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DESIGN ORGANIZATION ADAPTIVE: NAVIGATE TRANSFORMATION SUSTAINABLE MANAGEMENT

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Abstract

Sustainable management transformation has become a primary necessity in facing increasingly complex global dynamics. This article discusses the concept of adaptive organizational design as a strategy to enhance the competitiveness and sustainability of organizations. With a descriptive qualitative approach, this research explores the uniqueness, novelty, and advantages of adaptive organizational design, as well as the obstacles and solutions in its implementation. This article also proposes a data- and technology-based adaptive organization model to enhance flexibility, innovation, and inclusivity. The results show that the implementation of adaptive organizational design can enhance resilience, creativity, and innovation. The results show that the implementation of adaptive organizational design can enhance resilience, creativity, and innovation.

Keywords	***adaptive organizational design, management transformation, sustainability, innovation, business strategy***
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I. INTRODUCTION

Transformation management needed for face change environment fast business. Organizations that are not capable adapt will face challenges in keep sustainability. Design organization adaptive become solution strategic in face change This with strengthen flexibility, innovation, and openness to change. Article This aiming for to study How organization can navigate transformation management in a way sustainable through implementation design organization adaptive. The era of digital disruption and global uncertainty demands that organizations are not only efficient, but also adaptive.

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The inability to adapt has led to the stagnation and collapse of many businesses. Adaptive organizational design is the answer to this systemic need, as it allows organizations to respond quickly to change. Amidst technological advancements and globalization, organizations face major challenges in keeping their survival and competitiveness in the marketplace. Rigid and bureaucratic organizational designs are no longer sufficient to cope with the demands of rapid change. Therefore, adaptive organizational design, which emphasizes flexibility, collaboration, and continuous learning, is essential to ensure the long-term survival and growth of organizations.

The Concern and the Fact is that many conventional organizations persist with rigid bureaucratic structures. According to a McKinsey report (2023), 75% of companies that did not transform management cited an inflexible organizational structure as the main cause. In the Indonesian context, a survey by the Ministry of Manpower showed that only 30% of organizations were able to adjust their work structure after the pandemic. In addition, the concern is that although many organizations have responded to changes by adopting modern technologies or changing structures, many still fail to adapt properly. Organizations with rigid designs often struggle to make quick and innovative decisions, which impacts their performance in a dynamic market.

The data is Based on a report from McKinsey (2023), 75% of organizations that fail in management transformation are caused by inflexible structures and a lack of ability to adapt quickly to change. Data from Gartner research (2022) shows that only 30% of organizations have succeeded in implementing adaptive designs that are in accordance with changing market needs. The proof is Concrete evidence can be seen in large companies that have succeeded in conducting organizational transformations, such as Microsoft and Netflix, which have succeeded in transforming thanks to their adaptive organizational design. Both companies were able to change their managerial structures, adopt modern technologies, and respond quickly to market changes, which allowed them to survive and thrive.

Philosophically, adaptive organizational design is rooted in open systems theory, which views organizations as entities that must continually interact and adapt to ever-changing external and internal environments. The basic principles of adaptive design are flexibility, collaboration, and continuous improvement. In the open systems paradigm, organizations are entities that continually interact with their environments. Adaptive organizational design aligns with the philosophical views of pragmatism and contemporary dynamics, placing change as inevitable.

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Relevance: The concept of adaptive organizational design is relevant to all types of organizations, whether in the public, private, or non-profit sectors. Organizations that can adapt to change are not only more innovative but also more resilient to market disruption and crises.

The urgency is that during a global pandemic and increasingly rapid technological disruption, the need to adopt a more adaptive organizational design is becoming increasingly urgent. Organizations that are unable to transform will be left behind, given the rapid development of industry 4.0 and globalization that are increasingly erasing traditional boundaries in the business world. Adaptive organizational design is not only important in crisis situations, but also in building long-term organizational resilience. The need for responsive and collaborative structures is now increasingly evident in all sectors.

Objective Research is Analyzing draft and principal design organization adaptive, identifying factor success and challenge in implementation organization adaptive, developing organizational models adaptive that can apply in various sectors, and Evaluate impact positive from implementation design organization adaptive to sustainability business.

II. METHODOLOGY

Study This use method qualitative descriptive with approach studies literature and analysis case. Data collected from various sources academic, journals, and interview with expert management organization. The subjects of the study were two medium-scale companies in the service and manufacturing sectors. Data collection techniques were conducted through in-depth interviews, participant observation, and document analysis. The analysis technique used the Miles and Huberman interactive model.

III. RESULTS AND DISCUSSION

Draft Design Organization Adaptive is Design organization adaptive is approach organization for respond change environment with fast through flexible structure, culture innovative, and inclusive leadership. Then there are obstacles that are main in implementation design adaptive is resistance to change and lack of readiness technology. The solutions offered cover digital education for employees and implementation technology cloud based.

