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The Effect of Change Management on Organizational Adaptability in The Age of Technology

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ABSTRACT

This study aims to investigate the influence of change management on organizational adaptability in the technological era. Using quantitative methods and data collection methods using questionnaires involving 110 respondents from various organizations, the results of the analysis show that change management has a significant influence on organizational adaptability. This shows that an organization's ability to manage change, including readiness to face change and a supportive organizational structure, contributes significantly to improving adaptability. By developing a strategy that includes training, an adaptive culture, and cross-functional collaboration, organizations will be better prepared for a complex and fast-changing environment. These findings provide important insights into the role of change management in creating a responsive work environment and open up opportunities for further exploration of factors that can improve organizational adaptability. towards social responsibility and sustainability, contributing to broader economic growth and a better society.
Keywords: Change Management, Organizational Adaptability, Age of Technology

INTRODUCTION

The current technological era is marked by rapid and profound transformations in various industrial sectors (Rizal et al., 2023). Rapid advances in digitalization, automation, and the Internet of Things (IoT) have revolutionized the way businesses operate, creating higher efficiencies and entirely new business models (Alayida et al., 2023). Digitalization allows companies to optimize internal processes, improve accuracy and speed, and reduce operational costs (Khansa & Firdaus, 2024). On the other hand, automation has replaced many manual jobs with more efficient technology, thereby speeding up production and reducing reliance on human labor. Additionally, IoT has connected devices and systems in real-time, providing rich data and enabling predictive analytics for faster and more informed decision-making (Margiono, 2024). However, this development also brings significant disruption. Many companies that fail to adapt to new technologies face serious challenges, such as loss of relevance in the market or even bankruptcy. The previously stable industry is now being shaken by new players who are faster adopting innovative technologies, forcing traditional businesses to change their strategies to stay competitive. This transformation is not only affecting the manufacturing and technology sectors, but also the services, finance, education, and health sectors, all of which must now navigate technological changes quickly to survive and thrive (Wulandari & Tumanggor, 2024).

As technology accelerates its transformation, challenges for organizations become increasingly complex and urgent. Organizations are faced with a number of challenges in facing rapid and disruptive technological changes (Norliani et al., 2024). One of the biggest challenges is resistance to change. Many employees are comfortable with existing ways of working and are reluctant to accept new technology because they are afraid of losing their jobs, feeling incapable, or uncertain about the future (Rismansyah, 2024). Additionally, organizations must invest significantly in improving employee competencies so that they are able to use new technologies effectively (Wahyudi et al., 2023). Training, skills development, and continuous learning are urgent needs, but they often face barriers in terms of cost and time.

Technological changes also often require companies to fundamentally change their business models. For example, with automation and digitalization, many companies have to switch from traditional labor-intensive business models to models based on technology and data (Adha, 2020). According to Clayton Christensen in Disruptive Innovation Theory, new technologies often shake up existing markets and force companies to adapt or face the risk of falling behind (Panjaitan et al., 2024). This phenomenon is evident in various industries, where companies that are slow to adopt the latest technology often lose competitiveness (Royyana, 2018). Organizations that want to remain relevant and competitive must proactively manage these changes with innovative and adaptive strategies.

After facing the various challenges presented by technological change, the role of change management has become very important in helping organizations adapt successfully (Aulia & Aslami, 2023). Without an effective change management approach, organizations often fail to face technological transformation, which can result in unpreparedness in the adoption of new technologies, loss of competitiveness, or even business failure (Budiarto et al., 2018). To overcome this, organizations need a systematic and planned strategy in managing change. One of the most widely used approaches is Kurt Lewin's Change Management Model, which proposes three main stages: unfreeze, change, and refreeze (Fadli & Sahir, 2020). The unfreeze stage involves preparing the organization for change by "thawing" old patterns and encouraging employees to be open to innovation. In the change stage, the organization actively implements change, whether it is in the form of new technology, work systems, or new business models. Once the change is implemented, the refreeze stage ensures that the change becomes a permanent part of the organization's culture, so that employees can work effectively with the changes that have been made (Moeins et al., 2024).

