

CHAPTER IX

INTERVENTION STRATEGY

A. INTRODUCTION

In the era of globalization, it is required to make changes in all aspects of life. There is no life without change and no change without development, of course in this case change and development are aimed at a better direction. Every life in society, a little or a lot, small or big, must experience something called change. Likewise, the organization as a form of life in society will experience changes that are influenced by the internal and external environment.

This modern era is characterized by increasingly sophisticated advances in science and technology, indicating that an organization must undergo various changes which are increasingly complex as well. Modern organizations are also required to be able to deal with various changes according to the times. In an organization, one very important element, namely humans, cannot be separated from each other, from here individual behavior can influence the behavior of the organization. The relationships between people and organizational behavior that appear are very influential in achieving improvements in the organization for better changes for the progress of an organization.

Organizational development is a planned effort carried out by an organization in dealing with the dynamics of external environmental conditions and internal pressures by increasing greater effectiveness and efficiency to achieve organizational goals. Therefore, managers and staff experts must work with and through people to carry out their tasks and organizational development can help them form effective relationships between them. So that the organization can survive in the midst of rapidly changing globalization. With changes, it is certain that adjustments are needed with organizational goals so that they can continue to be aligned. Changes must be properly planned to direct the organization to changes that have a positive impact, therefore intervention is needed in organizational development to design various changes that the organization needs in the future. To be able to manage change appropriately, the

organization must be able to understand the nature of the changes needed by the organization and if it is going to carry out various forms and certain intervention strategies, it must first know the consequences of implementing these strategies and predict changes that will support organizational effectiveness and efficiency, then from it requires accuracy in choosing various intervention strategies in organizational development.

After following this teaching material, students are expected to be able to understand intervention strategies . The indicators are:

1. Students can explain interventions in organizational development.
2. Students can explain the forms of intervention in organizational development
3. Can students explain approaches to intervention?

While the learning objectives are to find out more clearly about the various intervention strategies in organizational development, to be able to know and learn more clearly about the forms of intervention in organizational development and intervention approaches in organizational development.

B. INTERVENTION CONCEPTS

Intervention means the participation of the client and consultant together to plan the improvement process based on the problems encountered in the diagnostic process. The intervention planning stage should be followed by a series of related concepts. That includes, among other things, the theory, model, and conceptual framework of reference. Intervention is a planned improvement activity in the organizational development process. Argyris formulates it in more detail: "intervention is an activity that tries to enter into a system of relationships that is ongoing, is present in people, groups, or an object with the aim of helping them". There is a notion implicit in the notion of argyris that must be made explicit. The thinking is that the system to be intervened is completely independent of the intervener. Chris Argyris formulates the intervention as follows: *"to enter an ongoing system of relationship, to come between or among*

object groups for the purpose of helping them" (entering into an ongoing relationship system, coming between or among people , groups or causes with the intention of helping them).

Intervention is an activity in which there is an implicit allegation that the interventionist and the client are in a mutually independent position (exist independence of each other). Thus, in these intervention efforts, clients are left more free to make their own decisions than to follow the decisions made by change agents (interventors). The change agent does not make the decision to change, or allocate resources to change, and does not own the change itself. changes belong to the sponsor and the person who changed them. The change agent's job is to plan and implement changes on its own behalf. Sometimes the roles of sponsor and change agent are carried out by the same person.

C. FORMS AND APPROACH TO INTERVENTION

a. Forms of Intervention in Organizational Development

Various methods in organizational development primarily aim to produce various kinds of changes, both individual employees, work groups, and/or the entire organization (Greenberg and Baron, 2003). Therefore various forms of intervention need to be carried out to realize these changes. Forms of intervention that can be used include improving the quality of work life, sensitivity training, *survey feedback* , laboratory training, and *management by objectives* (MBO).

b. Intervention Approaches

Whatever problems are faced by organizations, solutions can usually be found by using one or a combination of more than one of the basic approaches known in PO theory, namely structural, technical and behavioral or approaches that focus on the human element in the organization.

1. Structural interventions (focusing on the organizational level)

According to Sodang (2004, 110) Change greatly affects the organizational structure both as a whole and in part. Changes in organizational structure are structural changes towards an organization with more delegates meaning a flat hierarchy, in a very superior position to move from one that has

resistance to major changes. The trend that is clearly visible today, and which is expected to continue in the future, is that the desired organization is more "organic" and egalitarian in nature. Being organic means that what you want to create is an organization that is not bureaucratic because organizations are required to be able to provide an appropriate response and immediately deal with various changes, accompanied by various sequences, that occur in the external environment of the organization. If an organization that organizes OD activities uses a structural change strategy, there are usually three expected results to be reaped, namely restructuring (sometimes known as reorganization), a new reward system and changes to organizational culture.

