ORGANIZATIONAL DEVELOPMENT STRATEGY IN EFFORTS TO IMPROVE THE PERFORMANCE OF TOMOHON CITY BAPELITBANGDA EMPLOYEES

Jeane Mantiri[1], Arnold Bura[2], Cynthia Maria Siwi[3], Margareth I. R. Rantung[4]

Universitas Negeri Manado[1,4], Institut Pemerintahan Dalam Negeri[2], Universitas Terbuka Manado[3], Sulawesi Utara, Indonesia

jeanelitha@unima.ac.id, arnoldbura@gmail.com, mariasiwi@campus.ut.ac.id, margarethrantung@unima.ac.id.

Abstract - In government institutions, factors such as organizational management, technology, and changes in the work culture environment have a crucial role in achieving common goals. The importance of organizational development is not only related to achieving goals, but also to developing effective governance and efficient employee performance. This research aims to determine organizational development strategies to increase the effectiveness of employee performance. The research method used in the research is qualitative descriptive analysis with data analysis techniques, namely observation, interviews, documentation and literature study. The research results show that Citeureup District is successful in implementing organizational development strategies. This strategy involves goals that focus on alignment with regulations and vision and mission, environmental awareness through spatial planning programs, clear direction with motivation and rewards, responsive action to service problems, and focused learning programs. Overall, the implementation of this strategy has been effective in increasing the effectiveness of employee performance and achieving organizational goals. The impact of this research is to increase the effectiveness of the performance of employees who are not yet able to work effectively and efficiently.

Keywords: Strategy, Employee Performance, Organizational Development.

I. INTRODUCTION

Humans as social creatures need a place for self-development for their survival. Self-development in a person or group can be achieved through organizations. Development has universal characteristics because it can be used or applied to various kinds of studies, such as in business, product development and employee development. Furthermore, in the field of education there is development of teaching materials and curricula. Then in the field of research there is research.

Talking about an organization, it can be interpreted as a forum or gathering place for people who have tadhere to a rule or norm in working together to achieve a goal. Organizations, whether in the private sector, public sector or society, are in essence always in conditions that continue to change and develop. The consequences of the development of science and technology will be able to change everything. This is a tough challenge for an organization to continue to progress, develop and change. Human Resources (HR) development in a company is an important aspect in order to increase worker capacity. In this way, each worker can have competitiveness and be able to compete in the global market arena, which of course is a big challenge and has become a necessity for every organization or company within an organization. Organizational development has implications for the organization's capability in making quality decisions. With changes to structure, culture, technology, human resources, and so on through a mutually continuous process and carried out to make improvements to various failures, errors, fulfill various desired

expectations, as well as improve the quality and quantity that was previously owned, while maintaining basic and main values contained in organizational culture. Organizational development goals lead to more effective personal relationships between managers and employees in all organizations. Organizational development is also a form of planned change effort controlled and led by top management with the aim of increasing work effectiveness. By knowing the importance of the goals and reasons applied in organizational development, it is hoped that all organizations will be aware, motivated and willing to carry out development for the future of their organization. And also after the organization knows how important it is to carry out development within it, it also includes the process of increasing employee performance as well. Because it can be said that the aim of organizational development in general is to build the company's capacity to solve problems, adapt to change, have high competitiveness, improve overall work performance and effectiveness of all groups, departments and organizations as well as create organizational health, carry out effective changes. ; and increasing engagement with organizational goals. Because one of the determining factors for a company's success is employee performance and productivity. This requires companies to always try to find effective ways to improve employee performance in achieving increased company goals, so that they can compete with other companies. In fact, they must be able to be in the top position, it can also be said that employees or employees are essentially one of the elements which are the resources in the company. These human resources are what carry out daily activities.Employees are living organisms that enable the functioning of a company and are an important element in the company. Each individual has a unique personality and is different from one another. Employees who have high work morale will improve company life. Loyalty and enthusiasm for work can be seen from the way they feel happy with their work.

