Strategies, Constraints and Solutions to Change
STKIP PGRI Pasuruan to PGRI Wiranegara University

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The fact that the number of new students starting from 2016 to 2019 tends
to continue to decline, so STKIP PGRI Pasuruan must immediately turn into
a university. These changes are a form of adaptation to the demands of
environmental changes and government policies. What are the strategies,
constraints and solutions for changing STKIP PGRI Pasuruan into
university? The purpose of this study is to explain the best practice of
changing from STKIP PGRI to university. This study uses a qualitative
approach to see the phenomenon of organizational change at STKIP PGRI
Pasuruan. The Change Task Force Team is a key informant. Data collection
by in-depth interviews (Depth interview). While the researchers
themselves as the main instrument in data collection. Furthermore, the data
analysis used is “interactive data analysis”. In the end of study, The results
of the research are explained as follows: The preparations and strategies
carried out are formulating a vision of change that reads GO TO
UNIVERSITY and forming a solid task force team and choosing the right
consultant (Coach). Leaders identify and consolidate resources that are and
are not available, design the implementation of changes so that they can
run well and are conducive. Whereas resistance at the organizational level
is the formation of a new culture with new values as implications of the
new organizational structure and hierarchy, the individual level of
resistance appears insecurity and discomfort as implications of changes in
organizational structure and hierarchy. Obstacles in preparation for the
legal aspects, namely the status of land ownership and land area are still
lacking, the solution is to change the name of the certificate in the name of
PPLPP PGRI Pasuruan and increase the lack of land area from personal
assets of Dr. Sugeng Pradikto, M.Pd. while the implementation obstacle is
the resistance of the candidate for the Acting Chancellor with the solution
for the position of the Acting Chancellor concurrently by the Chairperson
of the PPLPP PGRI Pasuruan.

Keywords: Strategies, Constraints, Resistances, Solutions and Change

INTRODUCTION

Judging from the facts on the ground, some organizations can experience
a situation of change caused by the organization having to face various kinds of
demands for environmental change. These demands can be caused in situations
that are the result of the influence of changes in the internal environment and the external environment of the organization. In dealing with the various causes of the change, the organization is required to be able to deal with these conditions by trying to make some changes to itself. Efforts to make these changes must be directed at developing better organizational conditions.

Universities as one of the most dynamic organizations are required to have high adaptability as a result of the development of world science and technology. In addition, universities must also quickly adapt to government policies. The ability to adapt to the dynamics of environmental changes will determine the existence of the organization. Organizations at universities are very good if they quickly make changes to the demands of the times. This is good for the existence and future sustainability of an organization. However, there are several factors that can hinder this change. A new idea will feel foreign and will have an influence on thoughts and feelings that will become an obstacle. When starting something new, the old must be abandoned, and that is often difficult to do. In addition, changes in the organization also require changes in the individual members of the organization. It is becoming increasingly clear that the change is not only necessary for the organization, but also for individuals as members of the organization (Winardi, 2015). Change is increasingly difficult to occur as members of the organization get older.

It can be seen that there are various types of organizational change that can be used in a scientific study, but in essence they have the same basic substance as the basic principles of the change process proposed by Lewin (1951), namely unfreezing, moving, and refreezing. The process of change in an organization that is planned in advance needs to determine the target activities that will be achieved from these changes, so that the leaders and management of the organization can develop various strategies that are appropriate, effective, and efficient by considering four factors, namely human resources. (HR), technological capacity used, functional resources, and organizational capabilities (Jones, 1997). If it is associated with the basic principles of change above, STKIP PGRI Pasuruan needs to prepare a complete and comprehensive plan, prepare steps for implementation and make adjustments or adaptations to changes in the university's organizational structure and new values.

Furthermore, Jones (2007) explains that, human resources (HR) is a very important and valuable asset; because it relates to the abilities and skills of employees; which of course may have an impact on the capacity and competitiveness of an organization. In addition, Jones (2007) suggests that at this stage, it is necessary to make changes, namely related to the allocation of new investments for training and capacity building activities for
employees/employees regarding new abilities and skills; and it is necessary to
socialize the new culture and values of the organization to employees intensively
and continuously so that it is well embedded as something new, so as to increase
individual and organizational productivity; to initiate and initiate changes
regarding organizational norms and values in order to enable to motivate
diversity and multicultural awareness in employees or workforce (workspace);
routinely carry out evaluations and assessments as a way to provide promotion
awards as a form of reward system in the world of work; and also changes that
occur in the composition of the top management team (or leadership) to increase
the ability to learn organizationally and make informed decisions. The functional
resources stage is the function of an organization which is needed to develop
systems and procedures in the process of managing the organization and the
environment, as well as transferring to various resources with new values. New
functional growth in an organization is very crucial to increase creative and
innovative new values in driving technological, structural, and cultural changes
in the organization.

The technological capacity stage is the stage that can give the organization
a more obvious capacity change, because this will ultimately be related to the
opportunity to take advantage of the existing potential market. One form of
technological capability description is the ability to develop an organization
regarding new products or modified old products, with the aim that these
products can be accepted by the wider community or consumers.

The next stage is the formation of organizational capabilities from the
structure and culture of the human organization, and functional resources, which
are closely related to technological capacity. Organizational change will certainly
foster changes in the relationship between individuals, their functions, and will
increase the organization's ability to create the formation of new values.
Organizational change is a phenomenon that naturally occurs in almost all
organizational life.