- a. Restructuring or Reorganization is replacing and transferring people who occupy important positions periodically but programmed.
- b. Changing the Reward System is leaving consideration of the number of hours worked or seniority alone and linking the amount of reward received by a person with his productivity and performance.
- c. Changing Organizational Culture is a change aimed at efforts to introduce a new culture that supports organizational change in a progressive direction.

In short, what is done by various organizations that carry out structural interventions is reorganization, replacing and transferring people who occupy important positions on a regular but programmed basis, changing the reward system in the sense of leaving consideration of the number of hours worked or seniority alone and linking the amount of compensation accepted by someone with their productivity and performance, creating new stories about the organization, using new symbols, implementing rituals that were not implemented before; and finally changing the process of selecting new employees. Even in the socialization process what happens is supporting employees who are willing to accept new values and are able to make the necessary adjustments so that their overall behavior is in accordance with the new culture of the organization concerned.

This approach is also supported by Mifta Thoha's explanation, it turns out that this structural intervention approach is often used in organizations in response to changes in the organization. Mifta thoha (1993, 185) who describes several ways that are often used in techno-structural interventions. We have known this techno-structural term in the same sense as organizational structure and work procedures. Those are the two parts of the structure and work procedures of the organization or techno and structural. Included in this organizational structure are all division of labor activities into their units, and the coordination of these units. This division of labor and coordination, according to Lawrence and Lorsch, is called differentiation and integration. The techno or organizational work procedures include ways of carrying out tasks and activities that differentiate the units and officials. So this techno-structural intervention is intended to make changes and improvements as well as improvements in technology (work procedures) and organizational structure.

2. Technical Intervention (focused on level of work)

This form of intervention is also known as the technology task intervention. This intervention emphasizes the actual tasks performed by organizational members and the technological processes and tools they use to complete the tasks entrusted to them by management. The practice of OD carried out by many organizations proves that three things are of concern in using this intervention, namely: job redesign, socio-technical systems and programs to improve the quality of work life.

1. Work Rebuild Design is that changes are attempted to occur at the job level with various forms of change such as transfer of tasks, transfer of areas, expansion of work, enrichment of work and autonomous work teams.
- ii) Transfer of Tasks is done to reduce boredom in one's work routine. The level of position, intensity of responsibility and income of the person being transferred has remained relatively unchanged, however, the nature and environment have changed.

- iii) Region Transfer. Someone who is affected by the transfer of the region moves the location of work, but the type of work, form of responsibility, hierarchy in the organization and the results concerned usually do not change.
- iv) Horizontal Job Expansion, with the hope that members of the organization want to know new things. Job scope expansion is often used in job reconstructive design.
- v) Craftsmanship. What happens in the use of this intervention is the expansion of work vertically which will have an impact on increasing the quality of employee work results as well as increasing their motivation to do more and accompanied by higher levels of satisfaction.
- vi) An Autonomous Work Team is that work groups within the organization are given the freedom by management to decide or determine for themselves the goals to be achieved by the group they are responsible for achieving them and also decide between them how the work to be done is divided among the members the group concerned.

2. Socio-Technical System. Completion of each job requires the existence of a system that is a combination of social and technical considerations. From a technical perspective, the tools, techniques, procedures, skills, knowledge and infrastructure used by employees in completing their work must be considered. Meanwhile, what is meant by a social system is humans who work in organizations and the interrelationships between them. Proponents of the use of the socio-technical system in realizing change usually emphasize that every successful job design always takes these two things into account.

- 3. Improving the Quality of Work Life is a process through which an organization responds to the needs of its employees by developing certain mechanisms that enable them to be fully involved in making decisions about their lives at work. The nature of work today is directly related to the

recognition and appreciation of human dignity. This means that working today is no longer solely for earning a living but is directly related to the need for a person to be independent and not depend on other people in satisfying his needs and maintaining his interests.

3. Behavioral Interventions

Various forms of intervention with humans as the focus of attention are aimed at changing the attitudes and behavior of members of the organization through the process of communication, decision making and problem solving. All of that is important but not enough. While this group of interventions may already be included in management training and development programs, the OD approach emphasizes five specific forms of human-focused intervention, namely; sensitivity or T-group training, feedback through surveys, consultancy processes , team building and development of cooperation between groups.

1. T-group or Sensitivity Training

The goal of using this intervention is to increase awareness among group members about their behavior, how others see the behavior, to develop sensitivity to the behavior of others and to better understand the processes in which they are involved. The use of T-groups in PO is intended to obtain two main objectives. First, to get a deep understanding and understanding of the development of this human relationship. This "intrapersonal" understanding is usually called "*encounter group* " or personal development in groups. Second, the use of the T-group technique is intended to explore group names and work relationships between people in a work group.

