

# ANALYSIS OF EDUCATIONAL INSTITUTION DEVELOPMENT WITH HARRISON'S OPEN-SYSTEM MODEL (CASE STUDY AT X FOUNDATION)

Syuryatman Desri\*<sup>1</sup>, Satria Efandi<sup>2</sup>, Masdalena<sup>3</sup>

<sup>1</sup>Universitas Andalas

<sup>2,3</sup>STIKES Syedza Saintika Padang

Email: [satriaefandi@gmail.com](mailto:satriaefandi@gmail.com)

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**Abstract**

This study aims to identify and diagnose the performance of educational institutions, namely the X Foundation. This study uses a qualitative research method using the framework of the Open-System theory model from Harrison. The Open-System model is used to understand how the organization processes and interacts with the surrounding environment which also influences work processes within the organization. Researchers use the case study method to understand specifically the pattern of organizational development needed by research subjects and to provide intervention designs that are specific and in accordance with the conditions of organizational development needs required by the educational institution concerned. The data collection instruments used were interviews, field observations, document studies and surveys of organization's employees. Based on the results of the analysis, it was found that the management and work systems at X Foundation were not effective enough to carry out so that their work results were less than optimal due to the ineffective management of human resources. The intervention plan that is offered is to create a process flow for compiling competencies so that the quality of performance of X Foundation's human resources can support the achievement of the institution's vision and mission.

**Keywords:** Institution Development, Harrison Open-System, Human Resource.



## INTRODUCTION

Education poses a key role in the development and progress of a civilization, including the progress of a country [1][2]. If a country has a good education system and is able to educate its people in a more intellectual direction, it can support improving the quality of the people in the country itself [3]. There are many examples of countries that are known for their progress because the quality of education applied in them is also well established. One of the ways to improve the quality of education is determined by the pattern of management of school institutions as the main media for education in the community [1][4]. The pattern of school management in question includes teaching methods, school facilities, management of the competence and welfare of educators, to efforts to develop the existing system in schools as a whole [1].

In Indonesia, the school management system is still at a fairly low level. This is evidenced by the many complaints submitted by the community, especially parents of students, against the school services where their children attend school [3]. The complaints about the lack of application of effective school institutional development methods to accommodate the needs of good quality education, services to parents and students, and increasing student competence [4]. One of the reasons is because the school still does not understand the indicators and how to develop the right institution [2]. Therefore, in this article, we discuss examples of cases in identifying, analyzing and designing institutional development

methods at one of the school foundations in Yogyakarta, namely X Foundation.

X Foundation is one of the foundations engaged in educational institutions by carrying out the concept of combining integrated Islamic education and nature-oriented schools for Kindergarten, Elementary, and High School levels. Meanwhile, the condition of institutional management at X Foundation is that it does not always run effectively. There are several problems that hinder organizational activities within the Foundation such as unsynchronized coordination between positions and superiors, differences in perceptions between position holders within the Foundation, as well as the management and development of competent human resources. has not been planned and implemented effectively so that the quality of the education services represented is still not optimal.

X Foundation is also facing pressure from competitors from other educational institutions that offer similar educational concepts to the public, thereby potentially diverting public interest in the Foundation. This makes the institution need a significant development strategy for its institutional processes in order to remain able to exist in providing the best educational services for students and their parents.

According to several problems that occur, it is necessary to extract in-depth data on the dynamics of the existing organization so that later it will be able to support every step implemented by the X Foundation. Therefore, an assessment action is needed to look at the existing problems in depth supported by the right





diagnostic analysis, as well as designing appropriate interventions to accommodate the needs of Institutional development [5]

There is one kind of diagnosing model that can be used in analyzing and determine organizational conditions is the Open-System model proposed by Harrison [6]. This model provides a perspective that the organization has three constituent components namely input, process and output and the organizational environment itself has an internal and external scope [7].

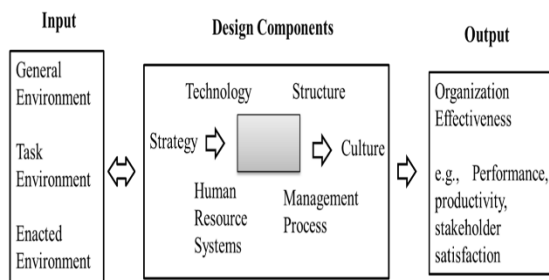


Figure 1. Open System Model

The internal scope includes all components that exist within the organization such as the organization's strategic policies to achieve its vision and mission, human resource management systems, types of organizational structures applied, organizational culture, forms of operational management systems, to methods and technology used in business processes [6][7][8].

