

Organizational Culture Transformation to Mitigate Human Resource Turnover: A Strategic Change Management Approach in Islamic Private Schools in Bekasi

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ABSTRACT

This study aims to analyze change management strategies in addressing the high intensity of human resource turnover and resistance to digitalization in Islamic faith-based private schools in Bekasi. Using a qualitative approach, the study identifies the root causes as rigid paternalistic culture and bureaucratic inefficiencies. The intervention strategies are designed using Kotter eight-step change model integrated with Schein organizational culture model to transform the organization underlying assumptions. The findings indicate that the formation of a guiding coalition and the achievement of short-term wins in administrative digitalization are key factors in reducing resistance and enhancing employee engagement. In conclusion, a structured change management approach is able to foster a more inclusive and adaptive organizational culture, which ultimately reduces employees' turnover intention.

Keywords: *Turnover, Change Management, Educational Institutions*

INTRODUCTION

The progress of a nation is largely determined by the quality of its education system, which serves to develop knowledgeable, skilled, and character-based human resources. Therefore, a strong and sustainable education system is necessary to produce a generation that is knowledgeable, competent, and adaptable to the current challenges. The government, through Government Regulation No. 4 of 2022, amending Government Regulation No. 57 of 2021, has established eight National Education Standards as quality assurance instruments aimed at harmonizing education quality, ensuring the equitable distribution of services, and building a dignified national character.

The successful achievement of national education goals is supported by various elements, including an adaptive curriculum, the availability of facilities and infrastructure, and professional institutional governance. However, educators occupy the most crucial position as primary actors in the learning process. Teachers serve not only as transmitters of material, but also as facilitators and motivators, making the quality of pedagogical interactions a determining factor in educational effectiveness. Therefore, stability and competence of educators are key prerequisites for maintaining educational quality.

The high turnover rate of teaching staff in private schools is a serious problem because it impacts learning instability, increases operational burden, and decreases the effectiveness of curriculum achievement. Repeated teacher turnover not only leads to a loss of intellectual capital but also demands continuous adaptation from students. This situation emphasizes the importance of change management strategies and strengthening the organizational culture to increase teacher retention and loyalty.

In Islamic private schools, these challenges are exacerbated by the dominance of a paternalistic culture and rigid hierarchical structure, which limits communication and encourages top-down decision-making. This situation weakens employee ownership in the change process and contributes to high turnover rates. Therefore, this study focuses on the application of Kotter's eight-step model

in the context of Islamic education, characterized by central figure leadership. This study aimed to formulate a change management strategy that aligns digital transformation with institutional values while simultaneously deconstructing cultural barriers to create a more inclusive, adaptive, and participatory organizational culture.

LITERATURE REVIEW

The Role of Organizational Culture in HR Retention and Turnover

Change management is a way for companies or individuals to make different efforts from the present or past for a better future (Soesanto et al., 2023). Various studies have demonstrated a strong relationship between organizational culture and human resource turnover. For example, Alyamani (2025) found that a collaborative culture and transparent communication could reduce turnover rates compared to closed and hierarchical cultures in Saudi Arabian organizations.

Maryati et al. (2022) also conducted research on organizational culture and human resource management has also been conducted by (Maryati et al., 2022). This study revealed that organizations that design a culture aligned with employee perceptions and implement good human resource management practices tend to show a decrease in employees' intention to leave the company.

Dynamics of Human Resource Turnover Culture and Paternalistic Organizational Culture

Job dissatisfaction in the modern era is no longer solely driven by financial compensation but is increasingly driven by rigid work environments and organizational pressures (Steiner & Woo, 2020). In faith-based educational institutions, a paternalistic culture often emerges as a key characteristic. Smith et al. (2021) explained that paternalistic leadership functions as a "double-edged sword." On one hand, this model successfully creates strong family bonds and emotional loyalty. However, on the other hand, it risks stifling staff professionalism and autonomy. The dominance of a single authority figure in decision-making creates bureaucratic inefficiencies that stifle individual creativity within the organization.

According to Al Kurdi et al. (2020), digital resistance in private schools is often rooted in fundamental assumptions that view technology as a threat to traditional values. This is exacerbated by a paternalistic culture that demands obedience without innovation, which can be a major driver of teacher turnover in faith-based institutions such as Bekasi (Pradana & Setyawan, 2023). Therefore, using the Kotter model to create "short-term wins" is crucial for demonstrating the efficiency benefits of digitalization to staff (Appiah-Mezah, 2023).

RESEARCH METHOD

Research Design

This study employed a qualitative approach with a case study design. This approach was chosen to gain an in-depth understanding of the dynamics of organizational culture and change management processes that contribute to the high intensity of human resource (HR) turnover in Islamic private schools. This case study allows for a contextual exploration of the phenomenon of organizational change influenced by religious values, paternalistic leadership structures, and the challenges of digitalization (Tarnoki & Puentes, 2019).