Organizational change has levels of change ranging from small, medium,
and large. This organizational change can achieve success or failure depending
on the determination of management strategy in implementing the change and
anticipating the impact of the change. Anticipation that can be thought of as an
effort to prepare for the implementation of the change is an organizational
strategy that requires leaders who have the ability to communicate their change
plans. This is related to the efforts of the organization's management in
transferring knowledge and various information about ideas, needs, and
expectations of the changes aimed at the organization. Therefore, organizational
management is very dependent on the ability and skills in communicating and
translating the implementation of change plans to all members of the organization, thereby minimizing the emergence of resistance from each member of the organization.

Some important things that must be anticipated by the leader as the "architect" of change in STKIP PGRI Pasuruan is the impact of organizational changes on the existence and position of each individual who feels threatened by degradation. This is one of the barriers to change. Therefore, it is necessary to disseminate information about the importance of change for the greater interest of the existence of the organization. Every member of the organization must be made aware and committed that the change in STKIP PGRI Pasuruan must be immediately realized into a university. Because the organization is faced with the reality of new student admissions in 2016 to 2019 there is a downward trend. These conditions can be seen in table 1.1 below:

| Year | 2016 | 2017 | 2018 | 2019 | Total (person) |
|------|------|------|------|------|----------------|
|      | 272  | 252  | 266  | 188  | 978            |

With the condition of new student admissions that tends to decline, all individuals must agree and be unanimous to realize the transformation into a university. These changes are non-negotiable, so that each member of the organization must put aside individual interests that are not in harmony with the interests of the organization.

STKIP PGRI Pasuruan as an organization with the condition of new student admissions continues to decline, the solution is to change. Organizational change by Kotter (1995) suggests eight stages that complement Lewin's principle of change, which are about growing or creating the extent to which change is important, why it should be done (create a sense of urgency); forming a strong coalition (build a guiding coalition); create/create a vision for change; communicating the vision of change (communicating the vision); remove / eliminate all obstacles (removing obstacles); creating or creating short-term wins; continue to maintain the changes that have been created (Build on the Change); strengthen or instill changes in the organizational culture (Anchor the Changes in Corporate Culture).

Kotter's theory (1995) explains that from stage one to stage three, it is a stage that is closely related to efforts to create the right atmosphere for change; with the strategy of preparing all changes that are good and mature. While the fourth to the sixth step is a change step related to the internal organization,
namely the process of implementing a well-organized organizational change plan, and the seventh and eighth steps are the implementation and consolidation steps of the organizational changes that have been carried out.

Kotter (1995) then explains about the stages of change, namely at the initial stage of the formation of a change plan, organizational communication carried out by the leader or management has a very important understanding and role as an effort to prepare all resources or components that are calculated to support the success of organizational change. previously planned. This communication or socialization has a very important role starting from the initial moment of growing a sense of urgency for the need for organizational change that must be conveyed by leaders to all parties, from management to organizational members. Leaders must explain clearly and rationally about the background as an argument that changes need to be made and to prepare resources that can contribute and support the plan, so that organizational change is successful, and can minimize resistance or resistance.

The key to the success of an organizational change from several theories of management and organizational development as proposed by Cumming and Worley (2005) and Jones (2007) explains that the role of leaders and communication in organizations has an important meaning in each stage of change which is the main key to success in organizational change. make organizational changes. Jensen (2003) also states that organizational communication has a very important role in achieving the success of organizational change goals.

In preparing plans and implementing changes, there are factors that can hinder the change plans. The intended inhibiting factor is individual and group resistance arising from the impact of these changes. The level of resistance (resilience) of organizational change is stated by Jones (2007) who explains that there are several levels or levels, namely the individual level which is related to cognitive bias, wrong perception, insecurity and discomfort, habits, and retention; group level related to norms, values, cohesiveness, and also groupthink; the functional level is related to differences in sub-unit orientation, authority and conflict; at the organizational level related to structure, hierarchy, strategy, and culture. Resistance to change at the organizational level, is closely related to a conflict, authority, and individual differences in the mechanical structure, functional orientation, and also organizational culture. Strengths and conflicts in an organizational change usually have an advantage for a person, structure, division, function or more broadly. Resistance that arises in the great power and conflict within the organization, the management should be able to
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anticipate it in advance by determining the targets to be achieved, in order to minimize the costs that must be paid during the change process.

Conflicts arising from the two functions will have an effect on slowing down the process of change and which should be anticipated for changes by preparing other aspects. Differences related to functional orientation are a major obstacle to change and a source of organizational inertia. This can be seen as a source of unequal problems because they will know the main issue or problem from their own perception. Related to organizational change, research has been done by several people before. One of them is Romadona (2018) which suggests that an organizational communication will have a positive impact on the involvement of organizational members in work so that members can work together in a compact, good, productive manner, and contribute more positively to the achievement of organizational success. Baauchamp, et. al. (2016) explained that the planned organizational change is not expected to lead to chaos, although not a few organizations experience it. This is because the communication strategy of organizational leaders, namely between organizational leaders and their members and also with stakeholders, has not been good enough since the beginning and while in the process of the change phase. Based on the description above related to organizational change, this study tries and tries to answer the first question, how are the preparations and strategies carried out by the STKIP PGRI Pasuruan organization to turn into a university? Second, what is the role of the leader in changing into a university? Third, what are the resistances arising from changing into a university? Fourth, what are the obstacles and solutions in the process of changing into a university? The purpose of this research is to provide an explanation of the process and strategy for making changes starting from planning, proposing, receiving Decrees, to the preparation of a new organizational structure, namely the university. As well as explaining the role of leaders, the emergence of resistance, obstacles and solutions from the process of changing STKIP PGRI into Universitas PGRI Wiranegara.