The external scope includes the sources of inputs and outputs of the organization. This scope includes raw materials, consumers, socio-cultural and political conditions in which the organization operates, demographic conditions, government policies, changing business or service trends, technological developments, and stakeholders. This

external scope will greatly affect the direction and internal work processes of the organization, because the organization cannot be isolated and must follow the conditions of society and the market as its fuel [9].

Organizations in monitoring their development and performance need to see how the results are created from input processing activities [10]. The Open-System framework provides the role of output in the organization as a benchmark and a description of the success of managing the organization as a whole. If the output produced is poor, low or not in accordance with the organization's targets, it can be used as an indicator of problems that can be traced from the existing processes within the organization [11][12].

Research using the Open System model has also been carried out by Efandi & Syuhada [13]. This study uses the Open-System model to analyze the performance effectiveness of companies that focus on manufacturing using qualitative interview methods. The findings of this study lead to suggestions for the development of corporate culture. The drawbacks of this research are the lack of research subjects used and the form of development that is not explained in detail. Therefore, in this study, researchers used a similar theoretical concept, namely Open-System to conduct research but with a different method, namely case studies, so that it is predicted to be able to focus research findings specifically according to the orientation of the research scene, as well as provide detailed descriptions of the interventions according to the findings in the case studies conducted in this study.





## RESEARCH METHODS

Collecting data in this study using qualitative techniques. Qualitative research emphasizes empirical observations in the form of events and the substance of the phenomenon in question [14]. The analysis and strength of qualitative research is influenced by descriptive and explanatory abilities to explain the dynamics of phenomena [15]. Qualitative research also places more emphasis on human, institutional and object aspects as well as the interactions between these aspects to help interpret phenomena into a more complete picture [16].

The type of qualitative research used in this article is the case study method. A case study is a way of exploring an event, event, unique and specific data completely and thoroughly, as well as providing an intensive analysis of many specific details [15]. Case studies have advantages in the form of their ability to get a complete picture of a phenomenon at a specific scope, place or time that has never been studied before and is able to produce conceptual findings that have a certain meaning to produce awareness of authentic knowledge [14].

The case studies carried out in this study used instruments in the form of interviews, observations, surveys and specific document studies which were confirmed to have data to understand the conditions of management and implementation of work processes at the school foundation [17]. The interviews were conducted with key subjects in the form of the head of the Foundation, 3 principals from the senior level. Elementary, middle and high school, 10 teachers from various subjects, and 5 parents. Observations are made by

observing how the process of learning activities, how the form of coordination between employees, as well as the existing facilities at the Foundation. The survey was conducted to find out the description of job satisfaction felt by employees as a form of institutional work process output. Meanwhile, the document study was carried out by summarizing information containing profile notes and the Foundation's work achievements on a 3-month continuum [18].

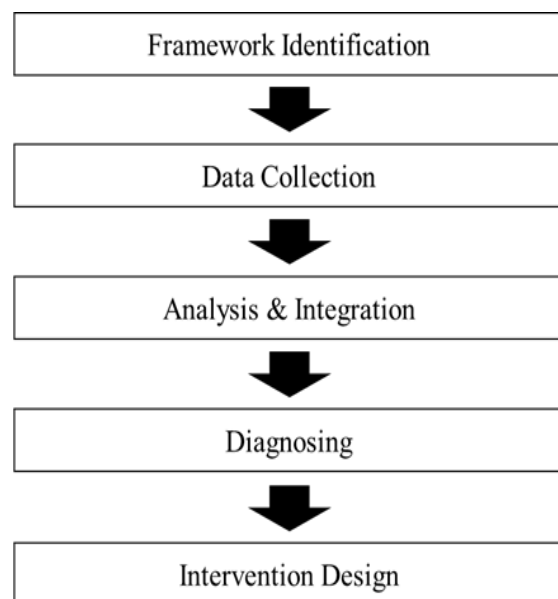


Figure 2. Organization Development Stage

Data analysis was carried out by integrating the findings of all the methods used so as to obtain a comprehensive conclusion regarding the condition of the framing organization based on the theoretical framework used in this study. The findings that emerged in the data analysis were then used as a diagnosis of the condition of the organization, systems and human resources in the X Foundation,





based on the Open-System framework. In order to obtain a thorough understanding and dynamics that occur to explain the condition of the organization [19].

