

Conflict, Negotiation, and Organizational Change: Building an Adaptive Organization in the Face of Strategic Environmental Dynamics

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Received: 17/04/2025

Revised: 17/05/2026

Accepted: 20/06/2026

Abstract

Organization contemporary face problematic fundamental in the form of difficulty manage interaction between conflict, negotiation, and change in a way integrated in build capacity adaptive face dynamics environment increasingly strategic volatile. Many organizations trapped in paradox where conflict arises from initiative change precisely nature destructive, while negotiations carried out tend compromising and not transformative. Research This aim For analyze and synthesize relatedness between conflict, negotiation, and change organization in framework build organization adaptive. Method research used is studies library with data sources in the form of book international and national as well as article journal reputable. Data analysis techniques using analysis content qualitative combined with approach analysis thematic and synthesis narrative. Research results disclose four findings main. First, conflict organizational in context environment strategic contemporary is catalyst that when managed in a way constructive can stimulate innovation and strengthening resilience organization. Second, negotiation strategic has evolve from mechanism distributive become instrument transformative through approach integrative and deliberative dialogue. Third, design architecture effective change requires shift from approach episodic going to change integrated sustainability with context strategic. Fourth, synthesis the three domains produce organizational models adaptive characterized by double - loop learning, structure organization fluid, and leadership distributed. Implementation directed at institutionalizing a debate forum strategic, integration training negotiation transformational in curriculum leadership, recalibration system management performance, as well as transformation structural going to design supported modular organization digital infrastructure.

Keywords

Organization Adaptive; Conflict Organizational; Negotiation Strategic; Change Organization; Environment Strategic.

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1. INTRODUCTON

Environment global strategy in the decade third century second tens One has experience fundamental transformation marked by an increase volatility, uncertainty, complexity, and ambiguity on an unprecedented scale Once happen previously in history modern organization. Phenomenon disruption digital technology, shift global geopolitics, crisis increasingly warm climate threatening, and



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crippling pandemic joints the world economy has create landscape a fully - fledged business new, where the only one certainty that can be reliable is uncertainty That themselves. Organizations that previously enjoy position dominant in the industry during dozens year find self they shaken by the emergence of competitors new with business model the same disruptive very No predicted by the framework analysis strategic conventional. In context here it is ability organization For adapt in a way fast and effective to change environment strategic No Again just superiority competitive that differentiates winner from loser, but rather has become fundamental prerequisites for sustainability life organization That itself. Failed organization develop capacity adaptive will eroded by waves increasing changes fast and finally disappear from map competition, as experienced by many company the giant that was once dominate industry However now only stay notes in book history business (Rahmawati & Gunawan, 2023).

Organization adaptive is increasingly construct get attention wide in discourse management strategic contemporary as response to limitations of organizational models traditionally designed For operate in relative environment stable and able predicted. Organization traditional with structure rigid hierarchy, chain long command, and specialization strict functional proven No capable respond change ongoing environment in a way fast and non- linear. On the contrary, the organization adaptive characterized by its ability For feel signals change environment in a way early, interpreting implications strategic from signals the in a way accurate, and configure repeat source Power as well as its capabilities in a way fast For respond changes detected. Characteristics This demand fundamental transformation in method organization designing its structure, managing the decision-making process his decision, developing capability learning, and most importantly, managing dynamics human beings in it. Organization adaptive is not product as it happens but results from design deliberate organizational and development systematic capabilities, which require understanding deep about interaction complex between elements structural, cultural, and behavioral in organization (Wibowo & Setiawan, 2024). So, systematic means think about all component with consider the role of each component and how interact One each other so that set goals can achieved completely (Azmi et al., 2022).

In journey going to adaptivity, organization No can avoid emergence conflict as consequence natural from the adaptation process That itself. Changes in strategy, structure, systems and culture necessary organization For become more adaptive almost always trigger resistance from individual and groups that feel threatened by change said, well in a way objective and subjective. Resistance This manifested in various form conflict organizational, starting from interpersonal tension between member organizations that have view different about direction change, dispute between competing organizational units For get source increasing power rare, until conflict between management peak with employee line front about priority and speed changes. However Thus, the conflict that arises in the adaptation process organization No always nature destructive. In the right level and with wise

management, conflict precisely can functioning as catalyst that accelerates the adaptation process with open room for the emergence of new ideas, questioning assumptions that have been This No defendant, and stimulate the necessary critical dialogue For produce solutions more innovative responsive to demands environment strategic (Hidayat et al., 2024).

