Theoretical Approaches to Change Interventions, Selecting Appropriate Interventions

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ARTICLEINFO	ABSTRACT
	Change intervention is a process that aims to help individuals, groups, or organizations to adapt to change where the major changes that occur in management are individuals and the environment is very influential in shaping a person's character. There are various theoretical approaches that can be used to design and implement change interventions. This article discusses some of the main theoretical approaches and provides guidance for selecting interventions that are appropriate to the context and objectives to be achieved. change interventions include behavioral, organizational and systems theories. This study aims to determine the theoretical approach to change interventions, choosing appropriate interventions, the goal of organizational development change leads to more effective personal relationships between managers and employees at all levels of the organization in order to remove barriers to interpersonal and group communication. Based on the explanation above, the background of writing this paper is to find out what is meant by organizational development change intervention, understand organizational development change intervention techniques, along with examples of organizational development change intervention cases in teaching organizations.

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1. INTRODUCTION

Organizations change and adapt continuously continuously to remain competitive yet effective organizational change seems to be rare. Recent statistics show that only one-third of organizational change efforts are considered successful by their leaders. successful by their leaders. Apparently, implementing a successful change program in organizations is quite problematic. The success rate of change programs success rates are often attributed to resistance to change on the part of employees. on the part of employees. However, a more nuanced look at resistance to change and its determinants may be more change process driven. to change and its determinants may be that change processes are driven by several strategic considerations, including the need for a more integrated way of working and the need to improve business performance. and the need to improve business performance. These considerations usually result in a structured change program based on the assumption that change management consists of a series of (limited) interventions, which are perceived as objective, measurable and can be managed in a linear fashion that can be realized in a relatively short time. time. However, scholars who oppose change point out the need for research beyond top-down organizational change. Studies should pay attention to dynamics of the change

process thereby contributing to the understanding of resistance, which is essential for high failure rates of change programs (Yusuf, 2019).

Organizational management has a long and complex history, with various theories and practices developed over the centuries. Here are some important factors behind the emergence of organizational management (Pranata et al., 2023). Industrial Revolution The Industrial Revolution in the 18th and 19th centuries brought major changes to the way people worked. Large factories began to appear, and the need to manage a large and complex workforce became increasingly urgent. This led to the development of a more systematic and scientific theory of organizational management (Ningsih, 2016). Organizational Complexity. As organizations grow, they become increasingly complex and require more sophisticated management. More complicated organizational structures, job specialization, and coordination between different departments are challenges that need to be overcome(Nurimanisa et al., 2023). Social and Economic Change: Social and economic changes, such as urbanization, globalization, and technological advances, also have an impact on organizational management. Managers need to adapt to these changes and develop new strategies to achieve organizational goals (Rosadi et al., 2022). Organizational Management Theories: Over time, various organizational management theories have been developed. These theories try to explain how organizations work and how they can be managed effectively. Some well-known organizational management theories include classical theory, neo-classical theory, behavioral theory, and systems theory (Midiastuty et al., 2016). Importance of Organizational Management: Organizational management has become increasingly important in the modern era for several reasons (Yunere et al., 2019) Intense competition: Organizations operate in an increasingly competitive environment, and they need to be managed effectively to remain competitive.Rapid change. The world is changing rapidly, and organizations need to adapt to these changes to stay relevant. The need for efficiency: Organizations need to use their resources efficiently to achieve their goals.Importance of employees: Employees are the most important asset to an organization, and they need to be managed effectively to reach their full potential.

We know that it is good for an organization to make changes. It is positive for the survival of an organization. But, there are many factors that get in the way of change. Something new is unfamiliar and creates a feeling of resistance. To begin with the old must be discarded, and that is difficult. Moreover, change in the organization demands change in the individuals themselves. The older he gets, the harder it is for him to change. It is clear that change does not only apply to the organization, but also to the individuals within it. Talking about change in organizations means talking about the value of organizational development (Pertiwi & Atmaja, 2021). Organizational development relates to a strategy, system, processes to cause organizational change in accordance with the plan, as a tool to deal with the changing situations faced by modern organizations and who seek to adjust (adapt) to their environment (Alat & Yang, 2024). Techniques in conducting organizational development include laboratory training, manager training, grids, feedback surveys, team building, process consulting, career development, job design, tension management and others (Mawardi et al., 2021).

