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STRATEGIES FOR ORGANIZATIONAL CHANGE AT RAGUNAN ZOO PARK TO ACHIVE SUCCESS IN IMPLEMENTING INFORMATION TECHNOLOGY

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ABSTRACT

This research aims to analyze the organizational change strategy at Ragunan Wildlife Park for successfully implementing information technology, using Leavitt's Diamond model. The study employs a qualitative approach and a case study method, guided by a constructivist research paradigm and purposive sampling. Data were gathered through in-depth interviews and analyzed qualitatively using the filling system method. The findings reveal that change management at Ragunan Wildlife Park, guided by the Leavitt model, demonstrates that the implementation of information technology has led to technological changes that impact personnel. Employees are now required to develop competencies in technology use, which has altered job responsibilities and influenced the organizational structure. This change management is backed by top management to ensure the successful implementation of information systems. However, Leavitt's model does not address the role of the external environment in influencing changes in any of the variables. It is recommended to include the external environment's role to align change management with community needs.

Keywords: strategy, organizational change; leavitt's diamond model; information

INTRODUCTION

Technology; Ragunan. Introduction All organizations must evolve and adapt if they wish to remain competitive and meet the rising expectations of clients. The need for change is typically driven by external factors such as new regulations or increased competition, or internal factors like the adoption of new technologies. However, implementing change is a complex process that often fails due to poor communication or underestimating the amount of retraining required. While new processes and procedures can be introduced relatively quickly, aligning the organizational culture with these changes can take significantly longer. This study aims to identify key steps and develop a strategic framework for change management. This research aims to analyze the organizational change strategy implemented at Ragunan Wildlife Park in the adoption of information technology, using Leavitt's Diamond model. The focus of this study is to identify the impact of technological changes on the organizational structure, employee responsibilities, and required competencies, as well as to evaluate the role of top management in supporting these changes. Additionally, this research aims to highlight the limitations of Leavitt's model in considering external factors, such as community needs, and to provide recommendations for refining the organizational change strategy."

METHOD

In this qualitative research study, a phenomenological approach will be employed to explore the experiences and perceptions of employees regarding stress management in the workplace. Data will be collected through semi-structured interviews with a diverse group of participants from various organizational levels and sectors. The interviews will be designed to elicit in-depth insights into the challenges employees face, the strategies they use to cope with stress, and the effectiveness of existing management practices. Thematic analysis will be used to identify common patterns and themes in the responses, providing a comprehensive understanding of employee stress management practices. Ethical considerations will be prioritized, ensuring participant confidentiality and informed consent throughout the research process.

RESULT AND DISCUSSION

Management in any organization decides to introduce information technology systems to gain business advantages. To meet these targets, employees must utilize the information technology systems, which are considered a form of organizational change as they affect employee behavior. Therefore, management must implement organizational change management strategies within the organization. Organizational change management encompasses tasks,

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measurements, and actions directed toward overall change. It is essential for realizing new strategies, structures, systems, processes, and behaviors within the organization. Information systems enable different workplaces to become more integrated, providing centralized, real-time information regardless of location and time.

This significantly aids in the smooth flow of information, coordination, and increased work efficiency, driving many companies to incorporate them into their business processes. One such organization that has implemented information technology is Ragunan Wildlife Park. Visitors to Ragunan Zoo in Jakarta are now required to book tickets online in advance. This policy helps manage the number of prospective visitors, with the current visitor capacity limited to 50 percent, or 30,000 people per day. Information on how to register online to enter Ragunan has been shared via the official Instagram account @ragunanzoo. The steps for booking tickets online to enter Ragunan Wildlife Park are as follows:

1. Register online through the link bit.ly/PesantiketTMR.
2. Fill out the data form and include the registered ID card (KTP). One registrant can register for a maximum of 5 people.
3. The registration confirmation will be sent to the registered email (please wait as the email is not sent immediately).
4. Show the registration confirmation or the registered ID card (if the email has not arrived by the visit date, the registered ID card can be shown).

However, the implementation of an integrated information system faces numerous technical and non-technical issues. Technically, employees often struggle with adapting to tasks that require the use of internet-connected information technology, as they are more comfortable with traditional work methods.. Internal changes within the organization can create resistance, which may lead to system failures that should otherwise function normally. Intervention from company leadership is deemed crucial for the successful implementation of information technology within organizational change processes.

