



Adaptation To Organizational Change As a Determinant of Successful Performance

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ABSTRACT

The aim of this literature review is to assess how well companies adapt to organizational changes and how these adaptations influence overall performance. This study employs a systematic literature review approach. The findings indicate that successful organizational adaptation is largely influenced by digital leadership, which fosters innovative behavior, goal achievement, and organizational innovation. transformational leadership, affective commitment, quality of work life, and trust in leaders strengthen adaptability. People management plays an important role through competency development, stress management, and a work culture that supports change. Training and skills development are crucial, especially in change management, health sector, and innovation implementation, to improve readiness, performance, and successful adaptation. The synergy of all these elements supports organizational performance and sustainability in the digital era.

Keywords: *Organizational Change; Adaptation; Performance Success; Perceived Organizational Support*

ABSTRAK

Tujuan dari tinjauan literatur ini adalah untuk melihat sejauh mana setiap perusahaan dapat beradaptasi dengan perubahan organisasi dan bagaimana pengaruhnya terhadap keberhasilan kinerja perusahaan. Pendekatan yang diterapkan dalam studi ini adalah melalui tinjauan literatur yang disusun secara sistematis. Hasil penelitian ini menunjukkan bahwa strategi adaptasi organisasi sangat bergantung pada kepemimpinan digital yang mendorong perilaku inovatif, pencapaian tujuan, dan inovasi organisasi. Kepemimpinan transformasional, komitmen afektif, kualitas kehidupan kerja, serta kepercayaan terhadap pimpinan memperkuat kemampuan adaptasi. Manajemen SDM berperan penting melalui pengembangan kompetensi, pengelolaan stres, dan budaya kerja yang mendukung perubahan. Pelatihan dan pengembangan keterampilan sangat krusial, terutama dalam manajemen perubahan, sektor kesehatan, dan implementasi inovasi, untuk meningkatkan kesiapan, kinerja, dan keberhasilan adaptasi. Sinergi semua elemen ini mendukung kinerja dan keberlanjutan organisasi di era digital.

Kata Kunci: *Perubahan Organisasi; Adaptasi; Kesuksesan Kinerja; Dukungan Organisasi yang Dirasakan*

INTRODUCTION

In the context of the rapidly evolving 21st century, organisations around the world, including companies, are faced with major challenges that demand effective leadership and the implementation of appropriate change management strategies. This is becoming increasingly relevant as organisational change adaptation has a significant influence on the effectiveness of company performance (Mubder, 2024; Sardi et al., 2020; Ullrich et al., 2023). As companies work toward their strategic goals and seek to enhance their competitiveness, effective leadership practices and the development of organizational change management strategies become crucial in facilitating a seamless transition and enabling adaptation to an ever-evolving business landscape. (Kromah et al., 2024; Øygarden et al., 2020). Organisational change plays an important role in improving company performance. On the one hand, these changes can improve existing systems and increase operational efficiency. However, on the other hand, these changes can also pose new challenges, such as the emergence of dependence on systems that can pose hazards and potentially cause accidents, both normal and post-normal (Agbejule et al., 2021). Post-normal accidents refer to the type of accidents that occur due to major changes in organisational structure, such as digitalisation and globalisation. Therefore, organisational changes that affect the way work and interactions within the system must be thoroughly analysed, given the potential threat of new dependencies that may arise (Harrison et al., 2021; Storm et al., 2023).

Organisational change is one of the key factors in determining the success of company performance in the current era of globalisation and digitalisation. Around the world, organisations are facing major challenges in adapting to changes, both internal and external. These changes are often triggered by factors such as technological advances, global market changes, and rapid socio-economic dynamics (Gaiardelli & Songini, 2021; Mukerjee et al., 2021; Wong et al., 2021; Zografou et al., 2024). For example, many large companies in the world have undergone significant organisational transformations, ranging from the implementation of digital systems, automation, to a shift to business models based on collaboration and flexibility (Malik et al., 2021).

Adaptation to organisational change is not only concerned with the implementation of new technologies, but also includes changes in the structure, culture and strategy of the organisation itself. Therefore, an organisation's success in dealing with change depends largely on the ability to adapt to the evolving needs of the market and improve the effectiveness of the company's overall performance (Arefazar et al., 2022). The purpose of this literature review is to look at the extent to which individual companies can adapt to organisational

change and how it affects their performance success (Jalil et al., 2023; Kholidah et al., 2022; Somboonvechakarn et al., 2022; Srimulyani et al., 2023). By reviewing various existing research and theories, this literature review aims to provide a deeper understanding of the factors that influence the ability of companies to manage change, whether technological, structural, or organisational culture. In addition, it also aims to evaluate how companies that have successfully adapted to these changes can improve their efficiency, productivity, and competitiveness in the global market. Thus, this review is expected to provide useful insights for companies in formulating effective adaptation strategies to achieve better and sustainable performance (Maan et al., 2020).