Organizational adaptability is a key factor in determining success in the fast-moving and disruptive technological era (Antika et al., 2024). Organizations that are able to adapt quickly to technological changes have a greater chance of maintaining relevance and competitiveness in the market (Hapriyanto, 2024). In this context, Contingency Theory emphasizes that an organization's success depends heavily on its ability to adjust its strategy and structure according to changes in the external environment (Iswahyudi et al., 2023). Organizations that are flexible in adjusting strategies to market dynamics and technological developments will be better able to face challenges and take advantage of existing opportunities. In addition, Agility Theory reinforces the importance of an organization's ability to respond to change quickly and efficiently (FP, 2017). In this fast-paced world, organizations that are agile and agile in the face of change are not only able to survive, but also thrive. This theory suggests that rapid adaptation allows organizations to take advantage of new technologies, respond to changing customer needs, and innovate faster than competitors. Thus, organizations that have strong adaptability are not only more likely to succeed in the face of technological challenges, but can also become leaders in industrial transformation.

Although there have been many studies that have discussed the impact of technology on organizations and the importance of change management, there is still a gap in the literature that directly explores the relationship between change management and organizational adaptability in the context of the technological era (Prabowo et al., 2023). Most previous studies have tended to focus on the technology itself or the challenges in implementing change, but few have touched deeply on how change management affects an organization's ability to adapt effectively (HM & Junianti, 2023). In fact, in this era of technology that is full of disruption, the relationship between these two aspects is very important to understand to help organizations survive and thrive in the midst of fierce competition. Therefore, this study aims to fill this gap by analyzing the influence of change management on organizational adaptability in the technological era. Thus, this research is expected to provide a more comprehensive insight into how an effective change management approach can improve organizational adaptability, as well as contribute to the literature on change management and organizational adaptation in the digital era.

METHODS

In this study, the researcher used a quantitative method to analyze the influence of change management on organizational adaptability in the technological era. This method was chosen because it allows objective and measurable measurements regarding the relationship between the variables studied. The respondents in this study were 110 people. Data will be collected through questionnaires distributed to respondents from various organizations that have experienced technological changes. Respondents will be asked to assess how change management is carried out within their organization as well as the extent to which they are able to adapt to the change. The results of this questionnaire will be analyzed using descriptive statistics to understand general trends and regression analysis to measure the influence of change management on organizational adaptability. Thus, this quantitative method provides a solid foundation for obtaining more valid and generalizable conclusions related to the research topic.

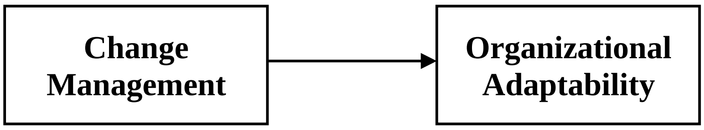

Figure 1. Research Design

RESULTS AND DISCUSSION

This research involved 110 respondents from various organizations that have experienced technological change. Respondents came from various job backgrounds, work experiences, and types of industries. This provides a diversity of perspectives related to the implementation of change management in the context of organizational adaptation to technology. Based on job titles, the majority of respondents consisted of 40% supervisors, followed by 40% of staff, and 20% managers. In terms of work experience, most respondents (45%) have 0-5 years of experience, while 35% have 6-10 years of work experience, and 20% have more than 10 years of work experience. The following table presents a breakdown of the demographics of the respondents of this study:

Tabel 1. Demografi Responden

Category	Number of Respondents	Percentage
Position		
Manager	22	20%
Supervisor	44	40%

Staff	44	40%
Pengalaman Kerja		
0-5 Year	50	45%
6-10 Year	39	35%
>10 Year	21	20%

Descriptive Statistical Analysis, Validity and Reliability Test

To understand how respondents assessed organizational change management and adaptation, descriptive statistics were used to describe the characteristics of the variables studied. Descriptive statistics, such as mean and standard deviation, provide an overview of respondents' perceptions of readiness for change, company culture, organizational structure, and technical aspects of work. The average describes the general tendency of respondents' assessments, while the standard deviation indicates how much variation or spread of answers among respondents. By presenting these statistics, we can better understand how respondents as a whole are responding to technological changes and the extent to which their organizations are able to adapt. These results are also the basis for further analysis to identify patterns and relationships between variables in the study.

