

Change Management in MSMEs: A Systematic Literature Review (SLR) Study of Adaptation and Digital Transformation Strategies

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ABSTRACT

Change management is a key element in maintaining organizational continuity amidst technological advancements, globalization, and the complexity of a constantly changing environment. An organization must be able to adapt and implement change to remain competitive and face emerging challenges. The focus of this research is to investigate organizational adaptation and transformation strategies in implementing change management through a review of various previous studies. The methodology chosen for this study is a Systematic Literature Review (SLR) with a descriptive, qualitative approach. Data collection was conducted by searching for scientific articles in the Scopus, Web of Science, ScienceDirect, and Google Scholar databases using relevant keywords related to change management, adaptation strategies, and organizational transformation. The selected articles were screened based on inclusion and exclusion criteria, ensuring their relevance. The findings of this study indicate that organizational adaptation strategies, such as improving human resources, organizational innovation, flexibility in work systems, and strengthening organizational culture, are crucial for successful change management. Furthermore, organizational transformation, particularly digital transformation, appears to improve operational efficiency, service quality, and the effectiveness of decision-making within the organization. This research also identified that transformational leadership and internal organizational readiness are key factors for successful change implementation within organizations. Using the SLR approach, this research is expected to contribute theoretically to the development of studies on organizational change management and serve as a reference source for organizations in formulating adaptive and sustainable change strategies.

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Introduction

Change is inevitable in any organization. Technological advances, globalization, business competition, shifts in societal attitudes, and the dynamics of the external environment force organizations to continuously adapt to survive and grow. Organizations that cannot adapt to change will struggle to maintain their existence and competitiveness

amidst constantly changing conditions. Therefore, change management has become a crucial aspect of today's organizational management [1].

Change management is a planned approach used by organizations to handle change processes involving structural, cultural, technological, and human resource aspects. According to John P. Kotter, organizational change requires effective leadership in creating a clear vision, establishing effective communication, and encouraging member participation to ensure a smooth transformation process [2]. In practice, organizational change is not only related to the adoption of new technology but also involves changes in mindset, work culture, and organizational strategies to address existing challenges.

Advances in the digital era have encouraged organizations to undergo transformation more quickly and flexibly. Digital transformation is one of the most prominent forms of change in modern times. Organizations must be able to utilize digital technology to increase work efficiency, accelerate decision-making, and improve service quality. However, transformation implementation often faces various obstacles such as resistance to change, lack of workforce readiness, weak communication within the organization, and limited resources. The increasingly rapid pace of external environmental change demands that organizations develop appropriate adaptation strategies [3]. Adaptation strategies encompass the organization's ability to create innovation, increase flexibility, strengthen work culture, and build human resource competencies. Organizations that are able to adapt are generally better prepared to face the pressures of change than those stuck in rigid patterns and less responsive to environmental changes.

Previous studies have examined organizational change management from various perspectives, including transformational leadership, organizational culture, digital transformation, and organizational development strategies. However, these results are scattered across various literature sources, necessitating a more comprehensive review to understand the application of adaptation and organizational transformation strategies in the face of change. Therefore, this study uses a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize research related to change management in organizations. The Systematic Literature Review method was chosen because it provides a comprehensive overview of research developments in organizational change strategies in a systematic and structured manner. Using this approach, researchers can identify the key factors influencing the success of organizational change, effective adaptation strategies, and challenges faced during the transformation process. This research aims to analyze organizational adaptation and transformation strategies based on existing research findings, identify factors that influence the success of change management, and identify the key challenges organizations face in implementing change. It is hoped that the results of this research will provide

A theoretical contribution to the development of organizational management science and serve as a practical guide for organizations in designing effective and sustainable change strategies.

Method

Study This apply method Review Literature Systematic (TLS) with approach descriptive qualitative. The TLS method is used For find , assess , and combine various study previously related with management changes in in organizations , especially regarding adaptation and transformation strategies organization . Approach This chosen Because can give study Which neat , objective , And comprehensive to development research in the field management change organization [10].

According to Tranfield et al. (2003), Review Literature Systematic is something method study Which done with method Which organized For gather And analyze studies Which There is use understand in a way deep something topic study . Method This Lots used in study management Because help researchers in determine gap research , found existing patterns , as well as produce synthesis further research accurate and can reliable.

