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BEHAVIOURAL ADAPTATION OUTPACING STRUCTURAL INTEGRATION: AN EXPLANATORY SEQUENTIAL MIXED-METHODS STUDY OF ORGANIZATIONAL RESTRUCTURING IN THE MEDICAL DEVICE INDUSTRY

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Abstract

Purpose: This study examines about employee adaptation on commercial reorganization in an Indonesian medical device company organization transformation from an Operating Unit-based structure to a strategic cluster model, and explains why adaptation was uneven across employee groups. **Methodology**: An explanatory sequential mixed-methods design (QUAN → QUAL) was applied with 15 ADKAR survey questions which completed by 73 respondents (90.1% of company population), then followed by 20 participants interview analyzed thematically through Role Theory and integrated via joint display. **Findings**: Awareness (M = 3.406) and Knowledge (M = 3.384) were the weakest ADKAR dimensions, while Ability (M = 3.881) and Reinforcement (M = 3.712) were strongest. Awareness differed significantly across role-change groups, and Knowledge (β = .232, p = .042) and Ability (β = .305, p = .009) predicted Reinforcement. Behavioural adaptation advanced faster than cognitive understanding and structural integration, sustained by employee agency and local leadership rather than mature systems. **Originality**: The study applies ADKAR and Role Theory as complementary lenses for examining employee adaptation during commercial restructuring in the medical device industry and proposes the TRACKS implementation framework. **Implications**: Commercial restructuring demands purposeful attention to transformation direction, role clarity, alignment routines, capability building, knowledge management, and sustained reinforcement.

Keywords: *organizational transformation; employee adaptation; role clarity; ADKAR; medical device industry.*

1. INTRODUCTION

Change has become a recurring condition of organizational life rather than a one-off event, and firms restructure frequently to keep their structures aligned with shifting market demands (Gutiérrez-Iñiguez, Collado-Agudo, & Rialp-Criado, 2023). The medical device industry is a case in point. Commercial organizations in this sector confront hospital consolidation, tender-based procurement, price sensitivity, and local content rules, all of which push them toward more integrated, cross-portfolio commercial models (Boston Consulting Group, 2021; Clarkston Consulting, 2019). Yet redrawing an organization chart does not, by itself, create clearly defined roles, effective coordination, or behaviour that lasts (Al-Haddad & Kotnour, 2015). Many transformations disappoint precisely because the new behaviours needed to execute the change never become embedded in daily practices, systems, and expectations (Moran & Brightman, 2000; Bucy, Schaninger, VanAkin, & Weddle, 2021).

This study examines a single instance of such a transition: MedTech Indonesia's commercial organization moving from an Operating Unit (OU)-based structure to a strategic cluster model. The restructuring was intended to improve integrated account coverage, cross-product portfolio collaboration, customer responsiveness, and commercial execution within Indonesia's medical device market. A shift of this kind reshapes more than reporting lines. It alters the social positions employees occupy and the behaviours expected of them (Biddle, 1979; Anglin, Kincaid, Short, & Allen, 2022). When role expectations move faster than the systems meant to clarify them, employees are left to navigate role ambiguity, role conflict, and change fatigue—conditions that threaten the long-term sustainability of the new model (Rizzo, House, & Lirtzman, 1970; Linnenborn & Borchert, 2025).

The company name is anonymized as MedTech Indonesia for confidentiality. The study addresses three research questions: (1) How has the shift from an OU-based structure to a strategic cluster model influenced employees' role clarity, role-interface alignment, and cross-functional coordination? (2) How have employees adapted to the cluster model, and what factors support or weaken the sustainability of new ways of working? (3) How can an organizational design framework strengthen differentiated role design, decision rights, and coordination under Indonesia's market constraints? Two theoretical lenses are brought to bear on these questions. ADKAR (Hiatt, 2006) measures employee readiness and reinforcement across five dimensions—Awareness, Desire, Knowledge, Ability, and Reinforcement. Role Theory (Biddle, 1979, 1986; Anglin et al., 2022) interprets how role expectations, ambiguity, and conflict shape day-to-day adaptation.