The survival of an organization is very dependent on the ability and progress of the organization to be able to adapt to changes in the environment, both internal and environmental.external bro. The organizational environment is part of something that is infinite and can include all elements that exist outside the organization. However, in reality, not all of these elements can have a direct influence on the organization. Sometimes the organizational environment can worsen and cause negative impact symptoms, if it is not running well or the system is damaged. This can cause organizational pathology (organizational disease) (Raharja, 2016).

Then related to this, there will be an impact, namely public access to information that is fast, cheap and easy, giving rise to demands from both the community and the institution itself (Omurtag et al., 2009). Of course, this shows that organizational development in the institution - government institutions can present opportunities and difficulties. Thus, the focus of organizational development is developing strategies that guarantee effective governance (Pratami et al., 2023). According to (Maarif & Kartika, 2014) said the need for change must be realized, because only in this way This is where organizational members can be convinced to achieve organizational goals and objectives and adopt new things. methods and ways of working, and may even require a new vision and strategy (Umam & Atho'illah, 2021). Productivity works best when supported by an effective organization that empowers its leaders and employees. Therefore, leaders and employees can work in accordance and balance with their main duties and appropriate functions. The increase in employee performance in the Tomohon City Bapelitbangda can also often be seen in terms of organizational output, because increased performance through the effectiveness and efficiency of a job itself can be seen from the results achieved and also the

management of working time or the implementation of activities in an organization (Sahadi et al. al., 2022).

According to Mahmudi (2005:92), the link between goals and output is said to be effective if the output can meet the expected goals, the organization, program or activity will be more effective. Effectiveness is centered on activities, programs, results which are considered effective only if the output can meet the expected goals. According to Edy Sutrisno (2012: 125-126), to measure the effectiveness of an activity or event, several indicators need to be considered, including understanding the plan, the right goal, the right time, goal achievement and real change (Prihatmanti, 2017).

A company's mission is defined as a strategy, which includes establishing organizational goals by combining internal and external forces, formulating certain policies and strategies to achieve these goals and ensuring their proper implementation, so that the main goals and objectives of the organization are achieved. The strategy of a government agency is important so that the agency can achieve progress in providing services and achieve mutually desired goals in a competitive and effective manner. The progress and decline of an organization or institution really depends on its human resource strategy (Kumaat & Dotulong, 2015). Therefore, in implementing organizational development strategies, good cooperation is needed (Wahyudin, et al., 2023). Strategy is useful as a system which can regulate existing power and resources through government organizations aimed at the public interest (Mulgan, 2019: 19). Based on the definition above, Geoff Mulgan explains the government's strategy in five indicators, namely: goals, context, direction, action and learning. (Irwan, 2016). In order to better adapt to new markets, technology, problems and changes, organizations need to change their beliefs, values and organizational structure. This is why organizational development is a response to change, strategies and sophisticated educational approaches. the true speed of change (Agustia, 2024).

Change and progress sometimes develop quite quickly over time (Septyyana & Kunci, 2023). Changes in an organization are often the reason for the development of the organization. Many internal and external variables contributed to this change (Widyanti & Basuki, 2021) Therefore, an agency can be defined as an organization consisting of various people or groups who work to implement organizational development methods and perfect internal structures (Rivaldi & Sungkono, 2023). to maintain the existence and existence of the institution remains sustainable. Small adjustments are needed for the organization to develop. Therefore, modification plays a very important role, where of course there are reasons that support change in the organization (Training et al., 2010).