Simultaneously with dynamics unresolved conflict inevitable, organization adaptive also requires capacity superior negotiation as mechanism For manage tension and reach agreement between stakeholders interests that have interest diverse and often conflicting. Negotiation in context organization adaptive No Again limited to the formal negotiation arena between representative management and unions worker as understood in literature traditional industrial relations, but rather has seep in to in all over aspect life organizational as the main modus operandi in taking decisions and resolutions differences. Abilities For negotiate in a way effective become core competencies that must be owned by each member organization, from level management negotiating summit alliance strategic with partners external until employee line negotiating front work process adjustments with colleague One his team. Negotiations integrative creation - oriented mark together, not just distribution source limited power, to be an increasingly approach relevant in context organization adaptive that requires collaboration cross multiplatform boundaries and synergies for respond change an increasingly complex environment complex (Kusumawati & Prasetyo, 2024).

Change effective organization is bridge that connects dynamics conflict and negotiation with achievement condition the desired adaptive. Without capacity For manage change in a way effective, conflict only will produce destruction and negotiation only will leads to a deadlock. Literature contemporary about management change the more emphasize shift paradigm from approach change planned episodic top -down towards approach change sustainable nature emergent and participatory. In approach change sustainable, organization No Again wait occurrence crisis For start initiative change large scale nature disruptive and causes organizational trauma, but rather develop capacity For changed in a way incremental However continuously through mechanism learning organizational, experimentation, and gradual adaptation. Approach This need infrastructure organizational support, including system information that provides bait real-time feedback on change environment and performance organization, a structure that allows reconfiguration source Power in a way fast, and culture an organization that values learning and tolerance intelligent failure. However Thus, the implementation change sustainable in in practice no easy and facing various challenges, especially in context organizations in developing countries that are still wrestling with fundamental issues such as governance that have not been mature, limitations source power and culture hierarchical organization (Hermawan & Suryani, 2023).

Indonesian context provides dimensions significant addition in understand dynamics conflict, negotiation, and change organization going to adaptivity. Organizations in Indonesia, both those operating in the public sector public and private, facing pressure double For transform in one side respond dynamics an increasingly global environment integrated, but on the other hand it must be wrestling with reality contextual local which is often No conducive for change. Culture Indonesian organizations that tend to collectivist, avoidant confrontation direct, and respect hierarchy in a way strict create unique dynamics in management conflict and negotiation. Deep conflict context Western culture is considered as normal and even desired in the innovation process, often viewed in a way negative in context Indonesian culture because considered threaten harmony social values that are upheld high. Likewise, the practice of negotiation in Indonesian culture often more emphasize on aspects relational and rescue advance compared to aspect substance and efficiency. Characteristics cultural This own profound implications to effectiveness implementation of management models conflict, negotiation, and change that are partly big developed in context Western culture, so that need careful adaptation and contextualization (Santoso & Mulyadi, 2022).

Urgency For build capacity adaptive organization the more reinforced by various studies empirical evidence that shows connection strong positive between level adaptivity organization with performance term length and sustainability organization. Organizations that have capacity adaptive tall proven more capable navigate period crisis, capture opportunities that arise from change environment, and maintain superiority competitiveness in term long. On the other hand, a rigid and slow organization adapt tend experience decline gradual performance that often occurs No realized until reach point critical where recovery becomes very difficult. The phenomenon This the more relevant in the current Indonesian context experience transformation structural massive, including transition going to digital economy, shift demographic with the demographic bonus that will quick ended, and improvement expectation public to performance organization public and private. Capabilities Indonesian organizations for transform become adaptive entity will be very decisive Is Indonesia capable ? utilise opportunities emerging strategies from dynamics global environment or precisely trapped in stagnation and backwardness (Prasetya & Utami, 2023).

Based on complexity problems and urgency contextual that has been described, research This present For fill in gap understanding that is still wide in literature about interaction between conflict, negotiation, and change organization in framework build capability adaptive. Most of existing literature Still tend treat third construct the in a way separate, with study about conflict organizational focus on dynamics interpersonal and group micro research about negotiation focus on the bargaining process in context transactional, and research about change organization focus on aspects macro structural and strategic. Still very little effort academics who strive integrate the three domains to in One framework

conceptually coherent and comprehensive, especially those that are specific study its relevance with capability adaptive organization in Indonesian context. The gap this is what it is point leave study this, which aims For build something synthesis integrating theory draft conflict, negotiation, and change organization to in the organizational model applicable adaptive in face dynamics environment strategic contemporary (Anggraeni & Mahendra, 2023).

Problems faced organization contemporary is difficulty manage interaction between conflict, negotiation, and change in a way integrated so that hinder achievement condition ideal adaptive. Many organizations trapped in paradox where efforts push change precisely trigger conflict destructive and debilitating internal cohesion, while effort avoid conflict through negotiation compromise precisely result in superficial and insignificant changes sustainable. The absence of framework Work integrative guiding organization For manage third element the in a way synergistic become root fundamental problems that need to be addressed solved.

Analysis gap disclose that majority studies previously Still study conflict, negotiation, and change organization as isolated domains without elaborate the interrelationships and interdependencies between them in a way adequate. Besides that, organizational models available adaptive in literature tend nature generic and not take into account variables specific contextual, such as characteristics cultural organizations in Indonesia, level governance maturity and dynamics environment developing country business. The gap This limit applicability findings study previously in different contexts in a way cultural and institutional.

