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Coercive Readiness in Organizational Restructuring: Employee Adaptation After Homologation at PT Rajawali Nusindo

Edwin Adithia Hermawan[1*], Yuli Budiati[2], Rohmini Indah Lestari[3]
Universitas Semarang, Semarang, Indonesia[1,2,3]
yulibudiati@usm.ac.id[1*], yulibudiati@usm.ac.id[2], rohmini@usm.ac.id[3]

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Abstract

Purpose: This study examines how employees experience and develop readiness during post-homologation organizational restructuring at PT Rajawali Nusindo and explores how readiness emerges under legally and financially imposed transformation.

Research Methodology: A qualitative single-case study was conducted using semi-structured interviews with nine purposively selected informants representing management, non-operational managerial, operational, and employee positions. Organizational documents were used for triangulation. Data were analyzed through thematic analysis following Braun and Clarke's procedures with NVivo 15 support.

Results: The findings reveal that employee adaptation was shaped by four mechanisms: organizational efficiency and restructuring, stakeholder trust recovery, operational adaptation, and communication and involvement. Readiness emerged through employees' recognition of survival pressures, understanding of restructuring necessity, and efforts to maintain organizational legitimacy. This process reflects Coercive Readiness, where adaptation develops from external legal, financial, and institutional pressures rather than voluntary commitment alone.

Conclusions: This study develops the Coercive Readiness Perspective, extending organizational change literature by explaining how readiness can emerge when change is perceived as necessary and unavoidable.

Limitations: The study is limited to one state-owned enterprise and a specific restructuring phase, providing contextual rather than statistical generalization.

Contributions: This study contributes to readiness and organizational change literature by highlighting the roles of communication, trust, and procedural legitimacy in crisis-driven transformation.

Keywords: *Coercive Readiness, Employee Readiness, Homologation, Nvivo, Organizational Restructuring*

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1. Introduction

The increasingly dynamic business environment, rapid technological development, globalization, and growing stakeholder demands have encouraged organizations to continuously adapt to maintain competitiveness and sustainability. Organizational change has therefore become a fundamental necessity rather than merely an optional managerial strategy, particularly when organizations face uncertainty, competition, and environmental transformation (Hanelt et al., 2021). Organizations are required to adjust their structures, systems, processes, and strategies in response to internal and external pressures. In this context, strategic agility becomes an important capability that enables firms to respond effectively to environmental changes and sustain competitiveness under dynamic conditions (Clauss et al., 2021).

Organizational change may emerge from technological advancement, institutional demands, market dynamics, and environmental uncertainties, requiring organizations to modify existing structures, processes, and strategies to maintain sustainability (Hanelt et al., 2021; Shi & Mai, 2025). Organizations capable of responding effectively to environmental turbulence generally demonstrate stronger resilience and greater opportunities to maintain performance continuity, whereas those unable to adapt may face difficulties in sustaining competitiveness and operational stability (Al Dhaheri et al., 2024). However, transformation is not determined solely by managerial decisions or structural adjustments. Employees represent a central element because they implement, experience, and interpret organizational change. Therefore, employee readiness becomes a critical determinant of successful transformation, as higher readiness supports adaptive behaviors, while insufficient readiness may generate resistance (Holt et al., 2007).

Although employee readiness has been extensively examined, responses become more complex when transformation occurs under crisis, uncertainty, and external constraints. Crisis-driven organizational change often involves restructuring, efficiency measures, and workforce adjustments that influence perceptions of stability, fairness, trust, and employment continuity. Unlike planned transformation, such changes emerge from circumstances beyond organizational control and require employees to adapt while managing uncertainty regarding their future roles (Feng & Liu, 2024). These conditions may also generate psychosocial challenges because changes in work demands and employment security influence employee well-being and adaptation processes.

One specific form of crisis-driven organizational change occurs when organizations experience financial distress and enter legal restructuring mechanisms. In Indonesia, financially distressed organizations may undergo the *Penundaan Kewajiban Pembayaran Utang* (PKPU) process, followed by homologation. Homologation refers to a court-approved settlement agreement between debtors and creditors that provides the legal basis for financial and operational restructuring (Talingan et al., 2024). Although commonly analyzed from legal and financial perspectives, homologation also generates organizational consequences by affecting structures, work systems, employee perceptions, and leadership relationships.

Unlike conventional organizational changes initiated through voluntary strategic choices, post-PKPU and homologation restructuring represents a form of coercive organizational change driven by legal obligations and financial pressures. Organizations must implement restructuring measures within legally determined frameworks while maintaining operational continuity. Consequently, employee readiness may emerge not only from positive attitudes toward change but also from necessity, institutional pressure, and perceptions of organizational survival.

This phenomenon can be observed at PT Rajawali Nusindo (PT RN), a subsidiary of PT Rajawali Nusantara Indonesia (Persero) operating in the distribution sector. PT RN represents a relevant case because transformation occurred through the interaction of financial distress, legal intervention, operational restructuring, and workforce adjustment within a state-owned enterprise environment. Economic pressures led PT RN to undergo the PKPU process, resulting in Commercial Court

Decision Number 176/Pdt.Sus-PKPU/2024/PN.Niaga.Jkt.Pst. Subsequently, on 17 April 2025, PT Rajawali Nusindo and its creditors reached a homologation agreement that became the legal foundation for organizational restructuring and recovery.

Following the homologation agreement, PT RN implemented efficiency measures, operational adjustments, and restructuring strategies to maintain business continuity. One significant consequence was workforce rationalization. According to the organization's internal HR records (Author, 2025), employee numbers decreased from 1,492 in August 2024 to 1,104 in August 2025, representing a reduction of 388 employees within one year. This condition demonstrates that post-homologation restructuring generated not only operational consequences but also psychological implications for remaining employees.

Employees who remained after restructuring were required to adjust to changing responsibilities, increased workload, modified work systems, and uncertainty regarding organizational direction (Bundy et al., 2017). Employee perceptions regarding organizational decisions, fairness, communication, and adaptability became critical factors influencing acceptance of transformation and organizational recovery (Burdziej et al., 2024). Recovery depends not only on financial restructuring but also on employees' willingness and capability to support transformation (Zhou et al., 2025).

Previous studies have extensively examined employee readiness toward organizational change. However, existing research has largely focused on planned transformation contexts, including technological transformation, strategic renewal, and organizational development programs (Hanelt et al., 2021; Vial, 2019). Limited attention has been given to organizational transformation occurring under legal pressure, financial distress, and compulsory restructuring.

Furthermore, previous research has predominantly examined organizational change through quantitative approaches focusing on relationships among change-related variables (Backhaus et al., 2024). Although valuable, these approaches provide limited insight into how employees interpret change, construct fairness perceptions, experience uncertainty, and develop readiness during crisis-driven restructuring. Recent research emphasizes that employee responses are shaped by how individuals interpret uncertainty and construct meaning throughout transformation processes (Yin et al., 2024). Research examining employee experiences within post-homologation restructuring, particularly in state-owned enterprises, remains limited.

This research addresses this gap by examining employee perceptions and readiness toward organizational change following homologation at PT Rajawali Nusindo. The study explores how employees adapt when transformation emerges not from voluntary strategic decisions but from legal and financial obligations. Through a qualitative case study approach, this research contributes to organizational change literature by developing the perspective of Coercive Readiness, explaining how employee readiness may emerge under externally imposed transformation through institutional necessity, communication, procedural legitimacy, trust, and adaptive policies. Practically, this research provides insights for managing employee adaptation during restructuring by emphasizing communication, fairness, and employee involvement.