According to Campbell and Dunnette (1968) there are six general objectives of the T-group, including:

- a) Increasing a person's self-awareness about his behavior, and its consequences for others. This includes the ways in which other people judge a person's behavior.

- b) Increase awareness and sensitivity about the attitudes and behavior of others. Included in this is a good understanding of attitudes and communication both verbal and non-verbal, along with an understanding of other people's thoughts.
- c) Increase understanding and awareness of the processes that work within groups and between groups.
- d) Improve the ability to diagnose cooperative situations between individuals and between groups.
- e) Improving the ability to transform "learning" into action, theory into practice. Thus a real form of intervention can actually be obtained and member satisfaction can be increased
- f) Improving individual ability to analyze behavior between individuals following their efforts to learn how to better help others.

Outputs or results that can be achieved include reducing dysfunctional conflicts, increasing group performance, better integration between individuals and organizations, developing skills in resolving conflicts and increasing the ability to empathize with other people and organizations and others.

2) Obtaining Feedback Through Surveys.

One of the great benefits of using this instrument is that everyone in the organization can participate in a survey that is conducted or it can be limited to the participation of members of a particular work group consisting of a manager and employees who are his direct subordinates. The most commonly used instrument for this kind of survey is a questionnaire.

A consultant using this intervention should try to obtain feedback through this survey which results in identifying various implications of the questionnaire findings. An important implication of a feedback survey is reaching agreement among various groups within the organization on what commitments they should make to the various actions needed to resolve the problems that have been identified.

3.Consulting Process

A consultant who uses process consulting as a form of intervention in increasing the effectiveness of his client's organization is that his presence is intended to help his client understand what is happening around him, within himself and between a group member and other group members. A process consultant does not have to be a problem solver. The consultant's skill lies in the accuracy of his diagnosis and fostering a climate of mutual support with his clients. Some of the organizational issues that can be addressed in the consultation process include: areas related to communication, roles and functions of group members, ways of solving problems and making decisions, development and growth of group norms, and leadership practices and use of authority.

4. Team Building

The goal is to have a high level of interaction between a group in order to increase mutual trust and openness. Team coaching should lead to increasing the understanding of all group members about the processes in which they are required to be involved in relation to assessing team performance and increasing the ability of all team members to utilize these processes, so that the team in which one is a member can function more effectively without the help of a consultant .

5. Development of Inter-Group Cooperation

The development of inter-group cooperation is intended to change attitudes, stereotyped approaches and perceptions held by a group about other groups in the organization. Success in doing so allows various groups to develop and use patterns of cooperation between groups that make a very large contribution in fostering positive interaction between groups which in the final analysis will have a positive effect on increasing the ability of the organization to become an adaptive organization and capable of carrying out the changes demanded by the environment. externally and internally, not only for the benefit

of continuing the existence of the organization but to become an organization that continuously grows dynamically.

Case examples and Case Analysis

As an example of the case of companies that managed to recover from the 1997 crisis that occurred in Indonesia, many companies tried to get up and survive during the crisis, but in reality many companies lost money and eventually collapsed. But there are several companies that have managed to get through this crisis by restructuring their companies to overcome problems in their companies. One of the companies that is restructuring is the BCA company.

Who doesn't know BCA as one of the largest banks before the 1997 crisis. As a result of the crisis storm that hit the joints of the economy at the end of 1997 as an intermediary institution, banking institutions were the biggest affected, namely the occurrence of bad loans. BCA almost collapsed or collapsed due to the economic crisis which developed into a political crisis which reached its peak on 12-14 May 1998, causing a massive wave of rushes that lasted for days until June 1998.

Some of its bad records include ROE in 1998 -39.82% while the capital adequacy ratio also shows minus 41.40% and the number of non-performing loans is 84.49%. As a result, BCA, which was originally known as the biggest and best bank, became a patient of IBRA by participating in the Banking Recapitalization program on December 31, 1998. Through this recapitalization, IBRA as the government's representative became the majority shareholder with an ownership percentage of 70%.

To rise from the slump, BCA implemented a number of strategies, including replacing old directors with new faces and adding a performance-based assessment system. To gain this trust, a *Performance Management Agreement* is included with IBRA as the majority shareholder to ensure that the targets required in the two-year short-term business plan are achieved.