The transition phase has psychological impacts on employees affected by the internal changes, and situational impacts on others related to the organization when changes actually occur. Most individuals experience this transition with uncertainty and instability about the final outcome, emotional stress, unfocused activities, weak control, a desire to maintain stability, and increased confusion. Based on the problem background, the research problem can be formulated as follows: What organizational change strategies does Ragunan Wildlife Park employ to successfully implement information technology? Literature related to organizational change and information technology implementation is used to develop a theoretical foundation for this framework. There are two main approaches to change management: planned change and emergent change (Blumberg et al., 2019, p. 500). Planned Change: Planned change is a proactive approach to organizational change, primarily driven by organizational leadership (Blumberg et al., 2019, p. 500)..

Alternative planned change models are available in the literature. Two examples are Bullock and Batten's model, which includes four phases: exploration, planning, action, and integration, and Price and Chahal's six-step process model, which includes preparation, development and implementation, verification, communication, and evaluation. Emergent Change: Since the 1980s, planned change and organizational development have faced criticism, leading to the emergence of new and different change theories (Rosenbaum, More, & Steane, 2022). Emergent change acknowledges that change is not a one-time event but is ongoing and unpredictable (Rosenbaum et al., 2022). From an emergent change perspective, change does not occur as a unique event but as a continuous requirement for the organization to realign and readjust in response to unpredictable shifts in its environment (Blumberg, Cater-Steel, Rajaeian, & Soar, 2021). While planned change is formal, emergent change is ad hoc and informal. Feel free to let me know if you need any further adjustments! It emphasizes that both the social and technical aspects of the organization are crucial for success. The social components, including people, skills, and rewards, are considered as important as the technical aspects, such as technology and processes. Understanding the social aspects of the organization is as vital as understanding the technical aspects, and neglecting this in the design stage can lead to failure.

Implementing an integrated information system presents various technical and non-technical challenges. Technically, employees may find it difficult to adapt to tasks that require internet-connected information technology, preferring their traditional work habits. This issue is consistent with Suryani, Warmana, and Wiguna (2021), who noted that the most difficult challenge is not getting people to accept new ideas, but persuading them to abandon old habits. Internal changes within the organization can create resistance, potentially leading to system failures that should otherwise function normally. Rosenbaum et al. (2018, p. 492) state that resistance to change is inherently linked to failure, viewing it as a negative element requiring intervention to mitigate its effects. Intervention from company leadership is crucial for successfully implementing information technology during organizational change processes.

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The transition phase has psychological impacts on employees affected by internal changes and situational impacts on others related to the organization when changes occur. Most individuals experience this transition with uncertainty and instability about the final outcome, emotional stress, unfocused activities, weak control, a desire to maintain stability, and increased confusion. Given this background, the research problem can be formulated as: What are the organizational change strategies employed by Ragunan Wildlife Park to successfully implement information technology? Literature related to organizational change and information technology implementation will be used to develop a theoretical foundation for this framework. There are two primary approaches to change management: planned change and emergent change (Blumberg et al., 2019, p. 500). Planned Change; Planned change is a proactive approach to organizational transformation that is largely driven by organizational leadership (Blumberg et al., 2019, p. 500).

This method entails the deliberate development of objectives and activities designed to transition the organization to a desired state necessary to achieve specific goals.). The goal is for the organization to identify the need for change and initiate appropriate actions before the necessity for change becomes urgent.