So in essence, organizational development is the field of HRM development, the focus of which is to help organizations improve employee performance by increasing strong and skilled human resources. Apart from that, organizational development has a critical, science-based nature, which helps every organization to build organizational quantity and capacity to continuously change and develop quantity in achieving effectiveness by improving, developing and strengthening strategies, work processes and structures. Apart from that, organizational development can be said to be a process that really requires work results and time that is not fast, considering that there are many processes and stages as well as evaluations in running the organization (Guntur Muh & Andi Cudai Nur, 2018). In addition, there are 4 (four) other objectives of organizational development, which include: As a tool for identifying change, a tool for searching for and identifying changes needed in an organization, being able to manage and promote organizational growth, supporting product innovation. This product innovation will be able to support and assist in analyzing each part and analyzing work processes. Chris Ary in

Winardi (2003) states that organizations are usually formed by people to achieve goals that can be achieved best collectively. (Chynthia.S, 2020)

The Tomohon City Bapelibangda must implement several strategies that might influence employees to carry out their job responsibilities effectively to be more in line with their main duties and job functions. Tomohon City Bapelibangda always strives to create strategies to achieve company goals. However, a strategy to improve employee performance that must be created must take into account all the internal and external environment of the company. The strategy to increase employee performance is very specific for each company, this is because the external and internal factors for each company are different.

II. RESEARCH METHODS

This research method uses a qualitative descriptive analysis method (Iii et al., 2017). Data is collected through observation, interviews, documentation and literature study techniques, where researchers carry out direct observations and interviews in the field or research location. And also record an event that occurs at the research site and then convey it in writing.

According to Sugiyono (2016), testing the validity of data includes testing credibility, transferability, reliability and confirmability. According to Wiliam Wiersma, data triangulation means examining data from various sources at different times and in different ways. (1) Source Triangulation, is checking data from several sources, (2) Technical Triangulation, is checking data using the same data techniques such as direct observation, documentation and questionnaires, (3) Time Triangulation, is checking data through interviews or other means. at various times. This research checks the data by triangulating sources, which are obtained from several sources such as interviews and observations.

In qualitative descriptive analysis research, according to Sugiyono (2019), data analysis can be carried out during the data collection period and after. Researchers have analyzed the answers of interviewees during interviews. If the results of the analysis are unsatisfactory, the researcher will continue the interview until the researcher obtains data that is considered credible. Model Data Analysis is known as an action carried out in data analysis, which includes collecting data, reducing data, presenting data, and drawing conclusions and verification (Sugiyono, 2019). (1) Data collection, is a technique for collecting data rather than interviews, observations, and objective documentation , (2) Data reduction, is a technique of sorting and choosing the focus of important things that are in accordance with the research theme, (3) Data presentation, is the result of qualitative research presented in the form of descriptions, charts, diagrams, as well as relationships between categories and other. This data is presented in the form of narrative text so that it is easier for readers to understand. (4) Conclusion Drawing is a technique for testing and checking the data again, then understanding the meaning of the causes and effects that occur, explanations, plots and prepositions. Because conclusions are causal relationships, hypotheses and theories that are included in the form of text descriptions.

III. DISCUSSION RESULTS

a. Leadership Style

This indicator measures how leaders have leadership traits which are closely related to the development of an organization and are the main factors that influence organizational success. Effective leaders can help an organization achieve its goals and objectives by developing the abilities and potential of its team members (Sihombing & Batoebara, 2019). (M. Dunir et al., 2023) state that leading change must start by setting direction after developing a vision about future, and then unite people's steps by communicating plans for change so that all members can overcome the obstacles that exist in the organization. All of this is done without having to be authoritarian.

