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## Factors That Influence the Ability to Adapt New Employees at PT. X Laboratory Services

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### ABSTRACT

The purpose of this study is to describe the factors that influence the adaptability of new employees, with the hope of helping the company better understand the practical aspects of adaptability among new laboratory service employees so that they can adapt well at PT. X. This study employs a qualitative research method with a case study design. The results indicate that several factors influence the adaptability of new laboratory service employees at PT. X, namely external and internal factors. External factors affecting new employee adaptation at PT. X include work environment conditions, facilities, and work pressure. Meanwhile, internal factors influencing new employee adaptation at PT. X are self-adjustment and motivation

## INTRODUCTION

The workplace in this era of globalization inevitably involves increasingly fierce business competition; companies are required to optimize all their resources—including capital, machinery and equipment, work methods, raw materials, marketing, and human resources. Companies have a critical need for competent and high-quality human resources. In this context, human resources refer to employees who play an active role in every organizational activity, as people are the agents and determinants of the achievement of goals within an organization or company.

For some people, becoming a new employee in an organization or company is not an easy task. It is not uncommon for new employees to face issues such as anxiety, making various adjustments through a socialization process necessary. New employee socialization can be facilitated through the adaptation process. New employee adaptation refers to an individual's ability to self-regulate, based on their "capabilities, skills, and willingness," to adjust to a new environment through innovative approaches in responding to environmental changes. One dimension of adaptability involves the ability to adapt to others and manage workplace stress. Interaction with others is of utmost importance.

PT. X is a company engaged in mineral testing, surveying, and inspection services at its Halmahera / North Maluku branch. Based on the researcher's observations, several employees faced significant issues such as absenteeism and a decline in work motivation, leading them to make the final decision to resign within a relatively short period. This included new employees who had not yet completed their probationary period (a three-month trial period).

Based on interviews with the HRD of PT. X, it was revealed that some employees frequently failed to report to work, often citing illness without a doctor's note, and some even chose to resign from the company. This issue frequently occurs among

new employees who, despite not having completed their employment contracts, have already chosen to resign or not renew their contracts upon finishing their probationary period /probation. The HR department has already conducted counseling sessions with employees who chose to resign; the reasons for resignation vary widely, such as: Uncooperative coworkers in this context mean that communication in the workplace does not run smoothly, and miscommunication or conflicts among coworkers frequently occur; a seniority-based culture that is still prevalent; rapid system changes; and work coordination that is poorly managed and often overlooked. Consequently, this has become a serious concern in the field of Human Resource Development due to the high resignation rate in the Manpower database.

Adaptation is the process of physiological and psychosocial changes in response to stress. Adaptation is a cognitive and behavioral effort to manage external and/or internal demands that are perceived to exceed or disrupt the resources available to the individual (Candra et al., 2017). As social beings, humans inherently need others. It is essential to cultivate the attitude that others can be good work partners. Work-related pressure often triggers work-related stress. Therefore, it is necessary to create a pleasant work environment by being open and communicating with colleagues (Malasari, 2018). Adaptation aims to meet life's needs—whether somatic, psychological, or social. Adaptation also aims to maintain or protect the ego (the self) from anxiety. In general, adaptation aims to address demands—both conscious and unconscious—and to meet needs in a realistic, rational, and objective manner (Candra, et al., 2017).

Based on the researcher's observations, the company has not yet taken any follow-up action to resolve the issues frequently experienced by new employees during their adaptation to the new work environment. So far, employees have only been provided with counseling regarding the issues or reasons behind such actions, without seeking solutions to minimize the resignation rate among new employees. Consequently, this situation keeps recurring.

Based on the information the researcher has gathered and the increasing number of new employees who struggle to adapt to the work environment—leading to a high resignation rate at PT. X—the researcher feels it is necessary to conduct research on the adaptability of new employees and the factors influencing it.

#### **Research Question**

This study focuses on the factors that influence the adaptability of new employees in the laboratory services division at PT. X.

#### **METHODS**

This research employs a qualitative method with a case study design. Yin (2002) defines a case study as a research process. "A case study is an empirical inquiry that investigates a contemporary phenomenon (the 'case') within its real-life context, especially when the boundaries between the phenomenon and the context may not be clearly evident." This case study is intended to examine research questions and issues, where the phenomenon and the context in which it occurs are inseparable. Sugiarto (2015) explains that qualitative research, as a type of research, does not involve statistical procedures or other forms of calculation. The objective is to reveal the phenomenon in a holistic-contextual manner by collecting data from natural settings and using the researcher as the primary instrument. This study is

descriptive and employs inductive analysis, emphasizing processes and meanings from the subjects' perspective.

