Inkrementalism as One of The Models of Change in The Organization of Education

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Abstract

The purpose of writing this journal is to examine models of change in organizations and find out whether incremental models can be used as solutions for change and development. This article selects literature study research methods and some previous research sources, and this study concludes that organizations must meet the basic principles in decision-making, namely ethics, orientation, scope, authority, credibility, and reference. In this case, organizational decisions are taken using several paradigms, namely the classical paradigm, administrative paradigm, incremental paradigm, administrative-incremental paradigm, and contingency paradigm. This article emphasizes that changing the organization is certainly not easy, especially for organizations with many times and a thick tradition. Most organizations make changes only to the vision and mission but not to the individuals and mindsets of their members. Any change can positively or negatively impact the organization's internal and external environment. Of course, each organization member has a different mindset, and each individual must have different initial goals when first joining an organization. Therefore, a change must be flexible, effective, and accommodate all the wishes of organizational members, not just some groups.

Keywords: *Ikrementalism, Model of Change, Organization of Education*

Introduction

In the era of ever-evolving globalization, organizations are faced with demands to continuously adapt to rapid and dynamic environmental changes (Andi, 2003; Khaerudin, 2018; Poerwanto et al., 2013; Taufik & Sapto Nugroho, 2020). One of the key aspects in facing this challenge is the ability of organizations to make effective internal changes (Dani Rustandi & Fibria Indriati, 2022; Dwi, 2023; Euis Soleha, 2008; Sahadi et al., 2022). Organizational changes are becoming increasingly complex and often require a good approach to managing these changes (Sutirman, 2015; SW, 2006; Syamsuriadi, 2019; Taufik & Sapto Nugroho, 2020). Incrementalism, as one of the change models, offers a gradual and small-based approach to achieving major changes in organizations (Mellita & Elpanso, 2020; Pal, 2011; Tampubolon, 2020).

Incrementalism, also known as the incremental change model, is a theory that explains how organizations achieve progress through small, incremental adjustments rather than through radical transformations (Buchan et al., 2019; Heracleous et al., 2023). This approach to change is based on the belief that large-scale change can be disruptive and difficult to implement successfully. In contrast, incrementalism suggests that organizations can achieve their goals more effectively by making small, manageable changes over time (Atkinson, 2011; Wan et al., 2022). This allows them to adapt to new circumstances, improve processes, and drive continuous improvement.

This approach also allows organizations to minimize resistance from employees who might resist change. Employees can gradually become comfortable with the change and be more willing to accept it by making minor adjustments. In addition, incremental changes allow organizations to

assess the impact of each adjustment better and make necessary modifications during the process (Alvesson & Sveningsson, 2015; Mergel et al., 2019; Verhoef et al., 2021). This iterative process ensures that organizations can address challenges and obstacles more effectively, ultimately leading to continuous progress (Gusli et al., 2021; Priatna, 2019; Sugiarti, 2023).

This approach also helps build trust and foster open communication between management and employees (Mishra et al., 2014). When employees see that their concerns are heard and addressed, they feel more valued and motivated to contribute to the change process (Putri et al., 2023). In addition, the gradual implementation of change allows for a smoother transition, reducing the likelihood of disruption or negative impact on productivity (Shoolin, 2010). Taking small steps toward change is a strategic and effective way to overcome obstacles and achieve long-term success in any organization.

Organizations change because they always face various demands and needs (Agustri Herlambang et al., 2022; Nurhadi, 2017; Omurtag et al., 2009; Purnomo, 2014). These demands arise due to changes in the external and internal environment of the organization, which are constantly changing. Organizations must be able to adapt to changes that certainly make them better and by environmental developments (Darsono, 2002; Sinaga & Aslami, 2022).

Great organizations can follow developments around them but do not lose the characteristics of their organization (Omurtag et al., 2009). But sometimes, organizations do not succeed in experiencing development because there are members who are reluctant to make changes. If leaders and members respond to this well and wisely, organizational changes will have a positive impact. On the other hand, responding unfavourably will further worsen the organization's sustainability (Nuraeni et al., 2017).

It is important to understand how incrementalism operates as a model of change in organizations because this approach reflects evolutionary processes that often occur in modern business contexts. In this context, this study aims to investigate the mechanism of incrementalism in responding to environmental changes and their impact on organizational performance. In-depth knowledge of incrementalism can provide a better view of how organizations can manage change more efficiently and effectively (Mellita & Elpanso, 2020).

The study of incrementalism in an organizational context is essential to understanding the benefits and challenges of implementing incremental change. Researchers can identify strategies to effectively manage rejection and improve employee support by examining the process of making small, incremental changes. In addition, studying incrementalism allows organizations to develop a more sustainable approach to change, as it minimizes the risks associated with large-scale transformation. Ultimately, understanding the importance of incrementalism can result in improved organizational performance and long-term success (Taufiqurokhman, 2008).

The main objective of this study is to analyze how incrementalism is implemented in the context of modern organizations. This research will identify the incrementalism strategies organizations use, the factors that influence the choice of incrementalism as a model of change, and their impact on organizational adaptability. This research is expected to provide new insights to business practitioners and decision-makers in managing organizational change by understanding this.

This research paper aims to explore the benefits and implications of implementing incremental change strategies in organizations. The goals include examining the various strategies used to manage rejection during incremental change, understanding the factors contributing to employee onboarding, and evaluating the long-term impact of incrementalism on organizational performance. By achieving these goals, the research aims to provide valuable insights for organizations looking to implement effective and sustainable change initiatives.

