

Organizational Resilience, Cultural Transformation, and Employee Turnover During COVID-19: State-Owned Enterprises in the Indonesian Energy Sector



Muhamad Guntur¹, Cyntara², Reyhan Maulana³

Widyatama University, Bandung, Indonesia ^{1,2,3}

Email: guntur.muhamad@gmail.com, cyntaraaaa@gmail.com, rmaulana313@gmail.com

KEYWORDS	ABSTRACT
Organizational Resilience, Cultural Transformation, Employee Turnover, Pertamina, COVID-19	This study examines organizational resilience, cultural transformation, and employee turnover at Pertamina during the COVID-19 pandemic. The objective of the study is to explore how organizational resilience strategies and cultural change can influence employee turnover rates. This study uses a library method by analyzing literature related to organizational resilience, corporate culture, and employee turnover. Data collected comes from books, journals, and related research reports. The results show that adaptive organizational resilience and effective cultural transformation can reduce employee turnover, increase retention, and ensure operational continuity amidst the crisis. This research provides important insights for future organizational management.

1. INTRODUCTION

The COVID-19 pandemic has had a significant impact on various industrial sectors, including the energy sector in Indonesia. State-owned companies, such as Pertamina, which previously had a stable organizational system, have been affected. (Pangestu, 2023) must adapt quickly to survive amidst this global uncertainty. The energy sector, which is crucial to the Indonesian economy, faces significant challenges, from operational, financial, and human resource perspectives. Rising employee turnover rates, changes in organizational culture, and challenges in maintaining organizational resilience are increasingly pressing issues requiring research. In this context, Pertamina, as Indonesia's largest energy company, needs to evaluate its organizational resilience and ability

to adapt to changes in culture and employee roles during the pandemic.

Existing literature shows that organizational resilience, cultural transformation, and employee turnover rates are important factors in determining organizational sustainability during times of crisis, including crises caused by pandemics such as COVID-19. (Affandi et al., 2025). Studies on organizational resilience in the face of the global health crisis have been widely conducted across various sectors, but a more in-depth focus on state-owned enterprises in Indonesia, particularly the energy sector, is still limited. Several organizational management theories suggest that cultural transformation can contribute significantly to organizational resilience, but the application of these theories in the context of Pertamina has



not been widely explored.(ZAKARSI, 2025)Previous research has shown that organizations that are able to adapt to cultural changes more quickly tend to have lower turnover rates, but this has not been comprehensively measured in the context of state-owned energy companies in Indonesia.

This study aims to analyze the influence of organizational resilience and cultural transformation on employee turnover rates at Pertamina during the COVID-19 pandemic. The main focus of the study is to explore how the organizational resilience strategies implemented by Pertamina in facing the crisis can affect corporate culture and how these cultural changes impact employee retention rates.(Putri et al., 2023). Furthermore, this study also aims to provide an overview of steps that other state-owned companies can take to improve organizational resilience and reduce turnover rates in the future, particularly in sectors vulnerable to global crises.

Based on the facts presented, this study hypothesizes that implementing a sound organizational resilience strategy, accompanied by a cultural transformation that supports flexibility and adaptation, can significantly reduce employee turnover at Pertamina. This hypothesis is based on the assumption that organizations that are more adaptive to change and able to maintain a culture that supports employee well-being will tend to be more stable in the face of crises and will have better employee retention rates.(Fathurrahman, 2024)Therefore, this research is important to provide insight to the management of Pertamina and other companies in the energy sector to formulate more effective strategies for retaining employees and ensuring the continuity of company operations amidst uncertain situations.

2. METHOD

Research Object

The object of this research is the phenomena occurring at Pertamina, a state-owned company in Indonesia's energy sector, related to organizational resilience, cultural transformation, and employee turnover rates during the COVID-19 pandemic. The pandemic has led to significant changes in the way the organization operates, including in terms of human resource management and corporate culture adaptation.(Fauziyah et al., 2025)This study examines how Pertamina adapted to the crisis through its organizational resilience strategies, the cultural changes it implemented to retain employees, and their impact on employee turnover rates, which may have increased during the pandemic. This phenomenon poses a key issue to be addressed: how organizations like Pertamina can survive and retain employees despite facing extraordinary challenges.

Research Type

This research uses a library research method, focusing on the study of written sources such as books, journals, articles, and research reports related to the issues raised. The primary data used is relevant literature on organizational resilience, cultural transformation, and employee turnover, particularly in the context of state-owned companies in the energy sector.(R. Maulana, 2025)The secondary data used includes various references to organizational management theories, as well as previous studies addressing the same or similar topics, both in Indonesia and globally. The literature used also includes theories discussing organizational adaptation to crises and factors influencing employee turnover, both in terms of internal policies and external changes that occurred during the COVID-19 pandemic.

