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Analysis Of The Role Of Change Management And Innovation In Enhancing Organizational Competitiveness: A Literature Review

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Abstract

The advancement of globalization and digital technology requires organizations to adapt to changes in the business environment in order to maintain competitiveness. This study aims to analyze the role of change management and innovation in enhancing organizational competitiveness through a literature review. The research was conducted by analyzing 10 scientific journals relevant to the research topic. The results indicate that change management plays a crucial role in improving an organization's ability to adapt to changes in the business environment, while innovation contributes to creating competitive advantage through product development, service improvement, and the utilization of digital technology. Furthermore, change management and innovation are interrelated in enhancing organizational competitiveness. Leadership, organizational communication, an innovative work culture, and human resource development are the primary factors supporting the success of organizational change and innovation. Consequently, organizations must implement sustainable change and innovation strategies to survive and compete in the era of globalization and digitalization.

Keywords: Change Management, Innovation, Organizational Competitiveness.

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INTRODUCTION

The increasingly rapid advancement of globalization and digital technology requires organizations to be able to adapt to changes in the business environment in order to maintain organizational sustainability and improve competitiveness. Increasingly competitive business competition demands that organizations continuously make changes and create innovations in order to survive amidst the constantly evolving market dynamics. Organizations that are unable to adapt to changes in technology, consumer needs, and the business environment will experience declining performance and even lose their competitive edge. This demonstrates that change and innovation are integral components of organizational success (Amwa & Aslami, 2022).

Change management is a process carried out by organizations to manage the transition from the current state to a better state in the future. Effective change management strategies can help organizations improve efficiency, productivity, service quality, and their ability to compete in the business landscape. Organizations that are able to implement change management in a planned and structured manner tend to adapt more easily to changes in the external and internal environment. In addition, leadership, open communication, continuous training, and the involvement of all organizational elements are key factors in the success of organizational change processes (Ridwan & Astuti, 2025).

In addition to change management, innovation also plays a very important role in improving organizational competitiveness. Innovation is not only related to the creation of new products, but also encompasses changes in business processes, organizational strategies, services, and the utilization of digital technology. Organizations that are able to manage innovation well will be better positioned to create added value, improve operational efficiency, and strengthen their competitive position in the market. In the digital era, innovation is the primary factor that determines an organization's ability to survive and grow amidst increasingly dynamic global competition (Zahwa Amelica et al., 2025).

Previous research indicates that change management and innovation are closely related to improving organizational competitiveness. Research on change management explains that organizational change carried out effectively can improve organizational performance, the quality of human resources, and create a work culture that supports innovation. Meanwhile, research on innovation management shows that planned innovation can improve an organization's competitive advantage through product

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development, digitalization of business processes, human resource strengthening, and adaptive marketing strategies (Sihite, 2018).

However, there are still several studies that discuss change management and innovation separately, so not many studies have examined the relationship between these two aspects comprehensively in improving organizational competitiveness. Based on this background, the research problems can be formulated as follows:

What is the role of change management in improving organizational competitiveness?

What is the role of innovation in improving organizational competitiveness?

What is the relationship between change management and innovation in improving organizational competitiveness?

The objective of this study is to analyze the role of change management and innovation in improving organizational competitiveness through a literature review based on various relevant scientific journals.

THEORETICAL FRAMEWORK

Change Management

Simply put, change management is a systematic approach to making changes or transitions within a company. These changes will transform the underlying culture, internal processes, technology and infrastructure, hierarchy, or other important aspects. It will bring the company into a new era with greater capabilities and advantages (Indayani, 2019).

Benefits of Change Management

According to (Widodo et al., 2024), organizations can gain many advantages from good change management, such as:

Improved performance
Increased efficiency and output
Improved employee morale and retention
Increased creativity and innovation
Improved competitive ability

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Factors Influencing the Success of Change

Leadership drives change at the organizational level. Power is used in leadership to encourage people to implement change and achieve certain goals. Change is not an end in itself, but is a process through which specific strategies can be implemented to achieve those goals. Leaders have the ability and power to influence others, unlike institutional managers. To initiate and develop the process of change within an organization, leaders possess vision and various individual qualities.