Research Location and Subjects

This study was conducted at a private Islamic school foundation in Bekasi City. The location was selected considering the high turnover rate of teaching and administrative staff in the past three years and the ongoing digital transformation of the school administration. The participants included foundation leaders, principals, permanent teachers, educational staff, and administrative staff. Informants were selected using purposive sampling based on their direct involvement in decision-making, policy implementation, and experience with organizational change.

Data Collection Technique

Semi-structured in-depth interviews were conducted to explore informants' perceptions of organizational culture, leadership mechanisms, resistance to change, and factors influencing HR turnover intentions.

Non-participatory observation focused on work interaction patterns, coordination mechanisms, and school administration practices as representations of organizational cultural artifacts.

Documentation study: The documents analyzed included the foundation's internal policies, personnel reports, absence data, and archives related to the implementation of administrative digitalization.

Data Analysis Techniques

Data analysis was conducted using an interactive model that included data reduction, data presentation, and drawing (Miles et al., 2014). Empirical data were analyzed thematically by linking them to Kotter's eight-step change management framework and Schein's three-level organizational culture model to identify changes in the artifact, value, and basic assumption levels of the organization.

Data Validity

Data validity was guaranteed through triangulation of sources and methods, member checking with key informants, and peer discussions to ensure consistency and credibility of the research findings.

DISCUSSION

Paternalistic Culture as a Driving Factor for HR Turnover

Research findings indicate that school organizational culture is still dominated by paternalistic leadership patterns with rigid hierarchical structures. Decision-making processes are centralized and top-down, resulting in the relatively limited participation of teachers and educational staff in the change process. This condition has implications for a low sense of organizational ownership and increased turnover intention. These results align with the findings of Alyamani (2025), who stated that a hierarchical organizational culture and minimal two-way communication have a positive correlation with employee turnover intentions. In the context of Islamic educational institutions, obedience to leadership figures is often not balanced by structural empowerment, which weakens organizational commitment in the long term.

Adaptation of Kotter Change Management Model in the Context of Islamic Education

This study found that implementing the Kotter eight-step model could not be performed in a linear and mechanistic manner. The stages of change must be tailored to the characteristics of the foundation's religious values and structure. A sense of urgency was created by emphasizing the impact of turnover on the sustainability of the foundation's educational quality and socio-religious mandate. The formation of a guiding coalition involving structural leaders, senior teachers, and junior staff with digital competencies has proven to be effective in reducing resistance. This finding reinforces Soesanto et al.'s (2023) finding that the success of change management is largely determined by the legitimacy of the change coalition in the eyes of organizational members.

The Role of Short-Term Wins in Reducing Digitalization Resistance

Achieving short-term wins through the implementation of simple administrative digitization, such as digital attendance systems and online archive management, is a key factor in reducing employee resistance. Immediate initial successes increased positive perceptions of change and strengthened trust in the leadership's policy direction. These results align with those of Maryati et al. (2022), who asserted that short-term success can increase employee engagement and reduce turnover intention, particularly in organizations with cultures previously closed to innovation.

The Role of Short-Term Wins in Reducing Digitalization Resistance

The integration of the Kotter model with Schein's organizational culture framework reveals a shift in the organization's core values and assumptions. Changes occur not only in structural and administrative aspects but also in how employees view change as part of the organization's sustainability efforts. This cultural transformation has resulted in increased job satisfaction and employee engagement and decreased turnover intentions, particularly among young teachers who were previously most vulnerable to decisions to leave the organization.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the research and discussion regarding organizational change management in Islamic-based private schools in Bekasi, the following conclusions can be drawn:

Organizational Problems, high levels of human resource turnover, and resistance to digitalization are rooted in a rigid paternalistic culture and bureaucratic inefficiency. While this culture provides a sense of community, it tends to hinder staff professionalism and autonomy, leading to job burnout, particularly among young teachers.

The effectiveness of the Kotter-Schein Model Intervention, the integration of the Kotter 8-step model with Schein's cultural model, has proven effective in transforming. Changes not only touch on procedural aspects (artifacts), but also penetrate the organization's core assumptions, transforming traditional mindsets into more adaptive ones.

The role of a guiding coalition and short-term win, forming a guiding coalition comprising a combination of senior leaders (cultural value holders) and IT staff (technology enablers), is a key factor in mitigating resistance. Furthermore, achieving short-term wins through successful administrative digitization provides tangible evidence of the benefits of change, which in turn increases employee trust and engagement.

The impact of structured change management on human resource retention, creates a more inclusive, transparent, and agile work environment. This cultural transformation significantly reduces teachers' turnover intentions, as they feel more valued and involved in the school's future vision.

Organizational change can have both positive and negative effects. Therefore, schools need to assess these impacts in order to contribute positively to school progress. Schools are advised to maintain momentum of change by strengthening digital competency-based career development systems and maintaining two-way communication channels to minimize the recurrence of inefficient bureaucratic practices.

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