Planned change

Planned change and organizational development began to receive criticism in the 1980s, leading to the emergence of new and distinct theories of change (Rosenbaum, More, & Steane, 2022). Emergent change acknowledges that change does not occur as a one-time event but is an ongoing and unpredictable process (Rosenbaum et al., 2022). While planned change is formal and structured, emergent change is ad hoc and informal. The Socio-Technical Systems Model Galliers & Baker (Galliers & Baker, 1995) recognizes that a socio-technical systems (STS) approach to organizational change, involving processes aimed at achieving successful outcomes, is important. Giving equal focus to both the social and technical aspects of the organization is considered crucial for success. The social components of the organization, including people, skills, and rewards, are deemed as important as the technical aspects such as technology and processes. Understanding the social aspects of an organization is as crucial as understanding the technical aspects, and neglecting this during the design phase can result in poor services (Blumberg et al., 2019, p. 498). Additionally, the STS model stipulates that any changes in how an organization conducts its work must Figure 1 The Leavitt diamond: A conceptual framework for balancing IT Source: (El Sawy, 2001, p. 9 consider both its technical and social components. Leavitt's Diamond illustrates four organizational variables: the use of information technology, organizational structure, required skills of personnel, and business processes (Tahir, 2022). --- Let me know if you need any more changes! When one of these variables is altered, the other three must be adjusted to maintain functional harmony. For instance, introducing new information technology into an organization may necessitate changes in business processes to leverage the technology. This adoption of new technology and redesigned processes might require new skill sets among employees, potentially leading to a new organizational structure—whether more centralized or team-based, with different reward systems. Change in People People represent the organization's employees. When adopting this approach, leadership should not view employees merely by their roles (e.g., accountants, receptionists, managers), but should also consider their skills, competencies, knowledge, and productivity (Https://lapaas.com/, 2022). It is crucial to understand how changes in this component influence the other three components. If leadership modifies the workforce, they must adjust tasks or goals to effectively utilize the new skills and knowledge. Hiring more skilled and qualified individuals might reduce the need for the same level of supervision required for less experienced employees. For example, computer-literate employees cannot be expected to work with typewriters. Similarly, hiring engineers instead of mechanics may require updated tools and equipment. Thus, to fully utilize employees, technology must align with their knowledge, qualifications, and skills. If leadership wants employees to handle additional tasks, they might need to provide technology to support these tasks. For instance, if programmers are required to visit clients, they should be equipped with laptops and wireless internet cards. Change in Tasks When planning to change tasks, leadership must educate and train employees on new methods. If the aim is to make leadership more customer-centric, establishing a new customer support department or hiring more field personnel might be necessary. Using a customer support center for order processing might require replacing existing software with an integrated application for customer service and order processing. If reducing staff in certain departments is the goal, automating some processes might be necessary to maintain production levels. Change in Structure Employees need assistance in learning new job tasks and responsibilities. This component includes objectives as well as functions, involving an examination of current processes and intended outcomes.

For example, if an organization transitions from a hierarchical pyramid to a flat structure, it cannot proceed without changing tasks or processes. The same applies to objectives. Merging two departments into one or splitting a department into two necessitates revising existing goals. Change in Technology Adopting new technology often necessitates hiring skilled employees to manage the latest advancements. This shift requires changes in operational methods. The structure involves not only hierarchical configurations but also the relationships and communication patterns between different management levels, departments, and employees. This includes the flow of rights and

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responsibilities within the organization. Technology encompasses computers, equipment, LAN lines, barcode readers, software applications, etc. Like all components of Leavitt's Diamond, technology must be updated when other components are modified. In effective organizational change efforts, these reciprocal adaptations are preplanned and managed to ensure that the resulting balance in Leavitt's Diamond promotes effective organizational functioning. If not managed, some reciprocal adaptations will still occur, potentially leaving Leavitt's Diamond in a dysfunctional state. Advantages of Using Leavitt's Diamond Model (Tahir, 2022):