Good leadership has six basic traits: self-confidence, ambition, drive and perseverance, realism, psychological openness, desire to learn, creativity, fairness, and dedication. Leadership also involves other team members in decision-making. An architect, a teacher, and a servant are the three main qualities required to be a leader in contemporary organizations. These three qualities help clarify values, vision, mission, and structure; find strategies, structures, and policies; and help subordinates continually develop mental models and think systematically.

To become a change leader, one must possess the following abilities: strong determination to make changes; persistence and tenacity; resilience; sufficient experience with change itself; and first-rate intelligence. When wanting to make changes in an organization, a great leader says they must possess two primary traits: perseverance and innovation. A firm attitude toward established goals will ensure every leader succeeds. A leader's persistence drives subordinates to follow through everything they do to achieve their goals. In terms of innovation, this shows how important it is for employees to be involved in the organizational change process (Indayani, 2019).

INNOVATION

Definition of Innovation

A concept, procedure, or item considered new by a person or organization is called innovation. If someone feels that the idea is new, then it is innovation. Knowledge, persuasion, or the decision to adopt are some of the ways innovation demonstrates the aspect of novelty (Rogers, 1995).

Types of Innovation

In the context of change management, innovation has several types that organizations can apply according to their needs and environmental conditions.

First, incremental innovation. Incremental innovation is innovation designed to maintain a company's position in a market that already has products and services. It has

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been proven that incremental innovation has a significant influence on an organization's competitive advantage; the more incremental innovation an organization undertakes, the greater the organization's competitive advantage (Farhan & Nasito, 2022).

Second, radical innovation. Radical innovation is a product, service, or technology developed by an organization that completely replaces existing products, services, or technologies in the industry. Meanwhile, managerial innovation is a change in the management process by which products and services are created, built, and distributed to customers (Amwa & Aslami, 2022).

Third, disruptive advancement. In fact, disruption is about change management that disrupts the status quo. Companies must be able to seize every opportunity quickly and decisively if they want to win in a VUCA environment. This consistently enhances their ability to grow from one advantage to the next (Prasetya et al., 2021).

Fourth, technological advancement. Digital technology can be used as a strategic tool to improve products and services as well as expand market reach. In addition, the proper use of data and analytics helps companies make better decisions when facing changes in the business environment (Mukaromah & Hidayat, 2025).

Fifth, management and process innovation. Innovation management encompasses the organization, control, and execution of activities, processes, and active policies. By creatively transforming one or more elements of the business system, it can generate significant new value for customers and the company (Zahwa Amelica et al., 2025).

The Role of Innovation in Organizations

To create competitive advantage in the market through the integration of quality and value, innovation is essential for providing differentiated products and services, delivering greater value to the organization and deterring its competitors. Organizations must be innovative to survive and thrive in a competitive and rapidly changing world. Organizations that implement total quality management (TQM) practices are considered to have a higher level of innovation compared to those that do not. The implementation of TQM encourages organizations to innovate and improve relationships with both suppliers and customers (Yuniarti, 2021).

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The Relationship Between Innovation and Organizational Development

To advance and develop, organizations need new ideas. Innovation is an effort to sustain an organization in its environment, and essentially this change will lead to organizational improvement (Ekawati & Soleha, 2017).

Competitiveness is influenced by change management, human resource capacity, and innovation. Companies that leverage a combination of human resources and technology, along with change management that builds a vision for a different company future, have greater competitiveness because they can quickly adapt to changes in their business environment (Fakhrudin et al., 2021).

ORGANIZATIONAL COMPETITIVENESS

Definition of Organizational Competitiveness

Competitiveness is defined as the ability of a company, industry, region, country, or inter-regional entity to generate income and employment factors more consistently and sustainably to face international competition. Therefore, competitiveness is interpreted as the ability of a district or city to improve the welfare of its people through the development of its regional socio-economic capabilities (Nur Fadhilah et al., 2023).

Factors Influencing Competitiveness

The first factor is change management itself. Change management influences company competitiveness, competency development influences company competitiveness, and business digitalization influences company competitiveness. All components of change management positively affect business performance (Badrianti, 2025).

The second factor is human resources and competency. A company's internal resources consist of human resources (the experience, knowledge, skills, and judgment of all employees) and company resources (business processes and systems, as well as commercial strategies). If a company can utilize these resources in an optimal way, the company will gain sustainable competitive advantage (Yeni Rosnaeni et al., 2024).

