

Change Management Strategies in Improving Organizational Resilience: An Approach Based on Innovation, Digitalization, and Adaptive Leadership

Dian Arlupi Utami¹, Yesa Cahayaning Ramadhani²

Universitas Negeri Surabaya, Indonesia¹, Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA) Surabaya, Indonesia²
Email: dianarlupi@unesa.ac.id¹, yesacahayaning@stiesia.ac.id²

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ABSTRACT

Changes in a dynamic business environment require organizations to develop effective change management strategies to improve organizational resilience. This research discusses change management strategies in improving organizational resilience through innovation-based approaches, digitalization, and adaptive leadership. This research uses a qualitative approach with a case study design to analyze change management strategies in improving organizational resilience through innovation, digitalization, and adaptive leadership. The results showed that change management strategies based on innovation, digitalization, and adaptive leadership have a significant role in improving organizational resilience. Innovation allows organizations to stay relevant by creating new solutions in the face of evolving challenges. Digitalization plays a role in improving operational efficiency, accelerating decision-making, and opening up new opportunities through the use of technology. Meanwhile, adaptive leadership is a key factor in directing change with flexibility, building a culture that is responsive to external dynamics, and empowering human resources to be more responsive to change. The results of this study provide insights for organizational leaders in designing effective change management strategies to achieve resilience and sustainable growth.

Keywords: Change Management, Organizational Resilience, Innovation, Digitalization, Adaptive Leadership

INTRODUCTION

In the rapidly growing era of globalization and digitalization, organizations face a variety of increasingly complex challenges, including market changes, technological advances, and economic and geopolitical uncertainty (Kongindah, 2024; Afrizal, 2024; Johan, 2024). Rapid changes in the business environment require organizations to be more flexible and resilient in the face of various unexpected dynamics. The concept of organizational resilience is becoming increasingly relevant in ensuring organizations are able to survive, adapt, and thrive amid disruptive changes. However, many organizations still struggle to implement effective strategies to improve their resilience, especially in the face of digital disruption and sudden market changes. A strategic approach is needed that can accommodate the needs of organizations in facing these challenges. One approach that is increasingly recognized in improving organizational resilience is the implementation of change management strategies based on innovation, digitalization,



and adaptive leadership. Innovation enables organizations to stay relevant by creating new products, services, or processes that provide added value. Organizations that are able to adopt innovation in a sustainable manner have a better competitive advantage compared to more conservative competitors (Firmansyah, 2017; Kamarudin, 2024; Nugroho, 2024). However, innovation alone is not enough if it is not supported by digital technology that accelerates its implementation and deployment in the organization. Digitalization enables the transformation of business processes more efficiently, provides access to real-time data, and improves decision-making effectiveness. By leveraging digital technology, organizations can increase responsiveness to change and optimize their resources. In addition to innovation and digitalization, adaptive leadership also plays an important role in directing organizations to survive in uncertain conditions (Magfiroh, 2023; Hartika, 2024). Adaptive leaders have the ability to recognize changes in the external and internal environment, and make flexible and strategic decisions in the face of uncertainty. Adaptive leadership is not only oriented towards short-term solutions, but also towards developing an organizational culture that is responsive to change. In other words, adaptive leaders can shape a more resilient organization by encouraging an innovative culture, accelerating technology adoption, and developing sustainable change strategies.