However, even though he invited thought participation from members, the baton of leadership remained in his hands. Intelligence is also indispensable for change leadership. Without good intelligence, he would easily be swayed into confusion. Intelligence is very necessary because leaders must be good at choosing strategies and establishing change programs and inspiring problem-solving techniques that are appropriate to the situation and existing organizational conditions and their dynamics. The intelligence that is emphasized in this case is multidimensional intelligence, which essentially includes actual intelligence, emotional intelligence and spiritual intelligence. Intellectual means he has knowledge, insight. creative thinking is required. Optional intelligence means that he is good at managing his own emotions and other emotions, so that the change process can be effective. Spiritual intelligence means he has high ethical awareness so that the aim of change is not only to increase organizational effectiveness but also to carry out moral and ethical responsibility for all stakeholders. More specific to leadership in a changing world is development-oriented leadership behavior, namely leadership that values experimentation, seeks the emergence of new ideas, and generates and implements change. Such leaders will encourage the discovery of new ways to solve problems, giving birth to new approaches. to problems, and encourage members to start new activities. Because a healthy organization will always remain strong, exist and grow and can develop in carrying out its life and activities. However, sick organizations will decline and go bankrupt, so they cannot keep up with the times. In the beginning, all organizations could be said to be good, but over time not all could be said to be good. This depends on the character of the organization's leadership. Of course, you must have ideal leadership character, who can bring the organization forward,grow and develop, let alone be an example for subordinate employees to become the basis for improving performance.

Organizational development and change can be reflected in leadership aspects, because leadership can: (1) provide, develop and disseminate a vision (visionary), (2) be a communicator, (3) be achange gene (change agent), (4) as a coach and (5). analyzing the use of information technology. Through a process of change, renewal, improvement, enhancement or refinement, organizational leaders can formulate and adapt styles and goals in the process of solving organizational problems in response to environmental demands and changes, both external and internal to the organization (Dr.A.Dilapanga, 2022) . So effective leadership that is needed in organizational development and change is a leader who can facilitate the process of adapting to change and has a strategic role and function in influencing organizational culture, developing a vision, implementing change, and motivating employees to continue learning and innovating so as to improve performance. existing employees.

The role of a leader is very broad and heavy. Leaders must achieve the results expected by the organization, develop the environment they face and improve itPay attention to the interests of other people, various types of leadership roles in the organizational development process include:

a. The Role of Leadership in Decision Making
b. The Role of Leadership in Team Building
c. The Leader as The Vision Role
d. Leaders as Spirit Generators
e. Leader in Conveying Information
f. Leadership in Controlling Conflict

Not only that, the role of leadership in organizational development is very important because it requires effective leadership from a leader. The effectiveness of his leadership can be assessed and seen from how he is able to overcome the problems he will face. Future

leadership is a leader who is adaptive to challenges, pressing regulations, pays attention to maintaining discipline, gives back to employees, and maintains his leadership. For this reason, it is necessary to develop new regulations, new relationships and cooperation, new values, new behavior and a new approach to work. Therefore, the leadership needed to run an organization is superior leadership or what is called superleadership, namely someone who is strong in leading other people to lead themselves. Therefore, the role of leaders in organizational development is very important because the existence of leaders is the doorstop or one of the successes in the organization (Nisa et al., 2023). The role of an ideal leader is very crucial for organizational development. An ideal leader is a dream and hope for the progress and development of an organization, therefore the progress and decline of an organization can be determined by ideal leadership factors. This will lead to change and progress in an organization. Something that is no less important than intelligence is that leaders certainly have and have responsibilities. This responsibility is for oneself and all members of the organization that one leads. The responsibility he carries is a very heavy burden, but it will feel light if it is accompanied by faith, piety and sincerity. Thus, there is a need for organizational development in order to realize the hopes, ideals and goals of the organization (Hartini et al., 2021).

There are several aspects of leadership related to the development of an organization, including:

a) Vision and Mission: Leaders must have a clear and specific vision and mission for the organization. This vision and mission will become a reference for decisions and actions taken in organizational development.

b) Communication: Effective communication is the key to developing an organization. Leaders must be able to communicate well with team members, stakeholders, and customers to increase awareness and participation.

c) Resource Development: Leaders must be able to develop human resources in the organization, including through training, career development and motivation.

d) Innovation: Leaders must be able to increase creativity and innovation in the organization, so that the organization can adapt to environmental changes.

e) Risk Management: Leaders must be able to identify and manage risks in the organization, so that the organization can avoid losses or crises.

f) Teamwork: Leaders must be able to develop a solid teamwork culture, so that team members can work together effectively to achieve goals.

g) Quality Development: Leaders must be able to improve the quality of the organization's products or services, so that the organization can increase customer satisfaction and improve reputation.

h) Financial Management: Leaders must be able to manage organizational finances well, so that the organization can have sufficient resources for development.

i) System Development: Leaders must be able to develop effective systems to support the organization's operational activities.

j) Monitoring and Evaluation: Leaders must be able to monitor and evaluate organizational performance on a regular basis, so that the organization can raise awareness and make necessary changes.

