

The Influence Of Corporate Culture On Employee Adaptability During Organizational Change at PT Sido Muncul Tbk

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Abstract: *This study aims to examine the influence of corporate culture on employee adaptability during organizational change at PT Sido Muncul Tbk. The method used is a qualitative approach with in-depth interviews and literature review. Interviews were conducted with 10 respondents from various managerial and operational levels to explore their views on corporate culture and how that culture affects employees' ability to adapt to ongoing changes. Additionally, the study reviews relevant theories to support the analysis. The results show that an open, inclusive corporate culture that supports effective communication plays an important role in facilitating employee adaptation to change. Conversely, a more hierarchical and less flexible culture can hinder the adaptation process. This research provides insights for company management to design change strategies that consider cultural aspects to support a smooth organizational transition..*

Keywords: *Corporate Culture, Employee Adaptability, Organizational Change.*

INTRODUCTIONS

Organizational change is an unavoidable condition in the ever-evolving business world. This change can take the form of restructuring, technological changes, or shifts in business strategies to adapt to increasingly competitive market dynamics. In facing rapid organizational change, the success of the transition heavily depends on how employees can adapt to these changes. Employee adaptability becomes the key to the smooth process of this change. Therefore, it is important to understand the factors that influence employees' ability to adapt to organizational changes (Taurisa, C. M., & Ratnawati, I., 2012).

One of the main factors influencing employee adaptability is corporate culture. Corporate culture includes the values, norms, and practices applied within the organization, which in turn shape the way employees think, behave, and interact when facing various situations. A corporate culture that supports change will facilitate faster adaptation, whereas a rigid and inflexible culture can slow down or even hinder employees' ability to adapt to change. PT Sido Muncul Tbk, as one of Indonesia's well-known companies, has experienced various organizational changes along with business developments and market challenges. As a company with many employees, PT Sido Muncul Tbk must face the reality that rapid and efficient change is crucial to maintaining competitiveness in the global market, (Revilliano, M. I. T., et al., 2024). In this context, corporate culture plays a very significant role in supporting or hindering employees' ability to adapt to existing changes.

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A corporate culture that is open to new ideas, flexible, and encourages effective communication between management and employees can ease the adaptation process. Conversely, a more hierarchical culture that is closed to change can create barriers for employees in responding effectively to organizational changes. Therefore, companies need to evaluate to what extent the existing culture supports the employee adaptation process in facing change (Schein, E. H., 2010).

Employee adaptability itself is the individual's ability to accept and adjust to changes in the workplace. Employees with a high level of adaptability will find it easier to face uncertain situations, learn from new experiences, and remain productive even under changing conditions. Therefore, measuring the influence of corporate culture on employee adaptability is very important, as it will provide insights for companies in designing more effective change policies.

As part of a large company, PT Sido Muncul Tbk must also consider how to create a corporate culture that supports employee adaptation to change. This study aims to understand the relationship between corporate culture and employees' ability to adapt in situations of change. Thus, this research will provide deeper insights into how corporate culture can be a determining factor in the success of the change process within the company (Kotter, J. P., 1996).

Furthermore, it is important to recognize that corporate culture is not only determined by formal policies made by management, but also by daily interactions between employees and management. Therefore, this study will explore more deeply how the informal culture that develops among employees can influence their attitudes and behaviors in facing organizational change. This will provide a more comprehensive picture of the role of culture in enhancing or hindering employee adaptability.

Changes occurring in today's business world are greatly influenced by technological developments, globalization, and shifts in consumer preferences. Companies that can quickly adapt to these changes will have a significant competitive advantage. This is where the role of corporate culture becomes very important. A good corporate culture not only shapes employee behavior patterns but also determines how a company faces challenges and opportunities that come with external changes.

As a large and established company, PT Sido Muncul Tbk certainly faces major challenges in maintaining its position in a highly dynamic market. In an effort to continue growing and innovating, the company must be able to implement effective changes without disrupting organizational balance. Therefore, it is important for the company to create a culture that encourages collaboration, open communication, and the courage to try new things. Such a culture allows employees to feel comfortable facing change.

In reality, not all corporate cultures support the change process positively. Some companies may have a more traditional and structured culture, which can cause employees to feel isolated or hindered in adapting to necessary changes. In such situations, organizational change can become harder to accept because employees feel more comfortable with old methods that have proven effective. Therefore, it is important for companies to reevaluate and adjust the existing culture to better support change effectively.

The influence of corporate culture on employee adaptability also depends greatly on internal factors such as leadership style and communication patterns implemented. An open, participative, and inclusive leadership style can create a more supportive environment for employees to adapt to change. Leaders who prioritize two-way communication and listen to

employee input will be better able to create confidence among employees, which in turn enhances their ability to face change.

This study also reveals the importance of awareness of shared values within corporate culture that can unite all employees in facing change. If corporate values, such as transparency, honesty, and integrity, are internalized by all elements within the organization, employees will feel more involved and motivated to work together in facing various challenges. In the context of PT Sido Muncul Tbk, strengthening these values can facilitate the integration of new employees and accelerate the adaptation process during organizational change.

