavior problem is certainly the cause, therefore, first look for what is the root of the problem, whether the factors are leadership, communication, motivation and organizational politics and others. The results of



Daft's study (1995) identify four types of interdependent change: (1) Changes in products and services. Modify and improve products and develop products. (2) Changes in strategy and structure.

redesign of strategy and work organization. (3) Changes in culture and people. Changing and improving employee values, behavior, expectations, beliefs and behavior of individuals and groups. (4) Changes in technology. Changing production processes, methods including basic knowledge and skills.

What processes should people use to successfully control change? To answer this question it doesn't matter whether the type of change is evolutionary or revolutionary with which companies change. Kurt Lewin, who is famous for developing the Force-Field Theory, divides the implementation of change into three stages/processes, namely:

a. *Unfreezing*(thaw)

The focus at this stage is on creating the motivation to change. By doing this, individuals are encouraged to replace old behaviors and attitudes with new behaviors and attitudes desired by management. Managers can begin this disbursement process by not asserting the usefulness or appropriateness of the employee's current behavior or attitude. In other words, employees may feel dissatisfied with their old way of doing things. Benchmarking (setting benchmarks) is a technique used to help dilute the organization by describing the overall process by which companies compare their performance with other companies that have strong performances to achieve their goals.

b. *Moving*(Change)

Because change involves learning, this stage requires equipping employees with new information, new behavioral models, or new ways of looking at things. The goal is to help employees learn the new concept or perspective.

c. *Refreezing*(Freeze)

Change is stabilized in the freeze-back stage by helping employees integrate changed attitudes and behaviors into their normal ways of doing things.

There are three organizational conditions that can hinder change (Winardi, 2005), namely;

- a. Organizational culture; norms, values and habits in the organization that can guide the behavior of its members
- b. Organizational climate, usually as an effect of organizational culture. If the organizational culture is good, it will create a conducive climate or atmosphere.
- c. Formal organization, for example, includes the philosophy and policies of top leadership, including legal procedures, structures, and control systems.

Preparations Made by Managers in Making Changes (Winardi 2005):

- a. Setting the planned goals; which generally there are two types of objectives, namely: (a) Aimed at improving the ability of the organization concerned to deal with the planned changes; (b) Aimed at efforts to change the behavior of subordinates so that they become effective contributors to the achievement of organizational goals.
- b. Knowing the performance gaps (performance gaps); how the performance has been achieved? Compare current performance gaps or gaps with expected performance. Where are we now? Do we have to improve performance according to the changes that occur?
- c. Define a change agent. Who are the change agents? According to Dawson in Uyung (2004, 9), modern companies currently need managers who are able to act as change leaders because otherwise their businesses will be crushed because they are unable to respond to an increasingly competitive business environment. Managers in making decisions to make changes must consider: participation of subordinates and external change agents. Many research results show that the participation of subordinates can increase production, satisfaction and efficiency. The participation of subordinates and active participation is an absolute requirement for success
- d. Targets and the Change Process include people, culture, and management. The target of change in humans can be seen in terms of behavioral changes, namely changes in terms of increasing knowledge and work ability, and work ethic so as to produce effective performance. Changing organizational culture is not an easy job, it takes hard work and patience and takes a long time.

Change begins when people feel responsible for making change and ensuring that change will happen.

Daft (1995) proposes 5 key elements for successful change:

- a. Needs – Needs to Change.  
It is very important for managers and employees to share a sense of the need for change. Changes can be accepted only if they agree that there is a gap between reality and expected performance. This is the beginning of change.
- b. Ideas – Ideas for Change.  
New ideas are needed to survive in a changing environment. So finding ideas that are suitable for needs is a good opportunity to develop employee participation.
- c. Adoption.  
This happens when the decision maker chooses to change the idea.
- d. Implementation – Implementation.  
This means that the organization is using new ideas, new technologies or new behaviors. This is the most difficult part of the change process, a major change plan can be divided into sub plans and each part is implemented in stages.
- e. Resources – Resources.  
Like HR, it is critical to make change happen and organizations must think about how to get management support.

Although change is needed in order to survive a company, people tend to resist the change, especially if the changes that occur are perceived as potentially damaging a situation that the individual feels is already comfortable. Peter Senge who is famous as the originator of the concept of The Fifth Discipline in his book "The Dance of Change" shows that reform requires the ability to take into account both the forces that will produce the process of change and the forces that hinder it, either intentionally or unintentionally.

Jennifer M George & Garreth R Jones (1996) introduced techniques to promote change through three levels, namely: Counseling, Sensitivity Training, and Consultation Process. The selection of the above techniques is determined by the type of changes made. This organizational development technique is applied to change the behavior (Attitudes) and behavior (Behaviour) of each individual. Although personality cannot be changed overnight, people can be helped to understand that their perception of a situation is only one possibility. They can help by learning tolerance for different kinds of human acceptance.