The benefit of the results of this study is that it provides a clear picture as a good experience (best practice) of a change from STKIP PGRI to a university and can be one of the empirical references regarding the process of changing STKIP PGRI into a university. The process of change that takes place smoothly by anticipating the emergence of resistance that can hinder the initial steps in implementing the organization with a new status, namely "university".

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Talking about organizational change plans means that it cannot be separated from the development of organizational values and culture. The development of organizational values and culture is closely related to a system, strategy, process to produce organizational change in accordance with the plan, as a tool to deal with changing environmental situations and conditions so that organizations can adapt (adapt) to changes in their environment.

Techniques that can be done in the context of organizational development are manager training, laboratory exercises, feedback surveys, grids, team building, career development, process consultation, tension management, job design and so on. When making changes with the goal of developing the organization, various problems and obstacles often arise that can actually interfere and even endanger the existence of the organization. The problem of organizational development is also one of the complicated problems that must be solved by managers. It turns out that it is not only the organization that needs to be developed, but also the human beings within the organization that need to
be included as the target of organizational development, as an effort to face competition and the development of environmental demands.

There is an important problem that has the potential to arise in organizational change and development, namely conflict. It is certain that conflicts will inevitably occur in organizations, or it can be said that conflicts will inevitably occur in every organization because conflict is natural. In another fact, it should be noted that organizations are often in a stagnant state where growth does not occur due to the reluctance of individuals to follow the demands of change, besides that change can also cause an imbalance/dis-equilibrium (moral imbalance) of members of the organization. This can result in organizational disorders/diseases or actions that deviate and do not comply with organizational norms or provisions so that organizational development steps are needed in carrying out regeneration, evaluation, adaptation, and innovation actions. Organizational development is a planned process to develop organizational capacity in dealing with changing environmental conditions and demands, so that the organization can carry out optimal performance supported by members of the organization as a whole.

Organizational Development is a program aimed at increasing organizational effectiveness and productivity by aligning individual desires for growth and development with the interests of organizational goals. From the description above, it is clear that a change and/or organizational development is important in order to achieve the existence or sustainability of the life of the organization. Conflict is actually one of the driving forces for change. Conflict can also arise from the conflict between the establishment group and the change group.

Conflict occurs as a result of changes that have occurred in a particular individual or group within the organization. If the conflict can be managed and addressed wisely and well by the leader as well as its members, then the change will have a positive and productive impact on the organization. On the other hand, if the change is handled inappropriately, the achievement of the change will actually have a negative impact on the organization. Simultaneous organizational change must be balanced with organizational development. Organizational development will also influence and change the change itself. Change without development means change without meaning. Actually change will be positive for the organization because it is development that makes it happen.
LITERATURE REVIEW

Organization is a form of activity or activity that is carried out jointly for the purpose of achieving predetermined goals carried out by two or more people. Therefore, if the activity is carried out by only one person, it is not called an organization. According to Marungan (Mesiono, 2014), the notion of organization can then be explained into two types, among others: 1. Organization is a management tool which means that the organization is a place/container rather than management so that it is able to provide a place for management that provides the possibility for management to move or move. carry out their activities. Organization is an organizational tool, is an organization in the sense of static, fixed or not dynamic. Therefore, the form of management depends on the condition of the container. 2. Organization as a management function is an organization in a dynamic (moving) sense, namely an organization that does everything possible where management can move within certain limits.

Organizations that undergo change are intended to maintain their existence and also to maintain the direction of the organization's goals. Organizational changes where humans become part of an organization, then humans are the ones who actually want changes to the organization. Therefore, the organization makes an agreement with its members to then achieve that common goal. Changes in the organization are not only beneficial to the interests of the organization, but rather for the interests of the people who are in the organization. Organizations as objects of human activity together / in groups, where every human being will seek the maximum benefit from the activities of the organization through the role of humans in it. For these changes to occur, the organization must also have visible developments, where these developments are the life stages of organizational change (Siahaan and Zen, 2012).

Organizational Change in their book, Siswanto and Sucipto (2008) found that changes that occur in organizations, such as adding new personnel, making modifications to program activities and others. In particular, an organization needs to make changes to its organization to improve the effectiveness of organizational performance and leave the slump. Organizational changes sometimes have an impact on decreasing the values of mutual respect among organizational members, and change is also usually against an important organizational decision and must be implemented by members. Therefore, many sources of organizational change talk about the needed changes in organizational culture, which include changes in the beliefs, values, and norms of membership and the way they (members) establish mutually agreed beliefs, norms and values.

conventional in limited scope. Meanwhile, the goals and objectives of
organizational change are carried out as a solution to overcome crises caused in the organization, especially crises that may arise in the future.

The crisis that occurred in the organization was caused by the low adaptive capacity of the organization in dealing with various kinds of changes that occurred, both changes in individual members and groups, internal crises of the organization or external crises. The crisis that occurs in the organization will affect the achievement of overall organizational performance. Organizational performance in a stagnant position will require managers who are responsible for the organization to conduct analysis and evaluation to find out what factors have caused the organizational crisis. If the crisis has been identified, then the organization’s management should respond to a crisis not as a barrier that can slow down the movement of the organization, or interpret a crisis as a negative factor, but instead the management of the organization can make some improvements so that organizational performance becomes more effective by reaffirming the goals and objectives of the organization that will be the target of achievement (Siahaan and Zen, 2012: 44-45).