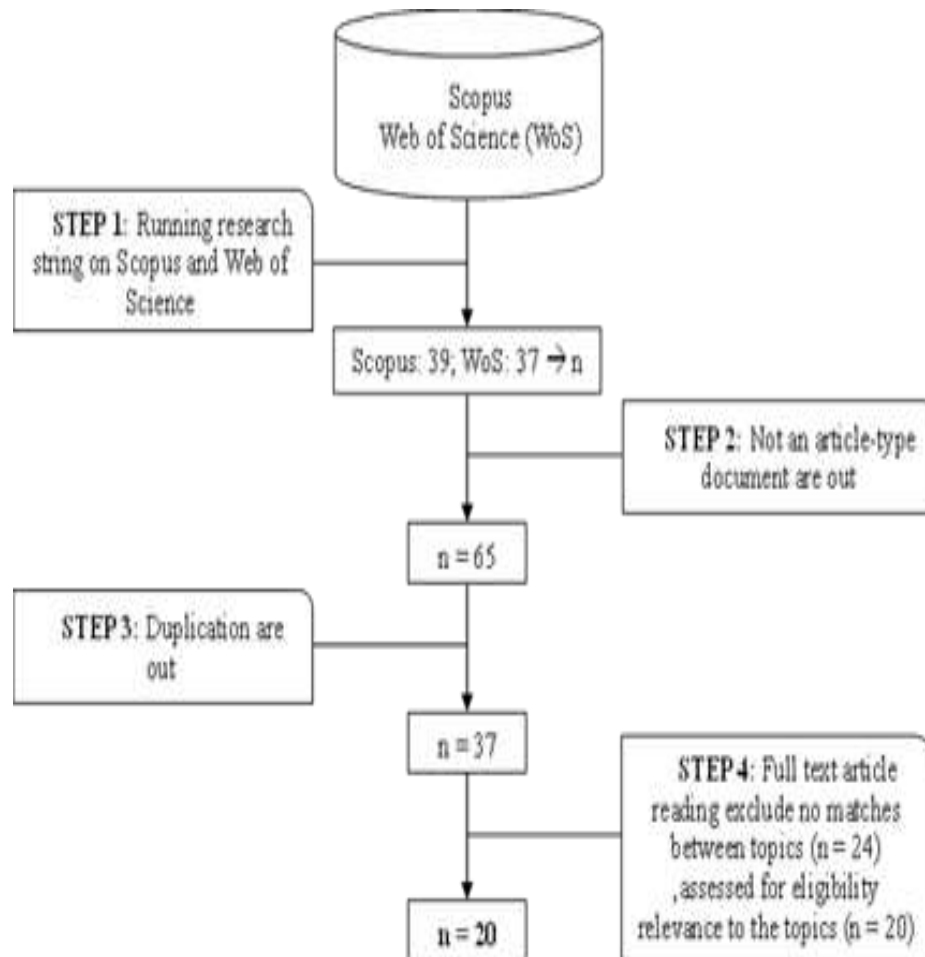
Study This follow steps Review Literature The systematic proposed by Tranfield et al. (2003), namely stages planning , stages implementation and stages reporting . In stage planning , research This make an effort For synchronize or blend studies latest about DT with idea resilience MSMEs in a way systematic, started with development of two questions core research :

RQ1. What are the effects, behavior, and relationships between digital shift in MSMEs, in particular towards the idea of MSME resilience in overall literature ?

RQ2. Opportunity what can be studied in the future For improve and expand existing literature in context This ?

For identify article Which has reviewed by colleagues about DT And MSME resilience ,carried out search comprehensive with utilize the databases available in Scopus and Web of Science (WoS) because these two platforms own range extensive, reliable, and recognized in the world of research management . Scopus is a broad electronic database , with more of 18,000 articles from more from 5,000 publishers worldwide, covering 16,500 journals that have been through a peer review process colleagues in various discipline science and knowledge social (Supriharyanti & Sukoco , 2023). WoS considered as the most complete database For publication scientific , covers journal And notes from publisher academic most important like *Elsevier*, *Emerald*, *MDPI*, *Palgrave*, *Springer*, *Taylor and Francis*, as well as *Wiley* (Liu et al., 2022). Approach search implemented For find and analyze paper relevant scientific , determining keywords , grouping related material , assess the notes that found , And minimize potential bias. Wrong One part important from process This is produce And identify say key Which accurate . All studies Which accepted covers all year , considering topic similar related resilience of MSMEs is still is considered to have minimal research . At the stage beginning, search implemented using the keywords " Digital transformation " , "MSMEs", and " Resilience " , which resulted in 76 papers , namely 39 from Scopus and 37 of *Web of Science*. Evaluation quality aim For evaluate to what extent the selected study can trusted , giving valid reasons , as well as give reader required information in determine whether approach review the relevant For study they themselves (Tranfield et al., 2003).

