

THE ROLE OF ORGANIZATIONAL DEVELOPMENT IN IMPROVING THE QUALITY OF TRAINING

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Abstract:

Organisational development is an activity that continues to be carried out by all organisational settings. The purpose of organisational development is to improve the effectiveness of organisational performance. So that the quality of education can be maximised. This research method uses a literature review to conduct an in-depth study, which departs from the mini-observation at UNLA. The sources used in this literature review research are sourced from literature reviews using google scholar applications, mendeley and other online academic applications. The findings of this study have two main themes, namely first, the role of organisational development in improving the quality of education is carried out through structural change, innovation in educational management, conducting human resource development and working with partnerships. Second, organisational development strategies in an effort to improve the quality of education are by adopting a data-based approach, promoting a culture of innovation and creativity, and making full use of information technology. There are still many shortcomings in this study, therefore further researchers are needed to further deepen this research.

Abstrak:

Pengembangan organisasi merupakan suatu kegiatan yang terus menerus dilakukan oleh seluruh tatanan organisasi. Tujuan dari pengembangan organisasi adalah untuk meningkatkan efektivitas kinerja organisasi. Sehingga mutu pendidikan dapat dimaksimalkan. Metode penelitian ini menggunakan kajian pustaka untuk melakukan kajian mendalam, yang berangkat dari mini observasi di UNLA. Sumber yang digunakan dalam penelitian kajian pustaka ini bersumber dari kajian pustaka dengan menggunakan aplikasi google scholar, mendeley dan aplikasi akademik daring lainnya. Temuan penelitian ini memiliki dua tema utama, yaitu pertama, peran pengembangan organisasi dalam peningkatan mutu pendidikan dilakukan melalui perubahan struktural, inovasi dalam manajemen pendidikan, melakukan pengembangan sumber daya manusia dan bekerja sama dengan kemitraan. Kedua, strategi pengembangan organisasi dalam upaya peningkatan mutu pendidikan adalah dengan mengadopsi pendekatan berbasis data, menggalakkan budaya inovasi dan kreativitas, serta memanfaatkan teknologi informasi secara maksimal. Masih banyak kekurangan dalam penelitian ini, oleh karena itu diperlukan peneliti selanjutnya untuk lebih memperdalam penelitian ini.

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INTRODUCTION

The role of organisational development is an activity that continues to be carried out by all organisational settings. Organisational development is a means in an effort to achieve the goals of an organisation (Amri et al., 2021). In an organisation, it can make adjustments with the times. The aim of organisational development leads to more effective personal relationships between leaders and subordinates. The purpose of organisational development is to improve the effectiveness of organisational performance. Therefore, this organisational development cannot be ignored because if changes are not made, then the company or institution cannot continue to exist (Ishiqah Ramadhany Putri & Ningrum Fauziah Yusuf, 2022).

In general, organisational development is an effort by an organisation to make changes to increase the effectiveness and productivity of the organisation in order to achieve a predetermined goal (Rusdinal & Afriansyah, 2021). The demands of the need for change should be seen as a pressure that can cause tension or turmoil, which can be dangerous. On this basis, every organisation will make choices in change, both in terms of systems, people, organisations and culture, which should refer to the planned change model (Shetty, 2024). So, changes in organisational development are very necessary. Organisational development also needs to move with the times. The hope is that the institution can continue to exist and sustain itself in any condition.

Related to the discussion of change in the organisation means that it is related to the values of organisational development itself. In organisational development it is indirectly related to a strategy, a system, a process to bring about change in the organisation. The desired change is a change that is in line with the organisation's plan. So that it can be used as a tool to deal with changing situations faced by modern organisations and strive to adjust or adapt to their environment (Wujarso et al., 2023).

The quality of education is the spearhead of the existence of an educational institution. Its existence and development is only possible if there are actors of change in the school, where of course the people involved must be able to design and carry out the progress or decline of the school (Irijanti et al., 2023). If the organisational development of the educational institution is good, the quality of education will also be good. Quality is the only thing that is very important in the world of education, schools are the three centres of education that are required to produce excellent output (Siti et al., 2015). Based on the above issues, the researcher raised the title "the role of organisational development in efforts to improve the quality of sustainable education".

RESEARCH METHODS

This article is a literature review research, but a mini-observation was conducted at UNLA. However, an in-depth study was conducted using literature review. Literature review is a literature search and research by reading various books, journals and other publications related to the research topic (Abraham & Supriyati, 2022). The aim is to produce a paper related to a particular topic or issue. The sources used in this literature review research are obtained from literature reviews using the google scholar application, mendeley and other online academic applications (Yandi et al., 2023. Tharaba & Wahyudin, 2024). So that the research conducted can gain an in-depth understanding of organisational development in an effort to improve the quality of continuing education. It can then be used as input and action for improvement.

