

Analysis of School Development Needs

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Abstract. This research departs from the assumption that every organization, especially schools, must always respond to a rapidly changing environment and therefore schools must make changes. This study aims to analyze the needs of school development. The approach used is quantitative with descriptive methods trying to identify the needs of school development based on the dimensions of the evaluation of organizational structures and organizational processes. The data collection technique used a questionnaire strategy, with descriptive analysis. The results showed that 1) in the structure dimension, the organizational complexity of Insan Cendikia Syech Yusuf Senior High School, Gowa Regency was in the medium category and the formalization of the organization was in the high category so that the need for organizational development in the organizational structure dimension in SMA Insan Cendikia Syech Yusuf, Gowa Regency was considered not so urgent. to do. 2) In the process dimension, the subdimensions that require development are risk management, process improvement and improvement and technology. The three sub-dimensions of the process are considered to have moderate category capabilities in accommodating the internal needs of the organization and have moderate category capabilities in adapting to the dynamics of changes in the external environment of Cendikia Syeck Yusuf High School, Gowa Regency.

Keywords: Needs analysis, school development

INTRODUCTION

Formal Education Services is one of the fundamental rights of people with their provision shall be convened by the government or the responsibility of the state as mandated in the 1945 chapter 31. Even so, but there are many groups of people who memeiliki high concern for the provision of education services and participate menyeleggarakan and provide education services to the community

Both the government and the community in providing education services are urged to always improve professionalism and accountability and ensure the various resources they have so that they can provide satisfaction to the community. In addition, the tighter competition among the education administering organizations

and the more selective the community is in choosing existing services makes every organization always improve the quality of its services. To be able to find out the quality of services provided, every organization needs to evaluate it with various analyzes.

In Permenpan Number 20 of 2018 concerning guidelines for institutional evaluation of government agencies, there are two approaches that can be taken by each organization in conducting institutional evaluations, namely measuring the effectiveness and efficiency of the structures and processes implemented by an organization. Thus, every organization in conducting its development needs analysis should first conduct an institutional evaluation.

Every organization has goals and must be goal oriented. The concept of organizational structure involves various levels of goals and every personnel in the organizational structure must always think about its goal-oriented contribution. In general, organizations as an open system are always influenced by the internal and external environment so that the organization may always adapt to its environment. That is why every organization is always moving and experiencing change and development through various strategies, systematic, integrated and planned approaches to increase organizational effectiveness and productivity.

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SMA Insan Cendikia Syech Yusuf has 21 teachers and four boarders. So far, SMA Insan Cendikia Syech Yusuf of Gowa Regency has achieved many student achievements from the year of its establishment to the present (2016-2020), one of which is the student of SMA Insan Cendikia Syech Yusuf of Gowa Regency represents South Sulawesi at the National Science Olympiad.

Previous research by Purhantara, (2012) entitled Organizational Development Based Change Management suggests that in the case of organizational development efforts is more focused on the ability to process information on the influence of internal and external organizational environments, diagnose organizational diseases, and the ability to provide treatment with reference to potential owned organization. Therefore, someone who focuses on creating organizational development must pay attention to the elements of individual creativity that the organization has.

Based on some of the facts and studies above, the researcher then sees the need to conduct an analysis of organizational development needs, in this case the analysis of the development needs of the Cendeikia Syeh Yusuf of Gowa Regency by reviewing it from the perspective of Organizational Structure and Process.

Organizational change and development is an impetus that comes from external forces (demographic characteristics, technology, market changes, etc.) and internal, namely organizational resources, so that the organization must make decisions to make fundamental changes. Organizational change and development has a broad impact on organizational components. Organizational members are the key organizational components that are most affected by the changes. Demands to adapt to various agendas for changes that will and have occurred, maintain the existence of the organization, and support the achievement of organizational goals in the long term (Supriyanto, 2009).

The definition of organizational change is a variation of various established ways that have been taking place in the organization and are used and obeyed by members of the organization in carrying out their activities and is different from what has been and has been applicable in the organization. Whereas the notion of organizational development is a systematic, integrated and planned approach to increase organizational effectiveness and solve problems (such as lack of cooperation / cooperatives, excessive decentralization and less rapid communication, etc.) that hinder operational efficiency at all levels (Abdullah, 2014).