The involvement of all personnel in the organization to understand the aims and objectives of the change is not only able to convince the importance of making changes to the organization, but there is something more important than that is to convince the ranks of the organization that the change will have broad and comprehensive implications for the welfare of all people who are part of the organization. The organization. It can also be said that the changes that occur in the organization in principle are: 1). Improve the effectiveness of organizational performance; 2). Improving the welfare level of all organizational personnel; 3). Future oriented; 4). Get closer to customers and service users of the organization.

The need for organizations to make changes is intended so that the organization can function properly and effectively in achieving the goals and objectives of the organization. Efforts in achieving these goals and objectives are not only for the benefit of the organization but also to meet the interests of the individual as a whole who are part of the organization. All individuals in the organization are very interested parties about the effectiveness of organizational performance, although it must be realized that the performance of the organization is largely determined by the quality of the performance of each individual. So, organizational relationships with individuals who are part of the organization are mutually symbiotic (Siahaan and Zen, 2012: 47).

Making changes requires the right strategy and comprehensive planning. Referring to the theory put forward by Lewin regarding the stage of a change in the organization which is the foundation or basis for developing a change strategy choice (Robbins & Judge, 2017). The stages of Lewin’s theory explain the
fundamental principles of the stages of a change that will usually be experienced or occur in every organization that plans a change. At each stage, a good, detailed and comprehensive strategy and plan is needed in order to achieve optimal results, so that the relationship between the stages and the success of the targeted changes is clear.

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There are three stages of organizational change proposed by Lewin (1951) including: 1) unfreezing, 2) moving, and 3) refreezing is a process that is certain to be experienced every time there is a change in an organization. Every organizational change requires preparation at every stage so that the change can be carried out properly as planned and right on target. In the position of the unfreezing stage which is the initial stage when making changes, certain strategies are needed to be used to prepare for a change itself. This initial stage requires a team with leaders and managers who have the ability to prepare and identify the various resources needed and that the organization already has. This preparation aims to facilitate the process of change that has been planned to take place by trying to minimize the use of resources including funds and eliminate factors that have the potential to weaken it. This early stage, the role and ability of the leader becomes very important as a socialization strategy for organizational change plans. This needs to be done to create a conducive atmosphere in the organization to prepare for changes as planned. Furthermore,
in the moving stage, it is explained that the changes that are already underway certainly require the role of leaders or managers who are able to convey the message of change as valid information. While the Refreezing stage is the final stage of change, which is the phase where the planned changes have been implemented and lead to the reaffirmation of organizational values after the change targets have been achieved.

A good organizational manager is a manager who can ensure that an individual's interests will be met by the organization, but at the same time must convince members that to be able to fulfill these interests effectively if each individual contributes to good performance for the organization. Therefore, organizational performance is largely determined by the contribution of each individual member of the organization.

Siswanto and Sucipto, (2008:105-106) explain the driving sources that drive organizational change, including:

1) Environment. Changes in organizations often occur because they are influenced by changes in their environment. In general, the organizational environment in society includes political, economic, legal, technological and cultural factors.

2) Program goals and values. Another impetus for change can come from the need to revise organizational goals. Changes in values are also important, can lead to changes in goals.

3) Technique. Technical systems are clearly a source of organizational change. This technical system change concerns the form and function of a product and/or service, including the technological transformation process used by the organization. Technology is sometimes described as “answering questions” or “finding solutions to problems”. These things can encourage a change, but among some of these factors there are factors that are very prominent in their existence, namely computer technology, competition at local, regional and global levels and demographic conditions (Sopiah, 2008: 69-70).

4) Structure. Another source of change in organizations is structural change. Changes that occur in the structure will affect the organization as a system.

5) Managerial. In planning, implementing and monitoring activities, the manager's role is to maintain a dynamic balance between organizational continuity and the need for stable conditions with the organization's need for collaboration, innovation and adaptation.

6) Consultant. Strong impetus for organizational change can come from consultants.
The essence of a change in the organization is the condition that increases for the better when compared to the previous condition. An organization can exist / survive if management leaders can carry out programs that lead to change. Every change in the organization must be observed the effectiveness of the organization is able to adapt quickly to changes in the environment. Basically, all the changes that will be made are directed at increasing the effectiveness of the organization for the purpose of increasing the organization's ability to adapt to changes in the environment as well as changes in the behavior of members of the organization can be done in the organizational structure which includes systems, strategies, technology, structuring physical aspects and resource aspects human power.

The main targets of organizational change are changes in attitudes, work roles, and work skills, as well as changes in strategy and technology. Changes that concentrate on attitudes will involve changing aspects of attitudes and values with a persuasive appeal, developing training programs, and forming driving teams and cultural change programs. Meanwhile, programs to improve work skills can be carried out through job skills training programs. Changes in one's role in work can be done, among others, by redesigning the scope of work of employees which will result in different workloads and responsibilities, reorganization of work processes, regarding the phenomenon of organizational change that occurs in the institution. Phenomenology changes criteria standards and others. Approach to technology can be done by introducing a new equipment to complete the job.

