CHANGE MANAGEMENT IN ISLAMIC COLLEGES

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Abstract
Changes will always occur in every line of life, so adjustments need to be made for good and progress, especially in the field of education. Change encourages the willingness to adapt and is an opportunity to improve. This research uses a qualitative descriptive approach, with data collection methods in the form of observation, interviews, and documentation which are then processed through the stages of data reduction, data presentation, and conclusion drawing or data verification. The purpose of this study is to analyze change management related to the implementation and evaluation of changes that have been carried out by Sekolah Tinggi Agama Islam Yayasan Pembangunan Kalianda, South Lampung. In findings related to the implementation and evaluation of change, it is known that implementation is carried out in three phases, namely unfreezing, change, and refreezing. Then in the evaluation of change, a thorough analysis is carried out to determine future improvements, ideas, and innovations. In this regard, this research can be a reference in carrying out change management for Islamic educational institutions in the future.

Keywords: *Change management, education, Islamic educational institutions.*

INTRODUCTION

Change can occur in our personal as well as from our environment, we do not even realize that it is taking place. Change means that we have to change in the way we do and think about something where we move from the prevailing condition to the desired condition (Prastika Dewi, dkk., 2021). Similarly, all organizations in this modern era experience the challenge of change is also always covered by continuous change, whether the change is on a small, medium or large scale so that it will force top managers and all elements of the organization to adjust to the situation, where the adjustments made must still pay attention to environmental conditions. Therefore, in maintaining its effectiveness, the organization must be able to make changes in accordance with the conditions faced (Prastika Dewi, dkk., 2021). However, if an organization ignores the concept of change will experience adverse effects that arise in the future. The aspect of change that must be considered is whether the change is innovative and also strategic. To be able to make changes, change management is needed which has a very important role in responding to a change (Hakim & Sugiyanto, 2018). Change management is an effort taken by managers to manage change effectively, so an understanding of motivation, leadership, group, conflict, and communication issues is needed (Arijanto, dkk., 2018).

Febrianty, dkk., (2020) Change management is a structured approach to help the organization and the people within it. Aims to make a transition slowly but surely, namely a change from the current condition or condition to a state desired by the organization. Based on this, change management is a process that is carried out consciously and systematically in managing, organizing, and controlling something in the changes that are happening so that later it can

run well and show the goals set. Then, according to Uha (2017) In change management there are many factors that are taken into account in the change process, starting with: the power to make changes, recognize and define problems, the process of solving problems, implementing changes, measuring, evaluating and controlling the results.

One model of change according to Lewin in Munazat & Nurmila (2019) which consists of the process of Unfreezing (recognizing the need for change / planning for change), Changing (trying to create new conditions / implementing change), Rerfeezing (combining, creating and maintaining change / strengthening change). Furthermore, the success or failure of a change can be known if it has previously been determined what must change or what changes must occur. What changes should occur is an indication that points to the dimensions of the content that must be managed. The description is described in matters that include the urgency of change (purpose), goals to be realized (goals), and targets or objectives to be achieved (objectives) (Munazat & Nurmila, 2019). To make a change is also inseparable from the role of a leader where leadership is believed to be a key driving force of the organization that is able to build a new culture that is in accordance with change. As in Henriyani (2018) Leading means doing the right things. This implies a leader must think about and do what feels best for the organization. Thus, a leader is always willing and courageous to make changes to everything if the environmental conditions are no longer suitable to carry out organizational goals. Then with the capacity to have leadership knowledge possessed by the leader, changes can be made. Leadership in the era of change should be typical of visionary leaders by applying the future goals of the organization professionally. In other words, leaders can not only command subordinates what to do but can also influence how subordinates carry out their orders (Handoko, 2016).