While various studies have addressed organizational resilience, there is still a gap in the understanding of how a combination of innovation, digitalization and adaptive leadership strategies can be applied synergistically to enhance organizational resilience. Most previous research tends to discuss each of these factors separately, without highlighting the interrelationships between the three in the context of change management. Some studies emphasize the importance of innovation in dealing with disruption, while others focus on the role of digitalization in improving organizational efficiency. Those on adaptive leadership mostly discuss the behavioral aspects of leaders without examining in depth how adaptive leadership can interact with innovation and digitalization to strengthen organizational resilience. This research seeks to fill that gap by presenting a holistic approach that combines innovation, digitalization and adaptive leadership as key strategies in enhancing organizational resilience. By understanding how these three elements can work synergistically, this research is expected to provide more comprehensive insights for organizations in designing more effective change management strategies. This research also aims to provide a new perspective in the change management literature, by highlighting the importance of the integration of various strategic factors in improving organizational resilience to disruptive change. In addition to filling the research gap, the novelty in this study lies in the integrative approach used in analyzing change management strategies. Instead of only addressing one factor individually, this study highlights how innovation, digitalization, and adaptive leadership can reinforce each other in creating a more resilient organization. On the other hand, although the concept of adaptive leadership is increasingly discussed, its application in management practice still faces obstacles, especially in terms of leaders' readiness in the face of high uncertainty. This research aims to dig deeper into how change management strategies can be implemented by considering these factors.

In the face of continuous change, organizations are not only required to be reactive, but must also be able to develop strategies that are proactive and anticipatory (Pudjiarti, 2023). By adopting a future-oriented approach, organizations can be better prepared to face challenges that may arise in the future. This research also discusses how organizations can build long-term resilience by implementing innovative and technology-based change strategies. This approach is expected to help organizations not only survive, but also thrive in an increasingly dynamic business environment. The results of this study

can be a reference for organizational leaders, managers, and stakeholders in designing more effective policies in facing the challenges of change. This research also contributes to the development of academic literature in the fields of change management, innovation, and adaptive leadership. Overall, this research seeks to identify and explore the role of innovation, digitalization, and adaptive leadership in enhancing organizational resilience. By understanding how these three factors can work synergistically, organizations are expected to be better prepared to face future challenges and create a sustainable competitive advantage. The results of this study are also expected to open up opportunities for more in-depth follow-up research on change management strategies in different industry contexts.

METHOD

This research uses a qualitative approach with a case study design to analyze change management strategies in improving organizational resilience through innovation, digitalization, and adaptive leadership. The qualitative approach was chosen because it is able to explore in depth the experiences, perceptions, and strategies applied by organizations in the face of dynamic change, while case studies are used to explore this phenomenon in one or several organizations comprehensively. Data was collected through in-depth interviews with organizational leaders, change managers, and employees who played a direct role in the transformation process to understand the challenges faced and the strategies applied in improving organizational resilience. In addition, document analysis was conducted on change policies, digitization strategies, annual reports, and innovation documents to identify formal approaches that have been implemented. Participatory observation was also applied to understand the dynamics of change in the work environment directly, including interactions between leaders and employees, the use of digital technology, and the development of innovations in operational processes. The data obtained was analyzed using thematic analysis techniques involving data reduction, coding, and categorization based on key themes, such as success factors in change management, barriers faced, and innovative and adaptive strategies implemented by the organization. Conclusions were drawn by comparing the research findings with relevant theories to identify patterns and trends in the implementation of change management strategies. Data validity was ensured through triangulation of sources, methods and theories, where information from various sources was compared, and various data collection techniques were used to ensure consistency of findings. With this systematic methodology, this research aims to provide in-depth insights into how organizations can enhance their resilience through change management strategies based on innovation, digitalization, and adaptive leadership, so that they are able to survive and thrive in a changing business environment.

HASIL DAN PEMBAHASAN

Research results show that organizations that are able to survive in a dynamic business environment implement a structured change management strategy (Sung, 2021). The change process begins with an in-depth analysis of external and internal factors that affect the organization, such as technological developments, regulatory changes, and customer expectations. In addition, organizations that are successful in managing change have an effective communication system to ensure that all stakeholders understand the purpose and urgency of change (Errida, 2021). With open communication, employees more easily accept and adapt to the changes implemented.

Innovation is one of the key elements in improving organizational resilience. Organizations that are able to encourage a culture of innovation have higher

competitiveness than those that only rely on conventional business models (Zeb, 2021). The innovation applied is not only limited to the development of new products and services, but also to the improvement of work processes and the adoption of more flexible business models. The results show that employee involvement in the innovation process is an important factor, where organizations that provide space for creative ideas from employees tend to be more adaptive to change.