The study makes two contributions. Theoretically, it treats commercial restructuring as a behavioural and role-based process rather than a purely structural intervention, and it extends the combined use of ADKAR and Role Theory into the relatively under-examined medical device commercial context (Gutiérrez-Iñiguez et al., 2023). Practically, it translates the findings into the TRACKS framework to guide role design, decision rights, coordination routines, capability building, knowledge management, and reinforcement.

2. LITERATURE REVIEW

2.1 Organizational Change and Change Management

Organizational change is commonly defined as a shift from an existing state to a desired state, triggered by internal or external pressure; change management is the structured approach to steering such transitions through identification, planning, implementation, monitoring, and reinforcement (Gutiérrez-Iñiguez et al., 2023). The literature offers several foundational approaches: Lewin's (1951) unfreeze-change-refreeze model, Kotter's (1996) eight-stage process for leading change, the McKinsey 7S framework (Peters & Waterman, 1982), and the Star Model of organizational design (Kates & Galbraith, 2007). A criticism that recurs across these traditions is that formal change efforts often fail to deliver expected results, because the new behaviours required for execution are never sufficiently incorporated into daily practices and expectations (Moran & Brightman, 2000).

2.2 The ADKAR Model

ADKAR (Hiatt, 2006; Prosci, 2020) frames individual change as a sequence of five elements: Awareness of the need for change, Desire to support it, Knowledge of how to change, Ability to implement, and Reinforcement to sustain. The model lends itself to evaluating employee readiness and reinforcement because each component maps onto measurable perceptions and can be captured through a structured survey. In a restructuring context, ADKAR helps pinpoint whether the principal challenge lies in awareness and knowledge, or in desire and ability—and which dimensions most strongly predict whether new behaviours will hold.

2.3 Role Theory

Role Theory supplies the principal lens for interpreting how structural transformation reshapes expectations about individuals and teams (Biddle, 1979, 1986; Anglin et al., 2022). Role expectations describe the behaviours expected of role occupants within a social system. When organizational roles are redefined, employees must form fresh expectations about authority, accountability, and cross-functional interaction (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Where stable cues are missing, role ambiguity and role conflict follow (Rizzo et al., 1970). Employees are not passive recipients of redefined roles, however; they engage in role making and role enactment, actively negotiating how revised roles are practised (Anglin et al., 2022; Ashforth, 2001). Role strain (Goode, 1960) and role-set complexity (Merton, 1957) help explain why restructuring produces uneven adaptation across employee groups. These ideas are especially relevant to commercial restructuring, where account ownership, decision rights, and cross-portfolio coordination are frequently contested.

2.4 Employee Behaviour and Change Fatigue

Employees react to change in widely varying ways. Sustained change without adequate support breeds change fatigue, which erodes engagement and adaptive capacity (Khaw, Alnoor, Al-Abrrow, Tiberius, Ganesan, & Atshan, 2023; Linnenborn & Borchert, 2025). Repeated, poorly communicated change can undermine trust in leadership intentions and weaken the reinforcement on which new behaviours depend (Miceli, Hagen, Riccardi, Sotti, & Settembre-Blundo, 2021). Self-leadership and local managerial support can buffer these effects, but they are a poor substitute for structured change management (Linnenborn & Borchert, 2025).

2.5 Conceptual Framework

Bringing ADKAR and Role Theory together links a change management perspective with an organizational behaviour one. ADKAR establishes what is happening at scale across the five dimensions of adaptation; Role Theory explains why particular patterns appear for particular groups of employees experiencing different degrees of role disruption. The combined lens is then applied to commercial restructuring in the medical device industry, an area where role-based analysis of account coverage and cross-portfolio coordination remains limited (Gutiérrez-Iñiguez et al., 2023; Carlé & Hautamäki, 2026).