In organizational change, competition strategy is a consistent change regarding individuals, technology and work roles (Sunyoto and Burhanuddin, 2011). Meanwhile, Wibowo (2007) suggests that there are three types of change in an organization which are called development change, transitional change and transformational change. In the type of development change, it reflects a change through changes in aspects of skills, performance standards, methods, or conditions from existing ones. In development change, there are two assumptions, namely that people are able to improve themselves and they can become better when given logical arguments, resources, motivation and training as needed. Transitional change is a response to a significant shift in environmental forces or market needs for success. Transformational change is a radical shift from one situation to another so it is significant if it requires a shift in culture, behavior and mindset to carry out successfully and lasts over time.
RESEARCH METHODS

This study uses a qualitative approach to see the phenomenon of organizational change that occurs in a higher education institution, namely STKIP PGRI Pasuruan. This study examines qualitatively to get a descriptive picture is one approach used in qualitative research, which focuses on the meaning of experience in general not only from individuals but also groups so that it is a comprehensive form (Creswell, 2013). In phenomenological research, according to Creswell (2013), it is explained that phenomenological research is one of the studies with a qualitative approach that examines a certain phenomenon that will be explored in natural settings by looking at the behavior or attitudes of individuals or groups of people who can explain the whole. A qualitative approach is research in a natural setting using data that seeks to explain behavior and attitudes complete with variables, constructs, and hypotheses (Creswell, 2013). Meanwhile, the Change Task Force Team is the key informant. Data collection techniques with in-depth interviews (Depth interview). The instrument used in this study was the researcher himself as well as the main instrument in data collection. Furthermore, the data analysis used is interactive data analysis (Miles and Hubermen, 1994)

RESULTS AND DISCUSSION

Regarding the preparations and strategies carried out by the STKIP PGRI Pasuruan organization to turn into a university, the leaders formulated a simple and easy-to-remember slogan that could awaken the spirit of the organization’s members. The slogan has been socialized internally since 2012. The simple slogan reads GO TO UNIVERSITY. This is a vision of a change from STKIP PGRI Pasuruan to a university. It is widely known that there are various types of organizational change that can be used in a scientific study, but in essence they have the same basic substance as the basic principles of the change process proposed by Lewin (1951), namely unfreezing, moving, and refreezing. The process of an organizational change that is planned in advance needs to determine the target of activities to be achieved from these changes so that the leaders and management of the organization can develop an appropriate and effective strategy by considering four factors, namely human resources, technological capacity, functional resources, and capabilities organizations (Jones, 1997). If it is associated with the basic principles of change above, the first step taken by STKIP PGRI Pasuruan is to determine the target of change, namely the realization of the University. The target for change is formulated in a vision with a simple sentence, namely GO TO UNIVERSITY. This vision is the earliest plan written in several media on the STKIP PGRI Pasuruan campus, read by
campus residents including outsiders, and is remembered and serves to remind, when the university becomes a reality.

Over time, there are government policies that threaten the existence of Higher Education Institutions whose special function is to produce teachers. The requirement to become a teacher is no longer a graduate of a teacher training program, but a graduate who already has a Teacher Professional Education Competency Certification (PPG). This is explained in Permendikbud RI number 87 of 2013. With the change in policy regarding the teaching profession, it must be communicated and understood by the Organizing Agency, higher education leaders, lecturers and future employees of STKIP PGRI Pasuruan. Because there is a perceived threat, all members of the organization must work together, be determined, and agree to turn into a University. Organizational change by Kotter (1995) suggests eight stages that complement Lewin's principle of change, which are about growing or creating a sense of the importance of change, why it must be done (create a sense of urgency); form a strong coalition (build a guiding coalition); create a vision for change; communicating the vision of change (communicating the vision); remove / eliminate obstacles (removing obstacles); creating or creating short-term wins; continue to maintain the changes that have been created (Build on the Change); strengthen or embed changes into the organizational culture (Anchor the Changes in Corporate Culture). The findings of this study support the theory of Kotter (1995) explaining that starting from stage one to stage three is a stage that is closely related to efforts to create the right atmosphere for change with a strategy of preparing a good and mature change plan.

In the process of realizing the change into a university, there are three periods that have been passed. At the beginning of this change plan, a team was formed consisting of elements of the Higher Education Leaders accompanied by a consultant as a coach. The proposal has been prepared, then sent to the Directorate of Higher Education, Ministry of Education and Culture of the Republic of Indonesia. After several months had passed, the results of the announcement provided a recommendation that the proposal needed to be revised. The revised proposal has been sent back to the Directorate General of Higher Education of the Ministry of Education and Culture of the Republic of Indonesia, it turns out that the reply was in the form of a recommendation note that several administrative requirements still did not meet the predetermined standards. Until the leadership's term of service ended in 2015, the university had not yet been established. The big plan of GO TO UNIVERSITY has become a vision that must be realized immediately.
Strategies, Constraints and Solutions to Change STKIP PGRI Pasuruan to PGRI Wiranegara University

With the formation of new leaders with new enthusiasm and energy, the plan was continued by forming a Task Force team consisting of Higher Education Leadership Elements accompanied by the same consultant. Existing proposals are reviewed for refinement by seeking to meet the deficiencies of the administrative requirements that have been determined. After the proposal has been revised, it is sent back to the Directorate General of Education, Ministry of Education and Culture of the Republic of Indonesia.

A few moments of waiting, the announcement conveyed the results that the proposal still did not meet the requirements for changing into a university. Revisioning three times, it turns out that the results still do not meet the requirements, until the leadership period ends in 2019. In the third period by observing the first and second experiences, the Management of the Higher Education Organizing Agency must take a more proactive attitude. The Board of Trustees of the Educational Institutions of the Indonesian Teachers' Association (PPLPP PGRI) as the Higher Education Organizing Body took over the task of changing STKIP PGRI Pasuruan into a university. The Task Force Team formed by PPLPP PGRI Pasuruan consists of four people from the PPLPP PGRI Pasuruan Management Element, two people from the PPLPP PGRI Pasuruan Supervisory Element, and one Consultant, a total of seven members. Seven people, carrying out their respective roles, moved from the beginning of March 2019 with ups and downs, day and night focusing without stopping to prepare all the requirements. Serious efforts have paid off on February 18, 2020, an official letter of Change to a University has been issued in the form of a Decree from the Minister of Education and Culture of the Republic of Indonesia Number: 259/M/2020 concerning "Change of the PGRI Pasuruan Teacher Training and Education College to PGRI Wiranegara University".