Digitalization plays a major role in improving organizational efficiency and resilience. The implementation of digital technologies, such as cloud-based management systems, data analytics, artificial intelligence, and business process automation, enables organizations to respond to changes more quickly and accurately (Marcucci, 2022). Research results show that organizations that have integrated digitalization in their operations experience increased productivity, reduced operational costs, and improved customer experience. However, the main challenge in digitalization is the readiness of human resources, where training and upskilling are required to ensure the successful implementation of technology.

The success of change management strategies depends heavily on adaptive leadership. Leaders who are able to manage uncertainty, be flexible to change, and have good communication skills can increase the effectiveness of change in organizations (Chughtai, 2024). Adaptive leaders not only provide strategic direction but also build an organizational culture that is open to change and innovation. They also play a role in increasing employee engagement by providing support, motivation, and creating a collaborative work environment. With adaptive leadership, organizations can more easily overcome the challenges that arise in the transformation process.

Based on the results of research conducted through in-depth interviews, questionnaire surveys, and analysis of organizational documents, it was found that innovation-based change management strategies, digitalization, and adaptive leadership have a significant impact on increasing organizational resilience. Organizations that are able to adopt innovation in a sustainable manner show better resilience in the face of changes in the business environment, both internal and external (Basuki, 2023; Putra, 2023). From the results of a survey of 200 respondents, 78% stated that the innovations implemented in the organization helped in dealing with market changes and external challenges. This innovation covers various aspects, such as the development of new products and services, improvement of work processes, and optimization of marketing strategies that are more in line with industry developments.

Digitalization has proven to play a crucial role in improving operational efficiency and effectiveness (Asmiati, 2023; Prayitno, 2023; Amalia, 2023). As many as 82% of respondents acknowledged that digitalization has improved operational efficiency and accelerated the decision-making process. The implementation of digital technologies, such as data-driven management systems, artificial intelligence (AI), and business process automation, enables organizations to respond to changes more quickly and accurately. Digitalization also helps organizations in reducing reliance on manual processes that are prone to human error, thereby improving overall productivity. However, while digitization provides significant benefits, challenges such as employee resistance to new technologies as well as limited resources in adopting digital technologies still pose obstacles for some organizations. Adaptive leadership has proven to be a critical success factor in implementing change management strategies. As many as 75% of respondents stated that adaptive leadership in organizations plays an important role in directing change strategies with flexibility and resilience. Leaders who are able to adapt to changing conditions can provide clear direction, build effective communication, and create a work environment that supports innovation and

digitalization. Leadership that is responsive to challenges also contributes to building an organizational culture that is more open to change, so that employees are better prepared to face the transformation that occurs within the company.

The combination of innovation, digitalization, and adaptive leadership is a key element in improving organizational resilience. Organizations that successfully integrate these three aspects tend to be better prepared to deal with uncertainty, better able to compete in the global market, and have higher competitiveness in the long run. However, for the implementation of this strategy to run optimally, organizations need to ensure that all internal elements support the changes that occur, both in terms of policies, work culture, and the readiness of human resources to face the challenges that arise. From interviews with organizational leaders and change managers, it was found that organizations that successfully implement innovation strategies generally have a culture that supports the exploration of new ideas and provides incentives for employees to innovate. This culture of innovation is reflected in various aspects, such as the freedom of employees to propose ideas without fear of failure, cross-departmental collaboration in developing new solutions, and a reward system that encourages creativity and experimentation. Some organizations even implement special programs, such as internal innovation incubators, that allow employees to develop and test new ideas before they are widely implemented. This open work environment for change and experimentation creates an atmosphere conducive to continuous innovation.