In the concept of Islamic teachings, it is also explained that the leader does not only focus on someone who leads formal and informal institutions, but more specifically to every living human being that he is a leader, both leading himself and a group. Then, the ideal leader is a leader based on strong religious beliefs, which cannot be separated from the words and hadiths of the Prophet SAW as a foundation in carrying out his leadership process. Thus, leadership in Islamic teachings starts from each individual, then if man can lead himself, it is not impossible that he will be easier to lead others. In addition, Islamic leadership does not necessarily contribute to fellow human beings, but most importantly is accountability to its Khalik (Kurniawan, dkk., 2020). Then, one of the tasks and roles of a leadership is to create changes that have a good impact on the organization, which according to Maxwell, that everything that can have an impact on an organization is due to changes caused by leaders (Torang, 2014). Therefore, it is important for every leader to be able to be wise in leading the tasks he is mandated to (Quraish Shihab, 2017).

Sekolah Tinggi Agama Islam Yayasan Pembangunan Kalianda is a university whose existence has received quite a positive response from the community with evidence that the community teaches their children at the college. Good and harmonious interpersonal relationships between the head of STAI, lecturers, students, parents and the community. Through activities such as those carried out by the surrounding community in mutual assistance, STAI also always takes part in helping these activities. The existence of the Kalianda Development Foundation Islamic College is the responsibility of the campus community until now it is running quite well even though it still needs better quality improvement in the future. Changes in STAI, in the sense of desired changes, are required in laws and regulations, namely in the form of improving the quality of institutional management of private Islamic religious universities and public accountability as well as the performance of PTKIS management, as in PP No: B–2956/DJ. I/HK.007/12/2020 concerning the Position of Rectorate/Chairman of PTKIS. Likewise, the development and progress achieved by the Kalianda Development Foundation Islamic College cannot be separated from

the role of the head of STAI as the leader of the university. The leadership patterns used by the head of STAI in managing this university are proven to make a positive contribution or contribution to the development and progress in the future. Then changes in the performance of educators and staff are increasingly disciplined in attendance, carrying out duties, and empowered in accordance with their tupoksinya where educators not only always provide learning in the classroom but also outside the classroom so that students absorb more about the knowledge provided besides that there is no fear from students who see educators as formal staff but can see a discussion partner when outside class. Then in the infrastructure improvements carried out by STAI such as, the addition of buildings for each vice chairman, head of study programs and BPM and LPPM buildings which are also accompanied by the addition of a two-story building for classes whose room positions on the second floor. Besides that, STAI always opens networks with other universities in Indonesia such as Muhamadiyah University Surakarta which is on the island of Java, Surakarta regency, there is also in the Sulawesi area and the last one with the Darul Fattah Tarbiyah College Bandar Lampung.

STAI also collaborates with local governments in receiving additional revenue for campus infrastructure development and also the implementation of internships which were previously only included in the education lemaga, this is related to when the output produced by STAI is able to improve the image of the campus in the community, specifically in local government. This goal is carried out for organizational development and improvement of the quality of education so that the change process will run smoothly in accordance with the vision and mission set. The leadership qualifications of the head of STAI can be formulated more clearly after more in-depth research on the activities of the chairman of STAI as a formal leader responsible for the survival of universities, especially those related to efforts to develop and advance the university. Almost all change occurs through stages, as well as in change management which is in Arifin (2017) There are four stages of change management, namely: First, the change identification stage. At this stage, it is hoped that someone can recognize what changes will be made / occur. In this stage a person or group can recognize the need for change and identify the type of change. Second, the change planning stage. At this stage should be analyzed regarding technical situational diagnostics, selection of general strategies, and selection. In this process, it is necessary to consider the existence of supporting factors so that changes can occur properly. Third, the implementation stage of change. At this stage occurs the expected process of thawing, change and freezing. If a change is taking place, problems may arise. For this reason, it is necessary to monitor changes. Fourth, the evaluation and feedback stage. At this stage, evaluation is carried out and requires data, therefore in this stage data collection and evaluation of the data are carried out. The results of this evaluation can be feedback to the first stage so as to have an impact on the next desired change. Then in Darma (2019) Leadership plays an important role in organizations. This is because an educational organization succeeds or not is largely determined by the resources available in the organization. The important topics discussed include (1) The role of leadership in change management in schools, (2) Effective steps of principals in change management, (3) Things that need to be considered towards successful change management in educational institutions, (4) Efforts to improve the leadership quality of principals, (5) Increased visionary leadership in change management. Based on this, the author is encouraged to discuss Change Management at the Islamic College of Kalianda Development Foundation South Lampung but with topics related to the implementation of changes and evaluation of changes.

