

Innovative Leadership and Organizational Readiness in Facing Technological Disruption

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Abstract

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This study aims to explore the relationship between innovative leadership and organizational readiness in the face of technological disruption through a literature review method. Faster technological disruption requires organizations to be more adaptive and responsive. In this context, innovative leadership plays an important role as a vision guide and driver of an organizational culture that is open to change. Meanwhile, organizational readiness is a crucial foundation to ensure that digital transformation can be implemented effectively. The results of the analysis of 11 scientific articles show that the integration between innovative leadership and organizational readiness strengthens the organization's ability to respond to technological changes strategically. This study emphasizes the importance of building synergy between visionary leadership and adaptive organizational structures, through strengthening human resource capacity, digital training, and the formation of a culture of sustainable innovation. These findings contribute to managerial practices in both the public and private sectors in facing the era of digital transformation.

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1. Introduction

In an era marked by accelerating technological advances and digital disruption, organizations in various sectors face increasingly complex and unpredictable challenges. This year is a critical point where the pace of technological development such as artificial intelligence (AI), automation, blockchain, and the Internet of Things (IoT) is not only changing the industrial landscape, but also forcing organizations to adapt quickly to a dynamic environment. In this context, innovative leadership is a crucial aspect that determines the organization's ability to adapt, survive, and even thrive in the midst of the onslaught of technological disruption. Innovative leadership is not just the ability to come up with new ideas, but rather includes the capacity to foster a culture of innovation, navigate uncertainty, and steer organizations in a strategic direction in the face of technological transformation. Innovative leaders are expected to be able to be agents of change, create progressive long-term visions, and be able to empower all elements of the organization to remain relevant in a rapidly changing competitive climate.

Organizations that are able to survive and compete in the era of digital disruption are those that not only have advanced technology, but also adequate organizational readiness. Organizational readiness in this context includes structural, cultural, information system aspects, human resource competence, and flexibility in responding to change. As stated by Zhang et al. (2020), organizational readiness is the main prerequisite for leadership innovation to be implemented effectively and sustainably. Many organizations have stagnated and even collapsed due to failure to predict changes and adapt quickly. This phenomenon underscores the importance

of integration between innovative leadership and organizational readiness to create sustainable competitiveness. Leadership without organizational readiness will transform into a vision without implementation, while organizational readiness without innovative leaders will tend to run routinely without renewal directions. The synergy between the two is an important pillar in facing the challenges of the 21st century.

A number of cutting-edge studies also reinforce the urgency of this topic. For example, Maolani (2023) dependent on visionary leadership that is able to foster an organizational culture that is adaptive to technological changes. Meanwhile, Delioğlu and Uysal (2022) emphasized the importance of agile leadership in increasing the competitiveness of technology companies in the midst of global digitalization dynamics. These studies show that technological transformation is not only about the adoption of digital tools or platforms, but more deeply about changing the way leaders and all elements of the organization think and act. Indonesia's context as a developing country also faces its own challenges in terms of readiness to face disruption. Digital inequality, resistance to change, and weak technological infrastructure are structural obstacles that hinder the acceleration of digital transformation. In this case, a leader is needed who is not only adaptive but also inclusive, who is able to integrate technology in the managerial process and encourage all stakeholders to move towards proactive change. Based on this background, this study aims to analyze the role of innovative leadership and the level of organizational readiness in facing technological disruption through a literature review approach.

The main focus of this study is to understand how innovative leadership models can boost organizational readiness to face the radical changes brought about by digital technology, as well as to identify concrete strategies that have proven effective in various organizational contexts. Specifically, this study will answer three key questions: What are the key characteristics of innovative leadership that are relevant to the challenges of technological disruption? What are the indicators of organizational readiness in facing technology-based changes? How does the interaction between innovative leadership and organizational readiness affect organizational performance in the midst of digital disruption? By answering these questions, it is hoped that this study can make a theoretical and practical contribution to the development of leadership and organizational management in the digital era. In addition, the results of this study are also expected to be a reference for practitioners, academics, and policymakers in designing organizational strategies that are more resilient, adaptive, and oriented towards sustainable innovation.