On the other hand, BCA has made product differentiation which has become its advantage compared to other banks until now. BCA launched innovative products with the help of IT technology and supported by its *merchants* which are widely spread throughout Indonesia. The result can be seen now that BCA is back to normal as a top reckoning bank in Indonesia. In 2000, as a comparison to the 1998 ratio above, BCA already had a capital adequacy ratio of 35.10% and its NPL was much reduced to 4.42%.

From the description of the case examples above, it can be seen that BCA as a bank is trying to survive and rise from the crisis and make changes in its organization. This change made by BCA is an effort to adapt to the conditions or crisis situations it faces. This change was also made to survive and adapt so that it continues to exist as a banking company that continues to make changes and can continue to develop with various intervention strategies implemented by the organization. BCA tries to maintain its existence by implementing various strategies. One form of intervention strategy carried out by BCA uses a structural intervention approach, especially organizational restructuring. By restructuring, BCA as a bank is trying to improve its management system by replacing the old editor with a new face and implementing a rating system based on management performance.

This shows that in order for an organization to develop and continue to exist, it must make changes to be able to continue to follow and adapt to situations or changing conditions in the current era of globalization. Various intervention strategies are also urgently needed to direct organizational change to be more focused and to make the change a way to develop the organization. Interventions are carried out in relationships between individuals, between groups and within the organization as a whole. Therefore the intervention is very influential on the changes that will be made by the organization.

Changes are made to improve and develop the organization so that it can still exist and changes are needed so that the organization can continue to survive under any conditions. But in reality it turns out that change is not always acceptable, but change also tends to be rejected both at the individual and

organizational levels. Therefore, to overcome this resistance, various intervention strategies can be carried out in dealing with organizational change. From the case examples above, BCA as a bank was able to get through the crisis by making changes that allowed this company to continue to survive and adapt to current Indonesian economic conditions. BCA also made new breakthroughs and innovations by integrating IT technology and the support of its merchants throughout Indonesia. To overcome the 1998 crisis, bank BCA carried out a structural intervention strategy, namely restructuring and improving the performance-based management assessment system. This is all done by BCA in order to continue to increase productivity, effectiveness, efficiency and to make changes that are more forward-oriented as well as an effort to overcome the problems that hit this company which required BCA to make changes to survive the impact of the 1998 crisis that occurred in Indonesia.

Even with the changes made by this restructuring, it turned out to have a very good impact on the progress of the BCA company. This restructuring was carried out to empower its employees by creating and revamping the old editorial structure with a new look which aims to increase the productivity and performance of its employees by imposing a management performance based appraisal system. And it is certain that there will be a change in organizational culture with this change in the appraisal system, BCA employees are required to be more innovative and work with a more programmed appraisal system and BCA employees are also required to be able to increase their productivity and performance. Of course this will change the culture that was previously applied in the organization to change with this performance appraisal system. The new cultural change also seeks to direct the BCA organization or company towards more advanced changes.

D. SUMMARY

According to Argyris (1970) intervention is an activity that tries to enter into a system of ongoing relationships, is present among people, groups or an object with the aim of helping them. Intervention is also a planned improvement activity in the PO process by determining what methods should be used to plan

improvements based on the problems found in the process of diagnosing and providing feedback.

Various intervention strategies that can be carried out by organizations through three approaches, namely structural intervention, technical intervention and behavioral intervention. Structural interventions focus on the level of the organization in a structural change strategy, there are usually three expected results, namely restructuring or reorganization, a new reward system and changes in organizational culture. Technical intervention focuses on the level of work, there are three things that are of concern in using this intervention, namely: job reconstruction, socio-technical systems and work quality improvement programs. whereas behavioral interventions focus on the human element in organizations, this intervention focuses on humans, namely: sensitivity training or T-groups, feedback through surveys, consultancy processes, team building and the development of cooperation between groups.

E. EXERCISE

1. Describe Interventions in organizational development.
2. Explain the form of intervention in organizational development!
3. Explain the approaches to intervention!

ANSWER

1. Intervention is a planned improvement activity in the PO process by determining what methods should be used to plan improvements based on the problems found in the process of diagnosing and providing feedback.
2. Forms of intervention that can be used include improving the quality of work life, sensitivity training, *survey feedback* , laboratory training, and *management by objectives* (MBO).
3. Various intervention strategies that can be carried out by organizations through three approaches, namely structural intervention, technical intervention and behavioral intervention. Structural interventions focus on the level of the organization in a structural change strategy, there are usually three expected results, namely restructuring or reorganization, a new reward system

and changes in organizational culture. Technical intervention focuses on the level of work, there are three things that are of concern in using this intervention, namely: job reconstruction, socio-technical systems and work quality improvement programs. whereas behavioral interventions focus on the human element in the organization, this intervention focuses on humans.

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