What is the leader's role in the transformation into a university? In the following description, it is focused on the third period of the change management process to become a university which has been described above. Leaders identify and consolidate resources that are and are not available. Some important requirements are identified with the check list table as follows:

Table 1.2
Requirements for Change to University (check list)

| NO | ASPECT OF REQUIREMENTS                        | QUALIFICATION | INFO                     |
|----|-----------------------------------------------|---------------|--------------------------|
| 1  | Lecturer Aspect                                | YES           | according to the provisions |
|    | There are 15 lecturers for 3 new study programs |                |                          |
| 2  | Legal Aspects:                                 | YES, WITH A SPECIAL NOTE | land ownership is |
### NO | ASPECT OF REQUIREMENTS | QUALIFICATION | INFO
--- | --- | --- | ---
a. Notary Deed of Establishment of BP PTS  
b. Land certificate  
c. SK Establishment of STKIP PGRI Pasuruan  
d. College Strategic Plan  
e. Statute  
f. LLDIKTI Wil VII Recommendation  
g. Decree of the opening of the old study program (STKIP)  
h. PT accreditation decree  
i. Study Program accreditation decree  
j. PT Senate Recommendation  
k. Feasibility study  
l. Statement of no conflict

**3**  
Financial aspect  
a. External Auditor Financial Report Keuangan  
b. BP PTS cash flow

YES, WITH SOME REVISION

Revised financial statements to clarify cash flow and institutional financial strength

From the three aspects above, the crucial and crucial issue is the legal aspect concerning the Notary Deed regarding the Establishment of BP PTS and land certificates. The change in the legal entity of the PT Organizing Body from a Foundation to an Association has no explanation or formal legal history aspect. As for the land certificate regarding the name of the land owner listed in the land certificate, the name has not been reversed and the land area of 9,850 square meters is still less than 150 square meters so that the minimum land requirement for the University is 10,000 square meters. For the lecturer aspect, other legal aspects and financial aspects are relatively easy to fulfill according to the specified requirements.

In addition to identifying and consolidating resources, organizational leaders need to design the implementation of change so that it can run well. The
involvement of all personnel in the organization to understand the aims and objectives of the change is not only able to convince the importance of making changes to the organization, but there is something more important than that is to convince the ranks of the organization that the change will have broad and comprehensive implications for the welfare of all people who are part of the organization. The organization. It can also be said that the changes that occur in the organization in principle are: 1). Improve the effectiveness of organizational performance; 2). Improving the welfare level of all organizational personnel; 3). Future oriented; 4). Get closer to customers and service users of the organization. The need for organizations to make changes is intended so that the organization can function properly and effectively in achieving the goals and objectives of the organization. Efforts in achieving these goals and objectives are not only for the benefit of the organization but also to meet the interests of the individual as a whole who are part of the organization. All individuals in the organization are very interested parties about the effectiveness of organizational performance, although it must be realized that the performance of the organization is largely determined by the quality of the performance of each individual. So, organizational relationships with individuals who are part of the organization are mutually symbiotic (Siahaan and Zen, 2012: 47).

A good organizational leader is a manager who can ensure that an individual's interests will be met by the organization, but at the same time must convince members that to be able to fulfill these interests effectively if each individual contributes to good performance for the organization.

The research findings are in line with what Robbins stated that the essence of a change in the organization is the existence of conditions that improve for the better when compared to the previous conditions. An organization can exist / survive if management leaders can carry out programs that lead to change. Every change in the organization must be observed the effectiveness of the organization is able to adapt quickly to changes in the environment. Basically, all changes that will be made are directed at increasing organizational effectiveness for the purpose of increasing the organization's ability to adapt to environmental changes as well as changes in the behavior of organizational members (Robbins, 2003). Furthermore, Robbins explained that organizational change can be carried out on the organizational structure which includes systems, strategies, technology, structuring physical aspects and aspects of human resources. The main targets of organizational change are changes in attitudes, work roles, and work skills, as well as changes in strategy and technology. Changes that concentrate on attitudes will involve changing aspects of attitudes and values with a persuasive appeal, developing training programs, and forming driving
teams and cultural change programs. Changing the organization into a university will definitely have implications for the formation of a new culture in the organization. Meanwhile, programs to improve work skills can be carried out through job skills training programs. Changes in one's role in work can be done including by redesigning the scope of work of employees which will result in different workloads and responsibilities, reorganizing work processes, changing standard criteria and others. Approach to technology can be done by introducing a new equipment to complete the job.

What are the resistances arising from changing into a university? At the beginning of planning and implementing the change of STKIP PGRI Pasuruan into a university, there were factors that could hinder the planned change. The intended inhibiting factor is individual and group resistance arising from the impact of change. Individual and group resistance from research findings is in line with the level of resistance to organizational change proposed by Jones (2007) which explains that there are several levels or levels, namely the individual level associated with cognitive bias, wrong perception, insecurity and discomfort, habits, and retention; group level related to norms, values, cohesiveness, and also groupthink; the functional level is related to differences in sub-unit orientation, authority and conflict; at the organizational level relates to structure, hierarchy, strategy, and culture. Resistance to change at the organizational level, is closely related to a conflict, authority, and individual differences in the mechanical structure, functional orientation, and also organizational culture.