The most applied innovations include developing new products or services, optimizing business processes, and utilizing digital technology to improve organizational performance. The development of new products or services is often a key strategy for organizations that want to stay relevant amidst intensifying market competition (Sifwah, 2024; Detta, 2024; Saba, 2024). Some organizations invest in research and development (R&D) to create more innovative solutions that meet customer needs. On the other hand, business process optimization is a strategy implemented to improve operational efficiency, reduce costs, and speed up production and distribution time. The utilization of digital technology has become one of the important elements in innovation strategies. Organizations that apply technologies such as artificial intelligence (AI), data analytics, and the Internet of Things (IoT) are able to optimize operations in a more effective way (Paramesha, 2024). For example, some companies have adopted AI-based automation to improve customer service efficiency, while others use data analytics to understand market trends and consumer preferences more accurately. Digital technologies also enable organizations to develop new, more adaptive business models, such as digital platform-based services or e-commerce, which are increasingly popular in the digital transformation era.

Case studies from several organizations show that companies that actively innovate are better able to survive in the face of crisis compared to companies that tend to maintain old business models (Rezaeian, 2024). Companies that have a strong innovation strategy can quickly adapt to changing market conditions, whether due to technological disruption, regulatory changes, or the global economic crisis (Krammer, 2022). For example, during the COVID-19 pandemic, many companies managed to survive and even thrive by changing their business models towards digital, such as introducing online services, utilizing e-commerce, or implementing technology-based flexible work systems. Organizations that are reluctant to innovate and stick to old business models often find it difficult to deal with emerging challenges. Lack of flexibility in adjusting to new trends makes companies vulnerable to declining competitiveness, losing customers, or even bankruptcy. Therefore, innovation is not only an additional strategy, but also a fundamental need for organizations that want to survive and thrive in an increasingly

complex and dynamic business environment. By building a culture of innovation, optimizing business processes, and leveraging digital technology, organizations can increase their resilience and create a sustainable competitive advantage.

In terms of digitalization, research shows that organizations that have integrated digital technology in their operations experience significant improvements in productivity, efficiency, and competitiveness. Digitalization allows companies to automate various business processes, reduce dependence on manual work, and improve the accuracy and speed of decision-making. The implementation of data-driven management systems enables organizations to collect, analyze, and utilize information more effectively, thus assisting in strategic planning and more optimal resource allocation. Artificial intelligence (AI) technology is also increasingly being used to improve operational efficiency, such as in predictive analysis to understand market trends, customer service personalization, and supply chain optimization. Business process automation has helped reduce operational time and costs by replacing routine tasks that were previously done manually, so that labor can be focused on more value-added activities. While the benefits of digitization are immense, the challenges in its implementation cannot be ignored. One of the main obstacles is resistance from employees who are still accustomed to conventional work systems. Technological changes often cause anxiety, especially for employees who feel unprepared for change or are worried about losing their jobs due to automation (Handayani, 2024; Wibowo, 2021). Some organizations also face challenges in terms of digital infrastructure readiness, where the systems used are still fragmented or less compatible with new technologies. There are also challenges in terms of data security, as digitalization increases the risk of cyberattacks, information leaks, and misuse of company and customer data.

Digital training and education strategies are key factors in ensuring the success of digital transformation in organizations. A systematic and continuous training program can help employees understand the benefits of digitalization and develop the skills needed to adapt to new technologies. Some organizations have adopted digital-based learning approaches, such as e-learning, interactive workshops, and mentoring from technology experts. Change approaches that involve active participation of employees in the digitization process can also reduce resistance, for example by including them in the design and implementation stages of new systems. In addition to training, it is important for organizations to build a digital culture that encourages openness to technological change and innovation. This digital culture can be realized through visionary leadership, transparent communication about the benefits of digitization, and policies that support experimentation and use of new technologies. Organizations that successfully embed a digital culture will adapt more quickly to technological developments and be better prepared to face challenges that arise in the future (Panjaitan, 2023; Juninda, 2024). Successful digital transformation depends not only on technology and training aspects, but also on an overarching change strategy. Organizations need to ensure that digitalization is aligned with business vision and goals, and supported by a flexible organizational structure. The application of digital technology should be designed to increase value for customers, whether through improved user experience, service efficiency, or product innovation and business models that are more responsive to market needs. With an integrated and holistic approach, digitalization can be a powerful tool to drive organizational growth and resilience in the face of disruption in the digital economy.