RESEARCH METHODS
This type of research is qualitative research, which is research that explains the results of research in a whole, systematic, and clear (Sugiyono, 2019). Then the type of research approach used is descriptive-qualitative. This research was conducted in Sekolah Tinggi

Agama Islam Yayasan Pembangunan Kalianda, South Lampung. This research place was chosen for considerations and reasons, including the development of changes in Sekolah Tinggi Agama Islam Yayasan Pembangunan Kalianda which always increases so that the STAI YASBA Campus has grown rapidly until now. This study aims to collect objective data or information in the field of research regarding change management both in terms of implementation and evaluation of change management in STAI YASBA Kalianda, to then be examined, interpreted and processed in a qualitative descriptive manner. In this study, the author classifies the types of data into two parts, namely: Primary data in field research is the main data taken directly from informants who in this case are the Head of the STAI Foundation, Chairman of STAI, Vice Chairman 1, Vice Chairman 2, Vice Chairman 3, and Chairman of BPM. Then, the secondary data is data that is already available (Sarwono, 2006). Secondary data in this case is data in the form of important documentation regarding the profile of universities, data on educators and education staff, and other supporting elements.

The data collection method used in field research is the first observation to support the research being carried out, which is observed by the author, which is related to change management activities at Sekolah Tinggi Agama Islam Yayasan Pembangunan Kalianda. Then conducted an interview, where the researcher as an interviewer conducted an interview with the organizational structure of the Islamic College of Kalianda Development Foundation, namely 1) the chairman of STAI, 2) waka one in the academic field, 3) waka two in the administrative field, 4) waka three in the field of student affairs, 5) the head of BPM, 6) the head of LPPM. Then, the documents that the author explains as a source of data in this study include, the state of lecturers, a list of student achievements, and documents directly related to change management activities at STAI YASBA Kalianda. After collecting data, the data processing process follows the theory of Miles and Huberman, as quoted in Sugiyono (2019) that the data processing process goes through three stages, namely, data reduction, data presentation and conclusion drawing or data verification. Furthermore, triangulation is carried out and used to check the validity of data consisting of sources. Testing the validity of the data used in this study is source triangulation.

RESULTS AND DISCUSSION

Implementation of Change in Sekolah Tinggi Agama Islam Yayasan Pembangunan South Lampung

The implementation of change management implementation activities is certainly needed. In terms of implementation, the Head of STAI YASBA coordinates with all components towards the goals to be achieved by universities. In terms of implementation, the head of STAI YASBA needs to implement changes in an effort to be even better. The Chairman of STAI YASBA observed the development of existing technology so that finally a new change program was created as a result of following up on the regulations of the Ministry of Religious Affairs. In the implementation of changes made by STAI YASBA Kalianda, there are three phases that are in accordance with Kurt Lewin's theory, namely;

1) In the first stage, it is called the stage (unfreezing), which is the liquefaction stage. At the "disbursement" stage in the organization, the Chairman of STAI YASBA explained the importance of change, strengthening the drive to change, and reducing barriers to change. This is done by socialization carried out to waka, administrative staff and staff about the importance of making changes in the field of service in order to keep up with the times. The Chairman of STAI YASBA also motivated the members involved to have a positive perspective on the changes that will be made.

2) The second stage is called the change stage. In the stages of implementing this change consists of: the process of communicating changes, maintaining changes, implementing

changes and involving all parties. The Chairman of STAI YASBA Kalianda in carrying out changes from planning to supervision has always been democratic, in terms of the communication process of changes the Chairman of STAI YASBA always involves various parties in making joint decisions. In the activities of maintaining changes in the chairman of STAI YASBA starting from supervising and maintaining changes in the physical in higher education such as administration, service, supervision and direction. In implementing the changes, the head of STAI YASBA also involves all parties both as implementers and supervisors of change. This is most visible when making changes in the field of service, namely the division of duties and roles of universities as implementers and supervisors of change, students, and the community as consumers.