1. Initial Analysis: This model is beneficial for conducting initial analyses of organizational change. It provides a preliminary understanding of the organization undergoing change
2. Ease of Use: The model is user-friendly and can be utilized by anyone within the organization to assess its strengths regarding change management.
3. Popularity in IT Organizations: Leavitt's Diamond is particularly popular with IT-based organizations, which frequently use this model to navigate their change processes.Disadvantages of Leavitt's Diamond Model (Tahir, 2022):
4. External Environment: The model does not account for external environmental factors that also drive change.
5. Limited Application: It does not address organizational change issues for all types of organizations, having limited application and being most suited for analyzing change in technology-based organizations.
6. Analysis-Only: The model provides analysis but does not offer a roadmap for change. Research Methodology This research employs a qualitative approach within the constructivist paradigm. These findings are combined with insights
7. Data Collection: Semi-structured interviews and secondary data referencing. This methodology ensures a robust exploration of organizational change experiences, grounded in both empirical evidence and theoretical insights from existing literature. Discussion In alignment with the application of Leavitt's Diamond model, the concepts utilized include structural variables, technological variables, task variables, and human variables. The structural variable refers to the authority system, communication system, and workflow within the organization. Technological variables encompass all equipment and machinery required for task variables. Task variables encompass all tasks and sub-tasks involved in providing products and services. Finally, the human variable (i.e., people/actors) refers to those executing tasks related to the organization's goals (i.e., products and services). The diamond-shaped arrows in the model emphasize the interdependence among these four variables. Leavitt argued that changes in one variable would affect the other variables. From the above explanation of the Leavitt's Diamond model, the organizational change strategy of Taman Margasatwa Ragunan in achieving success in implementing information technology is as follows: Organizations in every industry are increasingly challenged to build change capacity, not only in responding to competitive pressures and technology but also in anticipating these changes. In this case, Taman Margasatwa Ragunan initiates organizational changes, starting with changes in people.

Change in People

This element concerns employees working within an organization. Employees are the backbone of the organization, and the function and goals of the organization depend on them and how they work, the skills they possess, the knowledge they have, and the competencies they demonstrate. Changes in employees affect all other elements, and there will be changes within them (Tahir, 2022). When tasks are changed, employees need to adapt old methods in performing tasks. With proper training and coaching, employees can adjust to new tasks. This happened within the internal environment of Taman Margasatwa Ragunan, as employees have changed their working styles from the old style to adapting to the new style of completing work tasks. Employees are able to carry out these new tasks, not separate from the provision of appropriate training and coaching from their HR management. When new technology is introduced in an organization, it also affects employees who need training and extra skills to adopt the new technology. In some situations, the implementation of new technology demands new recruitment that has the skills and expertise to handle the technology.

However, within the internal organization of Taman Margasatwa Ragunan, they do not employ new employees, but only provide work training in the form of information technology use for employees so that they can quickly adapt to work that uses computers connected to the internet. If the organizational structure changes, employees are the first to be aligned with the new structure, arrangement, or departments. They might assume new roles and responsibilities under the revised framework. However, within the internal environment of the Ragunan Wildlife Park, there has been no change in organizational structure, and employees continue their regular work activities, supported by the use of information technology. The leadership at Ragunan Wildlife Park has redefined employee job tasks and asked them to optimally enhance their skills and knowledge. Employees with limited knowledge in information technology will receive specialized training to quickly adapt to their job roles and align with current times. This finding aligns with the statement that information system users must participate in training to properly utilize the system to support employee tasks (Suryani et al., 2021, p. 2). Ragunan Wildlife Park has implemented organizational changes to enhance service quality while keeping pace with the rapid advancements in technology and information. In undertaking these

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management changes, the park is supported by superior and competent human resources to meet the public's need for fast and accurate services. This finding is supported by the statement that organizations with intellectually and competently qualified human resources create economic value.The leadership at Ragunan Wildlife Park has indeed planned organizational changes. The planned change approach implicitly assumes that organizations experience enough inertia, requiring leaders to intentionally create change and consciously strive to minimize resistance to such changes (Kerber & Buono, 2005, p. 26). The purpose of the organizational changes is deliberately planned in light of the rapid digital development and the increasingly demanding public. Today's society is highly tech-savvy, with a widespread dependence on mobile phones supported by advanced technology, enabling easy access to information and keeping up with current developments. Employing a socio-technical model in this study is deemed appropriate because organizational change necessitates individuals who are ready to embrace the advancements of the times and achieve success. The social component here refers to the employees working at Ragunan Wildlife Park. Change in Tasks Tasks refer to the activities undertaken by employees, encompassing both daily duties and larger organizational goals. Thus, tasks involve defining who does what and the objectives the organization aims to achieve (Tahir, 2022). When there is an employee turnover, their tasks inevitably change. Similarly, the introduction of new actions and tasks will impact the employees, providing them with new experiences and enhancing their skills by handling new responsibilities. If a new department is created or a new hierarchical layer is introduced within an organization, the roles and functions of employees will also change. Workflow and processes will be adjusted to align with any structural changes introduced in the organization. Technological changes will alter the tasks and actions performed by employees. They need to adopt technology by modifying their methods, possibly reducing manual tasks. Employees at Ragunan Wildlife Park are required to swiftly adapt to organizational changes and the use of information technology. As they prepare to embrace organizational changes, they must also be ready to accept new job tasks. This is because internal changes must be supported by employees skilled and competent in implementing information technology. The management at Ragunan Wildlife Park provides technical training related to the use of information technology to employees deemed insufficiently proficient. This training aims to optimize job tasks for greater efficiency and effectiveness.