In this study, we also use a questionnaire as a data collection tool, so it is important to present the results of the validity and reliability test of the measuring tool. One commonly used method for measuring reliability is Cronbach's Alpha, which can provide an indication of the extent to which the instrument is being used consistently and reliably. The presentation of these test results will show that the instruments we use meet the required standards, so that the data obtained is reliable and valid for further analysis.

Table 2. Descriptive Statistics, Validity Tests and Cronbach's Alpha

Variable	Indicator	Statement	Mean	Std. Deviation	Validity	Cronbach's Alpha
Change Management	Readiness to Change	My team and I were able to adapt quickly to new technological changes	4,13	0,665	0,709	0,762
		My company provides enough support to prepare employees for change	4,16	0,807	0,744	
	Company Culture	Company values help employees better adapt to change	4,16	0,711	0,727	
	Organizational Structure	The company has an organizational structure that allows for easy cross-departmental collaboration	4,32	0,741	0,713	
	Technical Work	I got enough technical training to deal with changes in my job	3,95	0,999	0,720	
Organizational Adaptability	Responding Skills to Change	I feel comfortable adapting to changes in the work environment	4,23	0,774	0,724	0,798
	Ability to Do Experiment	I often try new approaches to solve problems at work	4,18	0,859	0,755	

	Ability to Manage Complex System	I am able to manage many different aspects of a complex project	4,37	0,844	0,741
	Skills to Motivate Labor	I have the ability to motivate my colleagues to achieve common goals	4,28	0,858	0,770
		I believe that my combination of skills in responding to change, conducting experiments, managing complex systems, and motivating teams is essential to the success of an organization	4,39	0,767	0,730

Based on data analysis, the Change Management variable shows very positive results. The Change Readiness Indicator has a mean value of 4.13, which reflects that the majority of respondents feel able to adapt quickly to technological changes. The company's support for employees was also considered quite adequate with a mean of 4.16, while the company's culture that supports change adaptation received a similar score. The organizational structure was rated as excellent, with the highest mean among all indicators, which was 4.32, which indicates that collaboration between departments is running smoothly. However, technical training for employees received the lowest mean, which was 3.95, indicating the need for more attention in the aspect of technical skills development to deal with change.

In the Organizational Adaptability variable, the ability to adapt to change received a positive assessment, with a mean of 4.23. Respondents also showed a good level of experimentation in the workplace with a mean of 4.18, although there was variation in individual experiences. The ability to manage complex systems has a mean of 4.37, which indicates that the majority of respondents feel capable of handling complex projects. In addition, the skill of motivating the workforce received a high rating with a mean of 4.28. The statement on the importance of a combination of skills such as response to change, the ability to experiment, manage complex systems, and team motivation received the highest mean, which was 4.39, which emphasized the importance of integrating these skills for organizational success.

Overall, both Change Management and Organizational Adaptability were rated very well by respondents, with mean values above 4 on all indicators. The high validity and reliability indicate that the instruments used in this questionnaire are reliable. However, there is room for improvement in terms of technical training and encouraging innovation through experimentation, which still shows variation in individual experiences. This indicates the need to focus on further development in these areas to improve the overall adaptability of the organization.

