



## Organizational Change: Work Systems and Culture in Private School during the Covid-19 Pandemic (Study at Pelita Nusantara Kasih Christian School Surakarta)

Edith Sarasvianti<sup>1\*</sup>, Andre Noevi Rahmanto<sup>2</sup>, Ignatius Agung Satyawan<sup>3</sup>  
Master of Communication Studies Program, Faculty of Social and Political  
Sciences, Universitas Sebelas Maret

**Corresponding Author:** Edith Sarasvianti [edith\\_sv@student.uns.ac.id](mailto:edith_sv@student.uns.ac.id)

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### ABSTRACT

Change is something that often happens in our lives, as well as in an organization. This can be caused by various factors, both internal and external factors. In the pandemic Era The Work from Home and Study from Home policies that issued by the Government brought major changes to Schools. In the process of change, of course there is a process that happened. this study focuses on the process of change that afterward during the COVID-19 pandemic by looking at the old organizational culture before the pandemic into a new culture using Kurt Lewin's theory of change and by using a qualitative approach with descriptive research which is located at Pelita Nusantara Kasih Christian School . The results are that the process of change that occurs both in the work system, and the organizational culture is considered effective because within six months many changes have been made and implemented.

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## INTRODUCTION

In years this change is Thing which often happen in life we , so also in something organization company . Change happen with very fast which because various factor . Study this discuss about change organization that happened because the COVID-19 pandemic in companies with use approach qualitative with type study descriptive . Study this same with study M. Ibn Ahmad regarding Leadership in Face Situation Crisis COVID-19. As for which differentiate is study M. Ibnu Ahmad uses approach studies References whereas in study this researcher focus on process change which happen in period pandemic with system and culture organization which long Becomes culture and managerial which new with use theory Kurt change lewin.

Along with development time, all organization of course experience change , fine change structure because retired , moved work , as well change because factor environment , also many change other . However stable a company , stay there is change which happen there . For maintain its effectiveness organization must capable do change corresponding with condition which faced . In definition system open organization looked at as developer mechanism monitoring and bait come back for identify and follow environment they , sense change in environment the and make adjustment which appropriate if needed . (Robbins, 1994) School Christian Pelita Nusantara Kasihis School Private which shelter in lower Foundation Education Christian Pelita Nusantara Kasih that stands on 7 July year 2007 where own level education from Group play , kindergarten, elementary school, JUNIOR HIGH SCHOOL and SENIOR HIGH SCHOOL as well as own facility daycare. Because exists pandemic COVID-19 there is adjustment and change which happen on SKPNK. Pandemic COVID-19 which bring change condition on world and of course bring change in one organization . In writing this writer want to try describe management change organization that occurs in Christian Schools Pelita Nusantara Kasihin Century pandemic COVID-19 with theory change Kurt lewin.

## LITERATURE REVIEW

### *Organization and Communication Organization*

Organization is something units social coordinated in a manner on purpose, that is consists from two people or more, which established for period time long. ( Haryani, 2001:36) Lee Thayer (1968: 102) in the book Communications and Communications Systems: in organization, management, and interpersonal relations, define communication organization as communication which happen in in organization and communication which happen between organization nor determine condition existence and direction the movement. Communication considered as determinant from conditions life organization and mover organization. It means communication internal nor external company Becomes part urgent which determine vitality and dynamics organization. Communication in organization considered urgent because in

communication good upward, downward, and horizontally communication sustain the way organization with exchange current information in convey Duty which given, Duty which has resolved, complaints and difficulties, as well experience organization other. With communication organization which smoothly, will give flavor satisfied in in self teacher for carry out his job.

### *Change Organization*

According to Stephen P Robbins change is every change in human, structure and technology. Robbins (2006: 217) describe his opinion about change organization, that change organization is something process where organization move or action switch organization from circumstances now going to period front which wanted for increase effectiveness organization. Purpose from change organization is for find method new or repair use resources and capabilities for purpose increase ability organization in create score and increase results which wanted to stakeholders. Reason from change could happen because factor internal or external, which meant internal factor is whole which factor there is in giving organization influence on organization and activity.