The informants in this study consisted of two field employees in the laboratory sampling division and two staff officers in the General Affairs (GA) division. The primary data and data sources were collected through in-depth interviews with the research informants. The data collection techniques used included interviews and case studies. The interviews were conducted using a structured approach, in which the researcher prepared a research instrument consisting of written questions to serve as a guide for the interviews. Using this method, each informant was asked the same questions, and the interview results were recorded by the data collector.

In this study, the researcher summarized the results of interviews with PT. X employees, which provided information regarding the adaptability of new employees and the challenges they face in adapting to the work environment. Based on these interview results, the researcher drew conclusions regarding the factors influencing new employees' ability to adapt to their work, as presented in the following table:

Table 1. Methodology

<p>First Informant</p>	<p>The first informant stated: Experiencing difficulties in adapting to the new work environment, such as colleagues who are reserved, a lack of company facilities—including field work equipment—that hinders the smooth progress of field operations. Supervisors who tend to be passive in making decisions when problems arise with subordinates; a lack of company orientation for new employees; limited access to job descriptions, causing work delays; poor coordination regarding tasks, leading to miscommunication; and resulting in reluctance or reluctance to start work. Engaging in activities outside of work that violate company policies, such as failing to show up for work, frequently taking leave without clear justification, frequent disagreements among coworkers, and work delays that render the work ineffective; these actions lead to a loss of comfort in the work environment and result in the decision to resign from the company.</p>
<p>Second Informant</p>	<p>The second informant stated that they were unable to adapt to the work environment. This was due to a lack of support from coworkers and supervisors, a work culture still oriented toward seniority, and a lack of coordination among coworkers, which caused the informant to experience delays in completing tasks due to dependence on other divisions. Additionally, the work assignments were too brief, and there were no career advancement opportunities to motivate employees. However, these factors led employees to feel uncomfortable at work, resulting in decreased work motivation and job satisfaction, causing them to choose to resign from PT. X.</p>

Third Informant	<p>The third informant stated that they found it difficult to adapt to the work environment at PT. X, citing several factors that made them feel uncomfortable, such as high work pressure, a lack of company orientation for new employees, and an unsupportive work environment. However, they continued to motivate themselves to adapt to the new job and environment.</p> <p>This continued until the end of their employment contract with the company.</p>
fourth informant	<p>The fourth informant stated that they had difficulty adapting to the work environment at PT. X. The third informant also stated that they had initially felt uncomfortable in their work environment upon joining PT. X due to a lack of teamwork, such as slow responses, a strong seniority-based hierarchy that was still in place, and high work pressure</p> <p>in the GA department, which led to a decline in work motivation.</p>

## RESULTS AND DISCUSSION

Adaptability refers to an individual's ability to manage themselves, encompassing their "capabilities, skills, and willingness" to adjust to new environments through innovative approaches in responding to environmental changes. One dimension of adaptability involves the ability to adapt to others and manage workplace stress. Interaction with others is of utmost importance. As social beings, humans naturally need others. This study aims to describe the factors that influence work adaptation ability among new employees.

From the interview results, we identified factors influencing the adaptation ability of new employees at PT. X, which are explained below:

### 1. External Factors

External factors are factors outside the individual that influence a new employee's ability to adapt, including:

#### a. Work Environment

Work environment conditions are one of the factors causing new employees' inability to adapt due to a lack of teamwork and a seniority-based hierarchy still prevalent in the work culture, which leads to disharmonious relationships among coworkers. Therefore, work environment conditions are a factor influencing the adaptability of new employees at PT. X.

#### b. Work Facilities

Work facilities are a key supporting factor in ensuring employees perform effectively; inadequate facilities can hinder work and lead to poor performance, which in turn affects job comfort and satisfaction and thus becomes a factor hindering the adaptability of new employees in the laboratory services division at PT. X.