METHODS

The method used in this research is a systematic literature review. Literature review serves as a very effective method for analysing and synthesising research results, assisting in identifying areas that require further research, and managing the diversity of knowledge gained from academic studies (Arefazar et al., 2022). The SLR approach offers comprehensiveness, objectivity, transparency, impartiality and systematic reporting on specific areas of previous research, which distinguishes it from traditional literature reviews (Maan et al., 2020). Transparency, coherence and completeness were ensured in this study by using PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) statements. With more than 16,157 (citations in the study and support from more than 36 journals and organisations conducting systematic reviews across multiple disciplines, this methodology has been widely adopted. To ensure that the study selection procedure was conducted impartially and without prejudice, the PICO framework was used simultaneously.

A. Objectives and research questions

The research questions of this systematic review were conducted according to The PICO approach formulated by NICE to guide evidence-based practice (Le Loarne – Lemaire et al., 2024) in accordance with the standards set by the Cochrane Handbook for Systematic Reviews of Interventions (Sung & Kim, 2021) The acronym PICO stands for Population (P), Intervention (I), Comparison or Control (C), and Outcome (O). Based on this framework, the following questions were formulated as the central focus and primary objectives of the study:

- Population (P): Employees or organisations undergoing organisational change.
- Intervention (I): Adaptation to organisational change (strategies or actions to adjust to change).

- Comparison or Control (C): Employees or organisation that did not implement the adaptation, or the situation before the change was implemented.
- Outcome (O): Increased employee productivity. Level of employee engagement. Decreased employee turnover rate. Team efficiency in carrying out tasks post-change.

B. Search strategy

The study adhered to the procedures set out in PRISMA, which guarantees a thorough, open and repeatable systematic review to reduce bias in data collection and provide scientific support for the chosen research topic. Scopus-category databases were searched in November 2024. Only English-language research published in journals and evaluated by experts were considered for this study; **book chapters, reports, and scientific conference proceedings were not considered.** The PICO approach was used to determine the keywords used in the article search.

Table 1. Keywords Formulated with the PICO Strategy

	Population	Intervention	Results
Keywords	“Employee” Or “Organization”	“Organizational Change” OR “Performance Success”	“Increased employee productivity”. “The level of engagement (employee engagement)”. “Decreased employee turnover rate”. “The efficiency of the team in carrying out post- changed task”.

C. Inclusion and exclusion criteria

The study adhered to the procedures set out in PRISMA, which guarantees a thorough, open and repeatable systematic review to reduce bias in data collection and provide scientific support for the chosen research topic. Scopus-category databases were searched in November 2024. Only English-language research published in journals and evaluated by experts were considered for this study; book chapters, reports, and scientific conference proceedings were not

considered. The PICO approach was used to determine the keywords used in the article search.

Table 2. Inclusion Exclusion Criteria

	Population	Intervention	Results
Inclusion criteria	Studies involving organisations or employees undergoing organisational change. Studies that focus on employees at various levels, including managerial, operational, or strategic. Studies in an Human Resource Management context, such as training, managing resistance, or developing adaptation skills.	Training to improve adaptation skills. Approaches to managing resistance to change. Leadership development programmes. Human Resource policy interventions such as workforce redesign, incentives, or restructuring.	Improved organisational or employee performance (productivity, efficiency, engagement). Successful implementation of change in operational or strategic terms. Decreased resistance to change.
	Types of study	Language	Accessibility
	- Relevant empirical, quantitative, qualitative, or mixed studies. - Articles published in scopus journals - Articles from the last 5 years (2020-2024)	Articles written in English	Articles available in full text format.
	Population	Intervention	Results
Exclusion criteria	Studies that do not focus on organisations or employees (for example, student, patient or community populations). Research on organisations that are not undergoing change. Studies that	Studies that do not measure organisational performance or are not relevant to HRM.	Articles that only address short-term outcomes without a focus on sustainability of performance.

	only focus on technological change without involving HRM aspects.		
	Types of study	Language	Accessibility
	Opinion-based articles, commentaries, or editorials without empirical data. Research that is too specific to one sector without generalisation (for example, only for the health sector without broader Human Resource Management).	Articles written in Indonesian language.	Articles that are not available in full text or only as abstracts.

D. Inclusion and exclusion criteria research question

Tabel 3. Research Question

ID	Research Question
RQ 1	What are the most effective adaptation strategies in supporting successful organisational performance?
RQ 2	How does adaptation to organisational change affect successful organisational performance?
RQ 3	How does human resource management contribute to successful adaptation to organisational change?
RQ 4	What themes influence the success rate of adaptation to organisational change?
RQ 5	What is the role of training and skills development in supporting employee adaptation to organisational change?

E. Inclusion and exclusion criteria

A total of 16,157 articles were initially identified through the use of specific search strings across various relevant databases. Subsequently, a screening process was conducted based on several criteria, including title, publication year,

keywords, article type, abstract content, and open access availability. The following section presents the selection of articles in accordance with the established inclusion criteria.