Therefore, this study aims to: analyze employee perceptions of organizational change following homologation at PT Rajawali Nusindo; examine employee readiness in facing post-homologation organizational transformation; and formulate organizational policy recommendations to strengthen employee readiness and adaptability during restructuring.

2. Literature Review and Hypotheses Development

2.1 Organizational Change and Coercive Organizational Change

Organizational change refers to the process through which organizations modify their structures, systems, strategies, and practices in response to internal and external pressures. In contemporary business environments, change has become a fundamental mechanism for maintaining organizational sustainability and competitiveness (Verhoef, Broekhuizen, Bart, Bhattacharya, Dong, Fabian, &

Haenlein, 2021). However, organizational transformation does not always occur as a voluntary strategic initiative. In certain situations, organizations are required to undertake significant changes due to external pressures, including regulatory requirements, financial distress, institutional demands, and environmental uncertainty.

This condition can be explained through the concept of coercive organizational change. Drawing on Institutional Theory by DiMaggio and Powell (1983) explain that organizations may experience coercive pressures from external institutions, regulations, and stakeholders that influence organizational structures, practices, and decision-making processes. Such pressures may limit organizational discretion and require organizations to implement changes to maintain legitimacy and survival.

Within financially distressed organizations, restructuring mechanisms such as PKPU and homologation represent forms of externally imposed transformation because organizational recovery is conducted within legally binding frameworks. These mechanisms require organizations to implement restructuring strategies, efficiency measures, and operational adjustments under conditions of limited strategic flexibility (Hotchkiss, Smith, & Strömberg, 2021). Consequently, organizational change following PKPU and homologation represents a distinctive transformation context because change is shaped not only by internal managerial decisions but also by external legal and financial pressures. Such conditions may influence employees' perceptions, trust, uncertainty, and adaptation processes during restructuring (Katsaros & Tsirikas, 2022).

2.2 Readiness to Change

Readiness to change refers to employees' psychological preparedness to accept, support, and participate in organizational transformation. Armenakis et al. (1993) define readiness to change as employees' beliefs, attitudes, and intentions regarding the necessity of change and the organization's capability to implement transformation. Employees with higher readiness are more likely to demonstrate supportive behaviors, whereas insufficient readiness may generate resistance and hinder successful change implementation (Armenakis & Harris, 2002).

Holt et al. (2007) conceptualize readiness to change through four dimensions: appropriateness, management support, change efficacy, and personal valence. Appropriateness reflects employees' perceptions regarding whether change is necessary and suitable for organizational improvement. Management support concerns employees' perceptions of leadership commitment during transformation. Change efficacy refers to employees' confidence in their ability to adapt, while personal valence relates to perceived individual consequences of organizational change.

However, readiness to change becomes more complex when transformation occurs under coercive conditions. In crisis-driven restructuring, employees may not have the opportunity to choose whether to accept change because transformation is required for organizational survival. Therefore, employee readiness in such contexts involves not only positive evaluations of change but also processes of interpretation, adaptation, and acceptance under conditions of uncertainty and limited control.

2.3 Organizational Justice Theory

Organizational Justice Theory explains how employees evaluate the fairness of organizational decisions, procedures, and interpersonal treatment. Employees' perceptions of fairness influence their attitudes, trust, and behavioral responses toward organizational actions (Greenberg, 1987). During organizational restructuring, justice perceptions become particularly important because employees evaluate not only the outcomes of change but also the processes through which decisions are developed and communicated.

Colquitt et al. (2001) categorize organizational justice into distributive justice, procedural justice, and interactional justice. Distributive justice concerns perceptions regarding the fairness of organizational outcomes, including resource allocation, workload distribution, and employment consequences. Procedural justice relates to the fairness, consistency, and transparency of decision-making processes,

while interactional justice emphasizes respectful communication and interpersonal treatment during organizational processes.

In restructuring contexts, perceptions of justice influence employees' acceptance of organizational decisions and willingness to support transformation. When employees perceive that organizational changes are implemented fairly and communicated transparently, they are more likely to maintain trust and demonstrate adaptive responses. Conversely, perceptions of unfairness may increase resistance and reduce readiness to change, particularly when restructuring involves workforce reduction and changes in employment conditions.

2.4 Job Insecurity in Organizational Restructuring

Job insecurity refers to employees' perceptions regarding threats to employment continuity and their inability to control or prevent such threats (Greenhalgh & Rosenblatt, 1984). Organizational restructuring, particularly when accompanied by workforce reduction, frequently generates uncertainty regarding employment stability, career prospects, and future organizational direction.

Ashford et al. (1989) conceptualized job insecurity into two dimensions: quantitative and qualitative job insecurity. Quantitative job insecurity refers to concerns regarding the potential loss of employment, whereas qualitative job insecurity relates to concerns regarding the deterioration or loss of valued job characteristics, including autonomy, career opportunities, responsibilities, and working conditions.

In post-restructuring environments, employees who remain within organizations may continue experiencing qualitative job insecurity despite avoiding immediate job termination. Changes in workload, responsibilities, reporting structures, and organizational expectations may influence employees' psychological responses and their willingness to support transformation. Therefore, job insecurity provides an important perspective for understanding employee adaptation during post-homologation restructuring.

2.5 Previous Studies and Research Gap

Previous studies have extensively examined employee readiness and responses to organizational change across various settings. However, much of the existing literature has focused on planned transformation contexts, including technological transformation, strategic renewal, and organizational development initiatives (Hanelt et al., 2021; Vial, 2019), where change is generally initiated and managed internally by organizations.

Recent research has increasingly highlighted crisis-driven organizational transformation, where external pressures shape organizational decisions and constrain managerial discretion. Institutional pressures may accelerate organizational adaptation by requiring organizations to modify established structures, practices, and routines (Shi & Mai, 2025). In financially distressed organizations, restructuring processes often involve efficiency measures, operational adjustments, and workforce changes aimed at restoring organizational viability under resource constraints (Hotchkiss et al., 2021).

Nevertheless, existing studies provide limited understanding of how employees experience, interpret, and respond to externally imposed transformation. Quantitative studies have predominantly examined relationships among constructs such as readiness, organizational justice, perceived support, and resistance, but provide limited insight into how employees construct meaning, navigate uncertainty, and develop adaptive readiness during crisis-driven restructuring.

Furthermore, limited research has examined post-homologation restructuring contexts, particularly within state-owned enterprises. Unlike voluntary organizational transformation, restructuring following PKPU and homologation represents a coercive change process in which employees must adapt to legally mandated transformation shaped by financial constraints and institutional pressures. Under such conditions, readiness to change may emerge not only from employees' positive evaluation

of change but also from institutional necessity, organizational legitimacy, communication processes, and perceptions of fairness.

Therefore, this study addresses these gaps by examining employee perceptions and readiness toward organizational change following homologation at PT Rajawali Nusindo. Through a qualitative case study approach, this research contributes to organizational change literature by introducing the perspective of Coercive Readiness, which explains how employee adaptation develops when organizational change is unavoidable but managed through communication, fairness, trust, and organizational support.