Study This become very urgent remember speed and scale change environment increasingly strategic accelerative, which demands organization For develop capacity adaptive in a way immediate and comprehensive. Without deep understanding about How integrate management conflict, negotiation, and change, organization risky fail in effort transformation and ultimately lost relevance as well as its existence. Research This give contribution important in the form of synthesis theoretical and guidance conceptual that can assisting leaders and practitioners organization in navigate complexity transformation adaptive in a way more effective.

Study This aim For analyze in a way comprehensive dynamics conflict organizational as catalyst change, explore role negotiation strategic as mechanism transformation, review design architecture change integrated organization with context strategic, as well as synthesize the three domains to in the organizational model adaptive and applicable. Ultimately, the research This directed For produce propositions theoretical that can enrich treasury science in the field management changes and behavior organization, at the same time give implications practical for leaders organizations in Indonesia.

2. METHOD

Study This use approach qualitative with type study studies library or library research with a purpose For explore, analyze, and synthesize various draft theoretical as well as findings related empirics with conflict, negotiation, and change organization in framework build organization adaptive. Selection type study studies library based on nature problems studied nature conceptual and multidimensional, so that need search comprehensive and in - depth literature from various source relevant scientific approach. studies library allows researchers For integrate various perspective fragmented theory in literature become A synthesis conceptually coherent and meaningful, as well identify gap research that can become runway for development knowledge knowledge in the future. More further study library give freedom for researchers For do analysis critical to various theories and models that have been developed by experts, compare findings from various context organizational and cultural, as well as formulate propositions theoretical new ones that have mark contributory to development discipline knowledge management and behavior organizational (Creswell & Creswell, 2023).

Data sources in study This classified become two category main, namely primary data sources and secondary data sources. Primary data sources are in the form of books scientific international discussion in a way specific about conflict organizational, negotiation strategic, management change, and organization adaptive, as well as books national which provides perspective contextual about implementation concepts the in landscape organizations in Indonesia. Election book as primary data sources are based on characteristics book scientific that presents discussion conceptual in a way in-depth, systematic and structured, so that allows researchers For get holistic understanding about the constructs that are being reviewed. Secondary data sources covering article journal scientific international reputable articles indexed in reputable databases, articles journal national accredited, as well as report results study from institutions research relevant credible with topic research. Article journal give contribution in the form of findings empirical latest strengthening or challenge assumptions existing theoretical, whereas report results study provide enriching contextual data analysis and synthesis. All selected data source based on criteria relevance with topic research, updates publication with range time publishing between 2021 to 2026, credibility writer or institution publisher, and contribution substantial to development understanding about the theme being studied (Sugiyono, 2023).

Data collection techniques in study This use method documentation, namely technique data collection carried out through search, identification, selection, and collection relevant documents with focus research. The data collection process begins with search systematic using keywords specific like conflict organizational, negotiation strategic, management change, organization adaptive, environment strategic, and combination from keywords in various databases and catalogs digital library. Search

conducted on an international database such as Google Scholar and ResearchGate, as well as journal portals national reputable For ensure coverage comprehensive and representative literature. After the document succeed identified, researchers do selection based on criteria inclusion that has been determined, namely relevance thematic, up-to-date, credibility, and contribution scientific. Documents that pass selection furthermore collected, classified, and stored in system organized digital archiving For make it easier access during the analysis process. Each collected documents Then read in a way careful and thorough For identify concepts key, proposition theoretical, findings empirical, and arguments presented by the authors. Notes analytical made For record reflection, questions critical, and connection emerging interconcepts during the reading process, which will later will become material standard for the data analysis and synthesis process (Zed, 2021).

Data analysis techniques used in study This is analysis content qualitative combined with approach analysis thematic and synthesis narrative analysis content qualitative done through a series step systematically started from data codification, namely the process of labeling or code on segments text containing information relevant with question research. The codes that have been produced furthermore grouped to in categories more thematic abstract based on similarities meaning and relevance conceptual. Categories This Then organized to in themes main thing that reflects structure conceptual from the phenomenon being studied, namely dynamics conflict organizational, negotiation strategic, design architecture change, and synthesis organization adaptive approach analysis thematic allows researchers For identify patterns the meaning that emerges in a way repetitive in literature, as well as explore variety and nuance thinking from various writer about same topic. Meanwhile that, synthesis narrative used For integrate findings from various source to in something framework conceptually coherent, with give attention specifically in relationships between concept, gap theoretical, and implications practical that can withdrawn from results synthesis. Analysis process done in a way iterative, where researchers move back and forth between data, codes, categories, and themes For ensure that the resulting interpretation truly rooted in data and not is construction subjective researchers solely (Creswell & Poth, 2024).