#### c. Work Pressure

High work pressure and unpredictable system changes can lead to increased levels of work-related stress and anxiety among new employees at PT. X's laboratory services. Employees feel they have too much work to complete in a short amount of time, which leaves them feeling

overwhelmed. Additionally, the frequent changes to work systems require a lengthy adjustment process as employees transition from the old system to the new one. This can make new employees at PT. X's laboratory services struggle with their ability to adapt.

### 2. Internal Factors

Internal factors encompass aspects within the individual that influence the tendency toward poor adaptation among new employees, including:

#### a. Self-Adjustment

Informants stated that weak self-adjustment leads to work-related stress, causing some new employees to resign from their jobs or not renew their employment contracts. Self-adjustment is crucial for new employees to prepare themselves physically and psychologically to cope with work pressure, disharmony among coworkers, and poor work coordination. Therefore, self-adjustment is one of the factors influencing the adaptability of new employees at PT. X's laboratory services.

#### b. Motivation

Several informants stated that work delays often occur due to a lack of coordination among coworkers and slow responses, caused by inadequate work facilities. This has become a habit of delaying work because no solutions are offered. Consequently, this leads to a decline in work motivation among new employees, who feel they are not progressing in their career paths. Motivation creates a sense of urgency to complete tasks. Without sufficient motivation, individuals may not feel the need to complete their work immediately. Therefore, motivation is one of the factors influencing the work adaptation ability of new laboratory service employees at PT. X.

#### c. Discussion

##### 1. External Factors Influencing Adaptability: Work Environment Conditions

Based on the interview results, the work environment at PT. X is a significant external factor influencing the adaptability of new employees. Due to a lack of teamwork and the persistence of seniority-based attitudes within the work culture, relationships among coworkers have become strained. Therefore, efforts are needed to improve coordination among teams and impose strict

sanctions regarding seniority-based attitudes to reduce the notably high resignation rate among new employees.

#### d. Facilities

Facilities play a crucial role in the adaptability of new employees in PT. X's laboratory services.

Reliance on adequate facilities poses a challenge in maximizing performance. The lack of sufficient facilities can hinder work efficiency and negatively impact new employees' adaptability. Therefore, the company must prioritize facility improvements as an investment to enhance new employees' adaptability.

#### e. Work Pressure

High work pressure has been identified as another external factor affecting the adaptability of new employees in the laboratory services division of PT. X. These employees experience high levels of stress and anxiety due to excessive workloads and tight deadlines. This creates a sense of being overwhelmed, making it difficult for employees to get started on their work. More effective management of workloads, fair task distribution, and managerial support can help reduce work pressure that may trigger new employees' inability to adapt.

### 3. Internal Factors Affecting Adaptability

#### a. Self-Adjustment

Interview results indicate that self-adjustment acts as an internal factor in the adaptability of new laboratory service employees at PT. X. It was stated that weak self-adjustment leads to work-related stress, causing some new employees to resign from their jobs or not renew their employment contracts. Self-adjustment is crucial for new employees to prepare themselves physically and psychologically to cope with work pressure, disharmony among coworkers, and poor work coordination. Therefore, self-adjustment is one of the factors influencing the adaptability of new employees in the laboratory services division at PT. X

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to complete tasks. Without sufficient motivation, individuals may not feel the need to complete tasks promptly. Therefore, motivation is one of the factors influencing the work adaptation ability of new laboratory service employees at PT. X.

### CONCLUSION

Based on the results of the qualitative analysis, there are several factors influencing the work adaptation ability of new laboratory service employees at PT. X, namely external factors and internal factors. External factors include the work environment, working conditions, facilities, and work pressure. Meanwhile, internal factors include self-adjustment and motivation, which influence the work adaptation ability of new laboratory service employees at PT. X.

### Suggestion

Based on the conclusions drawn from the discussion, the researcher recommends that the company improve working conditions, such as eliminating the seniority culture within the organization and enhancing coordination among coworkers to reduce misunderstandings and ensure alignment with the company's objectives. Furthermore, improving facilities that support employee productivity—such as better technology or necessary equipment—can help reduce obstacles in task execution. The company also needs to evaluate employees' workloads and ensure a fair distribution of tasks to reduce stress and anxiety levels, which can hinder new employees' ability to adapt. Training programs designed to improve new employees' ability to adapt can help them manage emotions and moods caused by internal factors. Additionally, implementing motivational strategies—such as providing appropriate incentives and clearly communicating organizational goals—can boost employee motivation and prevent issues arising from a lack of motivation.

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