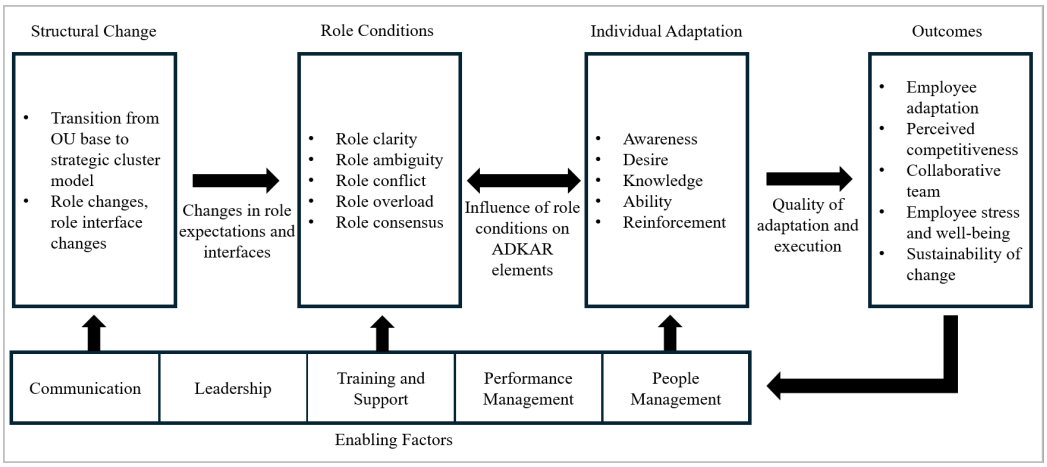

Figure 1. Conceptual Framework

3. METHODS

3.1 Research Design

The study employed an explanatory sequential mixed-methods design (Creswell & Plano Clark, 2018; Greene, 2007), summarized as QUAN → QUAL. A quantitative phase first measured broad patterns of employee adaptation across MedTech Indonesia's commercial organization; a qualitative phase then explained why those patterns occurred. This design suited the project for three reasons: the researcher already had a preliminary grasp of the primary variables (the ADKAR dimensions); participants were expected to overlap across phases; and the work could be completed by a single investigator within a defined timeframe (Creswell & Plano Clark, 2018). The quantitative phase leaned toward postpositivism, treating survey results as measurable indicators, whereas the qualitative phase took a more constructivist stance, treating employees' own accounts as meaningful sources of understanding (Creswell & Plano Clark, 2018). Within the overall design, the qualitative phase functioned as a single-case study of MedTech Indonesia's commercial organization—a form well suited to the distinctive circumstances of its transition timeline and market environment (Creswell, 2009).

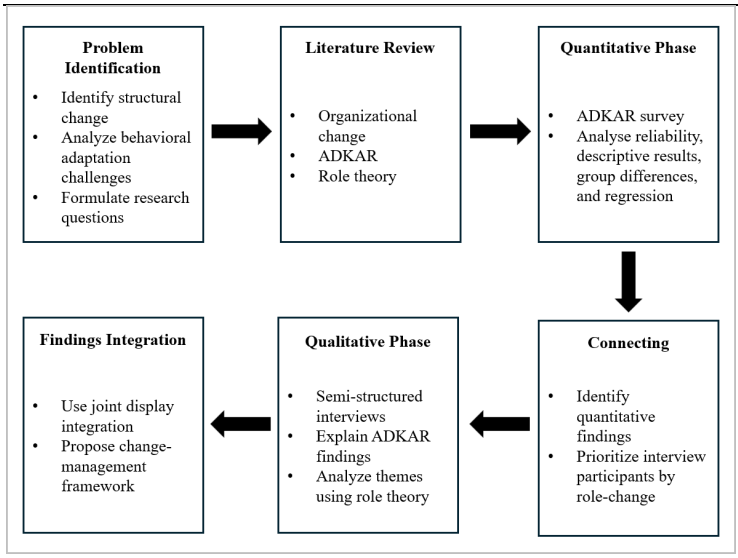

Figure 2. Research Design

3.2 Data Collection

The quantitative instrument was a structured survey built around the ADKAR framework (Hiatt, 2006). It comprised 15 items distributed evenly across the five dimensions (three items each), rated on a five-point Likert scale (1 to 5). Demographic and role-change information was also collected: function (commercial or non-commercial), tenure, job level (individual contributor or people manager), and extent of role change (no or minimal change, partial change, or significant change). The survey was administered to the commercial organization's population and yielded 73 valid responses (90.1% of the population). Before taking part, respondents were told the study's purpose, their right to withdraw, and that their responses would remain confidential.