RESULTS AND DISCUSSION

Based on the results obtained through literature reviews of various national and international journal articles. The subject matter of the research is described below:

Concept of Organisational Development

Organisational development is an effort to change the behaviour of people and organisational systems to adapt to environmental changes that have been shown to achieve better organisational goals (Aji, 2019). Organisational development is a planned, systematic, sustainable and binding strategy throughout the organisation to realise organisational effectiveness and productivity to achieve goals under leadership (Rusdinal & Afriansyah, 2021). Organisational development is important because it enhances organisational effectiveness and increases the organisation's ability to adapt to changes and developments and can change the behaviour of organisational members for the better (Robbins, 2005).

Organisational development is a process or activity based on behavioural science, both long and short term, to develop potential and knowledge (Shetty, 2024). Organisational development is a planned effort carried out at the organisational level to increase effectiveness or enable the organisation to achieve its strategic goals (Yulianti & Meutia, 2020). Based on the above explanation, it can be concluded that organisational development is an action that is carried out in a structured and systematic manner to improve and develop an institution in order to achieve the set goals and objectives.

The development of training requires guidelines and steps to be considered. The steps in organisational development are as follows:

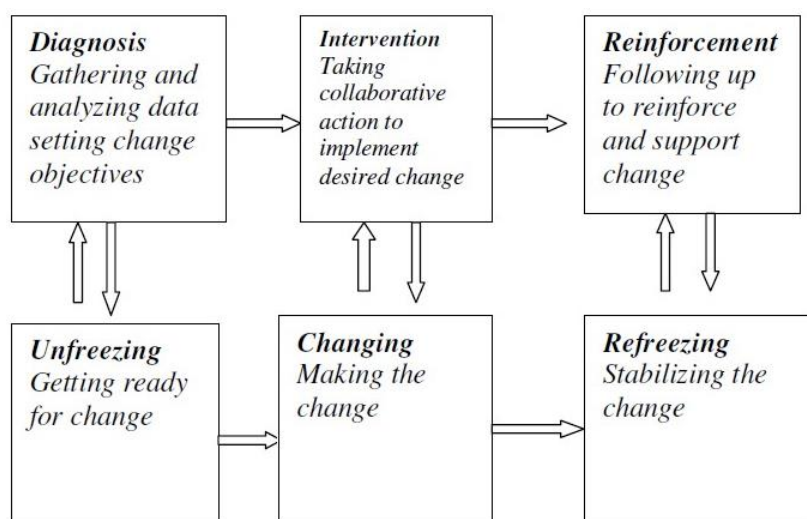


Figure 1: Organisational Development Process

On the basis of this figure, it can be explained that the members of the organisation are in a fairly stable and balanced atmosphere. It can also provide motivation and support for change, this step is called unfreezing. Then the change process is carried out, which is a crucial step in the change phase. And the next stage, refreezing, is an action or stage that seeks to integrate each member of the organisation in the corridor of change and development.

Sustainable Quality Of Education

Quality of education is a parameter used to assess the quality of an educational institution or system. The main aspects of educational quality are input, process and output. Input is an action taken for screening which is then processed. Process is an action to be managed to create an effective and efficient teaching and learning atmosphere. Output is a result of the input and is then processed to produce products that meet the objectives.

Quality standards in Indonesia are regulated by Government Regulation No. 4 of 2022 on Amendments to Government Regulation No. 57 of 2021. The National Education Standards (SNP) are the minimum criteria for the education system throughout the jurisdiction of Indonesia. The aim is to ensure the quality of education in Indonesia and to create consistency in the quality of education in educational institutions. There are eight National Education Standards (SNP), namely content standards, process standards, assessment standards, graduate competency standards, teacher and education personnel standards, facilities and infrastructure standards, management standards, and funding standards.

The existence of educational quality standards provides guidelines and references for improving the quality of educational institutions. So that the educational institution can develop sustainably. The quality of education can be said to be good when it can exceed the minimum standards. The concept of quality has become a reality or phenomenon in all aspects and dynamics of the global society, especially in every educational institution (Irijanti et al., 2023). Therefore,

every educational institution is obliged to improve the quality of its education in order to compete and develop sustainably.

The Role of Organisational Development in Improving the Quality of Education

Structural transformation

Structural transformation is a process that occurs during the transition from a traditional system to a modern system. Structural transformation in education is a process of development, renewal and adaptation to the new paradigm of education with the demands of the times. In the theory of structural transformation, there are four processes that accompany economic development, namely the merger process, the allocation process, the demographic process and the distribution process (Fahmi, n.d.). The purpose of the structural transformation process is to develop the organisation so that with the changes and developments of the times, the organisation can continue to exist naturally by paying attention to the structural transformation process that adheres to the economic theory and then applied to the field of education. According to Lee and Malin (2009) in (Fahmi, n.d.) education contributes to the improvement of labour productivity which is divided into two things namely human capital and facilitating the transfer of labour.