However, there are challenges big in creating methodology review systematic, namely design and implement quality research high (Supriharyanti & Sukoco, 2023). On phase This, writer choose article from journal Which Scopus indexed Because covers various publication Which relevant And quality best. In side that, the writer provide a checklist quality to a colleague affiliated academics

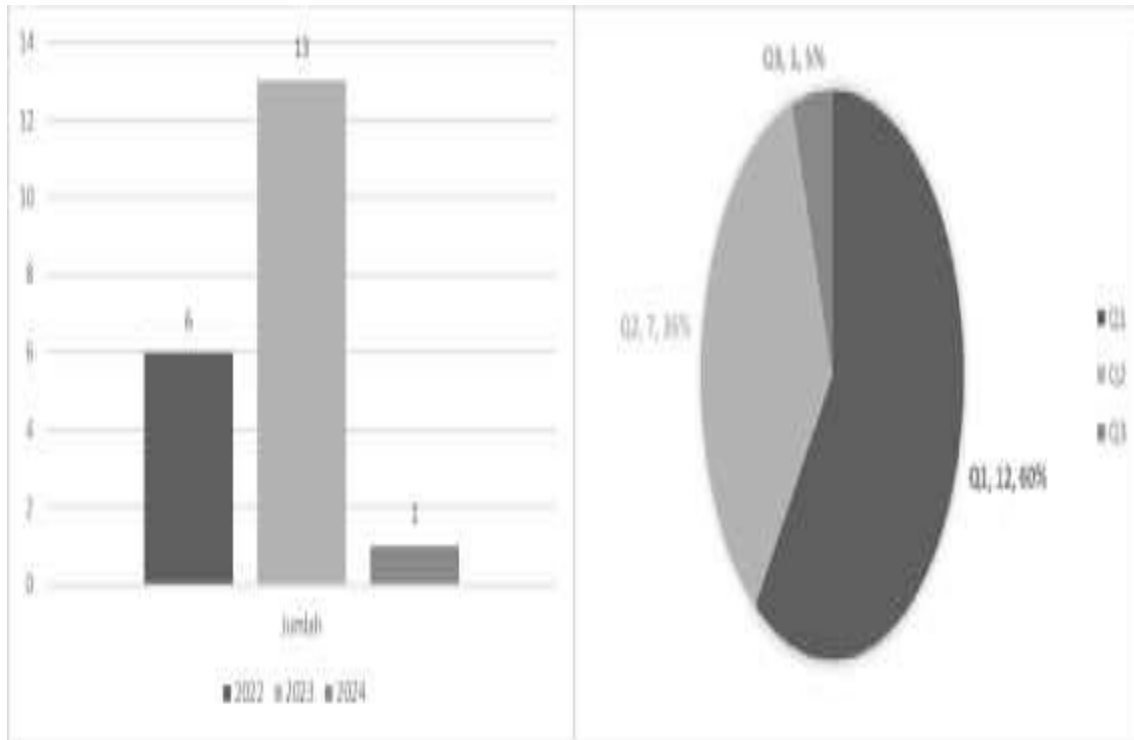


Picture 1. Approach Literature Review
(Source: Results Framework from Writer)

With group research that focuses on the resilience of MSMEs to ensure clarity And strength criteria quality Which used (Christofi et al., 2017). Results from second evaluation the compared to with findings researchers ; then, based on agreement together, number article reduced as much as four article. After done evaluation quality, data from study Which selected taken For ensure objectivity And accuracy (Tranfield et al., 2003). Information taken Then input to in Microsoft Excel, contains details about author, year research, objectives research, design, and results research, framework theory, and summary results study.