Uniqueness And The novelty are the existence of a model adaptive This emphasizes use of big data and digital technology in taking decisions, and implementation agile principles in operational

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organization. While the advantages Design Organization is to increase resilience organization to change market, accelerate innovation through more flexible structure, and allows taking decision based on real -time data. This study highlights the relationship between adaptive organizational design and the simultaneous application of ESG principles—an approach that has not been widely studied in an integrated manner. Adaptive organizational design offers a more flexible model than conventional organizational design. Its uniqueness lies in the organization's ability to transform according to market needs and external changes. This approach allows organizations to be more responsive to technological change, social change, and economic dynamics.

The existence of Design Models and Prototypes Organization Its adaptability is with proposed a model based on technology with three pillar main:

1. Structure Flexible: Using approach decentralization in decision- making.
2. Innovation Sustainable: Encouraging culture experimentation and learning.
3. Data and AI Usage: Optimizing data analysis for prediction market.

Its novelty is that it presents an innovative approach in adaptive organizational design with a focus on sustainable management transformation. Unlike many earlier studies that only look at organizational design from an efficient perspective, this study links adaptive organizational design with long-term sustainability involving adaptation to external and internal changes.

Next, with the implementation And Development Implementation design adaptive need strategy stages that include training, implementation system technology AI -based, as well as evaluation periodic to performance organization. So, the results are based on the influence, And Impact The positive is that Implementation design adaptive increase efficiency operational, speed up innovation, and create environment more work collaborative. In term length, thing This increase Power competition and sustainability Organization. Successfully implemented strategies include Decentralized cross-functional team-based structures, Implementation of collaborative technologies, and Agility-based leadership and learning organization.

The Impact Analysis is that Adaptive design encourages the creation of an innovative work environment, accelerates decision-making, and increases employee involvement in social and environmental innovation.

Positive Impacts and Improvements, namely the organization experienced a 23% increase in operational efficiency, 18% in HR retention, and significant development of social and environmental initiatives. Subject Responses, namely Most respondents said that the adaptive organizational model

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gave them room to grow, express themselves, and feel valued in the management process. Benefits and Advantages, namely the biggest benefit, is the increase in organizational agility in responding to external changes. Another advantage is the emergence of a more inclusive and progressive work culture. Other Positive Impacts, namely the implementation of adaptive organizational design has a positive impact in various aspects, including Increased Operational Efficiency: Flexible design allows organizations to make decisions faster and adapt quickly to change. Innovation and Creativity: Adaptive organizations create space for innovation and creativity to thrive, both in products and processes. Employee Engagement: With a more open and collaborative structure, employees feel more involved in the decision-making process, increasing motivation and productivity.

Table 1. Table Details Comparison

Aspect	Organization Conventional	Organization Adaptive ESG Based
Structure	Hierarchical	Team Decentralization
Decision	Centralized	Participatory and Agile
Response to crisis	Slow	Fast And Tactical
ESG Implementation	Minim	Integrated
Performance term long	Fluctuating	Stable And Sustainable

The analysis is that Adaptive design provides structural flexibility that allows organizations to respond and grow amidst transformation, Effective strategies include the use of collaborative technologies, agile leadership training, and stakeholder involvement in the change process, and The impacts include higher efficiency, sustainability, and social engagement.

The implementation of adaptive organizational design can be done with the following steps: Decentralization: Giving greater autonomy to small units within the organization to make quick and exact decisions. Agility: Implementing an agile work culture, where every team member can respond to changes quickly and effectively. Learning Organization: Encouraging a learning culture throughout the organization to ensure that every member of the organization can continue to adapt to change.

Positive Impact and Improvement: By adopting adaptive organizational design, organizations can experience improvements in productivity, innovation, and efficiency. Furthermore, this adaptability provides higher competitiveness in an increasingly competitive market. Impact on Sustainability: Adaptive organizational design enables organizations to survive in the long term by adapting to changes in the market, regulations, and technology. Impact on Performance:

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Organizations with adaptive designs prove better performance in terms of decision making and response to change. Factors Influencing Success: Key factors influencing the success of adaptive organizational design include visionary leadership, commitment to a collaborative culture, and organizational readiness to adopt modern technologies.

IV. CONCLUSION

Design organization adaptive is effective approach in face transformation management sustainable. Organizations that implement strategy will more Ready face change, improve productivity, as well as keep sustainability business. Sustainable management transformation cannot be separated from adaptive organizational design. Integration of ESG principles in adaptive design provides strategic strength and added value in the long term. This study recommends organizations to adopt flexible structures and transformative leadership for a sustainable future. Adaptive organizational design is a particularly important strategy in facing the challenges of sustainable management transformation. By implementing flexible and responsive organizational design, organizations can create a more innovative, efficient, and competitive ecosystem. The implementation of this design can have a long-term positive impact, leading to increased sustainability and competitiveness of the organization.

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