Basic Theory in Research

The underlying theory used in this study



includes the Organizational Resilience theory developed by Ducheck (2020), which emphasizes the importance of an organization's ability to withstand and adapt to external shocks. Ducheck argues that resilient organizations have the ability to not only survive but also thrive through crises.(Aula et al., 2022). In addition, this study also refers to Schein's theory of Organizational Culture Transformation, which focuses on changing values and culture within an organization to respond to external and internal challenges. This cultural transformation is crucial in the face of a crisis, where changing corporate culture can help create a more adaptive work environment. Finally, Mobley's theory of Employee Turnover is used to understand the factors influencing employees' decisions to stay with or leave a company, particularly in the context of a crisis such as a pandemic.

Research Process

This research process was conducted using the following steps: first, data collection was conducted through a literature review related to organizational resilience, cultural transformation, and employee turnover in state-owned companies, particularly in the energy sector. The primary literature sources used were books, scientific journals, articles, previous research reports, and other reports and articles relevant to the phenomenon under study. This process included searching for data related to the aforementioned theories, as well as case studies related to organizations undergoing significant changes during the COVID-19 pandemic. All relevant literature was analyzed to gain a deeper understanding of how organizational resilience and cultural change can influence employee turnover rates.(Failika & Zaenuri, 2025).

Data Analysis Techniques

The data analysis in this study used content analysis. This technique involves reading and processing data to identify patterns, relationships, and important information

contained in the collected literature. The analysis process began with categorizing the data based on relevant themes, such as organizational resilience, cultural transformation, and employee turnover. The data was then analyzed to identify the interrelationships between these three themes in the context of Pertamina during the COVID-19 pandemic. The results of this analysis will be used to formulate conclusions explaining how organizational resilience strategies and cultural change can affect employee turnover rates, as well as steps the company can take to improve employee resilience and retention in the future.

3. RESULTS AND DISCUSSION

Based on a literature review, organizational resilience is defined as an organization's ability to adapt, survive, and recover quickly after facing significant external challenges. Several studies have shown that organizations with strong resilience are able to maintain operational continuity even in the face of uncertain situations, such as the COVID-19 pandemic. In the context of Pertamina,(Fahmi et al., 2025)Literature shows that organizational resilience is related to a company's ability to maintain performance and operations amidst a crisis. This includes implementing flexible strategies, innovation in management, and leveraging technology to support company operations during the pandemic.

The explanation of the data above shows that organizational resilience at Pertamina is a crucial element in facing the challenges posed by the pandemic. This organizational resilience encompasses various dimensions, including financial, operational, and human resources aspects.(Akmal & Arifa, 2023)During the COVID-19 pandemic, Pertamina implemented various resilience strategies, such as implementing remote work, adjusting



operational schedules, and innovating technology to support operational activities. The success of this organizational resilience depends on leaders who can guide the company and its employees to remain productive and efficient even amidst uncertain conditions.

The relationship between data description and explanation shows that Pertamina faces significant challenges in maintaining organizational resilience during the COVID-19 pandemic. Although Pertamina implemented various strategies to survive, the reality on the ground shows that rapid change and high uncertainty are inhibiting factors in maintaining organizational stability. Therefore, it is important to further identify how this organizational resilience strategy can be improved, as well as how the company can ensure operational continuity and maintain its competitiveness amidst the ongoing crisis.(Hariswan et al., 2025).

Organizational culture transformation is a fundamental shift in an organization's values, mindset, and practices aimed at adapting to new challenges and needs. Existing literature indicates that cultural transformation in organizations, particularly during times of crisis, focuses on increasing flexibility, open communication, and supporting employee well-being.(Aslam et al., 2025)In the context of Pertamina, this cultural transformation involves strengthening the values of innovation, collaboration, and responsiveness to change, particularly related to the implementation of remote work policies and changes in the way management and employees interact during the pandemic.

The explanation of the cultural transformation at Pertamina indicates that the company has experienced a significant shift in the way it

operates and employees interact.(TOAHA, 2020)During the pandemic, companies introduced new, more flexible policies, such as working from home (WFH), forcing them to adapt their work culture to be more inclusive and open to the use of technology. This cultural shift encompassed not only operational aspects but also a shift in employee mindsets to become more adaptable to a more digital and decentralized way of working. This, in turn, contributed to the creation of a more supportive work environment, even amidst uncertainty.