Then, in developing an organization, there are abilities that an organizational leader must have, including:

a) Communicative skills: Leaders must be able to communicate well with team members, stakeholders, and customers

b) Motivational abilities: Leaders must be able to increase the motivation of team members by providing appreciation, rewards and career development opportunities.

c) Innovative ability: Leaders must be able to increase creativity and innovation in the organization.

d) Analytical skills: Leaders must be able to analyze data and information to make informed decisions.

e) Leadership abilities: Leaders must have the ability to lead and guide team members.

In some cases, leaders must also have other abilities such as:

a) Ability to adapt to environmental changes

b) Ability to manage conflict

c) Ability to increase team member awareness and participation

d) Ability to develop a team work culture

In synthesis, effective leadership in the development of an organization is the main factor that influences organizational success. Leaders must have abilities such as vision and mission, communication, resource development, innovation, risk management, team work, quality development, financial management, system development, monitoring and evaluation (Chynthia.S, 2020), as well as other abilities such as adapting to environmental changes, managing conflict, increasing awareness and participation of team members, and developing a team work culture (Winardi, 2016).

b. Implementation of Changes

This indicator measures how the organization implements change and development. It cannot be denied that the implementation of change rarely goes smoothly even though human resources and the organization are ready to change, implementation cannot be carried out according to the planned steps, it is possible that disruption can arise both within the organization. or from outside the organization. (Ningrum, 2021) found problems implementing change in organizations, which can be described as follows:

1. Implementation takes longer than allocated

2. The main problems encountered during implementation were not identified beforehand

3. Coordination of implementation activities is not effective enough

4. Competing activities and crises draw attention away from the implementation of these strategic decisions.

5. The capabilities (skills and abilities) of workers involved with implementation are insufficient

6. The training and instruction given to lower level workers is inadequate

7. Uncontrollable factors from the external environment have a detrimental impact on implementation

Then there are steps that can be taken to improve the success of implementation in organizational development, namely as follows:

a. Support and Involvement of key actors (Enlisting. the Support and Innovation of Key People) is a strategy carried out so that implementation runs more smoothly. The actors involved in the organization usually include: Managers, CEOs, workers, staff who have technical skills.

b. Develop a strong plan (Craft A Solid Plan) through the organization's vision. The vision that the organization has can be a guide and can guide and inspire all teams during the change process, with a vision you can also determine a work plan for when and how to carry out these tasks. Who carries it out, activity strategy mapping, detailing all activities in the organization such as when meetings will be held, what the purpose of change is.

c. Support the plan consistently

d. Develop Enabling Structures is an organizational development activity used by organizations to improve the skills of managers and employees in the organization through training programs and reward systems.

e. Communicate Relentlessly considers that communication is the most effective tool for motivating workers, besides that Communicate Relentlessly can help change and development programs.

Implementation of change in organizational development is the process of integrating planned and systematic changes to improve the performance of employees and the organization as a whole (A. Dilapanga, 2016). The aim of implementing this change is to improve organizational performance, increase employee awareness and commitment, and increase the organization's ability to face changes and challenges that come (Ambarwati, 2018).