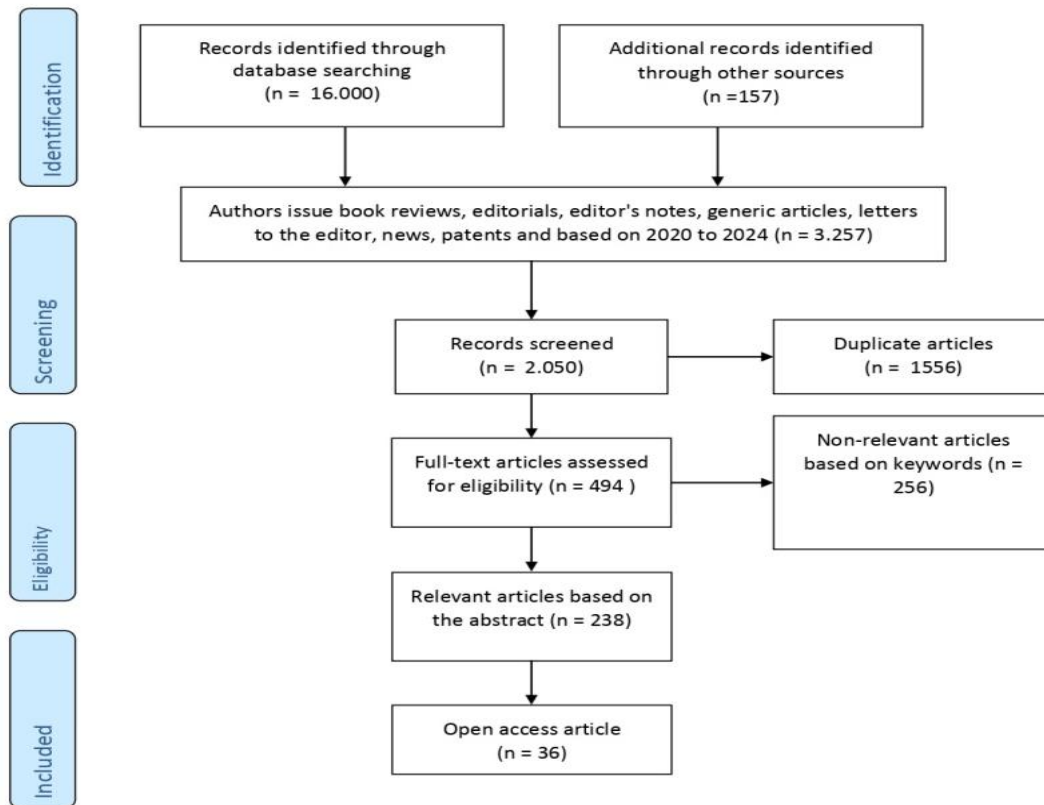


Figure 1: Prism Model
Source: Own Elaboration

RESULT AND DISCUSSION

This research uses references from various scientific journals obtained through reputable databases such as ScienceDirect, Emerald Insight, MDPI, Taylor & Francis, Wiley Online Library, and SpringerLink. The journals used focused on articles relevant to the topic of adaptation to organizational change and organizational performance, particularly in the context of Human Resource Management (HRM). To ensure the relevance and currency of the information, the articles retrieved were limited to the last 5 years range 2020 to 2024.