Kotler has the view (Winardi, 2008), that "organizational development (PO) is a technique and method that can be used by managers in their programs that support the increase in the adaptability of their organizations". The definition put forward implies the organization's efforts to improve its ability to adapt to various changes and challenges faced by each organization through the leaders of the organization by always carrying out a series of activities to adapt to these changes (Winardi, 2008).

Bringing about changes in practices, technologies, processes, or even meanings associated with organizational activities or roles involves multi-stakeholder practices, behaviors and routines that are often complex and sophisticated. Those responsible for implementing changes and resisting intentional or unconscious resistance are expected to address stakeholder reactions. Communication is an important means by which implementers of change introduce, describe, persuade, support, and evaluate change and the change process. It is also the primary means used by those who are opposed or uncertain about change to resist, question, challenge, and seek support (Lewis, 2014).

Successful change management is essential for any organization to survive and succeed in today's highly competitive and continuously evolving business environment. However, the theories and approaches to change management currently available to academics and practitioners are often contradictory, largely lacking empirical evidence and supported by unmatched hypotheses regarding the nature of contemporary organizational change management (By, 2005).

The reexamination of change management strategies has recently come under direct scrutiny in both the academic and professional realms due to the significant shift from physical institutions to virtual organizational structures. Thus, the change management examination requires direct investigation into several determining

factors: leadership and change criteria, organizational structure, leadership roles, communication, and ongoing change. The authors support the ideology that the survival of an organization is directly dependent on its ability to have a viable change management strategy to take into account the rapidly changing environment of modernity (Morrow, 2015).

According to Kaswan (2019) there are three main things in organizational development, namely:

1. Organizational development is intended to increase organizational effectiveness in achieving organizational goals and objectives.
2. Organizational development improves the welfare of organizational members which refers to satisfaction with their work and environment.
3. Organizational development is aimed at increasing organizational effectiveness and individual welfare through planned interventions.

In Permenpan Number 20 of 2018, organizational development can be viewed from two dimensions, namely 1) dimensions of organizational structure, with sub-dimensions of complexity, formalization and centralization, 2) dimensions of organizational processes with subdimensions of balance and harmony, governance and compliance, information technology, risk management, process improvement and enhancement.

RESEARCH METHODS

1. Approach and Type of Research

This research approach using quantitative. This research is an ex post facto study with descriptive design to describe the needs of school organizational development

2. Research Design

This study uses a descriptive design.

3. Population and Sample

The population in this study were all personnel in the Syech cendikia high school, Gowa Regency, amounting to 37 people. The sample of research subjects is then taken as a whole to meet the characteristics of the population in providing answers to the needs of organizational development

4. Data collection technique

By paying attention to the characteristics of the data, the technique used to collect data in this study is in the form of a questionnaire to explore the necessary data in accordance with the objectives

5. Data Analysis Techniques

Data analysis in this study is an activity after data from all respondents have been collected. Activities in data analysis are: grouping data based on variables and types of respondents, tabulating data based on variables from all respondents. Descriptive analysis is used to describe the trend of the data using the percentage formula as follows.

$$P = \frac{n}{N} \times 100\%$$

Ket : P = Percentage
n = number of score
N = Total score

RESEARCH RESULTS AND DISCUSSION

Dimensions of Organizational Structure

In this study, the organizational structure dimension is viewed from the sub-dimensions of complexity and organizational structure formalization. The data trends in the two sub-dimensions are presented as follows.

The Sub-dimensions trend of Organizational Complexity

In this study, the questionnaire to identify the complexity of the organizational structure consisted of 5 questions. The highest answer score is 4 and the lowest answer score is 1, so that the highest possible score achieved is $5 \times 4 = 20$ and the lowest score is $5 \times 1 = 5$ with 3 categories, so that the range between the intervals is 5. Data distribution and percentage presentation The subdimension score for the structure can be seen in the following table.