3) The third stage is called the refreezing stage or freezing stage or maintenance stage so that the changes that occur can be more permanent. In adjustment and strengthening activities, changes are carried out periodically and continuously.

In Education and teaching, which in this case is the full responsibility of STAI YASBA Kalianda which cannot be separated from the input process, process, and output, STAI YASBA Kalianda focuses on improving quality quality, and changes in these three processes. As stated by Vice Chair I for Academic Affairs

"If the input is good, the process is good, then the results are good. If the input is bad, the process is good, then the results are moderate, and if the input is bad, the process is bad, you can be sure the results are bad. Therefore the input must be good, and the process must be good".

Therefore, Yasba Kalianda Islamic College is serious about this and makes strategies and changes so that the results are good. The relationship in input, for example, there are two inputs in the STAI educational institution, namely Student input, and Educator. In the process of student input, STAI YASBA Kalianda made many changes related to the development of the university. Among the changes is first, the Breifing Student Selection Examiner, the activity has been running for two years, which aims to equalize perceptions between each examiner to determine the standard of passing the exam in the admission of new students, this is in accordance with what was conveyed by the First Vice Chair in Academic Affairs, as follows:

"Don't reminisce too much about the past, people who always reminisce about the past, are romantics, always think about the past and forget to think about the future. This is a progress and change, we hold a briefing for new student examiners who will enter STAI. What does it matter? If we observe, the problem of our students depends on how our students input, the educational theory says that "if the material is good, the process is good, the results are good. If the material is bad, the process is good, the output is moderate. If the material is bad, the process is bad, the results can be ascertained to be bad".

The existence of this briefing is to determine the standards and quality of students who will be agreed to be accepted, in order to get quality students / materials. Therefore, there is a need for selection for prospective students who will enter STAI. Maindsite that universities should not reject students, should not be interpreted outright, meaning that if facilities are inadequate, learning facilities are limited, will we still accept students? Of course it can be said to be dzolim. In addition, STAI is time to improve quality, by getting quality input, then the concept of selection at STAI, with the determination of standards is a very good thing. In line with Vice Chair I for Academic Affairs, the Head of BPM also revealed the following:

> *"Thank God the current condition of STAI, I think it is better, why? Because of the innovations and changes made at STAI. And here what is striking in that change is the problem of new admissions management, which I know, these two years have implemented a tightened admission system, with the aim of incoming students, ready to be educated".*

The history of the development of STAI YASBA Kalianda shows that this university, since it was first established until now, has undergone many changes. This change is well realized by most residents, or the community of STAI YASBA Kalianda. As revealed by the Third Vice Chair in Student Affairs, as follows:

> "STAI YASBA has undergone changes, especially in terms of infrastructure and the number of students. The building is already very good and the students have increased".

The same was said by the Second Vice Chairman of Administration:

> "This university has undergone changes in terms of the increasing number of students and better infrastructure. In addition, there are also additions to formal supporting institutions such as BPM and LPPM".

When viewed in terms of development since the Kalianda Development Foundation Islamic College was established, this change is more caused by external factors, one of which is the encouragement of competition with other educational institutions in the Kalianda region in particular. The change certainly cannot be separated from all parties who have been involved, at this time we cannot stand still and enjoy the changes that already exist, but must strive for new changes, namely the transition from previous conditions to the next conditions, so that STAI YASBA Kalianda will be even more advanced. If you look at it, the results of changes in STAI YASBA kalianda are in accordance with what was planned. While the strengthening process must be carried out constantly. Meanwhile, evaluation activities are carried out once a month to always understand the changes. It can be concluded that implementation is an activity or process in planning that has been determined with provisions that have the same goals and targets. Implementation also looks at how, implementation and evaluation are carried out to achieve the targets set. In this implementation, of course, parties and other components must always coordinate so that the application is pursued towards a better direction, of course. As is known that implementation is an activity or process in planning that has been determined with provisions that have the same goals and targets. Implementation also looks at how the implementation and evaluation are carried out to achieve the targets set. In this implementation, of course, parties and other components must always coordinate so that the application is pursued towards a better direction, of course.