According to Drucker (2001), current organizations, both the public sector and private organizations, cannot rely solely on external knowledge or become mere knowledge users. In the repertoire of organizational and management theory, ideas have developed about the need to design organizations that are capable of creating knowledge and technology (knowledge-creating organizations) and not merely as users. The essence of this idea is that an organization needs to be designed so that it is able to be creative and encourage the emergence of science and technology that may have originally been stored in individuals and then transformed into collective knowledge and organizational knowledge which is finally transformed again to all members of the organization. The concept of learning organization is now widely studied and applied by human resource development practitioners. Learning organizations place the ability and knowledge to continuously improve organizational knowledge, change and innovation at various levels of the organization. According to Mills and Friesen (1992) in Purwanto (2001) learning organization is defined as an organization that is able to maintain internal innovation or consistent "learning", with the direct goal of improving quality, advancing or improving relationships with customers or suppliers, or more effectively. in carrying out business strategies, and the ultimate goal is sustainable profitability. Tom Peters (1991) in Purwanto (2001) said that the organizational principle of lifelong learning applies and the company is like a university. Thus, LO is basically an organizational principle that continues to learn in addition to completing daily work. Organizational learning that is carried out continuously (for life) is to adapt to changes that continue to occur, thus the organization in terms of doing learning must look at changing situations. Organizations must be able to choose which knowledge and technology is appropriate to apply, the choice of knowledge and technology does not question the best knowledge and technology, but the most useful and appropriate for use by the organization concerned. Because all choices of science and technology will be equally good and both contain weaknesses. This is emphasized by Sulaska (2004), namely being in the right place and time with the right knowledge is even more important.

Sange (2002) emphasizes that individual learning requires organizational learning, because only individuals can think and act. Individual learning is different from organizational learning. Organizational learning emphasizes collective learning, namely the existence of shared insights, knowledge and mental models among various members of the organization. In addition, organizational learning is carried out based



on the knowledge and experience of the whole organization (in the past) contained in the organizational memory. Organizational learning occurs if learning is a movement of the organization as a whole, related to the vision and mission as well as organizational strategies, directly related to the company's operations, carried out in an integrated manner and integrated with the systems and procedures that support it. So individual learning in organizations is not necessarily organizational learning, because organizational learning is the result of individual learning and the sharing of knowledge, beliefs, or assumptions among various members of the organization.

Dorothy Leonard-Barton (1995) in Purwanto (2001) understands a learning organization as an organization that renews itself continuously with the following characteristics;

- a. Existence enthusiasm towards knowledge where a love of learning appears in all organizations, both through problem solving activities between internal elements organization, knowledge creation through experimentation, seeking knowledge from outside the organization, or by transferring it to other places or nations, while the people are informant seekers.
- b. LO strives to always be at the forefront of knowledge, which is to persevere in tackling the waves of innovation.
- c. There is a close interweaving of complementary skills, requiring close coordination between self-confident, knowledge-rich groups and individuals.
- d. Iteration of activities, i.e. respecting the iterative nature, return-loop of all activities, can experiment and revise.
- e. Implement higher-order learning.
- f. Have leaders who are willing to listen and willing to learn, and develop leadership at various levels of the organization.

Who should make the changes within the company? This question requires careful analysis to answer because once the company determines who is responsible as a change agent, the success of the change process rests on its shoulders. There are three types of change agents:

- a. Change drivers are those that indicate the need for company change.
- b. Implementing change is what brings change into specific activities carried out by top managers.
- c. Change takers are those who carry out changes in daily activities at work.

Robbins (2000) classifies the task of managers as agents of change from time to time continuously (Continues Improvement) to improve anything related to the organization in accordance with changes in the continuously changing environment. Table 1 below characterizes managers in the new paradigm.

**Table 1.**  
The Changing manager

<b>Old Manager</b>	<b>New Manager</b>
Operates in climate of predictability and stability	Thrives on chaos
The boss	The coach
Covets authority	Empowers employees
Hoards information	Share information
Treats people as all the same	Is sensitive to differences
Overseas on site employees	Overseas on-site and virtual employees

From the table above, it can be observed that to adapt to changes, a manager system that upholds humanity is needed in all aspects of the organization (focus on employees) so that employees can provide a strong commitment as a prerequisite for the success of a company.

#### 4. Conclusion

- a. Organizational changes are carried out in accordance with environmental changes that occur and emphasize the discussion in terms of human behavior, because humans are the ones who run the system, job design, organizational culture, and technology.
- b. Facing continuous changes, organizations must be open and able to adapt to changes in the environment by means of changes in the external environment, namely by reforming the organization and by making the organization a Learning Organization.

- c. Organizational changes that must be made are actually a consequence of changes in the business environment in the era of globalization.
- d. This condition must of course be faced with careful preparation towards planned changes, meaning that organizations must be more sensitive to shifts in employee tastes with the emergence of new information technology, the existence of a new reward system and other economic and social changes.

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