Tabel 1 the distribution of data and the percentage score of the subdimension of the structure

| Interval | F | percentage | Category |
|---------------|----|------------|----------|
| 15 < (x) ≤ 20 | 9 | 26,47% | High |
| 10 < (x) ≤ 15 | 25 | 73,53% | Medium |
| 5 ≤ (x) ≤ 10 | 0 | 0% | Low |

Source: Results of 2020 research data

Based on the frequency distribution table above, it is known that a small proportion or 26.47% of respondents perceive the complexity of the organizational structure of the SMA Insan Cendikia school in the high category, then most or 73.53% of respondents perceive the complexity of the organizational structure of the SMA Insan Cendikia school to be in the medium category.

The complexity of the school organizational structure perceived by respondents at SMA Insan Cendikia Syech Yusuf, Gowa Regency is in the medium

category, this can be interpreted that the need for school development from the development of the school organizational structure is not urgent to do.

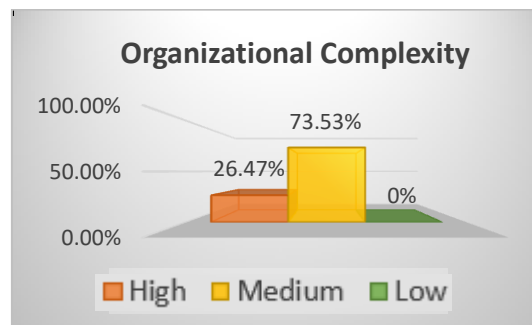


Figure 1 Trend Diagram of the Subdimensions of Organizational Complexity

The sub-dimensions trend of organizational formalization

In this study, the questionnaire for formalization indicators consisted of 6 questions. The highest answer score is 4 and the lowest answer score is 1, so that the highest possible score achieved is $6 \times 4 = 24$ and the lowest score is $6 \times 1 = 6$ with 3 categories, so that the range between intervals is obtained, namely 6. Data distribution and percentage presentation The subdimension score for the structure can be seen in the following table

Tabel 2 distribution of data and the percentage of scores on the formalization sub-dimensions

| Interval | F | Percentage | Category |
|----------------------|----|------------|----------|
| $18 < (x) \leq 24$ | 26 | 76,47% | High |
| $12 < (x) \leq 18$ | 8 | 23,53% | Medium |
| $6 \leq (x) \leq 12$ | 0 | 0% | Low |

Source: Results of 2020 research data

Based on the frequency distribution table above, it is known that most or 76.47% of respondents perceive the formalization of the work field within the SMA Insan Cendikia school organization to be in the high category, then a small proportion or 23.53% of respondents perceive the formalization of the work sector of the school organization to be at medium category.

Based on the data above, it can be concluded that the formalization of the work field in the SMA Insan Cendikia school organization is in the high category. This

means that the formalization of the field of work in the organization of the SMA Insan Cendikia Syech Yusuf, Gowa Regency is considered to have been done very well so that the need for organizational development in terms of formalization of the field of work is not so urgent to be done by SMA Insan Cendikia Syech Yusuf, Gowa Regency.

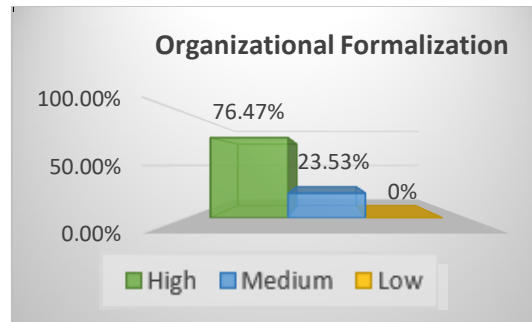


Figure 2 Trend Diagram of Organizational Formalization Sub-dimensions

Based on the two subdimensions above, namely complexity and formalization, it can be concluded that the need for organizational development in the organizational structure dimension at the Cendikia Syech Yusuf High School, Gowa Regency, is not yet urgent.