Table 1 Survey Respondents Demography

Category	Group	n	%
Survey coverage	Total employee population	81	100.0
Valid	Valid survey responses	73	90.1
Function	Commercial	47	64.4
	Non-commercial	26	35.6
Tenure	Less than 2 years	9	12.3
	2 - 5 years	12	16.4
	6 - 10 years	34	46.6
	More than 10 years	18	24.7
Job level	Individual contributor	53	72.6
	People manager, head of division	20	27.4
Role change	No change or relatively similar	35	47.9
	Partial role change	26	35.6
	Significant role change	12	16.4

A connecting phase followed the survey. Priority interview participants were identified on the basis of role-change magnitude, because employees with significant role change had reported the lowest Awareness. Twenty participants were purposefully selected to represent varied levels of role change, functions, tenure, and job levels; the largest subgroup comprised employees who had experienced significant role change (9 of 20 participants). The semi-structured interviews covered reasons for change, expected role responsibilities, decision-making authority, coordination among functional teams, capabilities, leadership support, reinforcement, workload, and sustainability. They were conducted in line with standard research ethics for organizational studies.

3.3 Data Analysis

Quantitative data were analyzed in JASP. Reliability was assessed with Cronbach's alpha (Cronbach, 1951), and construct adequacy was examined through exploratory factor analysis (Kaiser, 1970; Bartlett, 1950). Descriptive statistics summarized the five ADKAR dimensions, and a Kruskal-Wallis test (Kruskal & Wallis, 1952) compared dimensions across role-change groups. Pearson correlations examined relationships among dimensions, and an exploratory multiple linear regression examined which dimensions predicted Reinforcement. The qualitative data were analyzed thematically: all interviews were reviewed, coded, and organized in NVivo 15; codes were then combined into broader themes and interpreted through Role Theory. Finally, the quantitative and qualitative findings were integrated using joint display analysis (Creswell & Plano Clark, 2018; Draucker, Rawl, Vode, & Carter-Harris, 2020).

Table 2 Reliability Test Results for ADKAR Dimensions

ADKAR Dimension	Number of Items	Cronbach's Alpha	Item Rest Correlation Range	Interpretation
Awareness	3	0.757	0.548 - 0.613	Acceptable
Desire	3	0.759	0.580 - 0.660	Acceptable
Knowledge	3	0.700	0.381 - 0.662	Acceptable
Ability	3	0.705	0.460 - 0.589	Acceptable
Reinforcement	3	0.812	0.571 - 0.727	Good

Table 3 Construct Adequacy and Exploratory Factor Analysis Results

Test	Result			Interpretation
Kaiser-Meyer-Olkin Test	0.833			Good sample validity
Bartlett's Test	X^2	df	p	Correlations between items were sufficient for factor analysis
	507.563	105.000	< .001	
Chi-Squared Test	Value	df	p	Acceptable model fit
	46.592	40	.220	
Rotated Five-Factor Solution	60.45%			Adequate explanatory coverage

Table 4 Exploratory Multiple Linear Regression Model Summary for Reinforcement

Model	R	R^2	Adjusted R^2	RMSE	F	df	p
Reinforcement model	0.664	0.440	0.408	0.505	13.38	4, 68	< .001

The interviews were transcribed verbatim and anonymized by replacing participants' identities with participant codes. The qualitative analysis followed an iterative thematic procedure. First, the researcher familiarized himself with the data by repeatedly reading the interview transcripts. Second, initial codes were generated from meaningful segments related to awareness, role clarity, decision rights, coordination, capability, leadership support, reinforcement, workload, and change sustainability. Third, related codes were compared and grouped into broader categories, which were subsequently developed into candidate themes. The themes were then reviewed against the coded extracts and the complete dataset to assess their internal consistency, distinctiveness, and relevance to the research questions. Finally, the themes were defined, named, and interpreted through Role Theory. An audit trail was maintained through the NVivo coding structure, code definitions, analytical notes, and records of changes made during theme development. Credibility was further supported through triangulation between the survey findings, interview evidence, participant-group comparisons, and relevant organizational information. Researcher bias was mitigated by anonymizing the data before analysis, maintaining reflexive notes, systematically comparing supporting and contradictory accounts, and grounding interpretations in evidence from participants with different functions, job levels, tenure, and degrees of role change.