The framework for data collection and analysis reference in this study uses the concept of Open-System theory proposed by Harrison [6]. According to Harrison, an organization can be understood systematically using a helicopter view, in the sense that the organization must be viewed as a whole, not only in its internal scope and business processes but also in its interactions with external factors [6], a more comprehensive and accurate understanding of the dynamics is obtained [7].

## RESULTS AND DISCUSSION

X Foundation as an educational organization has similar components as described by the Open-System model which both have input, business processes and output aspects. Therefore, based on an explanation of the conditions that occur at the X Foundation, the use of the open-system model is very appropriate to be used to analyze and design efforts to develop institutions.

Based on the results of the integration of interviews, observations, document studies and surveys conducted to obtain the dynamics of findings regarding the conditions of implementing institutional processes at X Foundation using the Harrison Open-System model, several analysis findings are obtained:

### A. Input

X Foundation and its subordinate units interact and are continuously influenced by

the external environment such as the government in terms of educational regulations, social and community institutions as well as financial institutions and technological climate developments. In addition, the implementation of the education system in school units is also designed based on guidelines from the Integrated Islamic School Network which is adapted to other integrated Islamic schools. From a financial point of view, The foundation also collaborates with parents and the government in meeting school operational costs and the cost of providing school facilities. The interaction with external parties aims to support the development of school quality, but on the other hand there are potential factors that can hinder the school's image in the eyes of the community, such as the increasing number of competitors appearing in the form of other integrated Islamic schools that have their own characteristics that become an attraction in the community.

### B. Output

The output produced by the X Foundation can be reviewed in the following findings: First, consumers are satisfied with the performance provided by the foundation so that many parents choose and trust the foundation to educate their children. positive for the Foundation.

In addition, based on the results of the employee job satisfaction survey at the foundation, on the job aspect, employee satisfaction is at a moderate level of 58%, in the salary aspect it is at a moderate level of 53%, employee satisfaction in the promotion aspect is at a moderate level of 58%, supervision aspect which is at a moderate level of 63%, and employee satisfaction in the aspect of co-worker







relations is also at a moderate level of 42%. So in this case it can be concluded that the job satisfaction of employees is at a moderate level, which means that employees have had enough and are satisfied in terms of salary, work, promotion, supervision and in terms of relationships between co-workers.

### C. Institution Components

The institutional strategy owned by the Foundation is divided into two types: the first is the vision and mission of the institution which contains the main objectives of the establishment and existence of the institution. Efforts to achieve the vision and mission are carried out by implementing Islamic values to all employees through guidance and direction to all human resources which are also integrated in the learning curriculum.

In addition, there is also a work plan for the Foundation to manage its external environment. In an effort to respond to the external environment that affects the process of activities at X Foundation. The strategies carried out include taking anticipatory steps through evaluation and adjustments to form an effective and efficient system in responding to environmental demands. X Foundation also cooperates with other parties and maintains good relations with the surrounding community. Then in response to demands from stakeholders and strive to improve the quality of existing employees by making development and welfare strategies and programs. Foundation also has the goal of forming appropriate quality employees who are able to support the implementation of the existing curriculum standards. Foundation also develops a good managerial system by targeting

leadership, setting working hours, and evaluating its performance. Later, Foundation also established an intensive engagement program to address trust issues that occur within the institution.

### Structure

The structure used by the X Foundation is a functional and centralized model. The structure is made on the basis of the vision and mission, needs, and developments that affect the organization. This organization is run by people who are at the foundation level. Where this foundation has a role in providing provisions related to the direction of institutional education programs, recruitment and appointment of employees and evaluators. The foundation also plays a role in conveying design ideas to work units and forwarded to subordinates to implement designs into strategic plans and work programs up to job assignments.

However, there is a lack of clarity regarding the task information given by the foundation to the principal. The principal must find out for himself about his duties, goals and functions, so that the organizational process in the school becomes hampered. In addition, there are two tasks carried out by certain units so that their work becomes less controlled.

