

ABSTRACT

Changes in the strategic environment, increasing demands for public accountability, and evolving regulatory dynamics have compelled public sector organizations to continuously adapt in order to remain relevant and effective in performing their functions. These conditions require organizational transformation not only in structural and administrative aspects, but also in work systems, organizational culture, and human resource management practices. Komisi Pengawas Persaingan Usaha (KPPU), as an independent state institution, has undergone an institutional transformation following the enactment of Presidential Regulation Number 100 of 2024, which repositioned its institutional status and personnel system within the framework of the State Civil Apparatus (ASN). This transformation has brought significant implications for organizational governance, work patterns, performance systems, and the professional culture that has long characterized KPPU.

This study aims to analyze the organizational transformation process within KPPU by examining the stages of transformation, the challenges encountered, and the strategies employed by the organization and its leadership in managing change. The research adopts a qualitative approach using a case study method. Data were collected through in-depth interviews with key informants consisting of KPPU leaders and employees directly involved in the transformation process.

The findings indicate that organizational transformation at KPPU has occurred in a gradual and dynamic manner, encompassing changes in organizational structure, personnel systems, performance mechanisms, and work culture. The process has been influenced not only by regulatory factors but also by employees' psychological, cultural, and professional dimensions. Communicative leadership and exemplary conduct from leaders have played a critical role in maintaining organizational stability during the transition period. The transformation of KPPU remains at the stage of adjustment and consolidation, and its sustainability depends on policy consistency, the internalization of new values, and the organization's ability to balance the bureaucratic demands of the ASN system with the substantive nature of competition law enforcement.

Keywords: Organizational Transformation, Public Sector Organizations, Institutional Change

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