The third factor is communication and leadership. The way leaders communicate and influence change in an organization is very important for the success of change. How leaders plan, implement, and manage the organization, as well as the resources within it, can influence the outcomes achieved during the change management process (Lemhannas RI, 2024).

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The fourth factor is innovation and dynamic capabilities. Dynamic capabilities are an organization's ability to adjust, integrate, and configure their resources and capabilities to face rapid environmental changes. Dynamic capabilities are essential for driving innovation and maintaining competitiveness in increasingly competitive markets (Safitri et al., 2024).

The fifth factor is digitalization and technology. Digitalization and technology affect company competitiveness and are also one of the components of change management that helps overall company business performance (Badrianti, 2025).

The Relationship Between Competitiveness, Change, and Innovation

Organizational competitiveness is greatly influenced by change management. The better the planning of the change management process, the better the company's ability to adapt to changes in the business environment, thereby improving its competitiveness (Nurahman, 2021).

In terms of the relationship between innovation and competitiveness, innovation can improve a company's ability to compete in the market. Businesses must continually innovate by creating better and newer goods and services. Innovation management is a way to ensure that innovation provides long-term competitive benefits for the company (Wahib & Susanto, 2024).

Therefore, to successfully manage change, a strategic, cultural, and strong leadership approach is needed. In this environment, innovation will continue to be the primary driver of organizational performance and competitiveness (Dharmawan et al., 2024).

PREVIOUS RESEARCH TABLE

No.	Author (Year)	Previous Research Results	Similarities with This Article	Differences from This Article
1	Djauky Ridho Amwa & Nuri	The study shows that change management and innovation are crucial for improving organizational	Both discuss change management and innovation as efforts to	This prior study focuses more on innovation implementation in document

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No.	Author (Year)	Previous Research Results	Similarities with This Article	Differences from This Article
	Aslami (2022)	competitiveness amid rapid technological developments and increasingly intense business competition.	improve organizational competitiveness.	solution companies, whereas this article discusses organizational change strategies more broadly.
2	Yosi Zahwa Amelica et al. (2025)	Innovation management strategies in the digital era can enhance organizational competitiveness through an innovation culture, digital technology utilization, and external collaboration.	Both discuss innovation and organizational change strategies to improve competitiveness.	The prior study emphasizes the digital era and technology, while this article focuses more on holistic organizational change.
3	Nuralifa Salsabila Muhtar et al. (2023)	Organizational change management plays an important role in creating a work culture that supports innovation and organizational sustainability.	Both discuss the importance of change management in organizations.	The prior study focuses more on an innovative work culture, while this article discusses change strategies to improve performance

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No.	Author (Year)	Previous Research Results	Similarities with This Article	Differences from This Article
				and competitiveness.
4	Teguh Narutomo (2012)	Human resource development through change management can create competitive advantage for organizations.	Both discuss the relationship between change management and organizational excellence.	The prior study emphasizes HR development, while this article discusses organizational change more broadly.
5	Endang Wahyudi et al. (2021)	Change management using the Balanced Scorecard approach can improve company competitiveness through risk control and targeted change strategies.	Both discuss change management as a means of improving organizational competitiveness.	The prior study uses the Balanced Scorecard approach, while this article uses a general organizational strategy approach.
6	Cecep Ridwan & Dwi Astuti (2025)	Planned change management strategies can improve efficiency, productivity, and employee satisfaction within organizations.	Both discuss change management strategies and their effect on organizational performance.	The prior study focuses more on change strategy and leadership, while this article connects change with innovation and competitiveness.

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No.	Author (Year)	Previous Research Results	Similarities with This Article	Differences from This Article
7	Sofyan Abas et al. (2025)	Innovation management in SMEs can improve competitiveness through product innovation, digitalization of business processes, and human resource strengthening.	Both discuss innovation as an important factor in improving competitiveness.	The prior study focuses on SMEs, while this article discusses organizations in general.
8	Lingga Yuliana et al. (2021)	Change management influences organizational performance, particularly in terms of leadership and work performance.	Both discuss the influence of organizational change on performance.	The prior study used the Analytic Network Process method in a cement company, while this article uses a general literature approach.
9	Wadiv Vatul Khovivah et al. (2025)	Effective communication in change management can improve productivity, teamwork, and organizational trust.	Both discuss organizational change and strategies for addressing organizational challenges.	The prior study focuses more on effective communication strategies, while this article discusses organizational change holistically.