Results and Discussion

In accordance with what has been explained Previously , there were 20 journals used as source in this SLR research [11]. Figure 2 illustrates that distribution year study in studies This reflect existence trend improvement interest to Digital Transformation issues and MSME resilience , especially after effect from COVID-19 pandemic .



Picture 2. Distribution Year Study And Journal Indexed Scopus

Source: Results Exercise Data Writer

From overall 20 publication Which researched , majority published on year 2023 (13 publications) , which indicates existence improvement significant in study about topic This during period said . This is can connected with increasing need For understand how MSMEs can survive and thrive through implementation digital technology in condition crisis . In 2022 , there were 6 publications that became runway beginning for study this , while in 2024 only there is 1 publication that shows that study in field This Keep going ongoing and potential develop more continue in the future . Quality publications used in study this is very high , according to with Figure 2, where some of the large (60%) are listed in Q1 Scopus. This shows that study Which analyzed originate from studies Which influential as well as own reputation the good one

Table 1. Source Journal

<u>Indeks Scopus</u>	Journal Source	Total
Q1	<i>Journal of Enterprise Information Management</i>	2
	<i>International Journal of Emerging Markets</i>	1
	<i>Journal of Business Research</i>	3
	<i>International Journal of Physical Distribution & Logistics Management</i>	1
	<i>Journal of Small Business Management</i>	1
	<i>IEEE Transactions on Engineering Management</i>	1
	<i>International Journal of Logistics Management</i>	1
	<i>International Journal of Productivity and Performance Management</i>	1
	<i>Journal of Open Innovation: Technology, Market, and Complexity</i>	1
	<i>International Journal of Organizational Analysis</i>	1
Q2	<i>Systems</i>	1
	<i>Sustainability</i>	1
	<i>Operations Management Research</i>	1
	<i>Electronics</i>	1
	<i>Journal of The Knowledge Economy</i>	1
	<i>Chinese Management Studies</i>	1

Participating Q1 journals consists of from the Journal of Enterprise Information Management with two journals and the Journal of Business Research with three journals , as explained in Table 1. As many as 35% journal registered in Q2, like Sustainability and Journal of The Knowledge Economy, which offers corner view relevant although with limitation coverage Which more small . Only One journal (5%) registered in Q3, that is Journal of Eastern European and Central Asian Research.

Method Study Which Used

In journals said , the method research used part big is approach quantitative (75%), covers 15 from 20 journal. Approach This often utilized For evaluate effects and relationships between variables , for example how DT affects resilience MSMEs. There is 4 journal Which apply method qualitative, Which give chance For investigate the phenomenon being studied more in through interviews, studies cases and analysis thematic . One journal utilise method mixture , which combines strength from second approach quantitative and qualitative For reach greater understanding comprehensive . Existence domination method quantitative show researchers ' tendencies For rely on numerical data and analysis statistics moment evaluate topic this, meanwhile method qualitative and mixed offer dimensions more additions deep. Research listed in studies literature This indicates that No There is One theory the main one who controls in study regarding DT and the resilience of MSMEs. On the other hand, various theory implemented For interpret various element from process DT, start from source internal power as well ability dynamic until innovation and identity entrepreneurship, Approach Which involving Lots theory This reflect complexity And Lots dimensions from topic mentioned, as well as provide valuable guide For study future in the field This.

Conclusion

Based on the analysis conducted using the Systematic Literature Review (SLR) method, it can be concluded that change management plays a crucial role in helping organizations cope with continuous environmental change. Organizational adaptation approaches, such as human resource development, innovation, organizational flexibility, and strengthening work culture, are key elements in supporting successful change. Organizations that adapt quickly to technological advances, market fluctuations, and environmental demands generally have a better potential for survival and increased competitiveness. Furthermore, organizational transformation, particularly digital transformation, has been shown to increase operational efficiency, improve service quality, and enhance the effectiveness of decision-making within the organization.

The study's findings also indicate that the effectiveness of change management is significantly influenced by the organization's internal readiness, support from transformational leadership, and the participation of all organizational members in the change process. Leadership with vision and strong communication skills can reduce resistance to change and increase organizational commitment to implementing transformation. Using the SLR approach, this study successfully identified various adaptation strategies and challenges in organizational transformation based on previous research. Therefore, it is hoped that this research can be a reference for organizations in formulating more effective, adaptive, and sustainable change strategies amidst increasingly complex technological developments and global competition.

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