3.4 Limitations

The study is bounded geographically by Indonesia and by one organizational unit, and it captures adaptation only during the first year after restructuring. It therefore seeks contextually relevant insight rather than statistical generalization (Creswell, 2009). It relies on survey and interview evidence that may carry respondent and corporate-sensitivity bias—an issue mitigated through triangulation across survey, interview, and internal performance data. The findings also reflect a regulatory environment that is changing rapidly, including procurement, reimbursement, and local content policies.

4. RESULTS AND DISCUSSION

4.1 Quantitative Findings

Adaptation across the five ADKAR dimensions was uneven. Ability recorded the highest mean (M = 3.881, Mdn = 4.000), followed by Reinforcement (M = 3.712) and Desire (M = 3.703). Awareness (M = 3.406) and Knowledge (M = 3.384) sat at the bottom. What this tells us is that employees generally felt able to keep performing under the cluster model and were willing to support the change, even as their practical understanding of how the new structure should work remained comparatively weak. The higher standard deviations for Awareness, Knowledge, and Reinforcement confirmed that employees did not experience the transformation in the same way.

A descriptive comparison by role-change group sharpened the picture. Employees experiencing significant role change reported the lowest mean scores across all five dimensions, and the largest gap appeared in Awareness (M = 2.861, against 3.524 for minimal change and 3.500 for partial change). The Kruskal-Wallis test confirmed a statistically significant difference for Awareness alone, $H(2) = 7.936$, $p = .019$. Pairwise comparison showed that employees with significant role change reported lower Awareness than those with partial or minimal change; the remaining dimensions did not reach significance, although the descriptive pattern was consistent across them.

Pearson correlations among the ADKAR dimensions were all positive and statistically significant. The strongest was between Awareness and Desire ($r = .609$, $p < .001$): a clearer grasp of the rationale for change went hand in hand with stronger willingness to support it. For Reinforcement, the strongest correlation was with Ability ($r = .563$, $p < .001$), followed by Desire ($r = .538$), Knowledge ($r = .512$), and Awareness ($r = .482$).

An exploratory multiple linear regression, with Reinforcement as the dependent variable and Awareness, Desire, Knowledge, and Ability as predictors, was statistically significant, $F(4, 68) = 13.38$, $p < .001$, explaining 44.0% of the variance in Reinforcement (adjusted $R^2 = .408$). Of the predictors, Knowledge ($\beta = .232$, $p = .042$) and Ability ($\beta = .305$, $p = .009$) reached significance, with Ability the strongest. Awareness and Desire showed positive but non-significant coefficients. Sustainable change, in other words, depended more on practical role knowledge and

employees' perceived capability than on awareness or willingness alone. Because the analysis was cross-sectional, the results point to statistical association rather than causal effect.

Table 5 Descriptive Statistics of ADKAR Dimensions

ADKAR Dimension	Mean	Median	Standard Deviation	Minimum	Maximum	Rank
Awareness	3.406	3.667	0.644	1.333	4.333	4
Desire	3.703	3.667	0.560	2.333	5.000	3
Knowledge	3.384	3.333	0.633	1.667	4.667	5
Ability	3.881	4.000	0.446	2.333	5.000	1
Reinforcement	3.712	4.000	0.656	2.000	5.000	2