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No.	Author (Year)	Previous Research Results	Similarities with This Article	Differences from This Article
10	Ira Fatmawati (2022)	Organizational communication is closely related to leadership and organizational work behavior in achieving common goals.	Both discuss the importance of communication and management in organizations.	The prior study focuses more on organizational communication and leadership, while this article emphasizes innovation and organizational change.

RESEARCH METHODOLOGY

This study uses the literature review method by collecting and analyzing scientific journals related to change management, innovation, and organizational competitiveness. Data sources were obtained through Google Scholar, Mendeley, and several other relevant scientific sources.

The study was conducted by collecting 10 scientific journals that matched the research topic, then performing a process of analysis and comparison to determine the relationship between change management and innovation and organizational competitiveness. Data were analyzed descriptively based on the results of previous research relevant to the discussion topic.

DISCUSSION

1. The Role of Change Management in Organizational Competitiveness

Change management is a process carried out by organizations to systematically manage change so that organizational goals can be achieved effectively. These changes can take the form of changes in strategy, organizational structure, work culture, technology, or human resources. In the era of global competition and digital technology development, organizations are required to be more adaptive to changes in the business environment in order to survive and improve organizational competitiveness. Research by (Amwa & Aslami, 2022) explains that companies that are able to adapt to technological

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developments and changes in the business world will be better able to survive in competitive competition. In addition, changes are made so that organizations can continue to develop according to market needs and the times.

According to (Ridwan & Astuti, 2025), planned and structured change management strategies are able to have a positive impact on improving organizational performance. Effective change strategies can improve work efficiency, productivity, service quality, and employee satisfaction within the organization. The study also explains that the success of change is influenced by open communication, continuous training, periodic evaluation, and leadership capable of providing direction to all members of the organization.

Furthermore, research by (Yuliana et al., 2021) shows that change management affects company organizational performance. The study explains that management change is carried out to improve the organization's ability to face increasingly intense market competition. Such changes include changes in organizational structure, organizational communication, company culture, leadership capacity, and improved teamwork. Organizations that are able to manage these changes well will find it easier to improve organizational performance and maintain the company's market position.

Research by (Narutomo, 2012) also explains that change management has a close relationship with human resource development in creating competitive advantage for organizations. Changes in the business environment and technological developments require organizations to be able to improve the quality of human resources in order to compete in the globalization era. The study explains that human resources are one of the strategic factors in improving organizational competitiveness because good HR quality can increase productivity and organizational effectiveness.

Furthermore, research by (Muhtar et al., 2023) explains that organizational change management plays an important role in creating a work culture that supports innovation. An innovative work culture can help organizations improve their adaptive capacity to changes in the business environment and technological developments. In addition, an innovation culture can also create competitive advantage because the organization is able to generate new ideas, improve service quality, and create products that meet market needs.

Meanwhile, research by (Khovivah et al., 2025) explains that effective communication is one of the important factors in the success of organizational change management. Good communication can help organizations clarify the goals of change, improve cooperation among organizational members, and reduce resistance to change.

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In addition, effective communication can also improve organizational coordination so that the change process can proceed more optimally and support the improvement of organizational competitiveness.

2. The Role of Innovation in Organizational Competitiveness

Innovation is one of the important factors in improving organizational competitiveness amidst technological developments and increasingly competitive business competition. Innovation is not only related to the creation of new products, but also encompasses changes in business processes, services, organizational strategies, and the utilization of digital technology. Organizations that are able to innovate continuously will find it easier to adapt to changes in the business environment and consumer needs, thus being able to maintain organizational sustainability.

According to (Zahwa Amelica et al., 2025), innovation is the primary key to improving organizational competitiveness in the digital era. Organizations need to continuously innovate in order to create products and services that meet customer needs. In addition, effective innovation management can help organizations create competitive advantage through business process development, organizational strategies, and the utilization of digital technology. The study also explains that organizations that are able to manage innovation well tend to have a higher survival capacity in facing global competition.