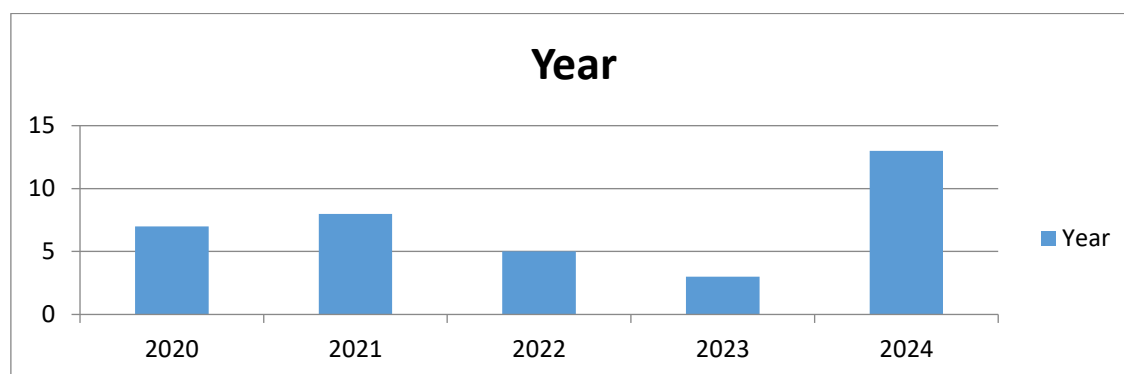


Figure 2. Publication Based On Year

Based on the number of journals obtained from various reputable databases, research trends related to adaptation to organizational change and organizational performance show a fluctuating pattern from year to year. In 2020, there were 7 articles relevant to this topic. The number increased in 2021 to 8 articles, indicating an increased interest in organizational change adaptation research, especially in the midst of a situation that is still affected by the implications of the coronavirus pandemic. However, in 2022, the number of articles published decreased to 5. This decrease may indicate a reorientation of research priorities toward other significant issues within the field of organizational management. The downward trend continued in 2023, which recorded only 3 articles, being the lowest number of publications in the observed period. In 2024, there was a significant increase, with 13 articles published. This surge reflects the return of great attention to the issue of adaptation to organizational change, which may be driven by the need for organisations to face global challenges and strengthen strategies in human resource management. Overall, this trend suggests that the issue of adaptation to organizational change continues to be a relevant and important topic for research in the context of modern management dynamics. On the other hand, the relevant literature used to review based on the journal publisher and its scopus index can be presented in the following data:

Table 4. Publications and Scopus Indices

Journal	Frekuensi	Scopus
Journal of Health Organization and Management Sustainability (Switzerland)	1	Q2
International Journal of STEM Education	4	Q1
European Management Journal	1	Q1
Journal of Business Research	1	Q1
	3	Q1

European Research on Management and Business Economics	2	Q1
Asia Pacific Management Review	2	Q1
Journal of Open Innovation: Technology, Market, and Complexity	2	Q2
Heliyon	4	Q1
International Journal of Information Management	1	Q1
Journal of Organizational Change Management	1	Q2
Measuring Business Excellence	1	Q2
Education Sciences	1	Q2
Resources, Conservation and Recycling	1	Q1
International Journal of Construction Management	1	Q1
Journal of Accounting and Organizational Change	1	Q2
Current Psychology	1	Q2
International Journal of Environmental Research and Public Health	1	Q2
Journal of Open Innovation: Technology, Market, and Complexity	1	Q1
International Journal of Innovation Science	1	Q1
Baltic Journal of Management	1	Q2
Human Resource Management Review	2	Q1
International Journal of Managing Projects in Business	1	Q1
Journal of Healthcare Leadership	1	Q1

Source: Own elaboration

Based on data on the frequency of publications in various scientific journals classified by reputation and Scopus index, research related to adaptation to organisational change and organisational performance is spread across various reputable journals with Q1 and Q2 quality. The following is an explanation: The journals 'Sustainability (Switzerland)' and 'Heliyon' recorded the highest publication frequency, with 4 articles each. Both journals fall into the Q1 category, indicating a high focus on sustainability, change management, and organisational performance in various sectors. Other reputable journals such as 'Journal of Business Research' (3 articles, Q1) and 'Asia Pacific Management Review' (2 articles, Q1) also showed significant contributions, reflecting the relevance of organisational change topics in global and regional management contexts. In addition, 'European Research on Management and Business Economics' and 'Human Resource Management Review', each with 2 articles (Q1), highlighted the important role of management and human resources in the success of organisations facing change. Journals such as 'Journal of Health

Organization and Management' and 'Journal of Organizational Change Management' (1 article each, Q2) place a focus on change management in healthcare organisations and the dynamics of organisational transformation. Other journals, such as 'Journal of Open Innovation: Technology, Market, and Complexity', which had 2 articles (Q2) and 1 article (Q1), underlined the importance of innovation in the face of organisational change. Some other journals that recorded single contributions include 'European Management Journal', 'Resources, Conservation and Recycling', and 'Human Resource Management Review', all in the Q1 category. The research shows a diversity of topics ranging from resource efficiency to project management in the context of organisational change. The overall data reflects that research related to adaptation to organisational change and organisational performance receives significant attention in highly reputable journals, whether in the context of general management, sustainability, human resources or innovation. This suggests that this topic remains a key focus in the development of modern management science

THEMATIC RESULTS

In adaptation to evolving organisational change, the ability of organisations to adapt to change has gained significant attention as a determinant of successful performance. Organisational adaptation, characterised by the complexity of change processes and the potential for varied impacts, presents unique challenges and opportunities in improving organisational performance. Various studies highlight the importance of optimising adaptation strategies, strengthening the role of human resources, and implementing effective policies to achieve organisational goals in the face of change. For example, research by (Kordab et al., 2020) emphasises the need for a holistic approach to change management, including the integration of performance impact assessments, adaptation sustainability evaluations and organisational life cycle-based approaches. Their research underlines the importance of balancing operational stability and adaptation flexibility to minimise risks and maximise desired outcomes. (Hermanto et al., 2024) also showed that a strategic approach to adaptation can provide greater benefits to organisational performance than relying on partial changes or reactive approaches. In addition, data processing using VOSviewer provided deeper insights into research trends, author collaboration, and key topics related to adaptation to organisational change and organisational performance. This bibliometric analysis helped identify relationships between key keywords, such as organisational adaptation, organisational change, performance, and human resources.