Simple Regression Analysis

Based on the descriptive results, the next step is to analyze the relationship between the Change Management and Organizational Adaptability variables to see the extent to which the organization's ability to manage change can affect the overall adaptability of the organization. For this reason, simple regression analysis can be used to test the influence of independent variables (Change Management) on dependent variables (Organizational Adaptability). Through this analysis, we can evaluate whether changes in change management strategies, such as readiness to change, company support, culture, organizational structure, and technical training, contribute significantly to an organization's ability to adapt, conduct experiments, manage complex systems, and motivate the workforce. The results of a simple regression will provide an overview of the strength of the relationship and the significance of the influence of Change Management on Organizational Adaptability, so that it can help develop more effective strategies in improving organizational adaptability in the era of rapid technological change.

Table 3. Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.286	1.929		5.851	.000
	Change_Management	.491	.092	.456	5.320	.000

a. Dependent Variable: Organizational_Adaptability

Based on the simple regression coefficient table displayed, the regression equation that can be arranged is as follows:

$Y=11,286+0,491X$

The results of a simple regression analysis showed that the Change Management variable had a positive and significant effect on Organizational Adaptability, with a coefficient value of 0.491. This means that the better the change management within the organization, the higher the level of the organization's ability to adapt. A t-value of 5.320 with a p-value of 0.000 indicates that this relationship is statistically significant at a significance level of 5%. In addition, a constant value of 11,286 indicates that even if there is no change in Change Management, the organization still has a fairly high level of adaptability. Thus, it can be concluded that Change Management is an important factor that contributes significantly to an organization's ability to adapt in a dynamic and changing environment. Organizations that successfully manage change well tend to have better adaptability.

Test T

To determine whether the independent variable (Change Management) has a significant effect on the dependent variable (Organizational Adaptability), a test using a t-test is needed. This t-test aims to find out whether the regression coefficient of Change Management is statistically significant or not in predicting Organizational Adaptability. Based on the results in the previous table, a t-value of 5.320 with a significance level (p-value) of 0.000 indicates that the coefficient is significant at a significance level of 5% (because the $p\text{-value} < 0.05$). This means that there is strong evidence that Change Management has a significant effect on Organizational Adaptability. Thus, it can be concluded that effective change management directly affects an organization's ability to adapt well to challenges and changes in the external environment.

Coefficient of Determination

After conducting a t-test and finding that Change Management has a significant effect on Organizational Adaptability, the next step is to analyze the coefficient of determination (R^2). This determination coefficient measures the extent to which independent variables (Change Management) are able to explain the variation that occurs in dependent variables (Organizational Adaptability). The R^2 value indicates the proportion of variation of the dependent variable that can be explained by the regression model.

If the R^2 value is close to 1, then the model's ability to explain the variation in Organizational Adaptability is greater. Conversely, if R^2 is low, this means a lot of variation in organizational adaptability that Change Management alone cannot explain. By looking at the R^2 value, we can assess the extent to which Change Management plays a role in improving the adaptability of the organization and determine whether there are other factors that may also affect the dependent variable, so further study is needed.

Table 4. Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.456[a]	.208	.200	2.732

a. Predictors: (Constant), Change_Management

b. Dependent Variable: Organizational_Adaptability

Based on the Model Summary table presented, the R Square value is 0.208. This means that 20.8% of the variation in the dependent variable (Organizational Adaptability) can be explained by an independent variable, namely Change Management. In other words, this simple regression model is able to account for about 20.8% of an organization's adaptability through change management effectiveness. An Adjusted R Square value of 0.200 also shows consistent results, where after accounting for the number of variables in the model, about 20% of the variation in organizational adaptability can still be explained by change management. Although this number is not very high, it shows that there are other factors outside of Change Management that also affect the adaptability of the organization. Therefore, further research may be needed to identify other variables that can improve the predictive power of the model towards Organizational Adaptability. Factors such as organizational culture, leadership, or technology may play a role in strengthening an organization's overall adaptability..