Implementing change in organizational development usually involves several steps, namely:

a) Needs analysis: Analyze the needs of the organization and employees to find out what is needed to improve performance.

b) Plan development: Development of a specific and clear plan to integrate the desired changes.

c) Communication: Effective and open communication to inform employees about the goals and objectives of the change.

d) Training: Training and guidance provided to employees to improve their abilities and competencies.

e) Oversight: Effective oversight to monitor progress and results of change.

f) Evaluation: Evaluation is carried out to find out whether the change has been successful or not.

In implementing change, there are also several important factors to use as a reference, including:

a) Communication skills: Effective and open communication skills are essential to inform employees about the goals and objectives of change.

b) Employee commitment: Employee commitment is very important to improve organizational performance.

c) Training capabilities: The training capabilities and guidance provided to employees are very important to improve their abilities and competencies.

d) Monitoring capabilities: Effective monitoring capabilities are critical to monitoring the progress and results of change.

Then, in an effort to improve employee performance, implementing changes can be done in several ways, including:

a) Capacity development: Developing employee capabilities through training and guidance.

b) Increased motivation: Increased employee motivation through achievement awards and rewards.

c) Organizational culture development: Development of an organizational culture that provides freedom and flexibility for employees.

d) Increased collaboration: Increased collaboration between employees and departments through effective communication.

Thus, implementing changes in organizational development can help improve the performance of employees and the organization as a whole, as well as increase the organization's ability to face changes and challenges that come (Tanjung Amran Sahputra et al., 2022).

c. Organizational culture

This indicator measures how an organization implements organizational culture, which includes a system of sharing values and beliefs that interact with people in an organization, organizational structure and control systems that produce behavioral norms that are closely related to organizational development and change in improving quality and performance. employees at Bapelitbangda Tomohon City.

Robbin, in Akdon, (2009) said that organizational culture is a social unit (entity) that is consciously coordinated with relative and identifiable boundaries that vary continuously to achieve a common goal. (Nainggolan, 2021). Organizational culture is a shared perception held by members of the organization (Supartha & Sintaasih, 2017). According to Jennifer M. George and Gareth R. Jones (2005), organizational culture is a set of shared values, beliefs, norms that can influence the way workers or employees think, and how they behave towards fellow members of the organization both internally and outside the organization. . Meanwhile, Sedarmayanti (2007) states that organizational culture is a generally held belief, attitude and value that arises in an organization. Furthermore, it is simply stated that organizational culture is the way we do things, or the pattern of values, belief norms, attitudes and assumptions that will shaping the way people behave and do things in the organization (Heryana, 2020).

From various expert opinions related to the understanding of organizational culture, it can be said that organizational culture is a system of organizational values adopted by members of an organization, which then influences the way organizational members work and behave in the organization. The various functions of culture in organizations include:

a. Organizational culture functions as a binder, meaning that all components in the organizational environment must work together in the organization's goals. Likewise, all organizational components must work together when the organization faces various problems both coming from within and from outside.

b. Organizational culture functions as a unifier and is a tool to unite the diversity of traits, characters, talents and abilities that exist within the organization. All forms of differences in the office environment are resources that need to be utilized, so that organizational goals can be achieved optimally.
c. Organizational culture functions as an organizational identity, namely that it can be seen through, among other things, the organization's logo, with the identity being able to describe one's identity from the performance of the symbol.

There are main principles of organizational culture which include:
a. Involvement is the main key in organizational culture. High involvement of organizational members influences organizational performance, especially regarding management. organizational strategy, organizational structure, transaction costs and so on. The values, norms and traditions of an organization can form a consensus for members to involve themselves in organizational activities. The main idea is that organizational effectiveness is a function of the level of involvement and participation of organizational members. This concept suggests that a high level of involvement and participation creates an awareness of ownership (sense of owner chip) and responsibility.
b. Empowerment is an organization's ability to manage the work of members within the organization. This creates a sense of ownership and responsibility for the sustainability of the organization.
c. Team orientations are values applied when working together to achieve goals. Organizations depend on team efforts to achieve these goals.
d. Capability development is the ability of an organization to continuously invest in forming and developing employee capabilities with the aim of maintaining competition and meeting organizational needs.
e. Consistency concerns beliefs, values, symbols and regulations that have an influence on organizational performance, especially those concerning work methods in the organization, employee behavior and organizational actions.
f. Mission: The existence of a vision for an organization is absolutely necessary because with a vision, the organization can plan future conditions. It has been proven in fact that successful organizations at the world level have a clear vision of what they want to achieve in the future.