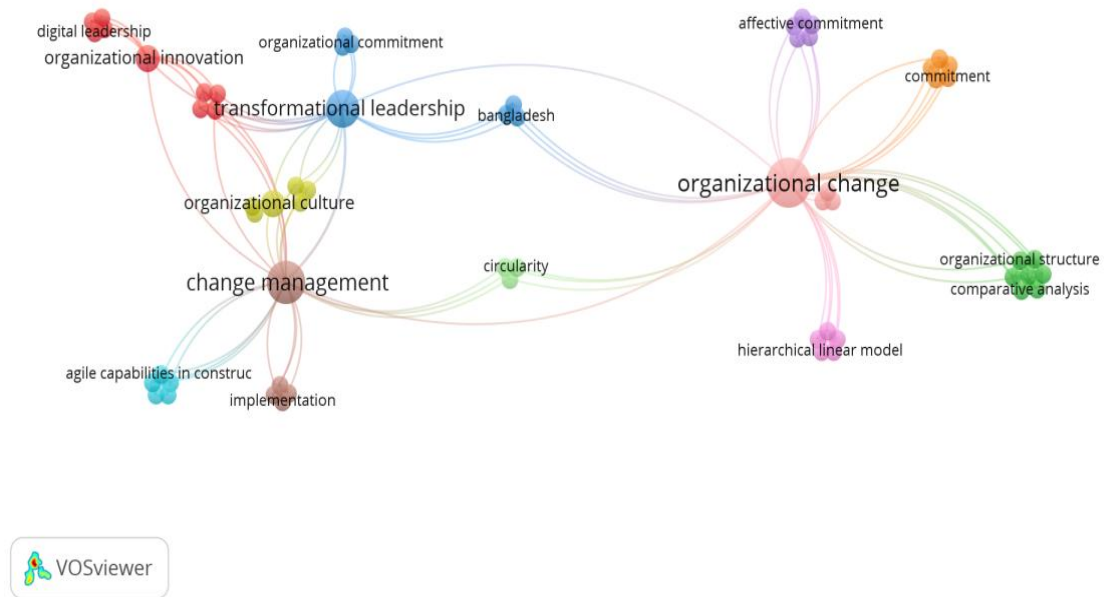


Figure 3. Deep Cluster Through Network Map Visualisation

The visualisation of the analysis results using VOSviewer shows the close relationship between various key concepts related to organisational change. The term organisational change takes centre stage in the network, signifying its role as a core theme that connects factors such as transformational leadership, change management and organisational commitment. In this map, it can be seen that change management relates to elements such as strategy implementation and agile capabilities, as well as organisational innovation. This relationship illustrates the focus on practical approaches in supporting organisational change. In addition, transformational leadership is connected to organisational culture and innovation, emphasising the importance of the leader's role in inspiring and driving positive change across the organisation. Effective leadership is an important cornerstone in creating an innovative and adaptive organisational environment. Another visible factor is employee commitment (commitment and affective commitment), which shows an important psychological aspect in organisational change (Karhapää et al., 2022). This indicates that the emotional involvement of employees plays an important role in supporting the success of change, especially if supported by a good organisational structure. This relationship map provides insight that successful adaptation to organisational change requires the integration of change management, innovative leadership and organisational commitment, supported by flexible structures and strategic analysis. Through the visualisation of the network map, it can be seen how these

themes are interconnected and evolve over time. The themes that emerged from this literature are as follows:

Table 5. Research Themes

Clusters	Themes	Author
1	Digital leadership	(Jinga et al., 2024; Kromah et al., 2024)
	Innovative behavior	(Øygarden et al., 2020)
	Organizational goal	(Niu et al., 2022)
	Organizational innovation	(Arefazar et al., 2022; Malik et al., 2021)
	Organizational sustainability	(Maan et al., 2020)
2	Organizational citizenship	(Reinholz & Andrews, 2020)
	Organizational commitment	(Kim & Jung, 2022)
	Quality work life	(Chughtai et al., 2023)
	Transformational leadership	(Le Loarne – Lemaire et al., 2024)
	Trust in leadership	(Sung & Kim, 2021)
3	Employee competency	(Aina & Atan, 2020; Kordab et al., 2020)
	Employee perceived stress	(Ahmadi et al., 2020; Hermanto et al., 2024)
	Organizational change	(Kim & Choi, 2020; Shijaku & Elgoibar, 2023; Vlachopoulos, 2021)
	Organizational culture	(Alqudah et al., 2022)
4	Affective commitment	(Islam et al., 2021)
	Employee performance	(Karhapää et al., 2022; Krajcsák & Bakacsi, 2024; Zhang et al., 2024)
	Human resource management	(Kaur Bagga et al., 2023; Re et al., 2024)
5	Change management	(Bracci & Tallaki, 2021)
	Healthcare change implementation	(Black et al., 2024; Cosa, 2024)
	Improvement	(McMahon et al., 2024)
	Transformation	(Vale et al., 2021)
		(Zahoor et al., 2022)

Discussion

Adaptation Strategy and the Role of Digital Leadership in Supporting Successful Organizational Performance

In the context of adaptation to organizational change, cluster 1 which includes elements of digital leadership, innovative behavior, organizational goals, organizational innovation, and organizational sustainability, provides an in-depth picture of the strategic factors that influence the success of organizational performance. The following is a conceptual diagram that illustrates the relationship between Digital Leadership, Innovative Behavior, Organizational Goals, and Organizational Innovation.