2.6 Conceptual Framework

This study develops a conceptual framework to explain employee adaptation under coercive organizational change. As shown in Figure 1 , PKPU and homologation create external pressures that influence employees' interpretations of change through organizational justice, job insecurity, communication, and trust. These factors shape employee readiness to change, which ultimately affects adaptive responses during post-restructuring transformation. The framework supports the proposed perspective of Coercive Readiness in explaining employee adaptation under legally and financially driven organizational change.

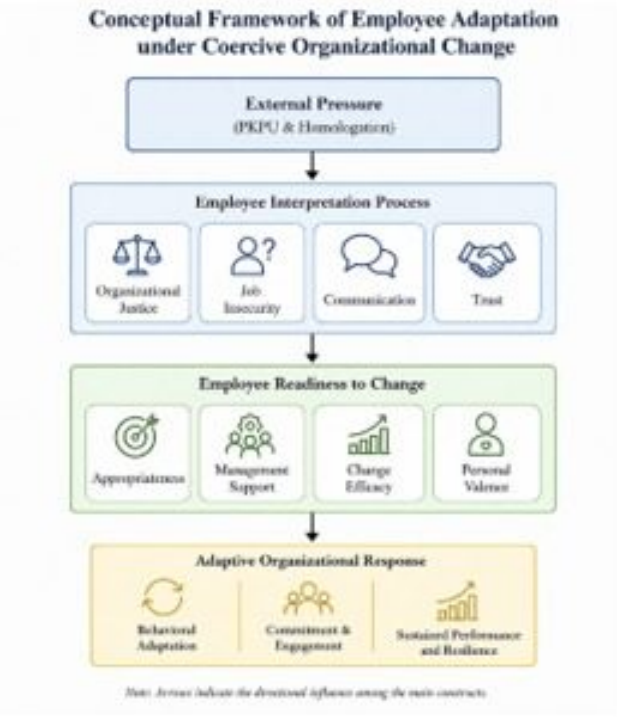


Figure 1. Conceptual framework

3. Research Methodology

3.1 Research Design

This study employs a qualitative research approach using an in-depth single-case study design to examine employee perceptions and readiness toward organizational change following post-homologation restructuring at PT Rajawali Nusindo (PT RN). The study adopts a social constructivist perspective, which emphasizes that organizational realities are constructed through employees' interpretations, experiences, and interactions within specific social contexts. A qualitative case study approach was selected because this research aims to explore how employees understand, experience, and respond to legally mandated organizational transformation within a real organizational setting. According to Annamalah et al. (2026), case study research is appropriate for investigating contemporary phenomena within their real-life contexts, particularly when the relationship between the phenomenon and contextual conditions is complex. Therefore, this approach enables an in-depth

understanding of employee adaptation processes that cannot be adequately captured through quantitative measurement alone.

PT RN was selected as the research site because the organization experienced significant restructuring following the *Penundaan Kewajiban Pembayaran Utang* (PKPU) process and the homologation agreement based on Commercial Court Decision Number 176/Pdt.Sus-PKPU/2024/PN.Niaga.Jkt.Pst. This case represents a distinctive context of coercive organizational change, where transformation was driven by legal obligations, financial pressures, and institutional requirements rather than voluntary strategic initiatives. Data collection was conducted at PT RN from August 2025 to March 2026. This period represents the data collection period, while the organizational change examined refers to the post-homologation restructuring process. The case provides an appropriate context for examining how employees experience and develop readiness when organizational adaptation is perceived as necessary and unavoidable.

3.2 Research Participants and Data Collection

The focus of this study is the employee experience of post-homologation organizational restructuring at PT RN. Nine informants were selected using purposive sampling based on the relevance of their experience and direct involvement in the restructuring process. The informants represented diverse organizational positions, including four managerial-level employees, two operational-level employees, two non-operational employees, and one employee union representative. Their direct involvement was determined based on their positions, responsibilities, and experiences during the post-homologation restructuring process.

Primary data were collected through semi-structured in-depth interviews, with each interview lasting approximately 30 minutes. Interviews were recorded with participants' consent and subsequently transcribed for analysis. The interview protocol was developed based on the research questions and relevant theoretical perspectives, particularly readiness to change, organizational justice, job insecurity, and coercive organizational change. The protocol covered participants' perceptions of restructuring, readiness to change, supporting and constraining factors, organizational support, experiences of adaptation, and strategies for responding to organizational change. The semi-structured format also allowed follow-up questions to explore issues emerging from participants' accounts.

Data adequacy was determined based on the coverage and relevance of information obtained from the nine informants in addressing the research objectives. Rather than relying solely on the number of interviews, adequacy was assessed based on the richness, relevance, and recurrence of information across participant accounts.

Secondary data were obtained from organizational documents, including restructuring policies, company reports, and legal documents related to the PKPU and homologation process. In particular, the restructuring decree (*Surat Keputusan*/SK) and organizational structures before and after restructuring were used as supporting evidence to compare and corroborate interview information concerning changes in organizational structure, job functions, and responsibilities. These documents were used to contextualize and cross-check participants' accounts rather than as independent evidence of employee perceptions. This source triangulation strengthened the credibility of the interpretation by comparing interview narratives with documented organizational changes.

3.3 Analytical Framework and Data Analysis

This study applies theoretical concepts as analytical lenses rather than statistically measured variables. Employee readiness to change was interpreted based on the readiness dimensions proposed by Armenakis et al. (1993) and Holt et al. (2007), while organizational justice was examined through the perspectives of Greenberg (1987) and Rehman et al. (2021). Job insecurity was analyzed based on the conceptual framework developed Greenhalgh and Rosenblatt (1984) and Ashford et al. (1989).

Interview data were analyzed using thematic analysis following Braun and Clarke (2006), involving six phases: familiarization with the data, generating initial codes, searching for themes, reviewing

themes, defining and naming themes, and producing the report. The analytical process was supported by established qualitative research practices emphasizing systematic coding and interpretation (Kiger & Varpio, 2020).

The analysis adopted a hybrid deductive–inductive approach. Deductive codes were initially informed by the theoretical concepts of readiness to change, organizational justice, and job insecurity. Inductive coding was then used to capture meanings, experiences, and patterns emerging from participants' accounts that were not adequately represented by the initial theoretical codes. Thus, theory-driven codes were distinguished from emerging codes based on whether they originated from the predetermined theoretical framework or directly from participants' accounts. NVivo 15 was used to support systematic coding, thematic organization, and visualization.

The analytical process was guided by the assumption that employee adaptation during post-homologation restructuring emerges through the interaction between external coercive pressures and internal organizational interpretations. Themes emerging beyond the established theoretical frameworks were compared with the empirical data and existing literature to develop an explanation of Coercive Readiness as an emergent concept rather than a predetermined theoretical category. The credibility of the findings was supported through source triangulation, systematic documentation of the analytical process, and iterative comparison between interview evidence, emerging themes, and theoretical interpretations. These procedures helped ensure that the interpretation remained grounded in participants' accounts while allowing theoretically relevant patterns to be identified.

4. Results and Discussions

4.1 Informant Characteristics and Research Context

This study involved nine informants representing four organizational perspectives: management, non-operational managerial, operational, and employee representation through the Labor Union. The informants were selected through purposive sampling based on their direct experience and active involvement in the post-homologation restructuring process at PT Rajawali Nusindo (PT RN). Table 1 summarizes the informants' organizational roles and involvement in the homologation process.