Testing techniques validity of data in study This adopt framework trustworthiness work developed in tradition study qualitative, which includes four criteria main that is credibility, transferability, dependability, and confirmability. Credibility or internal validity is tested through several strategies, including triangulation data sources with method compare and confirm findings from book international, books national, article journals and reports study For ensure consistency and convergence evidence. Besides In addition, researchers also implemented a peer debriefing strategy, namely discuss the process and findings study with colleague or a mentor who has expertise in the relevant field For get input critical and perspective alternatives that can strengthen validity

interpretation. Transferability or validity external attempted through presentation rich and detailed descriptions about context research, underlying assumptions, and the data collection and analysis process, so that reader can evaluate. Alone to what extent are the findings study. This can transferred to other contexts that have characteristics similar. Dependability or reliability guarded through preparation of an audit trail that documents in a way systematic all over stages and decisions taken during the research process, starting from search literature, selection sources, data codification, up to formulation themes and propositions. Transparent documentation. This allows other researchers to track and evaluate consistency of the research process. Lastly, confirmability or objectivity guaranteed through practice reflexivity, where researchers in a way aware recognizing and managing personal biases, assumptions paradigmatic, and possible positionalities influence data interpretation. Researchers also ensure that every claims and propositions put forward supported by clear evidence from referenced literature, so findings study truly can confirmed return to original data source (Moleong, 2022).

3. FINDINGS AND DISCUSSION

3.1 Dynamics Conflict Organizational as Catalyst Dysfunction and Opportunity in Environment Strategic

Conflict organizational in context environment strategic contemporary. No longer can viewed solely as phenomenon negative that must be avoided, but rather has shift become something inevitability organizational that if managed in a way appropriate precisely can become source superiority competitive environment strategically characterized volatility high, uncertainty, complexity, and ambiguity create conditions in which differences interests, perspectives, and preferences among member organization the more difficult avoided. Based on study to literature contemporary, conflict organizational sources from dynamics environment strategic can categorized to in three typology main, namely conflict emerging structures consequence change design organization as response to pressure external, conflict relational triggered by shifts pattern interaction in team cross function, as well as conflict cognitive source from difference interpretation to signals change environment strategic (Robbins & Judge, 2022).

Dynamics conflict organizational the more complex when organization face to face with phenomenon disruption technology that changes fundamentally chain market industry. Changes ongoing technology in a way exponential create tension between organizational units that have level different digital readiness, so that trigger potential horizontal conflict hinder collaboration cross function. More further, resistance to changes that appear from individual and group in organization often rooted in fear will loss of status, power, or even existence work that has been. This provide a sense

of security psychological phenomenon This exacerbated by scarcity source increasing power limited, where each organizational unit compete For get allocation budget, talent best, and attention management peak, so that create fertile conditions for development conflict destructive (Greenberg & Baron, 2021).

However, the study library latest disclose existence paradox interesting conflict For observed. In one side, conflict destructive that is not managed with Good can result in decline productivity, increasing level change employees, and the erosion cohesion social that becomes adhesive organization. Stress long -term organizational consequence unresolved conflict completed can create environment Work toxic that inhibits creativity and innovation. On the other hand, conflict functional in moderate levels precisely proven capable stimulate thinking critical, encouraging exploration alternative strategic, and strengthen resilience organization in face turbulence environment. Conflict cognitive focused on differences ideas and perspectives, not personal attacks, can enrich the decision-making process decision strategic through mechanism constructive dialectics (Whetten & Cameron, 2023).

Understanding to root reason conflict in context environment strategic need analysis of a nature multidimensional. Perspective systemic look at that conflict organizational No can released from interaction dynamic between internal subsystems of the organization with supersystem environment more external area. Changes regulations government, shift preference consumers, the emergence of competitors new with business model disruptive, as well as dynamics global geopolitics is factors exogenous which is direct and No direct trigger emergence internal friction in organization. Organizations that do not own mechanism detection early and system resolution adaptive conflict will tend trapped in cycle conflict prolonged destructiveness, so that drain energy and resources the power that should be can allocated For innovation and growth (McShane & Von Glinow, 2022).

Phenomenon conflict organizational in context environment strategic contemporary show far greater complexity beyond understanding traditional about conflict in place work. Findings study library indicates that operating organizations in environment with level uncertainty tall experience frequency more conflict intensive, but at a time own potential learning more organizational big if conflict the managed in a way constructive. This is in line with perspective contingency in theory organizations that emphasize that effectiveness management conflict is highly dependent on suitability between resolution strategies conflict with characteristics situational issues faced organization (Zhang et al., 2023).

Shift paradigm in understand conflict organizational from perspective negative going to perspective functional need transformation fundamental in pattern think the leaders organization. Leader contemporary sued For capable differentiate in a way careful between conflict productive cognitive and conflict destructive affective, as well as develop capacity For transform energy conflict

become a momentum for change positive. Development culture an organization that values difference opinion and encourage debate constructive become prerequisite essential for creation ecosystem adaptive organizational to dynamics environment strategic (Chen & Liu, 2022).