### Human Resource Management System

There is a diversity of employee demographics at X Foundation with variations in demographic aspects, age, educational background and length of work. This diversity is managed through the implementation of the Foundation's human resource management system starting from the process of identifying needs, employees, recruitment and





selection, mapping workloads for senior and junior teachers, promotions for employees with long tenures, to employee training programs and assessments. performance.

The existing training focus is given to educators, but is also given to non-academic officers such as cleaning, security, and consumption officers. However, the foundation does not yet have the right method to see the special abilities and competencies related to the function of certain positions. This is because there is no management system that can capture the ideal competencies of a teacher or other employee who will be used as a determinant of training programs.

Next, the performance assessment is carried out by looking at aspects of work professionalism, memorizing the Qur'an, interpreting skills, developing the coaching followed and interaction skills. For good performance appraisal results will be given an additional allowance every 6 months. The form of performance appraisal applied at the Foundation does not yet have a definite size, is not complete and is still in the stage of refinement.

There is an issue regarding the lack of trust between employees in the work unit and the foundation as the leader. The problem that arises is regarding the trust of unit employees with the foundation in making policies, distrust of employees and superiors arises due to personal matters, but does not have a big impact on work activities. The distrust possessed by employees arises because of the attitude in question which has an impact on the inhibition of individual work. To measure it further, the foundation does not yet have an objective measurement of employee

trust, so the foundation makes an intervention to help parties who have distrust issues to establish communication with each other to understand each other better.

### **Management Process**

X Foundation in its implementation process has indications of problems with coordination and communication between members where members have not been able to effectively express problem solving methods. As a result, in the information process there is still a misunderstanding of information. The coordination carried out also seemed quite rigid so that it took a long and time-consuming bureaucratic flow.

The Foundation in deciding the policy will then take over to be followed up by the daily management board for the implementation process. Decision making depends on the urgency of the problems that arise in the institution, while related to the media used in decision making, one of which can be done through social media which is managed directly through the leadership.

### **Technology**

The technology available and applied in school units can be divided and reviewed into three categories. The first is technology related to teaching and learning activities, the second is related to technology in school operational activities, and the third is technology related to school infrastructure. Broadly speaking, the technology used by the Foundation in supporting educational activities has been implemented well, although in some aspects there are still some shortcomings.





For operational activities in schools, there are several forms of work mechanisms such as work programs. Existing work programs can be routine operations or infrastructure. Each educational program design is included in the annual work program and adjusted to the curriculum.

Based on a review of the existing facilities at X Foundation, the infrastructure is sufficient but there is still a lack of facilities in managing libraries, warehouses and places of worship in one school unit. However, school units at X Foundation have used digital-based devices in their daily activities.

### **Work Culture**

The work culture that is applied in the form of Islamic work values is also outlined in the formation of a sense of kinship, guarding words and actions for all members, considers teaching as a mandate and is ready to educate, has motivation to teach and can positively become parents' partners in educating children. Deliberation is also a culture that is applied in this institution. This is done in every activity planning and problem solving that occurs.

The process of socializing institutional values to its members is conveyed starting with the selection, then coaching is carried out every month, and at the meeting begins with advice and delivery of the vision and mission by the leadership of the foundation. The values and culture that exist in the X Foundation have not played a total role in supporting the strategy and achievement of the institution's vision and mission because of problems in terms of leadership and employee attitudes. This

can be caused by leaders who feel less assertive to their subordinates. Work culture has also not been formulated in written form to be understood objectively by employees.

### **Data Integration and Diagnostic Results**

Based on the findings of each aspect using the Open-System model in the X Foundation, several potential aspects and constraints were encountered in the business processes that occurred within it. First, X Foundation has the potential in the form of a business concept in the form of a nature-based educational model. This is an advantage because it is able to provide uniqueness for the organization in getting higher interest from customers.

Next, the X Foundation has a demographic diversity of human resources that should be able to contribute to providing a variety of service quality for students and school quality. Employees in the organization have good spiritual and moral principles where the motivation is to shape the morals of students and teach sincerely. The X Foundation also has adequate facilities and infrastructure, especially in terms of using modern technology to support more efficient organizational management and learning activities.