Resilience in organizational change reflects an organization's ability to survive and thrive amidst the dynamics of an ever-changing business environment. This concept not only includes physical or financial aspects, but also refers to the mental and cultural resilience of the organization in the face of change. Organizational resilience involves a continuous process of adaptation, innovation and learning. Organizations that have good resilience are able to anticipate changes, adjust strategies, and respond to changes quickly and effectively. They are also able to transform resistance into opportunities for further growth and development. Therefore, building resilience in organizational change is not just about surviving, but also about being able to thrive and compete in a changing market (Zubaidi et al., 2024). Intervention tools and resistance strategies become important instruments in managing organizational change (H. Hayadi & Yusuf, 2024). Intervention tools are various methods, techniques, and approaches used to facilitate and manage the organizational change process. These tools can include activities such as effective communication, employee training and development, conflict management, and performance measurement. The purpose of using intervention tools is to

2. RESEARCH METHOD

Type of Research This research is a type of library research, namely research whose object of study uses library data in the form of books as a source of data (Sutrisno, 2002). This research was conducted by reading, examining, and analyzing various existing literature, in the form of books, journals, newspapers, and research results. Types of Data and Data Sources Based on the source, the type of data used in this research is secondary data. This research data is in the form of documents, namely books, journals and the internet which contain performance evaluation and monitoring of the student process, and things that are relevant to the problems that are the object of research study.

3. RESULTS AND DISCUSSIONS

Organizations often experience a state of no growth due to human reluctance to follow changes, where change is considered to cause disequilibrium (loss of moral balance). This results in community disease or actions that are not in accordance with the provisions that apply in the organization so that organizational development needs to be carried out to evaluate, adapt, regenerate and innovate. Organizational development is a planned process to develop organizational capabilities in the conditions and demands of an ever-changing environment, so as to achieve optimal performance carried out by all members of the organization (Aulia & Aslami, 2023).

Organizational Development is a program that seeks to improve organizational effectiveness by integrating individual desires for growth and development with organizational goals. Organizations must undergo changes in order to maintain their durability and also maintain the goals of the organization. Therefore, the organization must undergo changes, in order to achieve organizational goals and also to maintain the existence of the organization itself. Changes for organizations where humans are in it are carried out by humans, it is humans who want changes in the organization so that the organization through mutual agreement of members can achieve these goals. Changes in the organization are not solely for the benefit of the organization, but instead what is more concerned is the human being in the organization. Organizations are used as objects by human activities, where humans seek the greatest benefits from organizational activities through the humans in them. To experience these changes, the organization must also experience development, where this development is a stage for organizational change (Siahaan & Zen, 2012). Organizational change in the book Siswanto and Sucipto is a change in an organization, such as adding new people, modifying a program and others.

Change does not have to be implemented in an organization. In particular, organizations must make changes within the organization itself to improve the performance of the organization and leave the downturns that occur (Siswanto & Sucipto, 2008). Organizational change is often contrary to the values that respect members in the organization, ordinary changes against the decisions of members of the various that must be implemented. That is why many sources of organizational change discuss the changes needed in organizational culture, including changes in the beliefs and values of members and in the way they establish these beliefs and values (Guamaradewi & Mangundjaya, 2018).Purpose and Objectives of Change Changes are made to overcome the crisis that will be faced by the organization, especially the crisis in the future. Crises in organizations usually occur due to the lack of adaptiveness of the organization to various changes, both individual changes in the ranks of the organization, internal organizational crises and crises caused by external factors of the organization. The crisis in the organization is realized after affecting the performance of the organization as a whole. Organizational performance that has stagnated will make managers in the organization conduct an analysis to find out what caused the crisis. After the crisis has been identified, the organization's management should not make the crisis a barrier that will slow down the organization's movement, or interpret the crisis as a negative factor, but instead make improvements so that the organization's management can overcome the crisis so that it is more effective in efforts to reinforce the goals and objectives to be achieved by the organization The important thing is to convince the ranks of the organization that the changes made have broad implications for the welfare of anyone in the organization. It can be said that change in the organization is basically:

1. Increase organizational effectiveness;
2. Improve the welfare of all levels of the organization;
3. Oriented to the future;
4. Getting closer to customers or users of organizational services.