The relationship between the description and explanation of cultural transformation shows that although Pertamina has succeeded in implementing several cultural changes that support operational continuity(Yusuf et al., 2025)The biggest challenge is ensuring that all elements within the organization, including senior employees, can adapt quickly to these changes. This reality shows that cultural change takes considerable time and often faces resistance from established habits. Therefore, it is important to delve deeper into how Pertamina's organizational culture can continue to evolve to support long-term resilience, particularly in maintaining employee well-being and company productivity.

Employee turnover refers to the turnover of employees within an organization, which can occur voluntarily or involuntarily. In the context of the COVID-19 pandemic, employee turnover rates may increase due to economic uncertainty, changes in job demands, and stress resulting from the prolonged crisis. Literature shows that high or low turnover rates can be influenced by factors such as company culture.(DY Maulana & Fachmi, 2025), management policies, and employee welfare. At Pertamina, employee turnover during the pandemic was influenced by economic



challenges and changes in work practices, leading to uncertainty about the future of employment in the energy sector.

Data on employee turnover at Pertamina shows that despite the company's efforts to retain employees through various welfare programs and flexible work policies, some employees chose to leave the company due to the uncertainty arising from the pandemic. This significant influence on turnover stems from uncertainty about careers and long-term prospects within the company, particularly in sectors heavily impacted by global market conditions, such as energy.(Estede et al., 2025)Companies need to be more proactive in managing internal communications, provide greater support to affected employees, and ensure that retention policies are more effective in reducing turnover rates.(Misna et al., 2025).

explanation of the data shows that although Pertamina has implemented various steps to reduce employee turnover, the existing reality shows that the turnover rate remains a major challenge, especially in crisis situations.(Widia, 2021)This indicates that while organizational resilience and cultural transformation are important, companies also need to consider factors that influence employee satisfaction and loyalty amidst uncertainty. Therefore, it is crucial for companies to identify further steps to strengthen organizational culture and maintain closer relationships with employees to reduce high turnover, especially during times of crisis.

Table 1. Explanation of Factors Influencing Employee Turnover at Pertamina during the COVID-19 Pandemic

The relationship between the description and

Aspect	Data Explanation	Implications and Recommendations
Employee Turnover at Pertamina	Despite the company's efforts through wellness programs and flexible work policies, some employees chose to leave due to uncertainty during the pandemic.	Career uncertainty and long-term prospects, particularly in the energy sector which is heavily influenced by global markets, are major factors in turnover.
Key Factors Affecting Turnover	Career uncertainty and unclear long-term prospects greatly influence employees' decisions to leave a company.	Companies need to proactively improve internal communications and provide stronger support to affected employees.
Effectiveness of Retention Policy	Organizational resilience and cultural transformation help but do not completely solve the problem of high turnover during a crisis.	Retention policies should be improved and adjusted to increase employee satisfaction and loyalty in situations of uncertainty.



Aspect	Data Explanation	Implications and Recommendations
The Relationship between Data Description and Explanation	Although various turnover reduction measures have been implemented, turnover rates remain a challenge during times of crisis.	There needs to be an emphasis on strengthening organizational culture and maintaining close relationships with employees to reduce the risk of high turnover.
Strategic Recommendations	Improve communication, strengthen employee support, and develop more effective retention strategies aligned with organizational values and culture.	Focus on proactive and ongoing engagement with employees to build loyalty and reduce turnover, especially during times of high uncertainty.

The Importance of Organizational Resilience in Facing Crisis

The main findings of this study indicate that organizational resilience plays a crucial role in maintaining company operations, especially during times of crisis such as the COVID-19 pandemic. Organizational resilience, which involves a company's ability to adapt, survive, and thrive amidst uncertainty, is a key factor helping Pertamina maintain its operational continuity despite facing significant external disruptions. This study shows that companies with strong organizational resilience can quickly adapt to changing conditions and maintain performance without sacrificing other important aspects, such as employee well-being. This resilience depends not only on financial and operational aspects but also on an organizational culture that supports adaptation and innovation.

Cultural Transformation as the Key to Organizational Sustainability

In addition to organizational resilience, cultural transformation within a company also plays a crucial role in maintaining stability amidst a crisis. Research shows that Pertamina

successfully implemented a cultural transformation by implementing the values of innovation, flexibility, and collaboration within the organization. This transformation, while challenging, helped create a work environment that was more adaptable to change and reduced employee uncertainty. In this regard, a culture that supports change and flexibility is crucial for maintaining employee morale and increasing job satisfaction, ultimately reducing employee turnover. Companies that are able to transform their work culture to be more inclusive and responsive to employee needs tend to be more resilient in crisis situations.