At the individual level, resistance arises from the expressions of several members of the organization regarding the insecurity and discomfort of the position that has been held and enjoyed. With a new organization in the form of a university, of course, it has implications for changes in the structure and hierarchy of the organization. The need for Human Resources with certain qualifications for a new organization can cause discomfort and insecurity in certain individuals. In order to maintain the cohesiveness and stability of the organizational environment, a wise attitude is needed by accommodating all the potential of human resources to occupy important positions. Meanwhile, resistance at the organizational level is the formation of a new culture with new values as an implication of the new organizational structure and hierarchy, which is certainly different from the previous one and this requires adaptation that is not easy. Changes to a new culture, new values and even behavior must be designed, directed and driven by leaders to realize the vision and mission of the Organization. Persuasive communication from the leader becomes very important in minimizing resistance or rejection by prioritizing the interests of the organization. Awareness and support of members in realizing the vision and
mission of the organization is a binder of unity and unity of the organization's steps.

The research findings are in line with those of Kotter (1995) explaining the stages of change, namely at the initial stage of a change plan, organizational communication carried out by leaders or management has a very important meaning and role as an effort to prepare all resources or components that are calculated to support the success of change. planned organization. This communication or socialization has a very important role starting from the initial moment of growing a sense of urgency for the need for organizational change that must be conveyed by leaders to all parties from management to organizational members. Leaders must explain clearly and rationally about the background as an argument that changes need to be made and to prepare resources that can contribute and support the plan so that organizational change is successful, and can minimize resistance or resistance. The key to the success of an organizational change from several theories of management and organizational development as proposed by Cumming and Worley (2005) and Jones (2007) explains that the role of leaders and communication in organizations has an important meaning in each stage of change, which is the main key to achieving success, in making organizational change. Jensen (2003) also states that organizational communication has an important role in achieving the success of organizational change goals.

What are the obstacles and solutions in the process of changing into a university? In the process of changing STKIP PGRI Pasuruan into a university, the research findings reveal two parts, the first is preparation and the second is the initial implementation of the university. In the first part, during the preparation, there were obstacles that were considered crucial, namely the legal aspects concerning the Notary Deed regarding the Establishment of BP PTS. Changes in the Legal Entity of the PT Organizing Body from a Legal Entity in the form of a Foundation with the name: "Yayasan Pembina Lembaga Pendidikan Perguruan Tinggi Persatuan Guru Republik Indonesia" abbreviated as YPLP-PT PGRI Pasuruan to become a Legal Entity in the form of an Association with the name "Perkumpulan Pembina Lembaga Perguruan Tinggi Persatuan Guru Republik Indonesia" abbreviated PPLP-PT PGRI Pasuruan there is no explanation or formal legal aspects of its history in the Notary Deed. Furthermore, this was followed up with the Transfer of Rights and Authorities for all Higher Education Organization activities from YPLP PT PGRI Pasuruan to PPLP PT PGRI Pasuruan along with all assets owned. The change in the name of the legal entity from PPLP-PT PGRI Pasuruan to PPLPP PGRI Pasuruan has been recorded in Copy/Excerpt of notarial deed number 09 dated November 5,
2015 junto notary deed number 28 dated October 25, 2016. RI Number: 1236/KPT/I/2018 concerning Changes in the Organizing Body of STKIP PGRI Pasuruan from YPLP PT PGRI to "Perkumpulan Pembina Lembaga Pendidikan Perguruan PGRI Pasuruan".

As for the land certificate regarding the name of the land owner listed in the land certificate, the name has not been reversed and the land area of 9,850 square meters is still less than 150 square meters so that the minimum land requirement for the University is 10,000 square meters. The solution is to change the name on the land certificate at the National Land Agency/Spatial Administration by first paying the tax on the acquisition of rights related to the transfer of names in the amount of more than one billion rupiah. While the shortage of land area of 150 square meters can be overcome by submission / grant from Dr. Sugeng Pradikto, M.Pd. in the form of a plot of land including a house building on it to the PPLPP PGRI Pasuruan Management to be used properly, namely to meet the lack of requirements and support campus development. The land and buildings in question are located at Jalan Kaliurang I/7 Tembokrejo Pasuruan with a land area of 170 square meters.