Table 6 Descriptive Comparison of ADKAR Dimensions Scores by Role Change

ADKAR Dimension	No change or relatively similar (n=35) Mean (SD)	Partial Role Change Mean (SD)	Significant Role Change Mean (SD)	Kruskal-Wallis H	p-value
Awareness	3.524 (0.550)	3.500 (0.575)	2.861 (0.797)	7.936	0.019*
Desire	3.714 (0.493)	3.795 (0.589)	3.472 (0.658)	3.612	0.164
Knowledge	3.400 (0.559)	3.474 (0.707)	3.139 (0.658)	2.837	0.242
Ability	3.895 (0.426)	3.974 (0.376)	3.639 (0.577)	3.695	0.158
Reinforcement	3.743 (0.578)	3.718 (0.671)	3.611 (0.863)	0.056	0.972

Table 7 Pearson Correlations among ADKAR Dimensions

			Pearson's r	p
Awareness	-	Desire	0.6091***	< .001
Awareness	-	Knowledge	0.4115***	< .001
Awareness	-	Ability	0.4825***	< .001
Awareness	-	Reinforcement	0.4819***	< .001
Desire	-	Knowledge	0.5612***	< .001
Desire	-	Ability	0.5618***	< .001
Desire	-	Reinforcement	0.5376***	< .001
Knowledge	-	Ability	0.4483***	< .001
Knowledge	-	Reinforcement	0.5115***	< .001
Ability	-	Reinforcement	0.5626***	< .001

* p < .05, ** p < .01, *** p < .001

4.2 Qualitative Findings

Thematic analysis of the 20 interviews produced five themes: (a) uneven understanding of change rationale and strategic fit (250 coded references); (b) uneven role clarity and decision rights (273 coded references); (c) role conflict and coordination friction (230 coded references); (d) uneven support and reinforcement for adaptation (481 coded references); and (e) change fatigue and structured change management (451 coded references).

The first theme described employees who recognized external pressures—tender consolidation, price sensitivity, local content requirements, hospital consolidation—and who sometimes saw the cluster model as a way to address integrated hospital groups and cross-portfolio opportunities. Yet they often lacked clarity on how the strategic vision translated into their own role expectations. Read through Role Theory, the structural-functional view helps here: structural pressures created a need for employees to function differently, but employees who could not connect the cluster narrative to their own role expectations formed weaker expectations of what was now expected of them (Biddle, 1979; Anglin et al., 2022).

The second theme documented widespread confusion over role boundaries, decision rights, and accountability across the newly defined cluster roles—a direct expression of role ambiguity (Rizzo et al., 1970; Anglin et al., 2022). Employees were still working out the boundaries of their roles, their ownership areas, and their cross-functional interactions, which suggests the formal design had moved faster than practical role knowledge. The third theme captured role conflict and coordination friction: coordination continued to lean heavily on informal bilateral relationships and employee initiative rather than on formalized mechanisms, a pattern that creates hidden execution risks (Kates & Galbraith, 2007).

The fourth theme, the most frequently coded, revealed that the quality of learning and adaptation depended heavily on local leadership and employee initiative rather than on any standardized capability program. Immediate managerial support was the factor most often cited as helping adaptation along. What held it back was generic high-level communication, the absence of role-specific onboarding, and fragmented knowledge. The fifth theme captured change fatigue, workload pressure, and a sense that recognition and wellbeing were being neglected, with formal evaluation systems not yet aligned to cluster logic and therefore doing little to reinforce collaborative behaviour.

4.3 Findings Integration

Integration through joint display produced five meta-inferences. First, the lower Awareness among employees with significant role change was not solely a communication problem. It reflected weaker role-expectation formation: employees with smaller role changes could link the cluster narrative to existing expectations, whereas those with greater disruption lacked the stable cues needed to make sense of their new responsibilities (Biddle, 1979). Second, the new structure outpaced clear role-based operational guidance, which explains why Knowledge was the lowest-scoring dimension yet still a significant predictor of Reinforcement—as employees built practical knowledge through experience and local clarification, they became more likely to see the change as sustainable.