According to (Amwa & Aslami, 2022), innovation is a form of organizational response to increasingly intense business competition. Organizations with a high level of innovation that are able to develop new products and services will have a greater opportunity to win market competition. Innovation can help organizations create added value, improve product quality, and attract consumer interest. Therefore, innovation is one of the important strategies in maintaining organizational success amidst the ever-changing business world.

Furthermore, research by (Muhtar et al., 2023) explains that innovation has a close relationship with organizational work culture. A work culture that supports innovation can create a creative, open work environment that welcomes new ideas and encourages employees to contribute to organizational development. Organizations with an innovative culture tend to adapt more easily to market changes and technological developments. Thus, innovation not only improves product and service quality, but also enhances the organization's ability to face business challenges.

Research by (Narutomo, 2012) also explains that innovation can be supported through the development of quality human resources. Organizations with competent

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human resources will find it easier to create creative ideas and new strategies to improve organizational competitiveness. In this regard, the role of leadership is very important in encouraging the development of human resource potential to produce innovations that benefit the organization.

Furthermore, research by (Zahwa Amelica et al., 2025) explains that the utilization of digital technology such as big data, artificial intelligence, and the Internet of Things can help organizations accelerate the innovation process. Digital technology provides organizations with opportunities to improve operational efficiency, strengthen marketing strategies, and create products and services that are more relevant to market needs. Organizations that are able to optimally utilize digital technology will have stronger competitive advantage compared to their competitors.

In addition to technology utilization, collaboration with external parties is also an important part of an organization's innovation strategy. Cooperation with universities, innovation communities, and other companies can help organizations acquire new knowledge and ideas for product and service development. Through such collaboration, organizations can expand innovation opportunities and improve their ability to compete in the global market (Zahwa Amelica et al., 2025).

3. The Relationship Between Change Management and Innovation in Improving Organizational Competitiveness

Change management and innovation are two interrelated aspects in improving organizational competitiveness. Changes in the business environment, technological developments, and increasingly intense global competition require organizations to be able to make changes while continuously creating innovation. Organizations that only make changes without innovation will have difficulty creating added value, while organizations that innovate without good change management will encounter obstacles in the implementation process. Therefore, change management and innovation need to be implemented simultaneously so that organizations are able to survive and develop amidst business competition.

According to (Muhtar et al., 2023), organizational change management plays an important role in creating a work culture that supports innovation. Through planned organizational change, organizations can build a work environment that is more open to new ideas, creativity, and technological development. A work culture that supports innovation enables organizations to more easily create new products and services, thereby improving organizational competitiveness in the market.

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According to (Zahwa Amelica et al., 2025), successful innovation requires a management strategy that is adaptive to business environment developments and digital technology. Organizations must be able to adjust organizational structure, work systems, and business strategies so that innovation can be implemented effectively. The study explains that flexible and responsive organizational change will help organizations accelerate the innovation process and improve the organization's ability to face global competition.

Furthermore, research by (Amwa & Aslami, 2022) explains that change and innovation are important factors for organizations to survive in competitive business environments. Technological developments and changes in consumer needs require organizations to continuously adjust strategies and create new innovations. Organizations that are able to combine change management with innovation will find it easier to improve service quality, strengthen market position, and create competitive advantage compared to other organizations.

Research by (Narutomo, 2012) also explains that the relationship between change management and innovation can be seen through human resource development within the organization. Quality human resources are the primary factor in supporting the success of organizational change and innovation. Organizations that are able to improve human resource competency will find it easier to create creative ideas, improve work productivity, and produce innovations that support competitive advantage for the organization.

Meanwhile, research by (Ridwan & Astuti, 2025) explains that the success of organizational change is influenced by effective communication, leadership, training, and the involvement of all organizational members. These factors are also the primary supporters of the organizational innovation process. Visionary leadership and good communication will help organizations create a work environment that supports change and innovation so that organizational goals can be achieved optimally.

CONCLUSION

To improve organizational competitiveness, change management and innovation are two interrelated strategic factors. Planned change management makes organizations better prepared to adapt, while continuous innovation creates competitive advantage through product development, business processes, and digital technology.

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RECOMMENDATIONS

Organizations are advised to make change management and innovation part of their long-term plans by expanding human resources and adopting digital technology. Leaders bear the responsibility of establishing effective communication across all organizational lines and creating a work environment that is tolerant of change. To achieve more measurable and in-depth research results, future researchers should use empirical methods or case studies in more specific fields.

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