Organizational Process Dimensions

The Sub-Dimensional Trend of Balance and Harmony

In this study, the questionnaire for balance and harmony indicators consisted of 8 questions. The highest answer score is 4 and the lowest answer score is 1, so that the highest possible score achieved is $8 \times 4 = 32$ and the lowest score is $8 \times 1 = 8$ with 3 categories, so that the range between the intervals is 8. Data distribution and percentage presentation the balance and harmony subdimension scores can be seen in the following table.

Tabel 3 Distribution of data and percentages of balance and alignment scores

| Interval | F | Percentage | Category |
|----------------------|----|------------|----------|
| $24 < (x) \leq 32$ | 23 | 67,65% | High |
| $16 < (x) \leq 24$ | 11 | 32,35% | Medium |
| $8 \leq (x) \leq 16$ | 0 | 0% | Low |

Source: Results of 2020 research data

Based on the frequency distribution table above, it is known that the majority or 67.65% of respondents perceive the balance & harmony of the SMA Insan Cendikia school organization in the high category, then a small portion or 32.35% perceive the balance & harmony of the school organization to be in the medium category, so that Thus it can ignore that the balance & harmony of the organization in SMA Insan Cendikia Syech Yusuf, Gowa Regency is perceived by respondents to be in the high category, this means that SMA Insan Cendikia Syech Yusuf, Gowa Regency is still able to accommodate the internal needs of the organization and is able to adapt to the dynamics of changes in the organization's external environment.

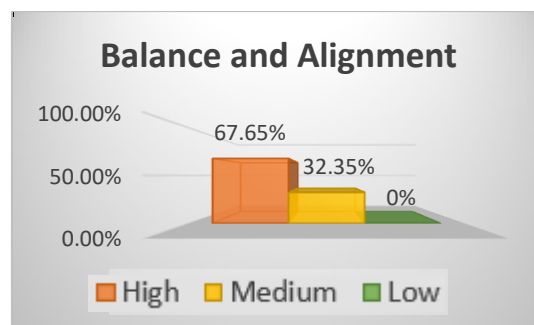


Figure 3. Trend Diagram of Balance & Alignment Sub-dimensional

The Sub-dimensions Trend of Governance and Compliance

In this study, the questionnaire for governance and compliance indicators consisted of 5 questions. The highest answer score is 4 and the lowest answer score is 1, so the highest possible score to be achieved is $5 \times 4 = 20$ and the lowest score is $5 \times 1 = 5$ with 3 categories, so that the range between intervals is 5. The percentage of governance and compliance subdimension scores can be seen in the following table.

Tabel 4 distribution of data and percentage of governance and compliance scores

| Interval | F | Percentage | Category |
|---------------|----|------------|----------|
| 15 < (x) ≤ 20 | 16 | 47,06% | High |
| 10 < (x) ≤ 15 | 18 | 52,94% | Medium |
| 5 ≤ (x) ≤ 10 | 0 | 0% | Low |

Source: Results of 2020 research data

Based on the frequency distribution table above, it is known that most or 47.05% of respondents perceive the governance and compliance of the SMA Insan Cendikia school organization in the high category, then most or 52.94% of

respondents perceive organizational governance and compliance in SMA Insan Cendikia is in the medium category, so it can be concluded that organizational governance and compliance at SMA Insan Cendikia Syech Yusuf, Gowa Regency are considered capable enough to accommodate the internal needs of the organization and sufficiently able to adapt to the dynamics of changes in the organization's external environment.

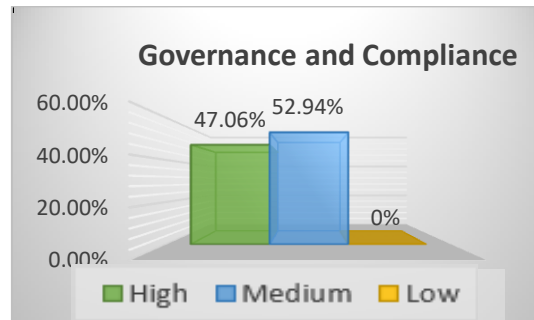


Figure 4. Trend Diagram of Governance and Compliance

The Sub-dimensions Trends of Information Technology

In this study, the questionnaire for technology indicators consisted of 5 questions. The highest answer score is 4 and the lowest answer score is 1, so the highest possible score to be achieved is $5 \times 4 = 20$ and the lowest score is $5 \times 1 = 5$ with 3 categories, so that the range between intervals is 5. The percentage of the information technology subdimension score can be seen in the following table