Table 1. Profile of Informant

No	Name	Position	Organizational Level	Involvement in Homologation
1	SM	Senior Vice President (SVP) Commercial	Management	Responsible for aligning commercial strategy, field execution, and renegotiation processes with principals.
2	AF	General Manager (GM) Logistics	Management	Managed logistics restructuring, branch efficiency, facility adjustments, and workload redistribution.
3	SW	General Manager (GM) Human Resources and General Affairs	Management	Responsible for HR policies, restructuring programs, employee communication, and workforce adjustment.
4	KDA	General Manager (GM) Accounting and Finance	Management	Managed financial restructuring, cash flow adjustment, and post-homologation financial controls.
5	AE	Healthcare Sales Manager	Operational	Experienced operational impacts of restructuring and business partner trust recovery.

No	Name	Position	Organizational Level	Involvement in Homologation
6	CR	Consumer Manager	Operational	Implemented operational changes, sales strategies, and performance adjustments.
7	KH	HR Manager	Non-Operational Managerial	Managed employee impacts, turnover, organizational structure changes, and remuneration adjustments.
8	AB	Accounting Manager	Non-Operational Managerial	Managed accounting adjustments, reporting processes, and new SOP implementation.
9	HY	Chairman of Labor Union	Employee Representative	Represented employee perspectives and facilitated communication during PKPU and homologation processe

The distribution of informants provides a comprehensive understanding of organizational change from multiple hierarchical perspectives. Management-level informants represented strategic interpretations related to organizational survival, financial recovery, and restructuring decisions. Meanwhile, operational employees and employee representatives reflected the practical consequences of restructuring, including changes in workload, work processes, uncertainty, and employee adaptation.

This multi-level perspective is important because employee responses toward organizational change are not uniform but are shaped by individual interpretations, perceived organizational support, and beliefs regarding the necessity and capability of implementing change (Juniasri, Harsono, & Dwikardana, 2026). The following sections present the thematic findings regarding how employees interpreted and adapted to post-homologation organizational restructuring.

4.2 Data Coding Analysis Results (NVivo 15) and Management-Level Interpretation

The NVivo 15 analysis revealed that management-level informants primarily interpreted post-homologation restructuring as a strategic effort to restore organizational stability, improve efficiency, and ensure business continuity. Compared with other organizational levels, management demonstrated a stronger focus on financial recovery, structural adjustment, and organizational survival following the PKPU and homologation process.

The coding results indicate that the dominant themes among management informants were Efficiency (13 references), followed by Working Capital (7 references), Homologation (5 references), and Coordination (5 references). These findings suggest that management perceived restructuring primarily as a necessary organizational response to financial constraints rather than as a discretionary change initiative. Figure 2 presents the NVivo coding visualization of the management interviews.

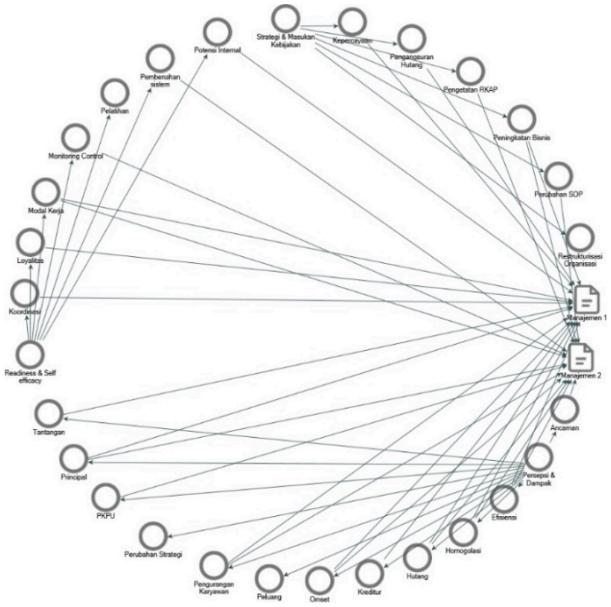


Figure 2. NVivo coding visualization of management interviews

Table 2. Management-level NVivo coding references

No	Nodes	References
1	Efficiency	13
2	Working Capital	7
3	Homologation	5
4	Coordination	5
5	Debt	3
6	Sales (Omset)	3
7	Employee Reduction	3
8	PKPU	3
9	Principal	3
10	Challenges	3
11	System Improvement	3
12	Business Improvement	2
13	Threats	1
14	Creditors	1
15	Loyalty	1
16	Monitoring Control	1
17	Internal Potential	1
18	Trust	1
19	Debt Installment	1
20	RKAP Tightening	1
21	SOP Changes	1

Table 2 highlights the frequency of coding references, with Efficiency emerging as the most prominent theme among management informants. The prominence of the Efficiency theme reflects the significant structural implications of the homologation agreement, which required PT RN to adjust organizational structures, operational costs, and resource allocation. Management did not perceive efficiency merely as cost reduction but as a survival mechanism to maintain organizational continuity under financial pressure.

This finding supports the concept of coercive organizational change, where transformation occurs due to external institutional pressures rather than voluntary strategic choices. As Herlan et al. (2026) explain, coercive pressures from external institutions, regulations, and stakeholders can shape organizational structures and practices. In crisis contexts, such pressures require organizations to revise existing routines and develop adaptive responses. Moser et al. (2020) highlight that organizations transform institutional pressures into organizational learning and adaptive actions, while Eitrem et al. (2024) emphasize that institutional forces influence organizational responses through legitimacy considerations and adjustment of organizational practices. In the case of PT RN, the homologation agreement functioned as an institutional pressure requiring restructuring within legally defined conditions while maintaining business continuity.

The findings are also consistent with Burnes (2020) interpretation of Lewin change framework, particularly the unfreezing stage, where organizations challenge existing structures and routines to establish new adaptive arrangements. At PT RN, restructuring, business integration, workforce adjustment, and tighter financial controls represented efforts to develop a more efficient organizational system. However, efficiency-oriented restructuring generated different interpretations across organizational levels. While management viewed efficiency as a necessary response to financial constraints, employees experienced its consequences through increased workload, changing responsibilities, and uncertainty regarding organizational stability. This illustrates the dual nature of crisis-driven organizational change, where restructuring may enhance organizational resilience while simultaneously creating psychological challenges for employees.

The management perspective is reflected in the following statement:

"Actually, the organizational structure can follow business developments; if the business is small, it is downsized to achieve efficiency. So the organizational structure is very agile following business developments so that it can run according to the predetermined roles. Because Nusindo's business shrank, we downsized so that many parts were merged into one, and all of this is to make the cash flow strong." (SW, interview transcript, 2026)

The findings demonstrate that management framed restructuring as an unavoidable adaptation strategy rather than an optional organizational decision. The reduction of organizational layers and workforce was perceived as necessary to strengthen cash flow and maintain organizational viability. This interpretation aligns with Zerine et al. (2025), who argue that acceptance of organizational change depends on employees' understanding of its appropriateness and necessity.