Figure 4. Flow Diagram

The flow in this diagram can be explained that digital leadership plays a major role as a driving force in driving organizational transformation. Leaders who have digital insight (digital-savvy) not only understand technology, but are also able to create an ecosystem that supports innovative behavior among individuals and teams in the organization. Through the right strategy, they provide tools, resources, and a work culture that encourages creativity and innovation. Innovative behavior created by this ecosystem is directed at supporting the achievement of organizational goals, such as increasing productivity, operational efficiency, or market excellence. A clear focus on strategic objectives ensures that the innovative ideas generated are aligned with the organization's vision (Krajcsák & Bakacsi, 2024). This combination of digital leadership, innovative behavior and orientation towards organizational goals ultimately results in organizational innovation. This innovation encompasses the creation of new products, services, or business models that offer competitive advantages,

enhance organizational competitiveness, and support long-term sustainability in a constantly evolving environment. Adaptation to organizational change requires digital leadership that is able to integrate technology with company strategy to encourage innovation and sustainability. Digital leadership not only facilitates the transformation process, but also creates an environment that supports innovative behavior at all levels of the organization. Digital leaders play an important role in building a vision that is aligned with organizational goals and ensuring that the changes made increase added value for the organization. Innovative behavior is core in supporting successful adaptation. Employees who are encouraged to think creatively and offer new solutions enable organizations to remain competitive amidst change (Kaur Bagga et al., 2023).

In this case, HR management significantly contributes to organizational growth, mainly by focusing on training and skill-building initiatives. Investments in employee competency development ensure individuals' readiness to face new challenges and increase their adaptability to changing systems and processes (Re et al., 2024). Organizational sustainability is the main indicator of successful adaptation. In the era of digitalization, organizations are not only required to innovate, but also to consider long-term sustainability. Global trends such as digitalization, technological transformation and sustainability influence the adaptation strategies used. Organizations that are able to integrate innovation with sustainability goals tend to be more successful in maintaining high performance.

How Adaptation to Organizational Change is a Determinant of Successful Performance: The Impact of Organizational Citizenship Behavior, Commitment, Work-Life Quality, and Leadership Trust on Organizational Performance.

Adaptation to organizational change is the main key in determining the success of organizational performance. This success is influenced by how important elements such as organizational citizenship behavior (OCB), organizational commitment, quality of work life, transformational leadership, and trust in leaders work synergistically. The graphic model of the relationship between Organizational Citizenship, Organizational Commitment, Quality Work Life, Transformational Leadership, And Trust in Leadership in supporting successful organizational performance can be described as follows.



Figure 5. Elements of Successful Organizational Performance

From Figure 5 it can be explained that these elements include The Impact of Organizational Citizenship Behavior, Commitment, Work-Life Quality, and Leadership Trust on Organizational Performance, all of which are centered on achieving organizational performance goals. Organizational Citizenship represents employee voluntary behavior that goes beyond formal duties, such as helping coworkers or supporting organizational initiatives. These behaviors create a flexible and supportive work environment, which is critical in dealing with change (Zahoor et al., 2022). Organizational Commitment reflects employees' emotional involvement and loyalty to the organization. Strong commitment encourages employees to remain proactive in facing the challenges of change and ensures the continuity of joint efforts to achieve organizational goals. Quality Work Life focuses on providing a work environment that is comfortable, balanced and supports employee well-being. A positive work environment increases employee motivation and productivity, especially during times of transition or major change (Vale et al., 2021). Transformational Leadership is an inspirational leadership style, where the leader not only guides, but also motivates employees to think creatively and innovatively. Transformational leaders play an important role in setting a vision for change and directing the organization in a better direction. Trust in Leadership is a fundamental element that ensures a strong relationship between employees and leaders (McMahon et al., 2024). This trust strengthens collaboration, motivates employee participation in change initiatives, and reduces resistance to change. These five elements are described as interconnected, with a flow of influence that ultimately focuses on achieving optimal organizational performance. The synergy between these elements ensures that organizations are able to adapt effectively to change, strengthen competitiveness, and achieve long-term success.

How does human resource management contribute to successful adaptation to organizational change?