This research is relevant because it contributes significantly to understanding how organizations can adopt incrementalism approaches to deal with dynamic environmental change. The results of this study are expected to provide recommendations for adaptive and sustainable change strategies (Siregar, 2018). By delving deeper into models of incremental change in

organizations, this research is expected to contribute to the strategic management literature and provide practical guidance for organizations in managing change towards long-term success.

From the description above, it is clear that organizational changes are not easy and instantaneous. Many problems will occur if the organization wants to experience change, especially in its organizational resources. This introduction provides an overview of the background, importance, goals, and relevance of research on incrementalism as a change model in organizations. This explanation helps readers understand why this research is important and what is expected to be achieved through the study.

Method

In writing this journal, the author decided to use the literature study method or, more precisely, SLR (Systematic Literature Review), which is a technique for collecting data and material sourced from books, journals, articles, or other scientific works because it is considered more suitable for use in this research. After collecting data and material, the author concludes with the knowledge gained from these sources. This method is very useful as a tool to find facts, insights, and knowledge, as well as ways to solve problems from various points of view.

Results and Discussion

In this study, we conducted an in-depth analysis of the literature on incrementalism as a model of change in organizations. The authors identify several key findings from relevant literature studies. First, incrementalism emphasizes the importance of gradual and sustainable change in rapidly changing market dynamics and business environments. This approach reduces uncertainty and resistance to change, as organizational members more easily accept small, measurable changes (Marsari et al., 2021).

Furthermore, incrementalism allows organizations to remain flexible and responsive to changing external conditions. Organizations can change their strategies and tactics according to market developments, technology, and customer needs by making continuous adjustments. This approach allows organizations to avoid adverse surprises in a fluctuating business environment (Helwig et al., n.d.).

Organizational Change

Logically, the organization will experience changes if each member's individual has changed. Because basically, the organization is just a tool or container for all its members. However, changes in the organization usually have the opposite effect on the thinking of its members. So, an organization should start a change from the mindset of each of its members so that the change can positively impact the organization.

Disadvantages of Incremental Theory

Some of the weaknesses of this theory (Marsari et al., 2021): 1) The results of decisions or policies taken will be more favourable to a majority group so that minority groups are ignored; 2) Incremental models are not suitable for large organizations that need large, profound change; 3) Absence of innovations; 4) Hinder the progress and development of the organization.

Sources of Drivers of Change

Driving factors that support the success of organizational change: 1) Leadership, the role of the leader in supervisory and planning activities is to maintain a balance between the needs and continuity of the organization with the needs of members; 2) Consultants, there are times when an organization cannot make a decision or policy, then it can use the method of consulting community leaders or people who are more experienced in the field of the organization; 3) Environment, the external environment of the organization also greatly affects the success rate in making changes to the organization; 4) Leadership system, the system in the organization also greatly affects the success of organizational change because each organization has a different system, for example a democratic, authoritarian, deliberative system, and so on (Pertiwi & Atmaja, 2021; Supardi, 2015).

There are four main points to lead successfully shown in the leadership model (Akbar, 2022): 1) Vision and Mission, the characteristics of a leader's vision and mission, namely: short, easy to understand, breakthrough, interesting, and forward-oriented; 2) The reasons and nature of a leader; 3) The knowledge, abilities, and expertise of a leader also have a major influence on the progress of the organization; 4) Implementation of vision and mission.

From the literature analysis we conducted, it can be seen that incrementalism has several advantages. First, incrementalism enables organizations to avoid the major risks of transformational change. By reducing the complexity of change, organizations can minimize operational disruptions and maintain continuity in executing day-to-day activities.

Second, incrementalism facilitates a continuous process of organizational learning. By making small adjustments regularly, organizations can accumulate valuable experience and gain deep insight into what works and what doesn't. This allows organizations to continuously optimize their change strategies based on learnings from past experiences (Wahyudin, 2014).

However, it is important to recognize that incrementalism also has its limits. This approach may not be suitable for situations requiring rapid and drastic changes, such as in the face of a major crisis or limited market opportunities. In addition, implementing incrementalism requires effective communication and active participation from all organizational stakeholders. Without full support from management and employees, proposed small changes can face significant resistance (Apriyanti, 2008).

Conclusion

From this literature study, it can be concluded that incrementalism has significant value as a change model in organizations. Incrementalism enables organizations to manage change more efficiently and effectively by reducing complexity and increasing flexibility. However, successful implementation requires commitment, open communication, and constant learning. Awareness of the advantages and limitations of incrementalism allows organizations to choose the approach that best fits their changing context and goals.

However, sometimes, a change gets a rejection and a negative response from its members, so implementing it does not work well. This literature study presents a deep understanding of incrementalism as a model of change in an organizational context. Based on the analysis of the literature that has been carried out, several key conclusions can be drawn:

1. The Importance of a Phased Approach: Incrementalism emphasizes the importance of gradual and continuous change in the face of the growing complexity of the business environment. By making small adjustments regularly, organizations can reduce uncertainty and avoid major resistance to change.

2. Flexibility and Responsiveness: An incremental approach allows organizations to remain flexible and responsive to market changes, technology, and competition. By responding adaptively to change, organizations can maintain their relevance and competitiveness.

3. Organizational Learning: Incrementalism facilitates an ongoing process of organizational learning. Organizations can gain valuable insights to guide future change decisions by making small changes and observing the results. This creates a learning cycle that enriches the organization's change strategy.

4. Challenges in Implementation: Although incrementalism has many advantages, its implementation is not easy. Organizations must overcome internal resistance, ensure active involvement from all stakeholders, and build open and effective communication systems.

5. Customized Choice: Awareness of the advantages and limitations of incrementalism allows organizations to choose the change model that best suits their context and goals. This choice should be based on an in-depth analysis of the needs of the organization and the characteristics of its business environment.

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