Based on the explanation above, it can be stated that organizational culture can be shown as a clear direction and goal that is reflected in every activity of members in the organization in achieving organizational goals. The strategic goals of this organizational culture can be stated and reflected in the vision of what the organization will be like in the future. The aspects of organizational culture itself consist of:
1. Norms can form various ideas regarding what members should do and feel, how this behavior should be regulated. and what sanctions should be applied when the behavior that occurs is not in accordance with the organization's culture.

2. Values are a belief that a behavior or action is better defined than other behavior or actions (Hasmawati & Jannati, 2021). Defining values are the criteria, standards, or principles that guide someone to behave, situations occur, and the results that result. cool or not, desired.

3. Attitude is a person's mental state which is regulated through experience which influences all objects and situations related to these feelings. The attitude will be reflected in behavior so that a person's behavior is a reflection of his attitude.

4. Trust is an energy in an organization that will accumulate all positive forces, and create a readiness in the organizational environment to interact professionally with every function and work role. Covey revealed that a person's high level of trust in an organization will cause the organization to experience a high level of trust so that the high level of trust that employees have in the organization will cause the organization's performance to increase three times higher than an organization with a low level of trust.

So organizational culture refers to a system adopted by members of an organization that differentiates that organization from others. Organizational culture is needed in organizational understanding, because organizational culture is the study of a typical behavior as the identity of the organization to develop the performance of organizational actors in achieving the desired goals.

Based on the definition above, it can be explained that organizations are a vehicle for achieving goals, and these goals cannot be achieved individually but require group cooperation within the organization, because organizations are related to social aspects, and are the subject and object of the organization because humans in the organization are determined. by certain values. Values are the essence of morality, the desire to fulfill human obligations, both in formal organizations and informal organizations.

IV. CONCLUSION

Based on the research results, the researcher drew the conclusion that:

1. Leadership style, which is effective in the development of an organization is the main factor that influences organizational success. Leaders must have abilities such as vision and mission, communication, resource development, innovation, risk management, team work, quality development, financial management, system development, monitoring and evaluation, as well as other abilities such as adapting to environmental changes, managing conflict, increasing awareness and participation of team members, and developing a team work culture.

2. Implementation of change in organizational development can be said to be a process of integrating planned and systematic changes to improve the performance of employees and the organization as a whole. The aim of implementing this change is to improve organizational performance, increase employee awareness and commitment, and increase the organization's ability to face changes and challenges that come.

3. Organizational culture can be shown as a clear direction and goal and is reflected in every activity of members in the organization in achieving organizational goals. The strategic goals of this organizational culture can be stated and reflected in the vision of what the organization will be like in the future.

REFERENCE

A. Dilapanga, JM (2016). Organizational behavior.

Agustia, AM (2024). Human Resource Development Strategy in Improving Employee Performance at Permata Hati Hospital Tangerang. ASIK Journal: Journal of Administration, Business, Management & Education, 2(1), 65–74. https://doi.org/10.59639/asik.v2i1.55

Ambarwati, A. (2018). Organizational Behavior and Theory. Media Nusa Creative, April. https://doi.org/10.1111/j.1469-0691.2011.03558.x/pdf

Chynthia.S, J. . (2020). Public Administration Theory Dummy Book. 1. www.dummy.de

Dr. A. Dilapanga. (2022). Organizational Development. In Moderate Journal (Vol. 8, Issue 2).

Guntur Muh, A., & Andi Cudai Nur. (2018). DEVELOPMENT AND CHANGES IN OHGAN|sASI. 12–18.