Resistance to frequent changes become source main conflict in organization indeed reflect mechanism defense natural psychology in oneself man when face to face with uncertainty. Understanding to dimensions psychological from resistance This open opportunity for development more interventions humanistic and effective, which is not solely focus on aspects structural and procedural change, but also touching aspect emotional and identity professionalism of the members organization. Approach participatory involving all over stakeholders interest in the planning and implementation process change proven capable reduce resistance in a way significant (Kusumawati & Prasetyo, 2023).

Dynamics conflict in team cross increasingly functions common implemented in structure organization contemporary need attention specifically, considering difference background behind functional, professional, and cultural between member team can create potential faultlines break split cohesion team. Study latest show that team with diversity cognitive successful height manage conflict in a way constructive capable produce more solutions innovative and comprehensive compared to homogeneous team. Key success lies in the development security psychological the team that makes it possible every member feel safe For speak out opinion without fear will consequence negative (Rahmawati et al., 2024).

Perspective multicultural in management conflict organizational the more relevant in context globalization and internationalization organization. Differences values cultural between member organization from various background behind national and ethnic can enrich at a time complicate dynamics conflict. Contemporary global organizations sued For develop intercultural conflict management competencies that enable they For manage the tension that arises from difference norms, values, and expectations cultural in a way effective, so that diversity cultural truly become asset strategic and not liabilities (Wijaya & Hartono, 2022).

3.2 Negotiation Strategic: Mechanism Towards Solutions and Transformation Organization

Negotiation strategic has experience evolution significant conceptual, from just understood as mechanism bargaining distributive For finish dispute, towards approach functional transformative as catalyst change organizational. Literature review contemporary disclose that negotiation in context modern organizations do not Again limited to the formal negotiation arena between representative management and unions workers, but rather has seep in to in all over aspect life organizational, starting from taking decision strategic at the board of directors level until interaction daily between leader team and members his team. Shift paradigm This driven by the increasing the complex environment

demanding business collaboration multi-stakeholder and decision-making decisions involving diverse stakeholders interest with interests that often conflicting. Negotiation integrative creation - oriented mark together and expansion source available power has become an increasingly sophisticated approach dominant in practice management contemporary (Lewicki et al., 2021).

Implementation negotiation strategic in context transformation organization need understanding deep about dynamics power and politics organizational. Negotiators effective organizational No only depend on skills interpersonal communication and persuasion, but also must capable read map strength political in organization, identify coalitions key, and manage dynamics coalition the in a way strategic. Ability For build personal legitimacy and credibility in front of various stakeholders interests that have expectations and interests different become factor critical decisive success negotiation transformational. More continue, negotiator strategic is also required For capable articulate vision change in a convincing and inspiring narrative, so that can mobilize support wide from all over element organization (Thompson, 2022).

Deliberative dialogue in the negotiation process transformational the more get attention in literature contemporary. Different with traditional adversarial negotiation that emphasizes exchange demands and concessions, deliberative dialogue encourage the parties For involved in exploration together to root problems, underlying assumptions their respective positions, as well as possibilities solutions that have not been thought of previously. This process need skills listen active, empathetic cognitive, as well as willingness For suspend assessment and opening self to perspective alternative. In context change organization, deliberative dialogue functioning as mechanism For build understanding together about urgency change, explore resistance and anxiety that arise, as well as co-create solutions that can accepted by all stakeholders interest key (Fisher et al., 2023).

Negotiation in context management stakeholders multi-level interests during the transition period organization present challenges that are unique. Organization contemporary No Again operate in framework simple hierarchical, but rather in network complex involving employees, managers line, executive peak, holder shares, regulators, partners business, customers, and communities local. Every group stakeholders interest own interests, expectations, and tolerance different risks to proposed changes. Negotiator effective organizational must capable managing the negotiation process parallel with various group stakeholders interest in a way simultaneously, while ensure consistency messages and strategic coherence across the negotiation arena said. Failure in manage one of the negotiation arenas can cause threatening domino effect success overall initiative transformation (Lax & Sebenius, 2021).

Evolution conceptual negotiation from perspective distributive going to integrative and transformational reflect fundamental changes in method organization contemporary view and manage

conflict. Findings from various studies empirical show that organizations that adopt approach negotiation integrative in manage change strategic reach level success further implementation tall compared to organizations that rely on approach top-down authoritative. Success This explained by the creation of a sense of ownership together to the resulting solution through the negotiation process participatory, which in turn increase commitment and reduce resistance during phase implementation (Anderson & Thompson, 2023).

Dimensions emotional in negotiation transformational often neglected in training and development skills negotiations that tend to emphasize aspect cognitive and strategic. In fact, research neuroscience contemporary show that decisions and behavior in situation negotiations are heavily influenced by emotional processes that take place outside the awareness. Ability For recognize, understand, and manage emotion self Alone and the other party becomes competence crucial for operating negotiators in context change a loaded organization with anxiety, uncertainty, and potential conflict (Pratama & Nugroho, 2023).