The ability of the organization to make changes is for the organization to function in achieving organizational goals or objectives. Although in achieving these goals, not only the interests of the organization but also for the benefit of individuals in the organization. Individuals in the organization are people who are very interested in organizational performance, although it must be realized, organizational performance is largely determined by the performance of each individual. The relationship between the organization and the people in the organization is mutual symbolic. A good manager in the organization is one who can ensure that individual interests will be met by the organization, but at the same time convinces members that these interests will be met effectively if each individual provides high performance to the organization. Therefore, the performance of the organization is determined by the contribution of each member of the organization.

Sources of Change Drivers Sources that can encourage changes in the organization include (Siswanto & Sucipto, 2008):

1) Environment. Organizational changes are often influenced by changes in the environment. General environment of the organization Factors in society include economic, legal, political and technological cultural factors;
2) Goals and values. Another impetus for change comes from the modification of organizational goals. A change in values is also important, as this leads to a change in goals;
3) Techniques. Technical systems are an obvious source of organizational change. These technical changes include the form and function of products or services, in addition to the transformation processes used by the organization;
4) Structure. Another source of organizational change based on subsystem structure. Changes and systems from various other subsystems;
5) Managerial. In planning and supervision activities, the role of managers is to maintain a dynamic balance between the need for organizational stability and continuity and the need for adaptation and innovation;
6) Consultant. A strong impetus for organizational change also comes from consultants. Sometimes described as "answers seeking questions" or "solutions seeking problems". There are many things that drive change, but prominent factors are computer technology, local and global competition, and demographic conditions.

Models of Change
Lewin's change model Kurt Lewin in the book Robbins and Judge developed a three-stage change model that includes how to take the initiative of change, manage and stabilize the change process itself. Furthermore, Robbins explains the stages of change with the term unfreezing. Moving & refreezing. Unfreezing is the initial process of the change stage. At this stage there is a thawing of old behaviors and systems (status quo) (Arifin, 2017). Conflicts between the driving factors of change and those who oppose will occur at this stage. The thawing stage runs smoothly if the driving force dominates. The driving force of change then drives the desired behavior and system (Haskas et al., 2020).

Displacement is the learning stage. At this stage, workers are provided with information, new work models and systems that are expected to be implemented later, or new perspectives for policy-making levels. Refreezing is the stage of freezing the expected behavior, system and perspective. This stage requires affirmation and reaffirmation of the importance of the changes being made. To support long-term change, a system is needed that oversees and ensures the implementation of the changes being carried out (Azzuhri, 2016). In the three-stage change model, Lewin uses several assumptions that underlie the success of change. The assumptions used by Lewin include:

a) The process of change involves learning something new, and not continuing current attitudes or behaviors,

b) Change must be driven by the desire and motivation to change; c). Humans are the drivers of change;

c) Resistance to change is a necessity, even though the goal of change is very desirable.

d) Effective change requires reinforcement of new behaviors, attitudes, and organizational practices.

Organizational Structure The organizational structure determines the work tasks divided, grouped and coordinated formally. Organizational structure is a formal authority of work in an organization. This structure, which can be shown visually in the organizational structure, also serves many purposes (Erida Silalahi et al., 2021). According to (Kartika, 2016). states that the organizational structure is a comprehensive design for planning, implementing and observing activities carried out by management. Then also conveyed by (Guamaradewi & Mangundjaya, 2018). which states that the organizational structure is a system of tasks, reporting, and power relationships where the entire organization runs it. The organizational structure describes a framework and arrangement of relationships between functions, parts or positions, which determine the level of the organization and the structure becomes a place for the implementation of authority, responsibility and reporting systems to superiors that provide continuous stability that can allow the organization to survive and coordinate relationships with the environment. In theory, there are many factors that influence organizational structure, according to (Nurimanisa et al., 2023). there are several factors that influence the creation of organizational structures, namely as follows:

a) Division of Work Division of work is a series of levels where tasks in the organization are divided into different jobs. Carrying out a task requires several actions, it is necessary to determine to determine the division of tasks for each person, the division of labor with specialization can allow employees to learn skills and make them proficient in certain fields of work.