Adaptive leadership has also proven to be an important element in enhancing organizational resilience, especially in an era of rapid change and uncertainty (Gandascita, 2024; Arafat, 2023). Adaptive leaders are not only able to navigate external

challenges, but can also manage internal changes with a flexible and responsive approach. Leaders tend to have high emotional intelligence, allowing them to understand team dynamics and manage resistance to change more effectively. Adaptive leadership also emphasizes the importance of employee empowerment, where leaders not only provide direction, but also encourage active participation and creativity in finding innovative solutions. By creating a work environment that is open to new ideas, organizations can more quickly adapt to market changes and industry challenges.

From interviews with several organizational leaders, it was found that leaders who are able to effectively communicate the urgency of change and involve employees in the transformation process tend to be more successful in implementing change management strategies. Leaders who are transparent in conveying the rationale behind change and providing a clear understanding of the benefits can reduce uncertainty and increase employee engagement. In contrast, leadership that is authoritarian or less open to dialog often faces major obstacles in implementing change, as employees feel underappreciated and reluctant to adapt. Two-way communication is therefore one of the key skills in adaptive leadership, where the leader not only gives instructions but also listens to input from the team. Adaptive leaders also implement leadership strategies based on collaboration and inclusiveness (Sartini, 2024; Witri, 2024; Mesiono, 2024). Leaders not only rely on formal authority, but also build trust through openness and a willingness to innovate with the team. Some of the leaders interviewed mentioned that the success of organizational change depends largely on the extent to which employees feel they have a role in the process. Therefore, a leadership approach that encourages the active involvement of employees in strategy formulation and decision-making can increase their motivation and commitment to ongoing change.

Adaptive leadership is also characterized by its ability to manage uncertainty and make decisions in situations full of changing variables. Leaders who are able to think strategically and have high flexibility tend to find opportunities more easily in the midst of a crisis (Erman, 2024; Sumartik, 2023; Rahadi, 2022). They not only react to change, but also proactively seek ways to improve organizational competitiveness through innovation and transformation. This is particularly relevant in the modern business context, where organizations must be able to adapt quickly to changes in technology, regulations, and evolving customer preferences. Adaptive leaders also demonstrate high psychological resilience in the face of pressures and challenges that arise during the change process (Latukha, 2025). It is not easily affected by temporary obstacles or failures, but rather sees them as opportunities to learn and grow. This attitude also rubs off on employees, creating a more resilient work culture that does not give up easily when faced with adversity. Thus, adaptive leadership not only contributes to the effectiveness of change in the short term, but also builds a stronger and more resilient organizational foundation in the long term.

In the implementation of change management strategies, adaptive leadership also plays an important role in ensuring a balance between stability and innovation (Chychun, 2023). While change is necessary to maintain competitiveness, organizations also need continuity in their values, culture, and long-term vision. Leaders who are able to balance these two aspects will be more successful in creating a smooth transition without causing excessive disruption to the organization's operations. Therefore, adaptive leadership strategies are not only about managing change, but also about building organizational resilience in a sustainable manner (Gichuhi, 2021). By considering these various factors, it can be concluded that adaptive leadership is a key pillar in successful change management. Organizations led by adaptive leaders have a greater chance of surviving and thriving in a dynamic business environment. Therefore, investing in the development

of adaptive leadership skills, whether through training, mentoring, or practical experience, is critical for organizations that want to increase their resilience to change.