Negotiation multi- stakeholder engagement diverse stakeholders interest with heterogeneous interests requires a different strategy fundamentally from negotiation siblings traditional. Complexity increase in a way exponential along increase amount parties involved, because every addition party bring dynamics coalitions, hidden agendas, and potential conflict new. In context this, role facilitator or neutral mediator become the more important For ensure the negotiation process still productive and unproductive trapped in deadlock. Facilitator credible external can assist the parties For separate issues substantive from dynamics relational, encouraging focus on interests together, and explore options creative as possible No thought of by the parties involved direct in conflict (Hidayat & Setiawan, 2022).

Implementation negotiation based interest in context culture Indonesian organizations that tend to collectivist and avoidant confrontation direct need careful adaptation. Approach too much negotiation directive and confrontational potential violate norms politeness and harmony social values that are upheld tall in culture Indonesian organizations. On the other hand, the approach No directly emphasizing development relationship, rescue face, and achievements consensus through deliberation tend more effective in context Indonesian culture. However Thus, the approach this also has weaknesses, namely potential For ignore issues substantive in order to maintain harmony superficial (Suryani & Hermawan, 2023).

Digital technology has bring change significant in landscape negotiation organizational contemporary. Virtual negotiations mediated by digital communication platforms have different characteristics from negotiation face advance traditional, including decrease non-verbal cues, increasing risk miscommunication, and the emergence of phenomenon online disinhibition where the parties tend more brave disclose disagreement in a way directly. On the other hand, virtual negotiations also offer

profit in the form of flexibility time and place, convenience documentation, as well as access to real-time data and information that can strengthen position bargaining. Organization contemporary need develop protocol and ethics virtual negotiations for optimize benefit digital technology while mitigate the risks (Wulandari et al., 2024).

3.3 Architectural Design Change Organization: Integrating Management Change with Context Strategic

Architectural design change effective organization requires seamless integration between management models changes that have occurred tested in a way empirical with reality context strategic issues faced organization. Literature review latest show that the models of change classic like eight Kotter's steps and three Lewin's fixed stages relevant as framework conceptual, but need modification substantial For can applied in environment business contemporary style hypercompetition and disruption sustainable. Modification main requirements covers acceleration of the tempo of change, increase flexibility in execution, as well as more emphasis big on experimentation and learning iterative. Organization contemporary No Again own luxury For plan change linearly and measurably within the time horizon long, but rather must capable make strategic pivots in a way fast as response to signals changes that occur in the environment external (Cummings & Worley, 2022).

Role of agent change in bridge gap between business strategy and execution change occupy position central in architecture change organization contemporary. Agent change No Again understood solely as consultant external or specialist management changes that are presented For manage project change certain, but rather as capability organizationally distributed throughout level hierarchy. Each leaders, at their respective levels, are expected to capable play a role as agent articulate change vision, mobilize commitment, and facilitate the adaptation process in the work unit. More further, literature contemporary emphasize importance empowering employee line front as agent change micro that has proximity direct with customers and operations everyday, so that capable detect need change more early and respond to it in a way more fast and precise (Anderson, 2023).

Analysis to failure transformation organization disclose consistent patterns across multiple industry and context geographically. The majority initiative change fail No Because design flaw strategic, but rather Because deficiency in aspect implementation, especially those related to with integration between business strategy, system management performance and culture organization. Misalignment between narrative changes articulated by management peak with reality operational issues faced employee daily create dissonance eroding cognitive credibility initiative change. Likewise, system awards and measurements performance that is still stuck on old metrics that don't matter reflect priorities new create confusing and demotivating inconsistencies employees. Culture organizations that

do not support taking risk measurable and experimental become fundamental obstacles to changes that are required innovation and creativity (Kotter, 2021).

Framework conceptual contemporary about change organization the more emphasize importance emergent and continuous change approaches as complement to planned change approach that is episodic. In changing environment in a way constant, organization No can depend on projects change big thing to do in a way periodic, but rather must develop capacity For changed in a way sustainable through accumulation adjustments small coordinated approach This need infrastructure organizational support, including system information that provides bait real-time feedback, a structure that allows reconfiguration source Power in a way fast, and a culture that values learning and adaptation. Successful organizations develop capability change sustainable will own superiority significant competitive in environment growing business No can predicted (Cameron & Green, 2022).

Implementation of the change model eight Kotter's steps in context organizations in developing countries face challenge unique cultural and structural. The hierarchy is still relatively rigid in Lots organizations in Indonesia, for example, make it difficult formation coalition cross- country guide hierarchy as recommended by Kotter. Likewise, the culture communication that tends to No direct can hinder articulation urgency changes that are required honesty and transparency about challenges faced organization. Adaptation contextual towards universal change models to become necessity, not just options, for practitioners changes in Indonesia (Santoso & Mulyadi, 2023).