Third, employees' own adaptations enabled them to sustain performance despite structural ambiguity, consistent with role-making and role-enactment perspectives (Anglin et al., 2022; Ashforth, 2001). Operational capability was being sustained more by employee agency and informal adaptation than by mature organizational systems. Fourth, professional commitment and local leadership sustained Desire and Reinforcement more than formal systems did, which indicates that role acceptance rested on professional identity and relational commitments rather than on fully established reinforcement mechanisms (Biddle, 1979). Fifth, drawing these patterns together, behavioural adaptation advanced faster than cognitive understanding and structural integration. Employees collaborated and delivered under the cluster model, but role clarity, decision rights, coordination processes, and sustained change management practices lagged behind—leaving role ambiguity, overlapping ownership, fragmented knowledge, inconsistent recognition, and change fatigue as risks to long-term sustainability.

Table 8 Joint Display Analysis Table

No	Quantitative Finding	Qualitative Explanation	Connected Qualitative Theme(s)	Role Theory Interpretation	Integrated Finding (Meta-inference)
1	Awareness significantly differed across role-change groups and recorded one of the lowest mean scores. Employees experiencing significant role change reported significantly lower Awareness than employees whose roles changed partially or remained relatively unchanged.	Communication about the strategic cluster change was uneven. Employees with major role changes faced greater uncertainty about the rationale and their revised roles.	Theme 1: Uneven understanding of change rationale and strategic fit	Role expectations were not clarified evenly across role-change groups. Greater role disruption created stronger role ambiguity and weaker sense-making.	Employees with biggest role changes understood the transformation rationale least.
2	Knowledge recorded the lowest mean score and significantly predicted Reinforcement (β = .232, p = .042).	Employees reported uncertainty about role boundaries, decision rights, coordination routines, and operating processes. Much understanding developed through experience rather than structured guidance.	Theme 2: Uneven role clarity and decision rights; Theme 3: Role conflict and coordination friction	The new structure changed roles and interfaces faster than practical role knowledge could develop. This prolonged role ambiguity, especially for expanded or shifting roles.	The new structure outpaced clear, role-specific operational guidance.
3	Ability recorded the highest mean score and was the strongest positive predictor of Reinforcement (β = .305, p = .009).	Employees continued performing by learning through experience, peer collaboration, manager coaching, and personal initiative. Adaptation relied mainly on informal mechanisms.	Theme 3: Role conflict and coordination friction; Theme 4: Uneven support and reinforcement for adaptation	Employees actively negotiated and enacted their roles despite incomplete clarity. Their own agency helped fill gaps in formal guidance.	Employees' own adaptation kept performance high despite structural ambiguity.

4	Desire and Reinforcement maintained relatively high mean scores despite organizational restructuring.	Employees remained committed to the change despite workload and uncertainty. Motivation was sustained by leadership, peer support, and professional responsibility, despite gaps in recognition.	Theme 4: Uneven support and reinforcement for adaptation; Theme 5: Change fatigue and structured change management	Role acceptance was supported more by professional identity and local leadership than by formal reinforcement systems. Local support helped employees continue despite ambiguity and strain.	Professional commitment and local leaders sustained change more than systems.
5	The contrast between lower Awareness and Knowledge and higher Ability, Desire, and Reinforcement suggested uneven change adaptation across ADKAR dimensions.	Employees adapted while also facing repeated restructuring, workload pressure, role ambiguity, coordination friction, uneven support, and change fatigue. Performance was sustained through resilience and informal coping.	Themes 1-5	Employees enacted new roles before role expectations, boundaries, and support systems were fully stabilized. The role system remained in transition rather than full integration.	Behavioural adaptation outpaced cognitive understanding and structural integration.

4.4 The TRACKS Framework

From the integrated findings, the study proposes the TRACKS framework, which translates the meta-inferences into a sequenced implementation plan. Transformation Direction (T) tackles uneven awareness through structured, role-based communication led by a visible Change Sponsor and supported by Change Agents who translate leadership messages into locally relevant meaning and feed insights back upward (Hiatt, 2006; Kotter, 1996). Role Clarity (R) addresses role ambiguity through co-developed Role Charters and RACI matrices that define responsibilities, decision authority, escalation routes, and key performance indicators for contested areas such as account ownership and tender bids (Anglin et al., 2022; Kates & Galbraith, 2007).