Nevertheless, management-level findings reveal an important dimension of readiness formation. Management actors had greater access to financial information, legal considerations, and strategic decisions, enabling stronger cognitive acceptance toward restructuring. In contrast, lower-level employees experienced change primarily through operational consequences and personal uncertainty. Therefore, management-level findings indicate that adaptation at PT RN emerged from recognition of organizational survival necessity under legal and financial constraints. This extends previous change literature by showing that readiness may develop not only through voluntary commitment but also through externally imposed conditions requiring organizations and employees to adapt within limited alternatives.

4.3 Managerial-Level (Non-Operational) Interpretation: Maintaining Trust and Organizational Legitimacy During Restructuring

At the non-operational managerial level, the findings reveal a different interpretation of post-homologation restructuring compared with top management. While management-level informants primarily emphasized efficiency, financial recovery, and structural adjustment, non-operational managers focused more on maintaining stakeholder trust, coordinating organizational responses, and ensuring continuity of external relationships during the recovery process.

The NVivo 15 analysis identified recurring themes of Trust, Principal, Homologation, Efficiency, and Coordination. The thematic coding visualization of non-operational managerial interviews is presented in Figure 3.

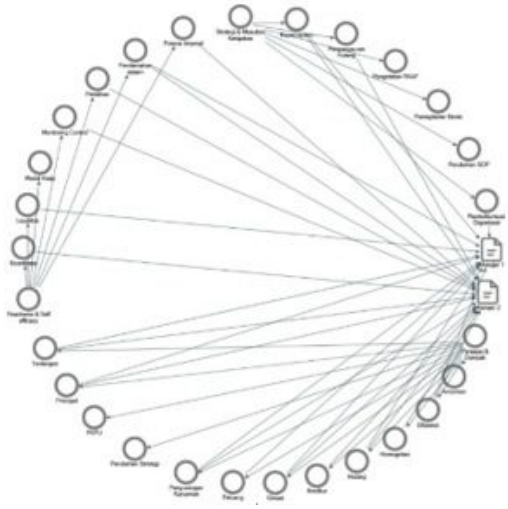


Figure 3. NVivo coding visualization of non-operational managerial interview

These coding patterns are interpreted together with interview evidence rather than treating coding frequency as an indicator of thematic dominance. The coding references are presented in Table 3 as descriptive evidence of recurring issues.

Table 3. Non-operational managerial-level NVivo coding references

No	Nodes	References
1	Trust	8
2	Principal	6
3	Homologation	5
4	Efficiency	4
5	Coordination	4
6	Creditors	3
7	Employee Reduction	3
8	Debt	2
9	Sales (Omset)	2
10	Challenges	2
11	Monitoring Control	2
12	Training	2
13	System Improvement	2
14	Opportunities	1
15	Loyalty	1
16	Internal Potential	1
17	Debt Installment	1
18	Org. Restructuring	1

Non-operational managers acted as an intermediary layer between strategic restructuring decisions and operational implementation, translating organizational adjustments into actions that maintained stakeholder confidence. As one informant explained:

"Hmm trust, yes, when principals want to collaborate, they look at the company entity, including risk mitigation such as the financial condition in the entity." (AE, 2026)

This evidence shows how trust and coordination supported organizational credibility during restructuring. By maintaining stakeholder confidence and providing continuity amid uncertainty, non-operational managers also helped employees interpret restructuring as necessary and manageable. These intermediary functions contributed to employee readiness and supported the development of Coercive Readiness, in which readiness emerges through the need to adapt to externally imposed financial and institutional pressures.

These findings support by Piderit (2000) perspective that responses toward organizational change involve cognitive, emotional, and behavioral dimensions. In the context of PT RN, non-operational managers cognitively interpreted trust recovery as a necessary condition for organizational survival. The ability to maintain relationships with principals and stakeholders provided evidence that restructuring efforts were producing positive outcomes, thereby strengthening confidence in organizational recovery.

Furthermore, the importance of trust can be explained through Organizational Justice Theory. Greenberg (1990) and Colquitt, Conlon, Wesson, Porter, and Ng (2001) emphasize that employees evaluate organizational change not only through the outcomes of decisions but also through the fairness of procedures and the quality of communication during implementation. In restructuring contexts, maintaining legitimacy requires organizations to provide clear explanations, demonstrate consistency, and ensure that affected stakeholders understand the reasons behind organizational decisions.

The findings also highlight the role of informational and interactional justice during post-homologation restructuring. Transparent communication regarding financial conditions, restructuring objectives, and future organizational direction reduced uncertainty and strengthened employees' acceptance of organizational change (Lady & Olivia, 2026). At PT RN, trust restoration therefore functioned not only as an external business strategy but also as an internal mechanism that shaped employees' interpretations of organizational change.

Another important finding is the tension between efficiency requirements and relationship maintenance. Although restructuring required cost control and organizational adjustment, non-operational managers also needed to preserve relationships with principals and customers. This demonstrates that post-homologation restructuring was not merely an efficiency-oriented transformation but also a legitimacy challenge requiring balance between internal survival and external confidence.

Therefore, non-operational managerial findings demonstrate that middle-level actors played a critical role in sustaining organizational change legitimacy. Their readiness was shaped not only by acceptance of restructuring decisions but also by their ability to rebuild stakeholder trust and maintain credibility under uncertainty. This provides further support for Coercive Readiness, showing that in coercive restructuring contexts, readiness involves both internal adaptation and the preservation of organizational legitimacy during crisis recovery.

4.4 Operational-Level Adaptation under Financial Constraints

At the operational level, employees experienced organizational change through direct changes in daily work practices, resource limitations, performance expectations, and adjustments in business strategies following the homologation agreement. Unlike management and non-operational managers who focused on organizational survival and stakeholder confidence, operational employees interpreted restructuring through its immediate impact on work execution and the ability to maintain performance under constrained conditions.

The NVivo 15 analysis identified Homologation as the most frequently coded theme with 12 references, followed by Sales (Omset) (8 references), PKPU and Internal Potential (7 references

each), and Efficiency (6 references). These findings indicate that operational employees perceived the restructuring process primarily through its practical consequences, particularly changes in business operations, financial limitations, and the need to adapt existing work approaches. The thematic coding visualization of operational interviews is presented in Figure 4.

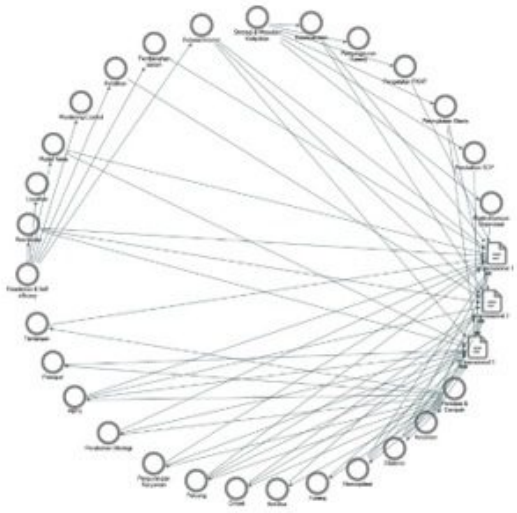


Figure 4. NVivo coding visualization of operational interviews

Table 4 highlights the frequency of coding references, with Homologation emerging as the most frequently coded theme among operational employees. This finding demonstrates that operational employees perceived the legal restructuring process as the primary trigger of organizational disruption. For this group, homologation was not merely a financial or legal mechanism but a transformation that directly influenced work routines, resource availability, and performance requirements.