However, there are several obstacles that can disrupt the X Foundation's work process. Among them are human resource management systems that are still ineffective so that employee development is delayed, communication channels and strategies that have not been able to accommodate the various dynamics of relations between employees. In addition, from a system point of view, the X







Foundation is also not effective enough in managing the facilities they have so that they have the potential to experience damage, are poorly maintained, and can tend to weaken interest and satisfaction in carrying out activities in the organization.

Broadly speaking, it can be diagnosed that the main problem lies in the capacity of human resources to show optimal performance both in terms of interaction, problem solving, and ability to manage work facilities. According to Cummings & Worley [7], one way to overcome the lack of competence in human resources is to see how familiar the individual is with the competencies he must have in carrying out certain jobs in the organization. This competency can be reviewed if the organization has a list or guide of the competencies required for its employees [20].

The X Foundation itself does not yet have a competency guide or more commonly known as a competency dictionary for their employees. So it makes sense that the main problems in activities that arise and become obstacles come mostly from human resources because they do not have a benchmark for having certain skill abilities in order to perform well.

### **Intervention Plan of Development**

Based on the results of the analysis carried out, to help the Foundation become more optimal in its work process, it is necessary to improve the management aspect of the human resource system in it [21]. Human resource management system is one of the most important things in an organization. This is because competent human resources will affect the quality and

quantity of a job to support organizational goals [12].

The current human resource management system at the foundation can be said to have not been fully capable of supporting and developing the potential of existing employees. This is due to the absence of efforts to improve and develop employee competencies that have an objective basis and reference to be used as standards. Therefore, making a standard in the form of a competency dictionary is expected to be able to reduce the dynamics of problems that occur at X Foundation, considering the importance of the existence of competency standards having a very significant influence on human resource management from aspects of recruitment, development, performance appraisal to employee remuneration [22][23][24]. According to Cumming & Worley [7], the plan to make a competency dictionary formulation for human resources at X Foundation, starting from the process of analyzing each position in the organization, identifying key behaviors, identifying the main job behaviors, compiling dictionary items, to validation and implementation of the competency dictionary that has been made. A competency dictionary is also needed to map out what needs can be used as material for developing human resource competencies in the organization. The better the organization's ability to map the resources they have, the better the organization's own strategy will be planned in achieving its goals which will be supported by a human component that functions effectively [24].



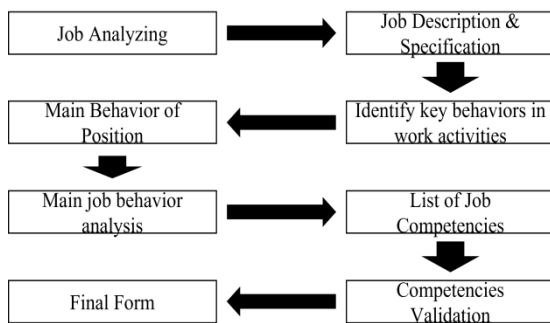


Figure 3. Competency Dictionary Development Process

Theoretically developing a competency dictionary begins with analyzing existing positions in an organization's business processes. Then the data from the analysis in the form of key behavior, job specifications and job descriptions will be processed into the types of skills needed to perform the tasks in the position concerned. After finding the type of skill which also includes its operational definition, it will be structured into a competency dictionary which is used as a reference for employee development [25].

The competency dictionary that has been designed and agreed upon will be used as a reference for training and employee development, a tool for identifying profiling needs in recruitment and selection, and as a reference for decision making related to employee welfare [25][26].

## CONCLUSION

Based on the results of the analysis and intervention plans intended for the development of the institution, it was found that the use of the Harrison Open-System model was able to provide a

specific and detailed picture of the existing conditions in the organization based on certain aspects. In the case of X Foundation, it was found that the main focus of the problem was on the human resource management system which had not yet been implemented and developed optimally, resulting in obstacles to other institutional processes. The solution proposed to overcome this problem is to compile a dictionary of employee competencies with the aim that efforts to manage and develop the quality of human resources at X Foundation in the future, so employee development can be focused and directed more effectively so that it can help to achieve the foundation's vision and mission.

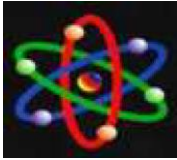
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