Hartini, Ramaditya, M., Irwansyah, R., Putri, DE, Ramadhani, I., Wijiharta, Bairizki, A., Firmadani, F., Febrianty, Suandi, Julius, A., Pangarso, A., Satriawan, DG , Indiyati, D., Sudarmanto, E., Panjaitan, R., Lestari, AS, & Farida, N. (2021). Organizational behavior. In Organizational Behavior.

Hasmawati, F., & Jannati, Z. (2021). ANALYSIS OF COMMUNICATION STRATEGIES IN ORGANIZATIONAL DEVELOPMENT. Journal of Islamic Communication and Public Relations (JKPI), 5(1). https://doi.org/10.19109/jkpi.v5i1.9023

Heryana, A. (2020). (2020). Organizations and Organizational Theory. Academia, April 2018.

M. Dunir, Fatkhurahman, & Bambang Supeno. (2023). Analysis of the Influence of HR Management Development Strategy and Organizational Communication on PT Employee Performance. Green Global Sarana with Organizational Culture as an Intervening Variable. Journal of Applied Management and Business, 5(1). https://doi.org/10.31849/jmbt.v5i1.14518

Maarif, MS, & Kartika, L. (2014). Training Management: Efforts to Achieve Superior Performance and Understanding Employee Engagement. In Bogor: PT. IPB Press.

Nainggolan, Nana Triapnita et al. (2021). Organizational Communication: Theory, Innovation, and Ethics. In Foundation We Write (April Issue).

Ningrum, NYA (2021). Cadre strategy as an organizational development effort (case study of the leadership of the Bulaksumur Karangmalang Student Association branch). UMY Study Journal.

Nisa, DF, Pratiwi, GP, & Pratiwi, KN (2023). Organizational Development in Organizational Behavior. … Multidisciplinary Journal of Science, 2(3), 688–694. https://journal.mediapublikasi.id/index.php/bullet/article/view/3040

Raharja, I. (2016). Organizational Development Strategy in Efforts to Improve the Performance of BAPPEDA Level 1 Central Java Employees. Journal of Office Administration, 4(2), 418–446. http://ejournal-binainsani.ac.id/index.php/JAKBI/article/view/206

Rivaldi, R., & Sungkono, S. (2023). ANALYSIS OF IMPROVING EMPLOYEE PERFORMANCE AT PT MATASAPARI MEDIATAMA. PRIMER: Multidisciplinary Scientific Journal, 1(3). https://doi.org/10.55681/primer.v1i3.154

Sahadi, Neti Sunarti, & Endah Puspitasari. (2022). ORGANIZATIONAL DEVELOPMENT (Overview of All Organizations). Moderat: Scientific Journal of Government Science, 8(2), 399–412. https://doi.org/10.25157/moderat.v8i2.2712

Septyyana, IN, & Kunci, K. (2023). Strategy for Employee Career Development Patterns in Improving Employee Performance at the Ministry of Religion, Banyuwangi Regency. However, at the Indonesian Independence Preparatory Committee session, there was

disappointment among Muslims who felt neglected by the decree. 2(1), 75–88.

Sihombing, PLT, & Batoebara, MU (2019). Performance Improvement Strategy in Achieving Goals. UNDHAR MEDAN Reform Public Journal, 6, 1–16.

Supartha, W. Gede, & Sintaasih, DK (2017). Introduction to Organizational behavior; Theory, cases and research applications. In Udayana University.

Tanjung Amran Sahputra, Purba Anggi Martuah, & Muhammad Mahadir. (2022). Understanding of Organizational Theories. Journal of Education and Counseling, 4(4).

Widyanti, R., & Basuki, MS (2021). Organizational Behavior (Theories and Concepts) Volume 1.

Winardi, J. (2016). Organization & Organizing Theory. PT RAJAGRAFlNDO PERSADA, 16.