RESEARCH METHODS

The research method used in this study is qualitative, employing in-depth interviews and library research. The qualitative approach was chosen to explore more deeply the phenomena occurring within the company, particularly related to corporate culture and employee adaptability in facing organizational change. This method allows the researcher to understand the perceptions, experiences, and views of respondents regarding the studied topic.

In-depth interviews were conducted with 10 employees from various levels at PT Sido Muncul Tbk to gain a broader perspective on how corporate culture influences employee adaptability during times of change. Each interview was semi-structured, where the researcher used an interview guide but allowed respondents the freedom to elaborate on their answers. This approach enabled respondents to freely share their experiences and perspectives while keeping the discussion focused on the research topic.

Additionally, this study utilized library research (literature review) to deepen the understanding of relevant theories on corporate culture, employee adaptability, and organizational change. The literature review involved examining various journals, books, and scientific articles related to the research topic. Information from the literature was used to enrich theoretical understanding and to compare with the data obtained from interviews, resulting in a more comprehensive analysis.

RESULTS AND DISCUSSION

The results of this study reveal that the corporate culture at PT Sido Muncul Tbk plays a significant role in enhancing employee adaptability during organizational change. Based on interviews with employees, the majority of respondents stated that the company's core values—such as innovation, teamwork, and sustainability—strongly influence how they respond to changes. Employees who feel connected to the corporate culture find it easier to accept and adjust to changes implemented within the organization.

One key finding is that an inclusive and communicative corporate culture encourages employees to adapt more quickly to change. Most respondents noted that open communication about upcoming changes helped them feel more prepared and engaged in the process. Managers and company leaders play a crucial role by providing clear direction and actively listening to employee feedback, fostering a sense of involvement.

However, this study also identified resistance to change among some employees who felt that certain established aspects of the corporate culture were threatened. Some respondents expressed discomfort with drastic changes, such as organizational restructuring or the implementation of more automated work systems. Rapid changes or those made without involving employees in the planning process often caused uncertainty and anxiety.

Nevertheless, employee adaptability tended to be higher among those who felt the company provided sufficient support during the transition. Employees who received relevant training or skills development reported greater confidence in performing their roles after the

change. Training programs focused on new skill acquisition and strengthening technical competencies proved effective in helping employees adapt.

Respondents also indicated that improvements in a collaborative culture positively influenced their adaptability. Increased collaboration across departments and teams helped employees better handle emerging challenges. A culture that prioritizes cooperation allows employees to support each other and share information, facilitating smoother adjustments to organizational changes.

Additionally, the company succeeded in fostering an environment that supports innovation, where employees are encouraged to contribute new ideas and are not afraid to fail. This increased employee confidence in facing change because they felt the company valued their initiatives and provided space for growth. Support from colleagues further strengthened employees' attachment to the company, contributing to successful adaptation. The findings also highlight the strong influence of leadership on employee adaptability. Employees who felt supported by their leaders were more likely to accept and embrace change. Leaders who provide clear vision and motivate employees to adapt accelerate the transition process. Some respondents mentioned that leaders who are open to listening to complaints or suggestions made them feel more valued and empowered.

Conversely, some respondents who felt a lack of emotional support from the company or managers reported greater difficulty adapting to change. Employees who felt isolated or excluded from important decisions often experienced anxiety or frustration during transitions. This underscores the importance of involving employees in every stage of change so they feel ownership in the company's success. The role of corporate culture in creating a sense of security among employees was also identified. A culture emphasizing sustainability and collective well-being fosters strong solidarity among staff. Employees who believe that organizational changes aim for the greater good find it easier to accept and adjust. This suggests that a corporate culture rooted in humanistic and social values can strengthen employee adaptability.

Ultimately, this study shows that organizational change at PT Sido Muncul Tbk proceeded relatively smoothly due to the synergy between an adaptive corporate culture and active employee involvement in the change process. When a company successfully cultivates a culture that supports innovation, open communication, and employee engagement, employee adaptability increases. Therefore, it is crucial for the company to continuously maintain and develop a corporate culture that encourages growth and innovation, especially in facing inevitable changes.

CONCLUSION

A corporate culture that fosters innovation, open communication, and interdepartmental collaboration has been proven to facilitate employee adaptability to organizational changes. Employees feel more prepared and confident when the company provides a space for clear, two-way communication and mutual support throughout the change process. Furthermore, leadership that offers clear direction and support through training plays a crucial role in accelerating employee adaptation. Leaders who can articulate a clear vision of the goals and direction of change increase employees' commitment to actively face the challenges of transformation. Training programs provided by the company are also perceived as effective in helping employees prepare and enhance skills relevant to the evolving organizational needs.

An inclusive corporate culture that prioritizes sustainability also contributes significantly to the adaptation process. When the company emphasizes the importance of sustainability and values each individual's contribution, employees feel appreciated and more motivated to support the changes. Such a culture makes employees feel comfortable adapting, as they perceive themselves as important parts of the change process. Overall, a corporate culture that supports collaboration, communication, and innovation plays a vital role in increasing employee adaptability at PT Sido Muncul Tbk. With a strong culture and supportive leadership, the company can create a more flexible and responsive work environment that ultimately contributes to the organization's sustainability and progress.

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