

Changes May be Tailored to the Needs of Each Stakeholder in Online Learning: A Research on Universitas Nahdlatul Ulama Surabaya of Online Learning

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ABSTRACT

With the popularization of the Internet, online education has become a trend. A few years ago, UNUSA began implementing online learning. Online learning and offline teaching are combined together, with the main offline education. However, the sudden outbreak of the COVID-19 pandemic has forced schools to adopt online education entirely. Online education is very different from offline education because there are many challenges in the implementation of online learning. Based on the Prosci Adkar model, this paper discusses the status quo of the implementation of Unusa online learning. The results show that the status quo of online education needs to be improved. The content and feedback methods of online education need to be customized according to different participants.

KEYWORDS

Change; Online learning; Current Condition; ADKAR.

1. Introduction

Online learning in higher education is a necessity. This is in accordance with the regulations of the Ministry of Research, Technology and Higher Education that one of the paradigms that must be harmonized is online learning. The implementation of online learning is referred to as a higher education strategy in responding to the challenges of the industrial revolution 4.0 [1]. Online learning can be defined as two things, namely as part of distance education or part of conventional education (face to face) [1]. Nahdlatul Ulama Surabaya University (UNUSA) is one of the private universities in Surabaya. Since a few years ago, online learning has been implemented by UNUSA. The type of learning applied is blended / hybrid learning. According to vice chancellor 1, this learning is a step to prepare distance education. This means that in the future online learning is expected to be fully implemented. However, the Covid-19 Pandemic which began to hit in March forced UNUSA to fully implement online learning. The result is a change in the form of lectures, which was originally only part of the online learning portion and was now limited to being completely online [2]. The implementation of online learning in education institutions often presents challenges. [3,4]. These challenges include limited infrastructure, policies, finances, capabilities, awareness, motivation of human resources

related to the implementation of online learning [3,4]. A shift in academic paradigms towards the use of ICT and changes in work culture in teaching practices determine the successful adoption of online learning [5,6]. This is in accordance with what Heek said that most of the failures of e-government projects were caused by lack of understanding of the present conditions (where we are now) and what to expect [7]. Therefore, in order to make changes due to online learning at UNUSA, this study will analyze the current conditions of the implementation of online learning at UNUSA based on Prosci ADKAR model.

2. Methodology

In order to answer the research questions, this study is conducted in three steps. The first step is mapping the stakeholders. In this step, the stakeholder is identifying through observation and document analysis. Related to change initiative, the stakeholders are mapped to change advocate, sponsor, agent, and target. The second step is identifying the list of change. The last step is identifying the current condition. The data obtained through structure interview to top management, administrative staff, lecturer, and student. Selection of informant uses purposive sampling technique, which is the technique of determining the sample with certain considerations (Sugiyono, 2012). The information about current condition of university referred to five change management activities in ADKAR, i.e. communication, sponsor roadmap, coaching, training, and resistance management. The visual representative of research method is shown in Figure 1.



Figure 1. Research method

3. Result and Discussion

3.1 List of Stakeholder

As a first step in the formulation of a change management plan, stakeholders must be mapped. This is because universities are organizations that have many stakeholders. Therefore, in a change, it is very important for universities to recognize stakeholders and their roles and needs. As the top leader of the university, the chancellor is a change sponsor in online learning changes. This is because he is the decision maker. Given that changes in the implementation of online learning were caused by the Covid-19 pandemic, the change initiative undertaken is a must. However, if you go back to the back, online learning initiatives have been planned by the vice chancellor in the academic field. According to him, this initiative is a preparation for the implementation of distance learning someday. Based on this fact, change advocate is the vice chancellor in the academic field. Meanwhile, in relation to efforts to make change successful, a change agent is needed. In this context, the change agent is the chancellor at the strategic level and the head of the department at the operational level. The head of the study program has a big role as a change agent considering his position who is also a lecturer and leader. Meanwhile, change targets in the context of online learning include lecturers, students, and administrative staff.

3.2 List of Change

The implementation of full online learning at UNUSA brings changes to the learning process. Starting from the teaching and learning process, administration, and also other technical matters. In accordance with what was conveyed by [8] that when a change is introduced to the organization, the changing

aspects include policy, technology, infrastructure, human resources, and financial. A list of changes in each aspect is presented in Table 1.

Table 1. List of change

Aspect	List of change
policy	The need for new policies for implementing online learning, including: <ol style="list-style-type: none"> a. procedure for teaching and learning activities; b. attendance recording procedure; c. procedure for using learning media.
Technology	Learning media that allows lecturers and students to interact with each other online
infrastructure	Schemes of providing support tools for the implementation of online learning, including hardware, software, and networks
Human resource	<ol style="list-style-type: none"> a. program to increase knowledge and abilities in implementing online learning b. communication media to increase awareness of the importance of implementing online learning
Financial	The budget for IT investment include hardware, software, and networks.

3.3 Current Condition of Online Learning Implementation

Change management activities in ADKAR, i.e. communication, sponsor roadmap, coaching, training, and resistance management are used to describe the current condition. In communication aspect, media used in conveying the message of change is chancellor's circular. The message conveyed was the provisions regarding the implementation of online lectures. Currently, there is no activity to give appreciation directly to the lecturer. However, the activity of giving a warning is usually done by principal to the lecturer involved in person.

The sponsor roadmap aspect is related to how the sponsor and the coalition of sponsors across the business. Currently, the chancellor and vice chancellor approached the faculty level. They communicate via online media to talk about the benefits of online learning and the obstacles they face. This scheme is then cascaded to the departmental level with the dean and department heads as sponsors.

The coaching plan is provided by university through several schemes. In the early implementation, chancellor's circular is used as a basis for implementing online learning. The next, specific socialization in each faculty is carried out to remind lecturers to be willing. This activity is provided by university to create the desire to change.

There are several programs provided by the university as a form of training. Capacity building programs, both technical and non-technical have been implemented. An online workshop on the scheme for implementing learning media and its administration is provided by the IT team. Meanwhile, the ability to compile online learning media while still paying attention to pedagogic aspects is also held for all lecturers. Rejection is a natural thing in a change. activities that have been carried out in this aspect are by organizing regular monitoring and evaluation. Not only that, the progress of online learning is also reported and presented regularly

4. Conclusion

The results show that the current condition of online learning still needs improvement. The results show that the current condition of online learning still needs improvement. Selection of the right communication media to convey changes must be tailored to the needs of each stakeholder. The list of stakeholder are sponsor, advocate, agent, and target of change. Knowledge and capacity building programs can be carried out periodically by increasing practice. In addition, the online learning implementation evaluation scheme is not only about the percentage of implementation achievements but also the achievement of learning material

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