b) Departmentalization Departmentalization is an activity of grouping the work of experts which is a consequence of the division of labor. It can also be said to be a way of organizing activities that have been distinguished horizontally. Departmentalization is the basis for classifying work into one group. Every organization consists of several departments. The principle of departmentalization is to classify similar and closely related activities in a work unit.

c) Hierarchy Hierarchy is power that will not be interrupted and stretches from the top level of the organization to the lowest level and explains the relationship of the reporter to the recipient of the report. In the hierarchy there is authority in carrying out tasks, meaning the granting of formal authority or power and responsibility for carrying out certain activities. Delegation of superiors to subordinates is needed so that the organization can run in detail because no superior can observe every task of the organization.

d) Coordination Coordination is the process of connecting an activity from separate departments in order to carry out organizational goals effectively.

Coordination is the procedure of consolidating the goals and activities of separate units (departments) in order for an organization to achieve organizational goals efficiently. There are two types of coordination, namely:

a) Horizontal Coordination. Coordination carried out between departments that have activity levels of authority in achieving overall company goals.

b) Vertical Coordination. Coordination which is an activity of association, direction, work units that are under their authority and responsibility.

c) Management Span (Span of Control) Management span is the number of employees that the leader can manage efficiently and effectively. Inappropriate management ranges can hinder productivity, efficiency, and can increase costs. To get the appropriate range, factors related to the situation, subordinates, and managers must be reviewed.

Unity of Command Unity of command is based on a one step down approach. This means that a manager gives orders or tasks to his subordinates to pass on to the lower level again if that is necessary. To prevent ambiguity not only in giving orders, but in accountability. The positive impact of the implementation of the principle can be assessed from the certainty of orders received by a person, as well as those that are directly related to fostering the behavior of the subordinates concerned. The organizational structure has been studied by many previous researchers including: (Marin Idarraga, D.A. & Hurtado González, J.M, 2021), (Justin M. Stritch, Nicole Darnall & Lily Hsueh,

2021), (Alexander Kroll & Leisha DeHart-Davis, 2021), (Rachmawati, 2016), (Susilowati, 2016), (Warita, 2016) and (NA. Tripambudi & A. Adityawarman, 2014), (Harini et al., 2020), (Elmi et al., 2016)? Economics and Business The benefits of technology in the economic sector such as the existence of ATM (Automated Teller Machine) machines and internet banking that facilitate the payment transaction process. Technology in the business sector can facilitate the delivery process with the existence of all types of expedition services that utilize internet technology and mobile applications in order to speed up the delivery of goods (Hastuti, 2011).

a) Education Technology can also provide many benefits and conveniences in the field of education. One of them is the e-learning system. With this latest learning system, students do not have to come to the school location simply by opening a website or application and accessing learning materials online.

b) Transportation Technology has provided many benefits and conveniences in the field of transportation, be it goods or people. With the existence of various types of transportation equipment, such as cars, motorbikes, planes, and ships, it makes the process of human travel easier and faster.

c) Medical Field The benefits of technology are also very much felt in the medical field as the discovery of various methods, drugs, equipment, and the latest machines can help doctors and nurses do their jobs.

4. CONCLUSION

Organizational management has a long and complex history, and has evolved in response to a variety of factors, including the Industrial Revolution, organizational complexity, social and economic change, and organizational management theory. Organizational management has become increasingly important in the modern era because organizations need to be managed effectively to remain competitive, adapt to change, use resources efficiently, and manage employees effectively.

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