The phenomenon of change fatigue or fatigue change the more get attention in literature contemporary as one of the factor main failure initiative transformation. Organizations that are simultaneous operate too Lots initiative change risky burdensome capacity adaptive employee until beyond limit tolerance psychological they. Symptoms of change fatigue include cynicism to initiative change new, decrease involvement emotional, and improvement resistance difficult passive detected. Management need develop ability For prioritize initiative change based on impact strategic and readiness organizational, as well as build rhythm sustainable change without burdensome capacity adaptive organization in a way excessive (Prasetya & Utami, 2022).

Leadership roles transformational in move change organization has get support strong empirical evidence, however its implementation in practice Still face various constraints. Leader transformational expected capable inspiring vision, stimulate intellectuality, giving individual attention, and become role models who idolize, but burden excessive expectations to figure leader peak can create dependence that is not healthy and inhibiting distribution leadership change to all over level organization. Organization contemporary requires a leadership model more changes distributed and collective, where capacity For lead change No concentrated in a handful individual at the top hierarchy (Rahayu & Gunawan, 2023).

Digital technology opens up possibilities new in design and implementation change organizations that have not Once There is previously. Digital collaboration platform, source data analytics Power humans and intelligence artificial offers powerful tools for diagnose readiness changes, monitoring progress implementation, and identifying pockets resistance in real-time. However thus, adoption technology in management change must done in a way carefully and ethically, with notice privacy employees and avoid creation atmosphere counterproductive supervision to security psychological needs For successful change (Wahyuni & Kurniawan, 2024).

Learning organizational is dimensions that are not inseparable from architecture change effective organization. Successful organization transform himself in a way sustainable is organizations that have develop capacity double loop learning, where they No only Study How repair error in framework existing assumptions, but also able to questioning and revising fundamental assumptions underlying strategy and operations they. Development capacity double loop learning need culture an organization that tolerates intelligent failure, encouraging reflection critical, and appreciative courage intellectual For challenging the status quo (Hermawan et al., 2023).

3.4 Synthesis of Organizational Models Adaptive: Building Superiority Competitive Through the Integration of Conflict, Negotiation, and Learning

Synthesis from overall study library narrowing down to the construction of an organizational model adaptive as ideal form of organization contemporary capable survive and thrive in dynamics environment increasingly strategic turbulent. Organization adaptive defined No solely as capable organization react in a way fast to change external, but rather as organizations that have capacity proactive For in a way sustainable configure repeat source power, capabilities and strategies as anticipation to changes that will occur come. Capability adaptive This No appear in a way coincidence, but rather is results from design deliberate organizational, which integrates management conflict productive, negotiation sustainable, and learning organizational to in the organization's DNA. Findings library show that organization adaptive own three core elements that are interconnected related, namely ability double loop learning that allows organization questioning assumptions fundamentally, structure a fluid and adaptable organization configured repeat in a way fast in accordance demands situational, as well as distributed leadership authority taking decision to the closest level with information and action (Senge, 2021).

Mechanism integration between conflict, negotiation, and change in organization adaptive ongoing through routine institutionalized and implemented organizations in a way discipline. Conflict productive institutionalized through mechanism like a debate forum strategic periodic, system bait multi- directional feedback, and culture openness that respects difference opinion. Negotiation sustainable become the main modus operandi in taking decision, replace approach rigid command and

control. Change No Again viewed as project episodic with clear beginning and end, but rather as a continuous process that occurs through accumulation adjustments coordinated small in a way organic. The third integration element This create what is called as dexterity strategic, namely ability organization For feel change environment, capture emerging opportunities, and transforming himself in a way sustainable without experience destructive internal disruptors. Organizations that have dexterity strategic No only endure in turbulent environment, but rather precisely utilise turbulence the as a momentum for leapfrog its bigger competitors slow and stiff (Daft, 2022).

Organizational model synthesized adaptive from study library emphasize importance build capacity resilience at all levels of the organization, starting from individual, team, up to system in a way overall. Individual resilience is related with ability employee For rise return from downturn, adapt with demands new, and still maintain welfare psychological in the middle pressure continuous change. Resilience team reflected in capacity group For maintain cohesion and productivity although face change composition members, goals, or context operational. Resilience systemic is capability organization in a way overall For absorb shock external, learning from crisis, and emerged in better conditions strong post-shock. This multi-level resilience building need deliberate investment in development capability individual through training and mentoring, design supportive work autonomy and control, as well as creation of an organizational culture that provides support social and meaningful difficulty as opportunity For growing (Yukl, 2023).