Table 4. Operational-level NVivo coding references

No	Nodes	References
1	Homologation	12
2	Sales (Omset)	8
3	PKPU	7
4	Internal Potential	7
5	Efficiency	6
6	Threats	4
7	Debt	4
8	Opportunities	4
9	Employee Reduction	4
10	Principal	4
11	Trust	4
12	Strategy Changes	3
13	Coordination	3
14	Challenges	2
15	Working Capital	2
16	Business Improvement	2
17	Creditors	1
18	Training	1
19	System Improvement	1

No	Nodes	References
20	RKAP Tightening	1
21	SOP Changes	1
22	Org.Restructuring	1

One informant described this condition as follows:

"What is felt is that the strategy changes, because previously it was about how to generate sales with existing HR, now all bank facilities are frozen with no external additions. This caused the sales turnover to drop before homologation. The workload hasn't changed much, but how to generate the same sales becomes a heavy effort because it's not supported by regular working capital. This means with the homologation changes, efficiency becomes paramount, and these results are used to create business so sales can be higher." (SM, interview transcript, 2026)

The statement illustrates that operational adaptation occurred under significant resource constraints. Employees were required to maintain organizational performance despite limited working capital and restricted operational flexibility. Consequently, adaptation involved modifying sales strategies, prioritizing business opportunities, and adjusting work practices according to new organizational conditions.

These findings reflect the concept of change efficacy proposed by Holt et al. (2007), which refers to employees' confidence in their ability to implement organizational change successfully. Operational employees at PT RN demonstrated behavioral adaptation by accepting new procedures and developing alternative approaches to maintain performance. However, this adaptation was not primarily driven by enthusiasm toward change but by recognition that organizational survival depended on their ability to adjust.

The findings also reveal the emergence of job insecurity during restructuring. Although operational employees remained employed after workforce rationalization, changes in workload, organizational structure, and future uncertainty created concerns regarding employment stability and work conditions. This finding supports, Greenhalgh and Rosenblatt's (1984) argument that job insecurity involves not only the threat of losing employment but also uncertainty regarding the ability to maintain valued job conditions.

In the PT RN context, job insecurity appeared in both quantitative and qualitative forms. Quantitative insecurity was associated with concerns following workforce reduction, while qualitative insecurity emerged through increased responsibilities, changing work expectations, and reduced organizational resources. This interpretation is consistent with Ichdan (2024), who distinguishes job insecurity based on threats to employment continuity and threats to valued aspects of work.

However, the findings demonstrate that operational employees did not respond through significant resistance or rejection of restructuring. Instead, they attempted to adjust their behaviors and maintain organizational operations. This condition indicates a form of adaptive response where employees comply with change because they recognize the limited alternatives available under crisis conditions.

This finding expands conventional perspectives on readiness to change, which often emphasize voluntary acceptance and positive psychological commitment. The PT RN case demonstrates that employees may exhibit functional readiness even when uncertainty and concerns remain. In other words, behavioral adaptation does not necessarily indicate complete psychological acceptance but may represent an immediate response to externally imposed organizational transformation.

Therefore, operational-level findings contribute to understanding crisis-driven organizational change by demonstrating that employee readiness may emerge through a combination of necessity, adaptation capability, and organizational survival awareness. Under coercive restructuring conditions, employees can develop adaptive behaviors despite experiencing uncertainty, suggesting that readiness is not

always a voluntary choice but may also develop through institutional pressure and situational demands.

4.5 Employee-Level Perspective: Psychological Response, Communication, and Organizational Justice

At the employee level, represented by the Labor Union, organizational change was primarily interpreted through concerns regarding employment continuity, organizational uncertainty, and the consequences of restructuring for daily work conditions. Unlike management actors who emphasized organizational survival and non-operational managers who focused on stakeholder trust, employees experienced restructuring mainly through its psychological and social consequences.

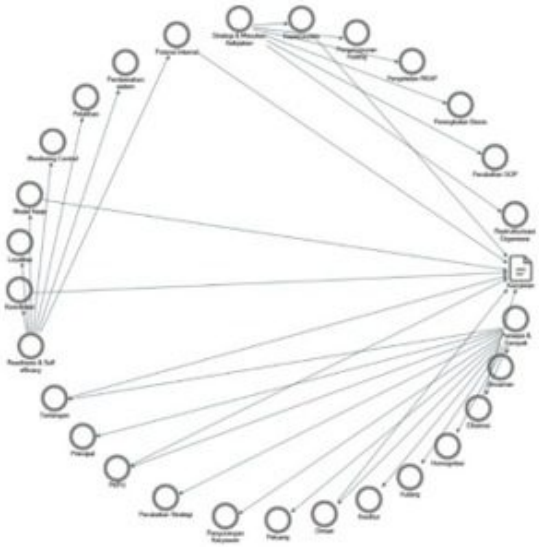


Figure 5. NVivo coding visualization of employee interviews

The NVivo 15 analysis identified PKPU as the most frequently coded theme with 4 references, followed by Efficiency (3 references), Sales (Omset) (2 references), Coordination (2 references), and Internal Potential (2 references). These findings indicate that employees associated organizational change primarily with the legal restructuring process and its implications for employment conditions and organizational stability.Figure 5presents the thematic coding visualization of employee interviews.

Table 5. Employee-Level NVivo Coding References

No	Nodes	References
1	PKPU	4
2	Efficiency	3
3	Sales (Omset)	2
4	Coordination	2
5	Internal Potential	2
6	Challenges	1
7	Working Capital	1
8	Trust	1

Table 5 highlights the frequency of coding references, with PKPU emerging as the most frequently coded theme among employees. This finding demonstrates that employees perceived the restructuring process as a major turning point that changed their understanding of organizational security. While management viewed PKPU and homologation as mechanisms for financial recovery, employees experienced them as events that generated uncertainty regarding organizational continuity, workload distribution, and future employment conditions.

Nevertheless, the findings reveal that restructuring did not result in significant collective resistance, labor conflict, or rejection of organizational decisions. Instead, employees gradually adapted to the transformation process while continuing to support organizational operations. This finding is important because organizational restructuring accompanied by workforce reduction is commonly associated with increased resistance, reduced commitment, and negative employee attitudes.

One important factor explaining this adaptation was continuous organizational communication. A management informant explained:

"This is learning by doing, because it's the first time, so besides discussing with companies experiencing this, we also communicate openly with employees that the company's condition is like this, so loyalty and hard work are demanded. There are many challenges, for example, employees are starting to look bored and choose to work elsewhere; this is anticipated through employee communication. The point is communication must be active." (SW, interview transcript, 2026)

The statement indicates that management adopted an open communication approach to reduce uncertainty and prepare employees for organizational transformation. Rather than limiting information regarding financial difficulties, management communicated the organizational situation, restructuring rationale, and future expectations. This approach enabled employees to interpret restructuring as a necessary organizational response rather than an arbitrary managerial decision.

These findings are consistent with Organizational Justice Theory, which explains that employee reactions toward organizational change are influenced not only by outcomes but also by perceptions regarding the fairness of procedures and communication processes (Greenberg, 1987). Although employees experienced unfavorable consequences, including increased workload and uncertainty, transparent communication strengthened perceptions that organizational decisions were implemented through legitimate processes.