The second obstacle was the implementation of the Decree of the Ministry of Education and Culture number 259/M/2020 concerning the Change of the form of the Teacher Training and Education College of the Republic of Indonesia Teacher Association to become the PGRI Wiranegara University. In setting Plt. The first Chancellor of this new University organization will determine the development for the future. Don't let it wilt before it develops, or the newborn can't grow properly. With the strategy of appointing the Rector with the status of Acting Rector (Plt) Rector, it is intended to see the capacity and resistance of the definitive Rector candidates. Taking into account qualifications, reputation and contributions to the Institute, at the time of appointing Mulyani (initials) to be the Acting Chancellor, a lot of information entered the PPLPP PGRI Pasuruan Management which described high resistance, so they had to look for other alternatives. After trying to throw another name, namely Edy (initials) for the plan to become Acting Chancellor to the campus residents, it turned out that PPLPP PGRI Pasuruan received information about an unsatisfactory response, meaning that the resistance was also high. Furthermore, the third name was thrown, namely Dani (initials) which was also not responded well by the campus residents. Determination of Plt. The Chancellor who initially implemented this was very crucial because he had to get full support from campus residents to be able to move quickly with good results. Towards the D day that has been determined for the announcement of the Acting Chancellor, it turns out that they still haven't got the right candidate. Therefore, PPLPP PGRI Pasuruan held a meeting with a
single agenda to elect and determine the Acting Chancellor. With the consideration of maintaining the organizational conduciveness to be able to immediately move to prepare work programs, visiting the PGRI Wiranegara University (Uniwara) campus includes implementing the new Student Admission program. The decision of the meeting through deliberation and consensus stipulates that Dr. Sugeng Pradikto, M.Pd. always the Acting Rector (Plt) Rector for a period of 6 (six) commencing March 1, 2020. This means that the position of the Acting Chancellor is temporarily concurrently by the Chairman of PPLPP PGRI Pasuruan. Alhamdulillah, the atmosphere is still conducive so that the activities can run well. The conducive atmosphere that can be observed is increasing the morale/performance of lecturers and employees, negative statements on social media are starting to replace with positive statements, thus the solution by setting the Acting Chancellor to be concurrently the Chairperson of PPLPP PGRI Pasuruan is appropriate, so that it can lay the initial foundation for the Uniwara organizational building to run smoothly. good. Organizational changes will have an effect on improving the performance of lecturers and employees in line with the results of the research of Simbolon and Anisah (2013) which explains that organizational changes have a significant effect on the performance of the Banjarmasin KPKNL employees. The resulting effect shows a positive relationship with performance, meaning that when there is a change in the organization, it will improve employee performance because employees are required to adapt to organizational changes.

After determining the top leaders of the University, the Plt Chancellor's priority programs are simultaneously: 1) Branding the Uniwara campus, 2) Socializing/introducing to the public, 3) Completing the organizational structure, 4) New Student Admission.

In the parade of the Uniwara campus, the favorite color is blue, introducing the Uniwara symbol to the public, involving all campus residents to compose a jingle song for Uniwara, and shouting Uniwara. After accommodating some of the works of lecturers and employees, through a leadership meeting it was decided that the work of Dr. Sugeng Pradikto, M.Pd. was accepted and chosen as the official jingle song for Uniwara with the title "Patriot Uniwara" while the chants to raise the spirit, solidarity as well as prayer are as follows:

- **Patriot Greetings**: Gagah, berani, Tangguh
- **Uniwara**: Jaya terkemuka
- **what is our resolution?**: Terdepan dalam Prestasi
- **Campus Designation**: Kampus Patriot

The socialization introducing Uniwara was either done online through several social medias as well as offline in the usual way (brochures, billboards,
billboards, banners, banners, car stickers, sponsor boards on motorbikes, and others). The organizational structure is equipped with considering the principles of efficiency and effectiveness, poor structure is rich in functions. Determine the position that is really needed by the University. As for new student admissions, a PMB Committee was formed which was lean but capable of mobilizing all elements of the campus to be actively involved in PMB activities. All lecturers, employees including students are markers so that all potential must be empowered to support the PMB activities.

After four months have passed, then the election of the Chancellor is prepared through the mechanism of screening the aspirations of lecturers and employees by means of each lecturer and employee writing down the names of four people who deserve to be Chancellors in sequence according to priority. From the selection, six names were obtained with successive electability gains ranked as follows:

1. Dr. Daryono, M.Pd
2. Dr. Sugeng Pradikto, M.Pd.
3. Dr. Etta Mamang Sangaji, M.Si.
4. Dr. Yudi Hari Rayanto, M.Pd.
5. Dr. Dies Nurhayati, M.Pd.
6. Mardiningsih, S.Pd. M.Pd.

Of the six candidates mentioned above, there are two people who are not willing to follow the next process, namely on behalf of Dr. Sugeng Pradikto, M.Pd. and Dr. Dies Nurhayati, M.Pd. The next stage is a fit and proper test followed by four candidates. Taking into account the results of the screening, the results of the fit and proper test and asking Allah SWT for guidance, the PPLPP PGRI Pasuruan Management meeting selected and determined Dr. Daryono, M.Pd. become Chancellor of Uniwara for the period 2020-2025 starting on July 1, 2020.

CONCLUSION

The preparation and strategy carried out by the STKIP PGRI Pasuruan organization to turn into a university, formulated a simple and easy-to-remember slogan that could awaken the spirit of the organization's members, which read GO TO UNIVERSITY By forming a solid Task Force team and selecting the right consultant (Coach) with the results of the Decree on the Change of Form to a University, it was finally published and submitted to the Organizing Body.

Leaders identify and consolidate resources that are and are not available. In addition, organizational leaders need to design the implementation of change
so that it can run well and conducive. Meanwhile, resistance at the organizational level is the formation of a new culture with new values as an implication of the new organizational structure and hierarchy, which is certainly different from the previous one and this requires adaptation that is not easy. At the individual level of resistance, insecurity and discomfort in positions that have been held and enjoyed are affected as implications of changes in organizational structure and hierarchies.

Preparation constraints that arise are related to legal aspects, namely land ownership and land area are still lacking, the solution is to change the name of the certificate in the name of PPLPP PGRI Pasuruan and increase the lack of land area from Dr. Sugeng Pradikto, M.Pd. while the implementation obstacle is the resistance of the Acting Chancellor candidate with the solution being that the Acting Chancellor's position is concurrently by the Chairperson of the PPLPP PGRI Pasuruan for a period of 6 months.

As a suggestion, in order to make big changes to the organization, every organization must maintain cohesiveness, avoid conflicts, align individual visions with the organization's vision and choose the right consultant.

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AUTHOR CONTRIBUTION STATEMENT

The author is the chairman of the PPLPP PGRI Pasuruan foundation that oversees the implementation of higher education at the PGRI Wiranegara University.

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