Alignment (A) institutionalizes the informal coordination that employees currently sustain through bilateral relationships—formalizing handover procedures, monthly alignment meetings, and a cross-role Change Working Group, supplemented by Indonesia-specific protocols for tenders, e-katalog management, and BPJS-hospital engagement. Capability (C) addresses the reliance on self-directed learning through structured awareness programs, role-specific onboarding for employees with significant role change, and manager coaching, with manager training prioritized as the highest-impact early investment (Hiatt, 2006). Knowledge Management (K) counters tacit knowledge loss and fragmented know-how through a role-specific knowledge repository with designated owners and handover checklists (Picado Argüello & González-Prida, 2024). Finally, Sustaining the Change (S) realigns performance metrics, recognition, wellbeing monitoring, and change governance to reinforce integrated rather than siloed performance, and to detect regression before it becomes entrenched (Sroufe, 2017).

Table 9 The TRACKS Framework and Proposed Implementation Mechanisms

Track Title	Meta-inference Addressed	ADKAR Dimension	Role Theory Construct	Key Mechanisms
Transformation Direction (T)	Employees with biggest role changes understood rationale least	Awareness	Role expectations, role ambiguity	Change Sponsor, Change Agent

Role Clarity (R)	New structure outpaced operational guidance	Knowledge	Role clarity, role ambiguity	Role Charter, RACI Matrix
Alignment (A)	Employees' own adaptation sustained performance despite ambiguity	Knowledge, Ability	Role consensus, role conflict	Handover Procedure, Monthly Alignment, Change Working Group
Capability (C)	Adaptation relied on informal mechanisms; manager quality was decisive	Awareness, Knowledge, Ability	Role socialisation, role expectations	Track C1 (awareness sessions), Track C2 (role-specific onboarding), Track C3 (manager coaching)
Knowledge Management (K)	Behavioural adaptation outpaced structural integration; knowledge lost in transition	Knowledge	Role transition, institutional memory	Know How Library, Information Library, Handover Checklist, KM Library Review
Sustaining the Change (S)	Professional commitment and local leaders sustained change more than formal systems	Reinforcement, Desire	Role overload, role sustainability	Cluster KPI, Change Recognition Program, Change Governance, Wellbeing Monitoring, Change Effectiveness Review

5. CONCLUSION

This study examined MedTech Indonesia's move from an OU-based structure to a strategic cluster model as both a structural and a behavioural change process, set within a competitive and tightly constrained medical device market. The new structure may well facilitate more complete account coverage and a sharper strategic orientation. Even so, employees showed uneven adaptation during the first year, marked by significant role-related challenges, coordination problems, and signs of change fatigue. Awareness and Knowledge were the weakest ADKAR dimensions; Desire, Ability, and Reinforcement were relatively strong. Employees with significant role changes reported lower Awareness and greater role ambiguity, and the regression analysis pointed to Knowledge and Ability as the significant predictors of Reinforcement.

The central insight is that behavioural adaptation ran ahead of cognitive understanding and structural integration. Employees stayed willing and capable, yet their performance often rested on personal resilience, peer learning, local managerial support, and informal coordination rather than on fully established organizational systems. Role ambiguity, overlapping ownership, fragmented knowledge, inconsistent recognition, and change fatigue therefore remain real risks to long-term sustainability. The study contributes to organizational change research by showing that employees can exhibit strong commitment and operational capacity to adapt even when their understanding of the change, and of the role system supporting it, remains limited. It also extends the combined application of ADKAR and Role Theory to commercial restructuring in the medical device industry, and it offers the TRACKS framework as an evidence-based guide for aligning structural design, behavioural adoption, and sustainable execution.

The study is limited to a single organization during the first year of implementation and does not aim for statistical generalization. Future work could extend the design longitudinally to test whether cognitive understanding and structural integration eventually catch up with behavioural adaptation, and could trial the TRACKS framework across several firms in emerging medtech markets. For practice, the message is that commercial restructuring demands more than structural reconfiguration: it calls for sustained attention to transformation direction, role clarity, alignment routines, capability building, knowledge management, and reinforcement.

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