The findings also highlight the importance of informational and interactional justice during crisis-driven organizational change. Colquitt et al. (2001) argue that adequate explanations and respectful treatment from organizational authorities influence employees' acceptance of difficult decisions. In the PT RN context, continuous communication between management, employees, and the Labor Union reduced ambiguity regarding the restructuring process and strengthened employees' understanding of why organizational changes were necessary.

Furthermore, the Labor Union played an important role as a communication bridge between employees and management. The union's involvement during the PKPU process provided employees with representation and increased confidence that employee interests were considered during restructuring. This mechanism contributed to perceptions of procedural fairness, even though the restructuring produced negative consequences for some employees.

This finding supports Greenberg (1990) argument that fairness perceptions are shaped not only by organizational outcomes but also by the procedures and interpersonal treatment experienced during decision-making processes. In PT RN, employee acceptance was not primarily generated by positive expectations regarding restructuring outcomes, but by the perception that the organization communicated openly, followed legitimate procedures, and involved employee representatives.

The findings further support Armenakis et al. (1993), who argue that readiness for change develops when employees recognize the necessity of organizational change and perceive adequate organizational support throughout the transition process. Overall, the employee-level findings indicate that adaptation at PT RN emerged through the interaction of legal awareness, transparent communication, and procedural legitimacy. Employees did not necessarily perceive restructuring as a favorable event; rather, they gradually accepted the transformation because they recognized its necessity for organizational survival. These findings suggest that, within the context of coercive organizational transformation, transparent communication and perceived procedural

fairness serve as critical mechanisms for fostering employee readiness, even when uncertainty persists.

4.6 Management Policy Responses and Their Influence on Employee Readiness

Beyond employee perceptions, this study also examined how PT Rajawali Nusindo responded to post-homologation restructuring through managerial policies designed to maintain organizational continuity and support employee adaptation. The findings indicate that restructuring was not limited to workforce adjustment and cost efficiency but involved broader organizational efforts encompassing operational recovery, stakeholder relationship management, and employee communication.

Based on interview findings, NVivo analysis, and organizational document analysis, four major policy responses were identified: efficiency and organizational restructuring, business partner trust recovery, daily operational adaptation, and employee communication and involvement. These responses functioned as interconnected mechanisms that shaped employee understanding, acceptance, and readiness toward organizational change.

Efficiency and Organizational Restructuring

The first policy response involved workforce adjustment, business unit integration, branch efficiency measures, early retirement programs, and tighter financial controls. From management's perspective, these measures were necessary to restore organizational stability following financial distress. As the General Manager of Human Resources and General Affairs explained:

"Because Nusindo's business shrank, we downsized so that many parts were merged into one, and all of this is to make the cash flow strong." (SW, 2026).

This statement reflects management's framing of restructuring as an organizational survival mechanism. However, employees experienced these measures through uncertainty and changing employment conditions. One former employee explained:

"At first, I was worried because we did not know what would happen in the future. After some time, I realized that I had to prepare myself for various possibilities. I started updating my CV, expanding my professional network, and looking for other job opportunities as a precautionary measure." (MK, 2026).

This experience shows that efficiency measures had consequences beyond organizational cost control. While management emphasized financial recovery and organizational survival, employees responded to uncertainty by reassessing their roles and preparing for possible employment changes. Such responses indicate that readiness was not limited to accepting organizational restructuring but also involved developing personal strategies to adapt to uncertain outcomes.

The finding provides a more nuanced interpretation of the unfreezing concept. Consistent with Piri and Abdi (2025), restructuring disrupted established structures and routines; however, at PT RN, this disruption was largely externally induced by financial and institutional pressures rather than voluntarily initiated. Thus, crisis-driven unfreezing involved not only organizational restructuring but also employees' interpretation and adaptation to unavoidable changes.

Business Partner Trust Recovery

The second policy response focused on rebuilding confidence among external stakeholders, particularly principals and business partners. Following the PKPU and homologation processes, PT RN needed to restore organizational legitimacy to ensure continued business operations.

An operational manager explained:

"When principals want to collaborate, they look at the company entity, including risk mitigation such as the financial condition in the entity." (AE, 2026).

The statement indicates that organizational recovery was closely associated with external stakeholder trust. The ability to maintain relationships with principals provided evidence that the restructuring process was generating positive outcomes and reinforcing the organization's credibility.

Furthermore, organizational legitimacy influenced employee readiness because employees interpreted continued stakeholder support as an indicator of organizational viability. As external parties maintained their confidence in PT RN, employees became more confident that the organizational transformation could successfully lead to recovery.

Daily Operational Adaptation

The third policy response involved adjustments in daily operational practices. Employees were required to modify work approaches through stricter financial controls, customer prioritization, revised sales strategies, and more efficient resource utilization.

As the Senior Vice President of Commercial explained:

"With the homologation changes, efficiency becomes paramount, and these results are used to create business so sales can be higher."(SM, 2026).

This finding demonstrates that employees developed adaptive behaviors in response to organizational constraints. The adjustment process reflects Holt, Armenakis, Feild, and Harris (2007) concept of change efficacy, which refers to employees' confidence in their ability to implement and adapt to organizational transformation.

Nevertheless, operational adaptation at PT RN did not emerge solely from voluntary acceptance. Instead, employees adjusted because organizational survival required changes in existing work patterns. This finding extends traditional readiness-to-change perspectives by showing that adaptive behavior may develop even under conditions where employees have limited control over the change process.

Employee Communication and Involvement

The fourth policy response involved continuous communication and employee involvement throughout the restructuring process. Communication was initiated during the PKPU phase and continued after homologation to explain organizational conditions, restructuring consequences, and future strategies.

The General Manager of Human Resources and General Affairs emphasized:

"The point is communication must be active." (SW, 2026).

The findings indicate that transparent communication became a critical mechanism for reducing uncertainty and preventing resistance. By explaining the rationale behind restructuring, management enabled employees to recognize that organizational changes were driven by financial and legal necessities rather than arbitrary managerial decisions.

Overall, the four policy responses demonstrate that PT RN managed post-homologation restructuring through a combination of structural adjustments and psychological adaptation mechanisms. While efficiency measures and operational restructuring addressed organizational survival, trust recovery,

transparent communication, and employee involvement facilitated employees' acceptance of the transformation.

Therefore, these findings suggest that successful crisis-driven restructuring requires more than financial recovery strategies. Organizations must simultaneously manage employee perceptions, maintain organizational legitimacy, and establish transparent communication mechanisms that enable employees to understand, accept, and adapt to unavoidable organizational change

4.7 Integrated Findings and Theoretical Contribution: Toward a Coercive Readiness Perspective

The integration of interview findings, NVivo coding results, and organizational documents reveals that employee readiness during post-homologation restructuring developed through the interaction of legal obligations, managerial responses, organizational communication, and employees' interpretations of organizational survival. Rather than emerging from voluntary acceptance of planned organizational change, readiness evolved within a context where homologation created legally binding institutional constraints that limited organizational and individual discretion. The integrated findings and triangulation results are presented in Table 6.