DISCUSSION

The results of the analysis show that Corporate Social Responsibility has a significant influence on the overall performance of the bank. These findings are in line with previous research that confirms that investing in Corporate Social Responsibility not only contributes to improving a company's image, but also has a positive impact on financial performance. In the context of banking, banks that are committed to Corporate Social Responsibility tend to earn more trust from customers, which is especially important in an industry that relies on long-term relationships. Customers who feel that the bank is not only focused on profit, but also on social impact, tend to be more loyal and recommend the bank to others, which in turn drives revenue growth. Banks that are active in the Corporate Social Responsibility program can also differentiate themselves from competitors, making them more attractive in the eyes of potential customers. Initiatives that focus on sustainability, support for local communities, and environmental responsibility can enhance the bank's reputation and create an emotional bond with customers. In the digital era, transparency in the practice of Corporate Social Responsibility is the key to building trust, where banks that demonstrate a commitment to social and environmental values not only increase customer loyalty, but also attract the attention of investors who consider social performance in investment decision-making. Corporate Social Responsibility is also a long-term strategy that can improve the bank's financial performance and sustainability in the future.

Corporate image proved to have a significant influence in this study, where banks with a good image can attract more customers and retain existing customers. In today's information age, consumers are increasingly sensitive to social and environmental issues, where positive images are often associated with social responsibility, such as programs that support local communities, environmental protection, and transparency in operations (Farhan., 2024). Efforts to improve corporate image through Corporate Social Responsibility initiatives are an effective strategy to increase competitiveness in the market, where banks that are active in Corporate Social Responsibility have a greater opportunity to differentiate themselves from competitors. Involvement in social projects that focus on community empowerment or environmental preservation not only demonstrates the bank's commitment to social responsibility, but also creates stronger relationships with customers. Transparency in communication regarding Corporate Social Responsibility initiatives plays an important role in building trust, where customers tend to prefer banks that are open about their social and environmental activities. Thus, a good corporate image, built through consistent and transparent Corporate Social Responsibility initiatives, not only attracts new customers but also encourages the loyalty of existing customers, contributing to the bank's long-term growth in a competitive market.

Financial performance as an independent variable showed a significant positive influence in this study, where banks with good financial performance tended to be more able to invest in Corporate Social Responsibility initiatives. This investment in social responsibility not only creates social value, but also creates a positive cycle between financial performance and social responsibility. When banks are able to generate high profits, they have more resources to invest in Corporate Social Responsibility programs, which can further improve customer image and loyalty. This shows that Corporate Social Responsibility is not only a moral obligation, but also a business strategy that can provide added value for banks. An effective Corporate Social Responsibility program creates a mutually beneficial impact, where the community benefits from social initiatives, while banks benefit in the form of a better image and stronger relationships with customers. Banks that are active in Corporate Social Responsibility can also attract the attention of investors who consider social and environmental factors in making investment decisions. The synergy between good financial performance and Corporate Social Responsibility initiatives not only improves the bank's sustainability, but also contributes to the well-being of the community as a whole.

The integration of Corporate Social Responsibility in a bank's business strategy can encourage innovation and operational efficiency. Banks that focus on Corporate Social Responsibility often adopt more sustainable practices, which can reduce long-term costs and improve efficiency. Initiatives such as reducing paper use through the digitization of services not only help reduce environmental impact, but also significantly lower operational costs. The shift to digital services allows banks to speed up the transaction process, reduce waiting times for customers, and improve customer satisfaction. The application of environmentally friendly technologies, such as the use of renewable energy in operations, can reduce banks' carbon footprint and reduce energy costs (Firdani et al., 2022). This sustainability-focused innovation opens up opportunities to create new products and services that are more in line with the needs of an increasingly environmentally conscious society. The integrated Corporate Social Responsibility program encourages employees to innovate and think creatively in creating solutions that benefit the bank while having a positive impact on society. The focus on Corporate

Social Responsibility not only improves the bank's image, but also creates a sustainable competitive advantage through ever-growing efficiency and innovation.