In the big Indonesian dictionary (KBBI) is an implementation and application. The process of employing in practice about ideas, concepts, policies or innovations in a practical action so as to have an impact, both in the form of change, knowledge, skills, values and attitudes. In accordance with the Ministry of National Education, Implementation is the process of applying ideas or motivation in a practical action so that it has an impact either in the form of changes in knowledge, skills or values. In addition, implementation can also be interpreted as a process of practicing or implementing an idea, program, or new activity for people who are trying or expected to change. With the implementation indicates the initial stage in the planned decision. Talking about implementation is certainly a must because if in the decisions made and planning has also been determined without implementation, we can also describe the results, although in this stage of implementation it may not necessarily be maximal, it's just that there are efforts we make in making a change and moreover we will be able to see the

results of the implementation (Prafitasari & Asih Wiludjeng, 2016). Based on this, it is known that implementation is not just an activity, but an activity that is planned and carried out seriously based on certain rules to achieve an activity goal where to achieve these goals a trustworthy implementing network is needed.

Evaluation of Change at Sekolah Tinggi Agama Islam Yayasan Pembangunan South Lampung

In implementing change management in universities to further develop, the Chairman of STAI YASBA also performs his duties in supervising change management activities. The supervision carried out by the Head of STAI YASBA on the service program is in terms of administration, services and existing facilities. This supervision is carried out routinely once a month, which is then followed by an evaluation of the performance of the organization. The Head of STAI YASBA in conducting supervision uses SWOT analysis by assessing the potential of STAI universities, the opportunities obtained by universities, the weaknesses of universities and what challenges universities face. This was formulated by the Chairman of STAI YASBA in the college work plan so that universities can know every obstacle faced, problems faced by universities. The Head of STAI YASBA also needs to staff the changes themselves, namely by sticking to the culture that already exists in universities.

SWOT analysis is used to assess the strengths and weaknesses of the university's resources and the external opportunities and challenges faced, such as; 1) Strengths, the strengths possessed by the Kalianda Development Foundation Islamic College in carrying out changes are sufficient human resources, good member spirit and direction given by the Ministry of Religious Affairs, 2) Weakness, weaknesses, weaknesses of the Kalianda Development Foundation Islamic College here in the form of facilities that still need improvement, financial resources, management capabilities that still need to be developed, Skills of members who still need guidance and training, 3) Opportunities, with this change, the Chairman of STAI YASBA believes that there are opportunities that can help implement changes in accordance with the objectives. One form of opportunity that is owned is an environment that supports change so that changes can be done well and produce a good impact as well. 4) Threats, threats are the main disruptors to the current position or desired by the university. One form of threat to this change program is regarding the community's perception of universities in doing services is still not good and also like universities that are starting to grow a lot at this time, in this case STAI YASBA will always work together in teams to be able to compete and improve the quality of universities. This was also expressed by the second Vice Chairman in the field of Administration, as follows:

> "We do have to know how big of the various types of changes we will face and how great the opportunity is to make changes, we as the academic community, especially me in charge of administration, must be able to adjust and improve the needs of universities, of course, in the field of service, this is a central thing because considering that quality improvement is needed from consumer needs".

In line with the results of the interview with Vice Chair One in Academic Affairs that:

> "This evaluation aims yes for improvement, of course, because we will see how likely we will get the results of the programs that we have implemented, without this stage, of course, I think it will be weak for development, let alone talking about improvement because we do not know what we have to fix and what steps we will use from the results we have obtained in the future, The hope is that from the results of the evaluation we will continue to make developments for the progress of the campus, of course;".