Table 6. Integrated research findings and triangulation results

No	Main Finding	Empirical Evidence	Triangulation Status
T-1	Coercive Readiness	9 out of 9 informants definitively acknowledged homologation as a final legal decision that must be executed. This is evidenced by the absence of strikes or protests from the Labor Union (Hendryanto: "a legal consequence that must be faced").	✓ Confirmed (Strong)
T-2	Readiness Gradient	A hierarchical pattern of readiness emerged: Management Level (meets 4/4 high indicators), Manager/Operational Level (3/4 indicators), and Employee Level (2/4 indicators). At the lower level, behavioral compliance is high, but the perception of personal benefits is very low.	✓ Confirmed (4 hierarchical levels verified)
T-3	Pre-emptive Communication as the Determinant of Minimal Resistance	The socialization process was conducted aggressively since the early phase (PKPU). Active involvement of the Labor Union in the trial voting. The word "Communication" was cross-confirmed across all management and employee levels.	✓ Confirmed (Cross-source)
T-4	Collective Efficiency as a New Norm	Based on NVivo extraction, Efficiency appeared 26 times, making it the most dominant topic overall (Management 13 ref, Operational 6 ref, Employees 3 ref). Not a single informant rejected this efficiency instruction.	✓ Confirmed (Highest NVivo frequency)
T-5	The Capital-HR Paradox	The presence of field facts indicating frozen banking facilities, resulting in a 25-50% drop in sales. Simultaneously, field data from the HR unit confirmed a high turnover of top-performing HR transferring to competing companies.	✓ Confirmed (HR Documentation & Interviews)

The first integrated finding, *Coercive Readiness*, indicates that employee readiness emerged because homologation constituted a legally binding organizational obligation rather than a discretionary managerial initiative. All informants acknowledged that restructuring was implemented as an unavoidable consequence of the PKPU process, and no evidence of collective resistance or labor conflict was identified.

The second finding, *Readiness Gradient*, demonstrates that readiness differed across organizational levels. Management exhibited stronger cognitive readiness because of greater access to strategic,

legal, and financial information, whereas operational employees and employee representatives primarily demonstrated behavioral adaptation while continuing to experience uncertainty regarding workload and employment continuity. This hierarchical pattern is consistent with Kebede and Wang (2022), who argue that readiness is shaped by employees' perceptions of organizational support and justice rather than representing a uniform organizational condition. The findings therefore suggest that differential access to organizational information contributed to varying levels of readiness across hierarchical positions during post-homologation restructuring.

The third finding identifies *Pre-emptive Communication* as the primary mechanism explaining the relatively low level of employee resistance throughout the restructuring process. Communication regarding organizational conditions had been initiated during the PKPU stage, before homologation was formally implemented, while the Labor Union actively facilitated information exchange between management and employees.

This proactive communication enabled employees to understand the necessity of restructuring before major organizational adjustments occurred. These findings reinforce the argument of Hussain, Lei, Akram, Haider, Hussain, and Ali (2018) that effective communication is a fundamental prerequisite for developing employee readiness and reducing resistance during organizational transformation. Furthermore, the findings suggest that communication is most effective when initiated before formal organizational change occurs, allowing employees to gradually understand the rationale for change and adjust their expectations before implementation.

The fourth finding, Collective Efficiency as a New Organizational Norm, demonstrates that efficiency evolved beyond a managerial objective into a shared organizational value. NVivo coding consistently identified efficiency as the dominant theme across all organizational levels, indicating that employees increasingly interpreted efficiency as an organizational survival strategy rather than merely a cost-reduction initiative. This finding illustrates how crisis situations can reshape shared organizational values and encourage employees to align individual behavior with organizational recovery efforts.

Finally, the study identifies the Capital–HR Paradox as a distinctive feature of post-homologation restructuring. PT Rajawali Nusindo was required to reduce operational expenditures while simultaneously retaining competent employees essential for organizational recovery. Interview findings regarding frozen banking facilities, declining sales performance, and the departure of experienced employees demonstrate that financial restructuring simultaneously increased the strategic importance of human resources. Consequently, organizations faced the challenge of balancing efficiency objectives with long-term human capital sustainability.

These findings indicate that employee readiness during crisis-driven restructuring is shaped not only by voluntary commitment but also by institutional pressure, organizational legitimacy, transparent communication, stakeholder trust, and managerial support. Although uncertainty remains, employees gradually accept transformation when it is perceived as necessary and procedurally fair. This study proposes the Coercive Readiness Perspective, suggesting that readiness to change can emerge under legally mandated conditions when organizations ensure communication transparency, procedural fairness, organizational support, and credible recovery strategies. This perspective extends readiness theory by incorporating institutional and legal pressures as antecedents of employee adaptation and highlights the importance of trust and legitimacy in organizational recovery.

5. Conclusions

5.1 Conclusion

This study examined employee adaptation during post-homologation organizational restructuring at PT Rajawali Nusindo using semi-structured interviews, NVivo 15 thematic analysis, and document analysis. The findings reveal that employee readiness emerged through the interaction of legal constraints, managerial responses, organizational communication, and employees' perceptions of organizational survival. Unlike voluntary change initiatives, readiness in this context developed under institutional and financial pressures created by the homologation process.

The study identified five key findings: coercive readiness, a readiness gradient across organizational levels, the role of pre-emptive communication in reducing uncertainty, efficiency as a shared adaptation norm, and the capital–HR paradox between cost efficiency and maintaining capable employees.

Theoretically, this study introduces the Coercive Readiness Perspective, extending change readiness theory by explaining how readiness can develop under externally imposed transformation through procedural legitimacy, transparent communication, trust, and adaptive management. Practically, the findings highlight the importance of communication, employee involvement, and trust-building alongside financial and structural restructuring to support organizational resilience.

5.2 Research Limitations

This study has several limitations. First, the research employed a qualitative single-case study approach focusing on one state-owned enterprise undergoing post-homologation restructuring. Therefore, the findings reflect the specific organizational and institutional context of PT Rajawali Nusindo and should be interpreted cautiously when applied to other organizational settings.

Second, the study relied primarily on semi-structured interviews and organizational documents collected during a specific period of organizational recovery. Consequently, the research does not capture possible changes in employee readiness throughout different stages of restructuring. Third, although the study included multiple organizational levels, the number of informants remains limited due to the characteristics of qualitative case study research, which restricts broader empirical generalization.

5.3 Suggestions and Directions for Future Research

Future research is encouraged to further examine and validate the proposed Coercive Readiness Perspective through comparative case studies involving organizations from different industries, ownership structures, and institutional environments. Such studies may provide deeper insights into whether employee readiness under coercive conditions occurs consistently across various crisis-driven transformation contexts.

Furthermore, longitudinal research is recommended to explore how employee readiness develops over time as organizations move from restructuring toward recovery. Future studies may also apply mixed-methods or quantitative approaches to examine the relationships among organizational communication, procedural justice, job insecurity, stakeholder trust, and employee readiness. These approaches would strengthen empirical validation and contribute to the development of more comprehensive models of employee adaptation during crisis-driven organizational change.

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Author Contributions

EAH contributed to Conceptualization, Methodology, Supervision, Writing Review & Editing, Formal Analysis, Visualization, and Writing Original Draft. YB contributed to Investigation and Data Curation. RIL contributed to Validation, Resources, Project Administration, and Writing Review & Editing. All authors have read and approved the final manuscript and agree to be accountable for the accuracy and integrity of the

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