Organization as change policy leader, change goal, volume increased activity. Whereas factor external if whole from which factor there is outside organization which influence organization and activity organization as factor politics, law, source power nature, sociology. Viewed from the level there are 3 levels change is change macroevolutionary where change organization caused by behavior organization other. Action or action organization other often influence something organization, so change happened. Whereas levels which second is change microevolutionary where change caused influence factor internal on cycle life organization, good because increase size and complexity, problem growth and decline organization, third is change political where change happen on levels individual, usually on struggle political and power in organization.

### *Theory Change Kurt Lewin*

In theory Kurt Lewin's change (1951) there is 3 stages change that is

- 1) Unfreeze, phase beginning formed with theory behavior man and behavior company, divided in three subprocess which own relevance to readiness change ie necessity condition changes as a result gap big Among purpose and reality. Generally phase this involve 3 activity as: analyze and understand the status quo or circumstances company moment this for look existing distance. Among circumstances which

expected with circumstances moment this; increase and emphasize factors which strengthen do change; reduce factors resistant to change the. With awaken will insistence and motivation necessity change as well as take note and resolve factor-factor which hinder happening change so that on finally various party related give Support in change.

- 2) Change (Movement), analyze gap desires status and quo status, look closely programs change which corresponding for conducted so that so capable give optimal solution in reduce resistance to change. Strategies run for give solution optimal and reduce resistance will change. Purpose end phase this is so that every people permanent in condition ready change.
- 3) Freezing Back (Refreeze), in phase this change which happen stabilized with help those affected impact of change. Integrate behavior as well as attitude which has changed Becomes normal way to do something action. Stage this give chance for show new behaviors and attitudes. Attitude as well as behavior new which established return the need for frozen Becomes norm new ones acknowledged in company the, or in say other bring return company in balance new. Phase where condition which expected has achieved so that strengthened and permanent, with set policy new, create culture new, as well as apply system appreciation on change the for create point stable. (Greenberg and Baron, 2003). Method change Kurt Lewin this Becomes base main which used by researcher in researching change organization happened \_ in Christian School Lamp Archipelago Love (SKPNK).

### ***Organizational Culture (Culture Organization)***

Culture organization look on meanings, values, and assumptions member organization moment they appear in interaction theory this developed by Joann Keyton. Culture organization is method individual use stories, ritual symbols, and types activity other for produce and reproduce set understanding. There is five view profit explore culture organization that is, production narrative which emphasize importance storytelling for understand organization and embed score organization. Reproduction textual focus on aspect culture organization which recorded, as emails, statements misis, and web sites that normally disclose perspective management culture. Power and politics who checked practice normative power for understand who which benefited or harmed by culture organization. Fourth, technology which create culture. Fifth performance symbolic look to communication event everyday and unique ones create and operate culture organization. (Littlejohn, 2017) Change culture

organization Becomes part urgent in change which held on School Christian Lamp Archipelago Love (SKPNK).

## **METHODOLOGY**

Study this use approach qualitative with type study descriptive which is located in a Christian School Lamp Archipelago Love, where researcher try gather information in a manner actual and detailed description symptom existing, identify problem or inspect conditions and practices apply, make ratio or evaluation, determine what which conducted other people inside face that problem same from experience they for set plan and decision on time which will come ( Rachmat, 2009).

## **RESEARCH RESULT**

### **Change Organization Happen**

Change organization happen because pandemic Covid-19. Change organization this enter in macroevolutionary ie change organization caused by behavior organization other , where because pandemic Covid-19 Government City announce rules about activity School from home (School From Home) and Work from home (Work From Home) which make must for stage adjustment so that activity learning and operational other permanent walk.