Human resource management (HR) and adaptation to organizational change, it is important to understand that the success of an organization's adaptation to change is greatly influenced by how the organization manages its human resources (Bracci & Tallaki, 2021; Re et al., 2024). In this context, HR management is not only related to recruitment or salary management, but also includes aspects of competency development, stress management, establishing a culture that supports change, and planning and implementing the change itself. Adapting to organizational change is often a big challenge, especially when the changes being made are large or profound, such as technological changes, organizational restructuring, or changes in business strategy (Black et al., 2024; Cosa, 2024). Therefore, it is important for organizations to ensure that employees have the necessary competencies to support such changes, feel supported in facing challenges, and are engaged in a culture that encourages openness and innovation. Below is a table illustrating how the elements of HR management—employee competency, perceived stress, organizational culture, and organizational change—contribute to successful adaptation to organizational change. This table also shows concrete steps that can be taken in HR management to support successful adaptation to change.

Table 6. HR Management and Adaptation to Organizational Change

Elements	Description	Contribution to Adaptation to Change	HR Management
Employee Competency	Employee technical and interpersonal abilities to face tasks and challenges.	Competent employees are better prepared to face changes and new challenges. Improving competence allows for quicker adjustment to changes in the organization.	Training and skills development through education and career development programs.
Stress Felt by Employees	The level of stress experienced by employees due to	High stress can hinder the ability to adapt. Managing stress through	Wellness, counseling and stress management

	changes and job demands.	employee support and wellbeing helps maintain productivity and adaptability to change.	programs to help employees reduce stress and stay focused.
Organizational culture	The values, norms, and attitudes held within an organization that influence the way employees work and interact.	A culture that supports innovation, collaboration, and openness accelerates acceptance of change. A positive culture encourages employees to adapt proactively.	Build a culture that supports change through transformational leadership and open communication
Organizational Change	The process of changes in structure, policy, or technology carried out to achieve new organizational goals.	Effective change requires good management so that employees can adapt quickly. Clear change management increases employee readiness and engagement.	Thoughtful change planning, training regarding the change, and clear communication about the goals and benefits of the change.

Themes that Influence Successful Adaptation to Organizational Change: The Role of Affective Commitment, Employee Performance, and Human Resource Management.

The level of successful adaptation to organizational change is influenced by several important interrelated themes, namely employee affective commitment, employee performance, and human resource management (HR). Employee affective commitment is a factor that greatly influences how employees accept and adapt to changes that occur. Affective commitment reflects employees'

strong emotional connection and sense of belonging to the organization. They feel they have an important role in achieving organizational goals, so they are better prepared to support the necessary changes (Karhapää et al., 2022; Krajcsák & Bakacsi, 2024; Zhang et al., 2024). This commitment encourages employees to be more involved in the change process, whether in the form of innovation, adjustments to new policies, or changes in ways of working.

Employee performance also plays a major role in successful adaptation. Employees with good performance have the ability to adapt quickly and effectively when the organization experiences change. They have adequate skills and knowledge, and are able to complete tasks efficiently in facing new challenges. Therefore, improving employee performance through relevant training and development will greatly support the organization's success in undergoing change (Jalal et al., 2021). Human resource management (HR) is an important key in facilitating organizational change. Effective HR management can create an environment that supports employees to adapt to change. This includes policies that support employee well-being, development programs that suit organizational needs, and the use of technology that facilitates communication and collaboration. With responsive and innovative HR management practices, organizations can more easily carry out the transformation needed to face external and internal changes. Overall, these three themes— affective commitment, employee performance, and HR management— play a very important role in determining how successfully an organization can adapt to change. Organizations that can build employee emotional commitment, improve their performance, and manage HR effectively, will be better prepared to face change with positive results (Heriqbaldi et al., 2023).

What is the role of training and skills development in supporting employee adaptation to organizational change in support? Change management, Healthcare change, implementation dan Improvement

Training and skills development play a very important role in supporting employee adaptation to organizational change, especially in the context of change management, changes in the health sector, change implementation, and continuous improvement (Arefazar et al., 2022; Maan et al., 2020; Malik et al., 2021; Niu et al., 2022). In each phase of organizational change, employees need the right skills and knowledge to adapt effectively, as well as to overcome the challenges that arise during the change process. Training provides a strong foundation for employees to understand and prepare for the changes that will occur. In the context of change management, training gives employees an understanding of the purpose of the change, the steps that will be taken, and the impacts that may arise (Jinga et al., 2024). This reduces the feeling of uncertainty

and anxiety that often arises during transitions. Well-trained employees will feel more confident in facing change and better prepared to support change initiatives implemented by the organization. In the changing health sector (healthcare change), training in particular has become very vital (Kromah et al., 2024). Changes in this sector often involve technological updates, new medical procedures, or changes in policies and regulations. Relevant training will ensure that employees, especially medical personnel and support staff, have sufficient knowledge to adapt to these changes without compromising the quality of health services (Øygarden et al., 2020). This also helps reduce resistance to change, as employees feel more competent and ready to face new challenges. Additionally, in the broader implementation of change, training and skills development ensures that employees understand their role in the change process. Implementing change often requires new skills, both in terms of technology, work processes, and how to interact with colleagues. With proper training, employees are not only able to master the necessary technical skills, but also have the ability to adapt to new ways of working (Agbejule et al., 2021). This speeds up the change process and reduces disruptions that may occur during the transition phase. Finally, in continuous improvement (improvement), training functions to develop the skills needed to improve work processes in a sustainable manner. By improving employee skills and competencies, organizations can ensure that changes made are not only accepted, but also maintained and continuously improved over time. Training that focuses on innovation and quality improvement will strengthen employees' abilities to create new solutions and improve organizational performance (Harrison et al., 2021; Storm et al., 2023). Overall, training and skills development are key pillars in supporting employee adaptation to organizational change. By providing appropriate training, organizations ensure that employees are ready to face change, implement change effectively, and continuously improve their performance to support the organization's long-term success.