Change in Structure Structure forms the foundation of an organization, encompassing elements such as staff, hierarchical layers, departments, and their interactions (Tahir, 2022). It also includes the communication style among various hierarchical levels and departments. Therefore, it is crucial to adjust and develop the structure in accordance with the requirements of any changes that occur. When there is a structural change, other components of Leavitt's Diamond model will also be affected. Change in Structure Structural changes impact the employees, potentially altering their behavior and productivity either positively or negatively. Similarly, changes in personnel can influence the organizational structure. For example, hiring new employees with strong technical skills can create a structure where fewer employees need minimal supervision, thereby reducing the overall number of employees required. Structural changes in an organization necessitate changes in the tasks employees must perform. For instance, if a new department is created to enhance performance and support operations, other employees will need to take on different tasks according to the new structure. This scenario occurred within the internal environment of Ragunan Wildlife Park. Although the structural changes were not very significant, they involved adapting job titles, tasks, and responsibilities due to the integration of technology into daily work activities. Technology brings revolutionary changes to organizational structure. Automation of procedures and processes can lead to fewer employees and a stronger technological infrastructure. Likewise, new departments may require new technological changes. At Ragunan Wildlife Park, there was no reduction in staff despite the implementation of information technology systems. However, employees who previously performed tasks manually now need to switch to using information technology

Change in Technology Technology aids employees in performing their tasks more efficiently. From computers and machinery to mobile phones and advanced software, modern tools facilitate easier, faster, and more reliable services (Tahir, 2022). As with other elements of Leavitt's Diamond model, a change in one component necessitates changes in technology as well. Technology must align with the needs of an organization's employees. The skills and expertise of the employees also dictate the level of technology employed within an organization. If there is a change in tasks, there will also be a change in technology. For instance, if an organization aims to improve its registration process, the solution might be to switch to an online registration system. Technology provides solutions when an organization changes its structure. It helps streamline processes and supports the organization in adapting to new operational requirements. If an organization needs to dismantle its large departments to cut costs and increase productivity, technological automation is the solution. This is supported by the statement. The author's research findings align with previous studies by Wijaya (2011), which found that an integrated information system is essential for supporting business activities efficiently and effectively, providing accurate and up-to-date information for strategic decision-making that is innovative and creative, ultimately benefiting the company. Similarly, Agustiawan (2021) found that organizational changes often accompany the adoption of information systems to achieve success in business processes. Organizational changes, such as training staff to quickly adapt to modern job requirements, are crucial. Furthermore,

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Suryani, Warmana, and Wiguna (2021) discovered that the overall process of designing and implementing an information system must be managed as a planned organizational change. The success of organizational change management heavily relies on the company's commitment, focus on implementing the change, and leveraging human resources

CONCLUSION

Leavitt's Diamond model provides a balanced and rational perspective on the complexities affecting the Knowledge Management framework. It emphasizes the direct and strong relationship between technology and the necessary tasks, employees, and organizational structure. This model has been widely used to understand and facilitate organizational change. Leavitt's Diamond highlights the interconnection between the four organizational variables: tasks, people, technology, and structure. This interconnection is evident in Ragunan Wildlife Park, which has implemented an information technology system. Technology acts as a tool that assists the organization in performing tasks and serves as a mechanism to transform inputs into products. Knowledge management involves not only managing the work processes and the people performing them but also impacting technology and organizational structure. When a planned change occurs in one variable (e.g., the introduction of advanced technology), one or more other variables will be affected. Such interventions are typically designed to impact task variables (e.g., to bring about positive changes in products or services). Other variables, such as morale (people) and communication (structure), are also likely to change, potentially improving due to the new technology.

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