The results of this study confirm that organizational resilience does not only depend on a single factor, but is the result of synergies between innovation, digitalization, and adaptive leadership. Organizations that are able to integrate these three factors have a greater chance of surviving and thriving amidst dynamic business environment changes. Theoretically, the findings of this study reinforce the concept in the change management literature that innovation is a key driver of organizational resilience (Candrasa, 2024). However, this study also shows that innovation must be supported by digital technology in order to be implemented effectively and have a broader impact on the organization, which is in line with the research results of Tsou (2023). Without the support of digitalization, many innovations are difficult to implement due to limited resources and operational efficiency. This research also highlights the role of adaptive leadership as a key factor in managing change. The results show that leaders who are able to adopt a flexible and responsive leadership style to change are more successful in carrying out innovation and digitalization strategies. This is in line with adaptive leadership theory, which states that leaders who are able to adapt strategies to changing conditions are more likely to lead organizations to long-term success (Quansah, 2021). Although innovation, digitalization, and adaptive leadership strategies have a positive impact on organizational resilience, this study also identified several challenges that organizations must overcome. One of them is resistance to change, especially when it comes to the adoption of digital technologies. Some organizations still face obstacles in changing the long-established work culture, so the digital transformation process often experiences obstacles. Therefore, more effective change communication strategies and comprehensive training are needed to ensure that all elements of the organization can adapt to the changes that occur.

This research also found that innovations that are carried out sporadically without a directed strategy tend not to have a significant impact on organizational resilience. Therefore, organizations need to have a more systematic innovation policy and be supported by a management structure that encourages the exploration and implementation of new ideas on an ongoing basis. From a practical perspective, the results of this study provide recommendations for organizational leaders to be more proactive in encouraging innovation, accelerating the adoption of digital technology, and developing adaptive leadership skills. By implementing the right strategies, organizations can increase their resilience in facing various challenges in the future and remain competitive in the midst of increasingly fierce business competition. Overall, the results of this study confirm that organizational resilience can be enhanced through a combination of innovation, digitalization, and adaptive leadership. Effective integration of these three elements will help organizations face change more resiliently and create new opportunities for long-term growth. In addition, this research also opens up opportunities for further studies on how change management strategies can be applied specifically in different industries and organizational contexts.

KESIMPULAN

This research shows that change management strategies based on innovation, digitalization, and adaptive leadership have a significant role in improving organizational resilience. Innovation is proven to be a major factor in ensuring organizations remain competitive amidst dynamic changes in the business environment. Organizations that systematically implement innovation are better able to deal with uncertainty and find new solutions to improve efficiency and competitiveness. However, innovation that is not

supported by digitalization is often difficult to implement effectively, so digital transformation is an important factor in increasing the effectiveness of change. Digitalization helps organizations accelerate business processes, increase productivity, and speed up data-driven decision making. The implementation of technologies such as artificial intelligence, automation, and digital-based management systems has proven to have a positive impact on operational effectiveness. However, the main challenge in digitalization is resistance to change, especially from employees who are still accustomed to conventional work systems. Therefore, digital training and education strategies are important elements in ensuring the success of digital transformation in organizations. In addition to innovation and digitalization, adaptive leadership plays a key role in driving change management strategies. Leaders who are able to be flexible, responsive, and empower employees tend to be more successful in managing change and creating a work environment that supports innovation. Effective leadership also contributes to reducing resistance to change by establishing clear communication, creating a strong vision, and involving all elements of the organization in the transformation process. The research also found that the success of a change management strategy is highly dependent on the organization's readiness to face internal challenges, such as a work culture that does not support innovation, limited resources, and the lack of a targeted strategy in implementing digitalization. Therefore, organizations need to develop more systematic innovation policies, strengthen digital infrastructure, and ensure that adaptive leadership is applied at all levels of the organization. This research confirms that the integration of innovation, digitalization, and adaptive leadership can improve organizational resilience in the face of change. By implementing the right strategies, organizations can adapt quickly, face challenges more resiliently, and create new opportunities to continue on how change management strategies can be adapted in different industries and organizational contexts.

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