CONCLUSION

This research shows that digital leadership plays a significant role in encouraging innovative behavior and organizational adaptation to change. Technology-based leadership is able to integrate innovation strategies with organizational transformation, create a work culture that supports creativity, and ensures sustainable adaptation. In addition, factors such as organizational citizenship behavior (OCB), organizational commitment, quality of work life, and trust in leaders are proven to support each other in strengthening an organization's readiness to face environmental dynamics. Responsive human resource management, training and skills development are also key elements in improving an organization's ability to adapt effectively. This study has several

limitations that need to be noted. First, even though it uses literature supported by 36 articles, the scope of this literature review may not cover all relevant perspectives, especially from different industrial contexts or geographical regions. This can limit the generalization of research results, considering that the dynamics of digital leadership and innovative behavior are strongly influenced by organizational culture and the external environment. Second, although the literature used already covers various theoretical approaches, integration between articles in developing a theoretical framework can still be improved to create a more comprehensive synthesis. This research also has not fully explored longitudinal studies that can describe dynamic changes in digital leadership and organizational adaptation. Third, the empirical analysis in this study focuses on respondents' perceptions, which may carry subjective bias. This creates challenges in ensuring the validity of the data, even though various bias control methods have been implemented. Finally, the influence of external factors, such as government policy, market dynamics, and technological developments, is not directly integrated in the research model, providing opportunities for further development in future studies. Recommendations for further research include using a systematic approach in developing the literature review, expanding the scope of the study to a more diverse geographic and sector context, and utilizing longitudinal data to analyze causal relationships in more depth. To see the future agenda, see the following picture:

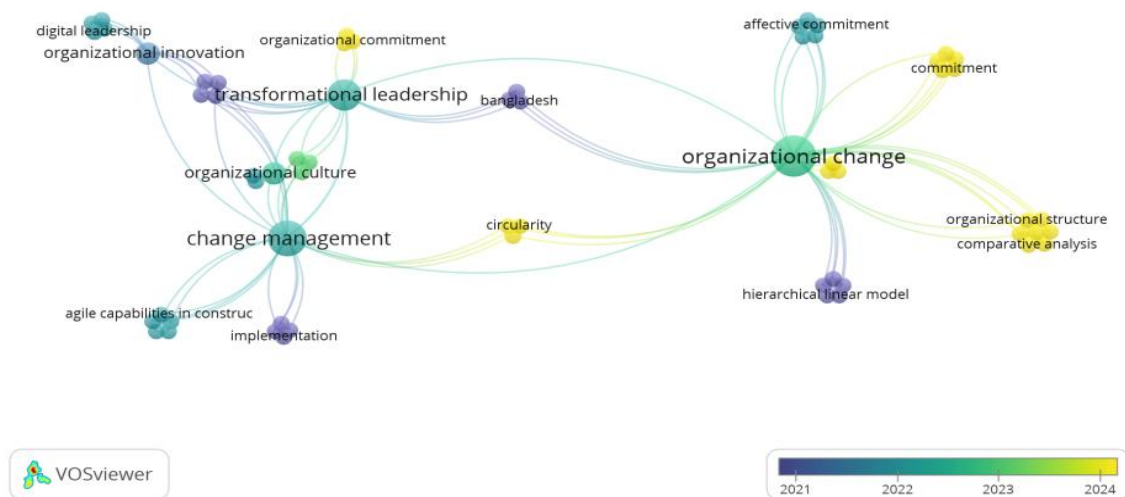


Figure 6. Research Map Visualization

Based on the research map visualization, the future research agenda can be focused on several strategic themes related to organizational change. First, role transformational leadership in encouraging organizational innovation and building a culture that supports change needs to be explored further. Second, the relationship between change management and organizational commitment, both

at the affective and structural levels, provides an interesting research opportunity to uncover the internal dynamics of organizations. Third, research about agile capabilities relevant in assessing organizational adaptability, especially in implementing technology in a dynamic environment. Additionally, approach hierarchical linear model can be used to understand multilevel influences in the change process. Sustainability theme through circularity also has the potential to become a focus, particularly in integrating sustainability principles into organizational change strategies. Finally, digital innovation led by digital leadership opens up opportunities for further exploration, especially in the context of technological transformation and digitalization

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