The importance of integrating Corporate Social Responsibility in banking business strategies is evident in the aspect of reputation, where a good reputation can help banks deal with crises more effectively (Sari et al., 2022). Banks with strong reputations tend to have easier time gaining support from stakeholders, including investors, regulators, and the public, thereby strengthening their position in the market and creating a more stable environment for operations. When difficult situations arise, banks with a good reputation usually gain more trust from customers and stakeholders, which allows them to maintain a mutually beneficial relationship. A consistent and clearly visible Corporate Social Responsibility program is a determining factor in building and maintaining a positive reputation, where initiatives that focus on community empowerment, environmental sustainability, and transparency attract positive attention from the media and the public (Jansori et al., 2019). A solid reputation also influences investment decisions, where investors are more likely to invest in banks that are known to be socially and ethically responsible. The integration of Corporate Social Responsibility serves not only as a risk mitigation tool, but also as a proactive strategy to strengthen the bank's reputation, create trust, and support sustainable long-term growth.

The results of this study show that the integration of Corporate Social Responsibility in business strategy not only provides social benefits, but also significant financial impacts. Banks that successfully integrate Corporate Social Responsibility and build a positive image tend to experience improved financial performance, while contributing to broader social development (Heriyansyah., 2024). The study provides guidance for banks to formulate policies that focus more on social responsibility, including the development of programs that support local communities, environmental conservation, and operational transparency. A more holistic approach to Corporate Social Responsibility can increase employee engagement and strengthen relationships with customers, which in turn encourages customer loyalty and retention (Wulandari., 2020). The integration of Corporate Social Responsibility opens up new opportunities in terms of product and service innovation in accordance with social and environmental values desired by the community. In the long run, this strategy not only improves the bank's overall performance, but also ensures better business sustainability. Therefore, banks that consistently apply the principles of Corporate Social Responsibility will be able to create a greater positive impact on society and the environment, as well as strengthen their position in a competitive market (Sijum., 2021).

Corporate Social Responsibility (CSR) has become a very important element in corporate strategies, especially in the banking industry, where trust is a key asset. CSR programs that focus on social issues such as education, health, and the environment help banks demonstrate their commitment to the well-being of the community. This initiative not only builds stronger relationships with customers, but also increases the positive perception of the bank as a caring and responsible entity. Involvement in CSR programs can increase customer loyalty, which tends to prefer to transact with banks that show concern for social issues. Banks that are active in CSR have the potential to attract the attention of investors and other stakeholders, who are increasingly considering social responsibility in their investment decisions. An effective CSR program also serves to strengthen the bank's reputation, creating a positive image that helps them face future challenges (Sekarwigati & Effendi., 2019). The integration of CSR in business strategies not only provides social benefits, but also contributes to the bank's sustainability and long-term growth, while ensuring their strong position in an increasingly competitive industry.

In the context of fierce competition, Corporate Social Responsibility (CSR) serves as a significant differentiating factor for banks (Susantp & Tjahjono., 2023). Banks that are active in social initiatives are able to attract the attention of consumers who prefer institutions with aligned values, thus creating strong emotional bonds. Through relevant programs, such as support for education, health, and environmental sustainability, the bank not only builds a better image, but also increases its attractiveness in the eyes of potential customers, especially among the younger generation who are increasingly aware of the importance of social responsibility. Success in integrating CSR into business strategies provides a sustainable competitive advantage, as banks that are committed to social values tend to have an easier time building customer loyalty, which contributes to customer retention and growth (Santoso & Raharjo., 2021). Active participation in social activities also creates opportunities for collaboration with non-governmental organizations and local communities, expanding networks and strengthening the bank's reputation in the community. Showing real concern for social issues makes banks agents of positive change, which ultimately increases trust and support from customers and other stakeholders (Mansur., 2022). CSR is an important strategic element in facing the challenges of competition in the increasingly complex banking industry.