Evaluation is the point at which we can find out the success rate of the program. In carrying out evaluations at STAI YASBA Kalianda always includes every element involved in the program, so that they can animate every assessment carried out and provide alternative solutions. As the Chairman of BPM said that:

> "This result that will later determine whether the changes made are appropriate or not is aimed at a better future, the involvement of all parties is of course in order to be able to provide new innovations in problem solving from the results that have not been obtained from the changes themselves, the most important thing here we should not be satisfied with the circumstances or conditions that have been obtained".

Similar interview results were delivered by the Third Vice Chair in Student Affairs, as follows:

> "Yes, of course doing an evaluation is very necessary plus we will see how much the results have been obtained, if not done things that are impossible we can see what the results are, while this evaluation activity is always carried out by involving all these parties, the goal is certainly to understand what the meaning of the change is, we should try our best to innovate so that it can be as desired".

Based on the description above, it is concluded that this evaluation stage is to determine and see the results that have been obtained from the programmed change process which can later become material in making future program decisions. This stage is carried out by involving all parties who aim to be able to provide solutions to problems and provide innovations that occur in the process of change. The important thing here is how we are able to understand that we do not always stick to the situation that we have obtained, basically the change will continue to run and develop at all times. As the purpose of this evaluation stage is to determine and see the results that have been obtained from the programmed change process which can later become material in making future program decisions. This stage is carried out by involving all parties who aim to be able to provide solutions to problems and provide innovations that occur in the process of change. The important thing here is how we are able to understand that we do not always stick to the situation that we have obtained, basically the change will continue to run and develop at all times. This evaluation also acts as research to collect, analyze, and present useful information about the object of evaluation, assess and compare it with evaluation indicators and the results are used to make decisions about the object of evaluation (Wirawan, 2011). Evaluation explicitly refers to the achievement of objectives whereas implicitly evaluation should compare what has been achieved from the programme with what should have been achieved based on established standards (Dwi Muryadi, 2017). As expressed Munthe (2015) Program evaluation is here to provide input, review and consideration in determining whether the program is worth continuing or terminating. This is done by identifying and collecting information to assist decision makers in choosing various decision alternatives. Program evaluation is important to be held continuously, periodically, and at any time. Activities in program evaluation aim to find out what has been determined can be achieved or on target.

Based on the above, it can be known that this evaluation stage is very necessary and important so that we can find out from the results that have been obtained from the established program. In addition, this evaluation is also the point of the next stage without evaluation, of course, we find it difficult to solve the problems faced when the established program has been implemented, moreover this evaluation is also the process of determining for new innovations in the next program before it becomes a decision.

CONCLUSION

Based on the analysis of research that has been carried out related to Change Management at Sekolah Tinggi Agama Islam Yayasan Pembangunan South Lampung, which is seen in terms of implementation and evaluation, it is known that the Implementation of Change is carried out in three phases, including: The first phase, which is unfreezing, shows the disbursement process carried out by the Head of Sekolah Tinggi Agama Islam Yayasan Pembangunan by socializing and providing motivation to all Members such as Waka, Kaur Administration and staff are important to change. The second phase, is change which aims to change in the communication process of maintaining change and always involving all parties which means in the implementation of changes in Sekolah Tinggi Agama Islam Yayasan Pembangunan which has been determined always for the implementation of maintaining and supervising changes for all parties both from the physical fields of administration, service and direction. The third phase, namely refreezing, this stage aims at maintenance and development so that the changes that occur can be more permanent and able to adjust and strengthen change activities carried out periodically and continuously. This can be seen from these two years that many changes have been made as planned. Then in the evaluation of change, namely activities to see and review the results that have been obtained from the change process that has been programmed. The most important thing in this evaluation is how STAI YASBA is able to understand that we should not always stick to the conditions we have obtained. The evaluation is also carried out by involving all parties whose goals are to get ideas and innovations for future activities. Based on this, with good change management, it can be known the strengths, weaknesses, opportunities and threats faced by STAI. This is also one of the campuses in competing in the increasingly modern era, which of course is again for improving the quality of high competition.

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