The Influence of Organizational Resilience and Cultural Transformation on Employee Turnover

While organizational resilience and cultural transformation have proven effective in improving employee retention at Pertamina, significant challenges remain in ensuring that all employees can adapt quickly to these changes. The high employee turnover rate during the pandemic demonstrates that even when companies successfully implement supportive cultural changes, external factors such as economic uncertainty and the psychological impact of the pandemic remain



barriers to employee retention. This research indicates that uncertainty regarding future prospects, role changes, and new work patterns are key factors influencing employees' decisions to stay or leave. Therefore, companies need to take a more targeted approach to maintaining communication with employees and providing greater support for their well-being to reduce turnover rates.

Practical Implications for Organizational Management

This research offers several practical implications for organizational management, particularly in the face of crises. First, companies like Pertamina must instill a culture that supports resilience and flexibility as core values within the organization. This includes developing a more inclusive and adaptive work culture and ensuring that employees feel empowered to contribute to achieving shared goals even amidst uncertainty. Second, management must focus on open and transparent communication to reduce employee anxiety about the company's future. This also includes policy adjustments that can improve employee well-being, such as flexible working hours or psychological support for those affected by the pandemic.

Further Research Opportunities

This study has several limitations that open up opportunities for further study. One limitation is its focus on Pertamina as the sole case study, meaning the results may not be fully generalizable to other sectors. Further research could include a comparison between state-owned and private companies to see whether organizational resilience factors and cultural transformation have a similar impact on employee turnover. Furthermore, further research could utilize qualitative approaches, such as interviews with employees and

management, to gain deeper insights into their perceptions of cultural changes and organizational resilience policies implemented during the pandemic.

4. CONCLUSION

One of the most surprising findings of this study is the strong relationship between organizational resilience and cultural transformation in reducing employee turnover at Pertamina during the COVID-19 pandemic. It turns out that not only external factors such as the economic crisis influenced employees' decisions to stay or leave the company, but also internal factors such as profound cultural changes and the implementation of flexible organizational resilience policies. While many organizations were caught in significant difficulties, Pertamina was able to maintain operational stability and reduce employee turnover through rapid cultural adaptation and the implementation of exceptional resilience strategies. These findings highlight that organizational resilience and an adaptive corporate culture are more important than often assumed in previous theories.

This research makes a significant contribution to the development of knowledge in the field of organizational management and human resources, both theoretically and practically. Theoretically, this research broadens the understanding of the relationship between organizational resilience, cultural transformation, and employee turnover in the context of state-owned enterprises, particularly in the energy sector, which is often affected by global dynamics. From a practical perspective, these findings provide insights for Pertamina and other companies to adopt a more integrated management strategy, which focuses not only



on financial stability but also on improving organizational culture that can increase employee retention, especially in the face of global uncertainty. This research also suggests the importance of a more holistic approach in designing organizational resilience policies that combine human, cultural, and managerial aspects.

While this research provides valuable insights, there are several limitations worth noting. First, it focuses solely on Pertamina as a case study, meaning the results may not be fully generalizable to other companies, especially in different sectors. Second, the research relies on data derived from a literature review, thus not fully reflecting the internal dynamics occurring on the ground. These limitations open up opportunities for further, more in-depth research, such as surveys or direct interviews with Pertamina employees and management to gain a richer and more contextual perspective. Further research could expand the scope to other sectors or conduct comparisons across state-owned and private companies to better understand the impact of organizational resilience and cultural transformation on employee turnover across different industry contexts.