Beginning with Letter Circular Government for held lockdown on 16 March 2020 HR collected for prepare work from house with checking temperature and use face mask as well as restrictions time preparation, and start March 17 2020 SKPNK negate activity stare advance for teachers and employees and students home During 2 weeks forward with hope pandemic could resolved. With activity constant learning next through google classroom which started 2 day then and instruction cleaning school in a manner thorough with disinfectant by party collaborative outsourcing with SKPNK. However developments of Covid-19 which not also getting better bring management do adjustment more again. News that pandemic will going on more long bring on various adjustment in various sector. From o'clock work, system coordination, system learning, system enter picket, up to downsizing employee.

## **DISCUSSION**

### **Analysis Change**

According to Model Change Kurt Lewin a change planned in organization could conducted with method create imbalance on mutual forces influence in in organization, that is Among strength which maintain stability and strength which will change. Kurt Lewin introduces the model change

planned in 3 stages, viz Thaw (Unfreeze), Change (Movement) and Freeze Return (Refreeze). On Step first ie stages unfreezing showed with exists no sure employee at the beginning change, where whole teacher and employee directed for work from house with preparation one day where previously profession done at school in a manner full, and followed with top management which do briefing advanced periodically . For reduce uncertainty coordination permanent conducted through head units each which here is head school each units and HRD for staff. Leader units bring mission direct for stage change in activity school to direction digital on whole activity school and participate active in monitor activity daily so that created strength addition so that could happen change corresponding which wanted. Head each units ( Head School and HRD) here Becomes factor which play role in change .

In Step second model lewin, Change of movement. Started after one month post study from home (SFH) and Work from home ( WFH). staged this start held change organization and culture in the organization from coordinator each previous unit one command and equated its implementation however condition now no could generalized for each the level. Because age which different so that briefing only addressed in a manner general however for the practice each head units allowed determine corresponding with need student, appearance change rules traveling which tightened which different from rule long and apply sanctions, and existence change management style which more open, so that subordinate could convey aspirations as well as idea his creations in period pandemic to leader (up communication), transparent information to employees (downward communication), timetable teach zoom teacher, exists system picket, until on system management eat afternoon in company where whole management directed for eat in a manner alternate with distance and required for eat in area canteen school (outdoors) for avoid crowd. At stage this too start there is evaluation for look people-people which is could and no could operate pattern change which new with evaluation routine, as well as distribution questionnaire assessment and input to people old and to fellow employee.

Staged third Step refreezing start done 3 months after validity WFH, on Step this School do downsizing employee with let go employee outsourcing and optimizing employee School with supplies equipment which appropriate use method combined on line offline for team coordination, additions employee in the which needed as on division IT, Optimization device school for activity on line as procurement of studios and facilities learning on line each units, procurement account zoom premium for each units and upgrades connection school, subtraction o'clock work, scheduling WFO with total 50% employee,

and operate class on line through application zoom, learning interactive mix with social media whatsapp and Google Classroom, activities Student and activity Extra curricular held in a manner on line through zoom and through video tutorials, registration student new through website for minimize stare advance, assessment end of semester on line, as well as events school held online like graduation, Introduction period Environment School (MPLS), worship and retreat together student, parents' meetings, seminar and Open House school.

Whole Step unfreezing change of movement and refreezing which happened at Pelita Nusantara Christian School Love happen in period time six month. Look from period time which required, process change which happen effective because in period time six month many changes made and run. Still working process walk as normal and not happening protest from students/parents or guardian, strike work/demos employee also show that resistance which appear no more big compared which support exists change.

Of course deep continuity in the future will seen especially formerly developments taking place, and no close possibility happening adjustment return if rated not yet corresponding with condition latest.

## **CONCLUSIONS AND RECOMMENDATIONS**

Result of study this seen from period time which required, process change which happen good in a manner system work and culture organization effective because in period time six month many change which conducted and run. Process work which still walk as normal and no happening protest from student/person old or guardian, strike work/demos employee also show that resistance which appear no more big compared which support exists change.

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