A company's reputation can be significantly improved thanks to a transparent Corporate Social Responsibility (CSR) report, reflecting the bank's commitment to social and environmental impact, not just profits (Ngatimin et al., 2023). Clear and accountable reports show stakeholders that the bank is not only profit-oriented, but also cares about the welfare of society and environmental sustainability. Investing in CSR not only creates value for the community, but also opens up new business opportunities that expand the bank's market coverage. Employee engagement increases when they feel proud to work for a company that is committed to social responsibility, creating a positive work environment that increases motivation and productivity (Bowo & Hendro., 2023). This contributes to the company's overall performance, as employees who feel engaged and meaningful in their work tend to be more loyal, reducing turnover rates and recruitment costs. The role of Corporate Social Responsibility in improving corporate image in the banking industry is significant and is an integral part of a sustainable business strategy, enabling banks to build stronger relationships with customers, employees, and communities, as well as creating a solid foundation for long-term growth and success.

Corporate Social Responsibility (CSR) has a significant role in improving financial performance in the banking industry, as investment in social and environmental practices can strengthen the bank's reputation in the eyes of the public. A good reputation not only attracts more customers, but also increases the loyalty of existing customers, thus having a positive impact on long-term retention and profitability (Wulandini., 2020). CSR practices also open up opportunities for banks to innovate in products and services, such as the development of financing for small and medium-sized enterprises or sustainable projects, which can improve the company's image in the eyes of investors and stakeholders. Involvement in CSR initiatives can result in operational efficiencies, with many banks finding that eco-friendly measures, such as reduced paper use and energy optimization, not only benefit the environment but also reduce costs. The synergy between financial performance and Corporate Social Responsibility creates a mutually beneficial ecosystem, where these two aspects can develop simultaneously (Afni Jair et al., 2024).

The implementation of Corporate Social Responsibility (CSR) can help banks in managing risks that may arise from reputation and operations. With a strong commitment to social responsibility, banks can reduce the likelihood of facing legal problems or reputational crises, which can be very costly financially. When banks demonstrate ethical practices and integrity, the risk of legal action and reputation-damaging scandals can be minimized. Good relationships with stakeholders, including regulators and communities, provide advantages in access to capital and policy support, which can increase stability and profitability. Involvement in social activities creates a positive image that increases customer loyalty and attracts more investment (Novarela., 2019). In a crisis situation, a good reputation helps banks survive better than competitors who are less committed to social responsibility. Overall, the implementation of CSR not only serves as a protection against risk, but also as a driver of sustainable growth in the banking industry.

High employee involvement is one of the positive impacts of Corporate Social Responsibility, where employees who feel proud to work in a company that cares about social issues tend to be more productive and loyal (Setyoastuti & Saragih., 2021). This sense of pride creates a positive work atmosphere, encourages collaboration and creativity, and improves operational efficiency and product innovation. Employee involvement in Corporate Social Responsibility initiatives also provides opportunities to develop new skills and increase motivation, which strengthens their bond with the company's vision and mission. Corporate Social Responsibility serves not only as a tool to build a positive image, but also as a business strategy that drives sustainable financial growth and performance. Banks that consistently implement Corporate Social Responsibility practices not only provide benefits to society and the environment, but also create long-term value for the company itself, allowing them to better adapt to market changes and develop innovations that are relevant to customer needs (Nahda et al., 2021). Overall, this approach creates an ecosystem where all parties—companies, employees, and society—can thrive together.

CONCLUSIONS

Based on the results of the study, it can be concluded that change management has a significant influence on organizational adaptability. This shows that an organization's ability to manage change, including readiness to face change and a supportive organizational structure, contributes significantly to improving adaptability. However, there are still other factors that affect organizational adaptability, which suggests that change management needs to be combined with a broader approach. This research is also in line with previous findings regarding the importance of digital change in encouraging organizational adaptation. Therefore, organizations need to develop a comprehensive change management strategy, which includes training, an adaptive culture, and cross-functional collaboration. In addition, employee involvement, innovation, and technology support also need to be considered to improve adaptability. These findings emphasize the importance of effective change management and open up opportunities for further research on other factors that can improve organizational adaptability.

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