Tabel 5 data distribution and percentage of information technology score

| Interval | F | Percentage | Category |
|---------------|----|------------|----------|
| 15 < (x) ≤ 20 | 11 | 32,35% | High |
| 10 < (x) ≤ 15 | 23 | 67,65% | Medium |
| 5 ≤ (x) ≤ 10 | 0 | 0% | Low |

Source: Results of 2020 research data

Based on the frequency distribution table above, it is known that a small proportion or 32.35% of respondents perceive technology at Insan Cendikia High School to be in the high category, then most or 67.65% of respondents perceive technology in Cendikia Insan High School to be in the medium category, so with Thus it can be concluded that the formalization of the field of work in the organization of the Cendikia Insan High School is in the high category. This means that the technology in SMA Insan Cendikia Syech Yusuf, Gowa Regency is considered

to have the ability in the medium category to accommodate the internal needs of the organization for technology and is sufficiently able to adapt to the dynamics of technological change in the organization's external environment.

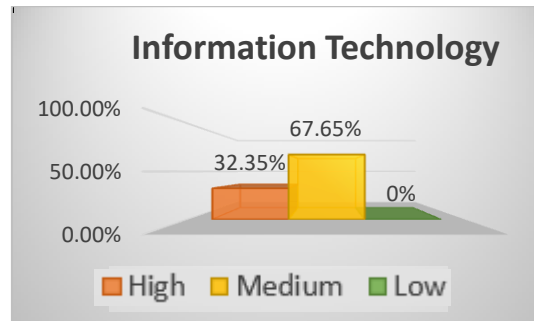


Figure 5. Information Technology Trend Diagram

The Sub-dimension Trend of Risk Management

In this study, the questionnaire for risk management indicators consisted of 5 questions. The highest answer score is 4 and the lowest answer score is 1, so the highest possible score to be achieved is $5 \times 4 = 20$ and the lowest score is $5 \times 1 = 5$ with 3 categories, so that the range between intervals is 5. The percentage of risk management subdimension scores can be seen in the following table.

Tabel 6 data distribution and risk management score percentage

| Interval | F | Percentage | Category |
|----------------------|----|------------|----------|
| $15 < (x) \leq 20$ | 3 | 8,82% | High |
| $10 < (x) \leq 15$ | 30 | 88,24% | Medium |
| $5 \leq (x) \leq 10$ | 1 | 2,94% | Low |

Source: Results of 2020 research data

Based on the frequency distribution table above, it is known that a small proportion or 8.82% of respondents perceive risk management at Insan Cendikia High School to be in the high category, then most or 88.24% of respondents perceive risk management at Insan Cendikia High School to be in the medium category, and some or 2.94% perceive risk management at Insan Cendikia High School to be in the low category, so it can be concluded that risk management in Cendikia High School is in the medium category. This means that risk management at SMA Insan Cendikia Syech Yusuf, Gowa Regency is considered to have the ability to accommodate the internal needs of the organization and is sufficiently able to adapt to the dynamics of change in the organization's external environment.

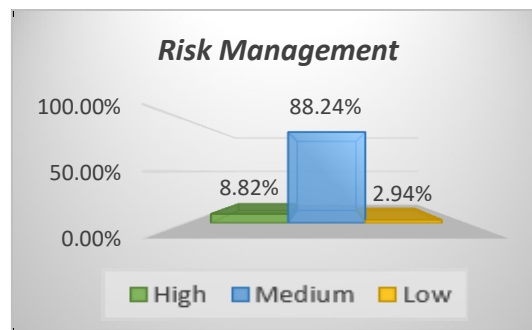


Figure 6. Sub-dimension Trend Diagram of Risk Management

Subdimensional Trend of process improvement and enhancement

In this study, the questionnaire for process improvement and enhancement indicators consisted of 5 questions. The highest answer score is 4 and the lowest answer score is 1, so the highest possible score to be achieved is $5 \times 4 = 20$ and the lowest score is $5 \times 1 = 5$ with 3 categories, so that the range between the intervals is 5. The percentage score for process improvement and enhancement subdimensions can be seen in the following table.