Innovation in educational management

In the current era of digitalisation, innovation is needed in the development of educational organisations to improve quality. Innovation in education management is the use of technology in learning media. The application of technological innovation can improve the efficiency of education management and public service. So it is not an option but a necessity. It is important to carefully observe the positive impact of technology integration in improving and developing organisations to be effective and efficient (Harini et al., 2023).

The main challenges of innovation in educational management include linguistic competence, methodology, scientific knowledge, organisational, interpersonal and collaborative competence and continuous professional development (Pérez Cañado, 2018). Innovation is related to transformation. Innovation refers to the development of ideas, methods or technologies to improve the effectiveness and quality of education. On the other hand, transformation refers to fundamental changes in the educational system and culture to achieve greater goals. Therefore, innovation in the development of education in this age of digitalisation is closely related to technological transformation.

Human resource development

Human resources play an important role in improving the efficiency and competitiveness of an organisation. Important aspects of human resource development include processes, improvement of individual skills, teaching, training and learning, and maximum contribution to the achievement of organisational goals (Marayasa et al., 2023). Human resource development is

carried out through education and training, both formal and non-formal, which is done simultaneously and continuously (Ningrum, 2016). Therefore, the challenge facing the world of education is to be able to produce fully competent human resources by the 21st century (Etistika Y W et al., 2016).

Working with partnerships

The development of an educational organisation cannot be done only by internal parties, but requires collaboration and cooperation with partnerships or institutions that are experts in their field. Effective collaboration can provide benefits such as synergy, optimisation of resources, increased creativity and innovation, and better achievement of goals compared to individual efforts (Eka et al., 2024). Education and collaboration with the community can lead to better outcomes and positive changes that are sustainable (Bakti et al., 2023).

Organisational Development Strategies to Improve the Quality of Education

Data-driven approach

The development of an educational organisation requires an approach to its completion. Among a variety of approaches, this data-driven approach is a reliable one. This is because the approach is based on existing data. So that in the development it can sort and select the results of the evaluation. The aim is to improve things that are considered less good and to improve things that are considered good. Strategies that can be used in developing data-based educational organisations to improve quality include planning, recruiting and developing resources to achieve optimal educational quality (Yuliyati, 2020).

Fostering a culture of innovation and creativity

A culture of innovation is the values and norms of the members of an organisation that uphold creativity in innovation to create excellence (Khayati & Sarjana, 2015). Innovation and creativity are required in this digital age. Therefore, in an effort to improve the quality of education, innovation and creativity are needed by both educational staff and students. Currently, the innovations that are being implemented on a large scale are in the field of technology. Learning that is fully used touches technology. The role of educational innovation in digital technology-based learning at this time is very important, whose own use can be done optimally and thoroughly (Ambarwati et al., 2022).

Adoption of Information Technology

Technology is a part of human life today, especially in the field of education. Technology is becoming a medium and a means of carrying out the learning process. At present, information technology has changed, is changing and will change the lives of people by promising ways of working and living that are more effective, useful and creative (Rajagukguk, 2009). Therefore, to be able to improve the quality of education requires serious and real efforts from all parties, starting from the central and regional governments, as well as parents and all human resources within the educational institution (Fadhli, 2017).

Organisational Development Issues in Improving The Quality Of Continuing Education

The organisational development issue that happens in 2024 is the organisational development at UNLA University. The university is developing in order to improve the quality of its education. The university has existed and been established for a long time. However, there are several factors that become obstacles so that it becomes a cause in its development. The current development is a major change with the construction of infrastructure and the addition of human resources.

In its implementation, it still faces many obstacles, so it needs to take measures to cooperate with other large universities. The development of facilities and infrastructure is the construction of dormitories and lecture halls. The UNLA cooperates with Islamic universities. The aim is for UNLA to become a semi-religious general campus. Therefore, one of the developments carried out is the construction of a dormitory with the vision of Hafizh Qur'an. However, after analysis, it will overlap with the nomenclature of the UNLA. The reason is that it is a general university, but it is religious. So the values of tolerance with other religions will be reduced.

The next development was the opening of new courses. So UNLA did a massive open recruitment of lecturers. The hope is that the university will have many study programmes. So UNLA made an application to Kemenristekdikti. The purpose of organisational development at UNLA is to improve the quality of education. So that the quality of education can once again run as it should and develop sustainably.

CONCLUSION

Organisational development is an action taken in a structured and systematic way to improve and develop an institution in order to achieve its goals and objectives. The purpose of organisational development is to improve the quality and performance of educational institutions. So that the educational institution can operate continuously and sustainably. The role of organisational development in improving the quality of education includes structural change, innovation in education management, human resource development and working with partnerships. Organisational development strategies to improve the quality of education are to adopt a data-based approach, to promote a culture of innovation and creativity, and to make full use of information technology.

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