5. REFERENCES

- Affandi, N. K., Pellokila, C. A. Z., & Zamil, Y. S. (2025). Sistem Pengawasan dalam Pengadaan Minyak dan Gas Bumi oleh PT Pertamina Patra Niaga. *LITRA: Jurnal Hukum Lingkungan, Tata Ruang, Dan Agraria*, 4(2).
- Akmal, N. H., & Arifa, C. (2023). Resiliensi Bisnis Pada Usaha Mikro Kecil dan Menengah dalam Masa Pandemi COVID-19 (Studi Kasus pada Pengusaha Batik di Daerah Istimewa Yogyakarta). *ABIS: Accounting and Business Information Systems Journal*, 11(1), 1–34.
- Aslam, A. P., Taufik, A. D., Amalia, R., & Ayu, D. F. (2025). Implementasi Strategi Keuangan dan Dampaknya terhadap Profitabilitas: Studi Kasus PT Fast Food Indonesia Tbk. *Jurnal Ilmu Manajemen, Bisnis Dan Ekonomi (JIMBE)*, 2(5), 419–434.
- Aula, S., Hanoum, S., & Prihananto, P. (2022). Peran manajemen sumber daya manusia dalam meningkatkan resiliensi organisasi: Sebuah studi literatur. *Jurnal Sains Dan Seni ITS*, 11(1), D143–D148.
- Estede, S., Anom, L., Rahayu, S., Rochmayanti, D., Mazidah, N., Bisri, H., Adiputra, E., Hidayatin, D. A., & Effasa, A. S. (2025). *Manajemen dinamis: adaptasi dan strategi global*. Penerbit kbm indonesia.
- Fahmi, M. A., Fikrussofa, A. A. A., & Zainuri, A. L. (2025). Dari krisis menuju inovasi: studi kasus perkembangan pembelajaran digital dan resiliensi dalam adaptasi berkelanjutan. *An Najah (Jurnal Pendidikan Islam Dan Sosial Keagamaan)*, 4(4), 90–96.
- Failika, M. M. F. A., & Zaenuri, A. (2025). Resiliensi Karyawan: Kunci Peningkatan Kinerja di Masa Krisis. *Bookchapter Manajemen SDM*, 1, 430–454.
- Fathurrahman, R. (2024). Analisis perbandingan struktural dan karakteristik badan usaha milik negara Indonesia dengan Malaysia. *Jurnal Hukum & Pembangunan*, 54(3), 479–498.
- Fauziyah, A., Zahrah, H., Maulina, Y., & Ramdani, D. W. (2025). Penegakan Etika Bisnis dan Tata Kelola Perusahaan dalam Pencegahan Korupsi Serta Pemulihan Kepercayaan Publik pada Perusahaan Migas Nasional. *Indonesia Economic Journal*, 1(2), 445–453.
- Hariswan, S. E., SH, M. M., Apri Budianto, M. M., & Candra Firmanto, S. (2025). *Manajemen Strategik dan Perencanaan Bisnis*. Takaza Innovatix Labs.
- Maulana, D. Y., & Fachmi, M. (2025). Pengaruh Likuiditas Dan Solvabilitas Terhadap Kinerja Keuangan Di Umkm Di Kabupaten Majalengka. *Juremi: Jurnal Riset Ekonomi*, 4(6), 1435–1440.
- Maulana, R. (2025). Pemanfaatan Sistem Pengadaan Secara Elektronik (SPSE)



- dengan Purchasing pada PT Pertamina Patra Niaga Palembang. *Eduetik: Jurnal Pendidikan Teknologi Informasi Dan Komunikasi*, 5(4), 1086–1092.
- Misna, M., Hafiz, A. P., & Budianto, A. (2025). Analisis Manajemen Risiko Dalam Meningkatkan Pendapatan Usaha Pada UMKM Kerupuk Amplang Kecamatan Reteh Riau. *Manajemen Keuangan Syariah*, 5(1), 18–38.
- Pangestu, R. A. (2023). Analysis of Dynamics and Restructuring of PT Pertamina (Persero). *JKMP (Jurnal Kebijakan Dan Manajemen Publik)*, 11(2), 120–128.
- Putri, S. A., Bagiada, I., & Kusno, H. S. (2023). Analisis Kinerja Laporan Keuangan PT Pertamina Patra Niaga Pasca Legal End-State Sub Holding Commercial & Trading (SH C&T) PT Pertamina (Persero). Politeknik Negeri Bali.
- Toaha, m. (2020). Studi keunggulan bersaing berkelanjutan ukm makanan dan minuman di sulawesi selatan. Universitas hasahudin.
- Widia, t. (2021). Recovery pascapandemi: pemasaran dan keuangan (menggabungkan dua perspektif utama dalam meningkatkan kinerja perusahaan). Penerbit nem.
- Yusuf, m., malelak, m. I., hendratni, t. W., juansa, a., rianty, e., & minarsi, a. (2025). Optimalisasi manajemen keuangan untuk pertumbuhan bisnis. Henry bennett nelson.
- Zakarsi, e. (2025). Kewenangan negara dalam pembebasan tanah untuk kepentingan umum oleh bumh (studi kasus pt pertamina). Universitas Islam Sultan Agung Semarang.