Tabel 7 distribution of data and the percentage score subdimensions of process improvement and enhancement

| Interval | F | Percentage | Category |
|----------------------|----|------------|----------|
| $15 < (x) \leq 20$ | 7 | 20,59% | High |
| $10 < (x) \leq 15$ | 27 | 79,41% | Medium |
| $5 \leq (x) \leq 10$ | 0 | 0 | Low |

Source: Results of 2020 research data

Based on the frequency distribution table above, it is known that a small proportion or 20.59% of respondents perceive process improvement and enhancement at Insan Cendikia High School to be in the high category, then most or 79.41% of respondents perceive process improvement and enhancement at Insan Cendikia High School to be in the medium category, so it can be concluded that the process improvement & enhancement at Insan Cendikia High School is in the medium category. This means that risk management at SMA Insan Cendikia Syech Yusuf, Gowa Regency is considered to have the ability to accommodate the internal needs of the organization and is sufficiently able to adapt to the dynamics of change in the organization's external environment.

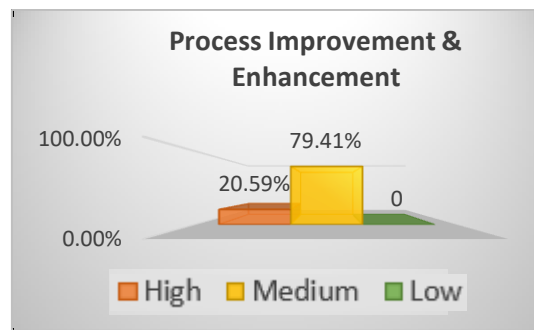


Figure 7. Subdimensional Diagram of Process Improvement and Improvement

To see the overall sub-dimensions in the process dimension, the data is presented as follows.

Tabel 8 The distribution of process dimension data is categorized as high

| Subdimension | Percentage % |
|-------------------------------------|--------------|
| Balance and Harmony | 67,65 |
| Governance and Compliance | 47,06 |
| Information Technology | 32,35 |
| Risk management | 8,82 |
| process improvement and enhancement | 20,59 |

Source: Results of 2020 research data

Based on the process dimension data presentation above, it is known that the subdimensions that require development are risk management, improvement and improvement of processes and technology. The three subdimensions are considered to have the ability of the medium category to accommodate the internal needs of the organization and the ability of the medium category to adapt to the dynamics of change in the external environment of the organization. These needs can be seen in the following image.

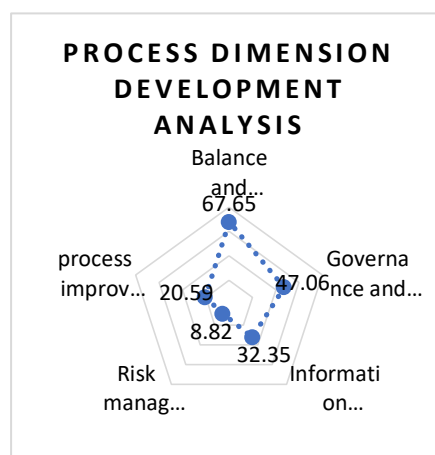


Figure 8. Process Dimension Development Analysis Diagram

CONCLUSION

1. Based on the presentation of the structural dimension data, it is known that organizational complexity is in the medium category and organizational formalization is in the high category so that the need for organizational development in the organizational structure dimension at SMA Insan Cendikia Syech Yusuf, Gowa Regency is considered not so urgent to do.
2. Based on the presentation of process dimension data, it is known that the sub-dimensions that require development are risk management, improvement and improvement of processes and technology. The three subdimensions are considered to have the ability in the medium category to accommodate the internal needs of the organization and have the ability in the medium category in the adaptation of SMA Insan Cendikia Syeck Yusuf, Gowa Regency to the dynamics of changes in the external environment of the organization.

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