Proposition the ending that comes to the fore from synthesis study library is that organization adaptive is not free organization from conflict, but rather organizations that have capacity superior in manage conflict in a way productive through mechanism negotiation sustainable, so that capable in a way proactive form change instead of just react to changes that occur. Conception This break in understanding traditional which is often associate healthy organization with condition static harmony and minimal friction. On the other hand, a truly harmonious organization adaptive precisely characterized by the presence of level conflict healthy cognitive functioning as material burn for innovation and adaptation. Tasks leadership in organization adaptive is not For pressing or avoid conflict, but rather For look after conflict at a productive level, facilitating fair negotiations, and ensuring that energy released by conflict distributed going to constructive change. With Thus, the organization adaptive in essence is organizations that have make the process of conflict-negotiation-change as cycle life normal and sustainable organizational, not as incident outside ordinary which only happens at times crisis (Schein & Schein, 2022).

Draft organization idealized adaptive in literature face exam heavy when faced with reality organizations in developing countries that are still wrestling with fundamental issues such as weak governance, limited source power and culture organization hierarchical -patriarchal. The gap between

the ideal model and reality empirical This No may understood as justification For ignore the ideal model, but rather as calling For develop track realistic and contextual transition. Organizations in developing countries can start journey going to adaptivity through steps incremental like open more dialogue space participatory, encouraging experimentation in scale small, and in gradually delegate authority taking decision to a higher level low (Nasution & Hidayat, 2022).

Dimensions leadership in organization adaptive contemporary experience fundamental shift in leadership models heroic that relies on charisma and vision individual towards a leadership model that enables and empowers. Leaders in organization adaptive is not figure single that has all answer, but rather architect system that designs conditions that allow intelligence collective organization For emerge and develop. The role of leaders covers build security psychological factors that allow employee brave voicing ideas that challenge the status quo, providing source power required For experimentation, as well as protecting innovators from consequence negative intelligent failure (Wibowo & Kusuma, 2023).

technology and intelligence artificial play an increasing role significant in allows organization For become more adaptive. Embedded digital sensors in chain mark organization can provides real-time data about change preference customers, movement competitors, and signals change environment others. Algorithm learning machine can help organization identify patterns that are not visible eyes by observation human and recommend optimal response. However Thus, technology is just an enabler, not replacement from quality human like intuition, empathy, and constant wisdom become element No replaced in taking decision adaptive strategy (Saputra & Wijayanti, 2024).

Culture supporting organizations adaptivity own contradictory characteristics in a way paradoxical. In one side, organization adaptive need sufficient stability For maintain core identity and provide a sense of security psychological to employees. On the other hand, the same organization must Enough flexible For changing strategies, structures and processes when environment demanding. Ability For manage paradox stability-change This differentiate a truly organization adaptive from an organization that only reactive. Organization adaptive reach balance This through what is called as stability dynamic, where core elements such as fundamental values and goals glorious organization guarded still stable, while elements peripherals like structure, process, and tactics allowed For changed in a way more dynamic (Anggraeni & Mahendra, 2023).

Learning between organization through networks and ecosystems business the more recognized as accelerator important for development capability adaptive. No There is organizations that can develop all over required capabilities For adapt in a way independent in isolation. Collaboration with partners external, participation in consortium research and transparency to sources innovation external is an increasingly popular strategy common adopted by organizations at the forefront in matter

adaptivity. Concept innovation open and ecosystem learning expand boundaries organization traditional and possible access to knowledge, technology, and capabilities that go beyond source internal organizational resources (Purwanto & Lestari, 2022).

4. CONCLUSIONS

Based on the results of this study, it can be concluded that adaptive organizations are built through the integration of productive conflict management, transformational negotiation, and continuous change. Organizational conflict is no longer a destructive phenomenon but a catalyst that, when managed constructively, can stimulate innovation and strengthen organizational resilience. The key lies in the ability to distinguish productive cognitive conflict from destructive affective conflict. Strategic negotiation has evolved from distributive bargaining to a transformative instrument that relies on deliberative dialogue and integrative negotiation. Meanwhile, effective change architecture requires a shift from an episodic approach to continuous change. The synthesis of these three domains produces an adaptive organizational model with three core elements: double-loop learning, fluid organizational structures, and distributed leadership. The fundamental proposition asserts that adaptive organizations are not conflict-free entities, but rather entities that excel at managing conflict through continuous negotiation to proactively shape change, making the conflict-negotiation-change cycle a normal process of organizational life.

The results of this research will be implemented through the institutionalization of regular strategic debate forums in psychologically safe environments and the integration of transformational negotiation training into leadership curricula at all levels. Performance management systems need to be recalibrated to recognize contributions to long-term adaptive capabilities, including experimentation and learning from failure. Structural transformation is directed toward a modular, easily reconfigurable organizational design, supported by a digital infrastructure for real-time data-driven decision-making and early detection of environmental changes. At the cultural level, the values of openness, tolerance for intelligent failure, and intellectual courage need to be instilled. The culmination of all these efforts is a fundamental organizational transformation in managing the paradoxical relationship between stability and change as complementary elements to achieve sustainable adaptive excellence.

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