2. Literature Review

2.1. Innovative Leadership in the Context of Modern Organizations

Innovative leadership is a leadership approach that emphasizes new value creation, measurable risk-taking, and adaptability to disruptive change. According to Attah et al. (2023), innovative leadership reflects the role of a leader as a driver of change and an inspiration for new ideas in facing technological challenges. Innovative leaders have characteristics such as visionary thinking, openness to experimentation, cross-functional collaboration, and courage to make

unconventional decisions. Innovative leaders play a very important role in shaping an organizational culture that is responsive to technological changes.

In the context of digital disruption, such as the entry of artificial intelligence and big data into decision-making, leaders not only need to understand these technologies, but also be able to integrate them into organizational strategies. Leadership styles such as agile leadership, transformational leadership, and digital leadership have proven to be more effective in the context of the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environment as conveyed by Delioğlu and Uysal (2022). Research by Suprajang and Turmudzi (2021) adds that innovative leadership encourages organizations to have sustainable competitive value. Leaders like this not only function as change managers, but also as architects of the future of the organization. Therefore, organizations that want to survive in the era of technological disruption must build an ecosystem that supports innovative leadership, both from the aspects of regulation, human resources, and technology.

2.2. Organizational Readiness to Face Technological Disruption

Organizational readiness refers to an institution's internal capacity to respond to and manage rapid and unexpected changes, particularly technology-based disruptions. According to Solehudin et al. (2023), this readiness includes structural aspects, digital competence of human resources, operational flexibility, and technological integration. Organizations that are ready for disruption generally have an adaptive information management system and an agile organizational structure. Readiness also includes digital maturity, which is the ability of organizations to adopt and manage new technologies systematically and strategically. Ifenthaler and

Egloffstein (2020) stated that digital maturity is closely related to innovative culture in organizations. In their study, organizations that have a collaborative, data-driven, and failure-tolerant culture are better able to withstand the pressure of technological disruption.

Another crucial aspect is the readiness of human resources to accept change. The importance of continuous training and digital competency development for employees. Organizations also need to have adaptive crisis management procedures and technology-based reporting systems in place to provide a rapid response to change. Tasleem et al. (2023) concluded that organizational readiness is not only technical, but also includes cultural and psychological readiness. In this case, the role of leadership is vital in fostering trust, building commitment, and facilitating pro-innovation behavior change in the organization.

2.3. Integration of Innovative Leadership and Organizational Readiness in Responding to Disruption

Innovative leadership and organizational readiness are two components that strengthen each other in the face of technological disruption. Ismail et al. (2023) states that innovative leaders can serve as a catalyst for organizational readiness through the formation of a clear digital vision, facilitation of organizational learning, and encouragement of data-driven decision-making. When the two are integrated, organizations are more responsive to change and have sustainable competitiveness. According to Crnogaj et al. (2022), this integration creates an agile work environment, where business processes, organizational structures, and work culture are geared towards supporting innovation. Their research shows that companies

with a high level of integration between leadership and organizational readiness are able to significantly improve operational performance and employee satisfaction, even amid high external pressures.

Synergy requires an open communication strategy, the involvement of all members of the organization, and reliable technological support. Leaders are not only the originators of ideas, but also important actors in eliminating organizational obstacles such as rigid bureaucracy, resistance to change, and strategic uncertainty. In terms of implementation, Schmidhuber et al. (2019) show that this integration is successful when supported by a participatory approach, collaborative decision-making, and incentives for innovative behavior. Thus, the combination of innovative leadership and organizational readiness not only increases the organization's resilience to disruption, but also accelerates the overall digital transformation process.

3. Methods

This research uses the library research method as the main approach in exploring and analyzing innovative leadership concepts and organizational readiness to face technological disruption. Literature review is a systematic method for examining various scientific sources, including journal articles, conference proceedings, academic books, and relevant research reports, in order to formulate a theoretical and practical understanding of the topic being studied (Zed, 2014). The procedure for conducting this literature study begins with the determination of the topic and focus of the study, namely on the integration between innovative

leadership and organizational readiness in response to the phenomenon of technological disruption. Furthermore, a secondary data collection process was carried out through a search of scientific articles published last five years. The main source of search comes from Google Scholar, with inclusion criteria in the form of articles that have high relevance to the theme, written in Indonesian and English, and published in indexed and reputable journals.

From the search results, 11 main articles were selected that meet the requirements for academic validity and relevance of substance. In addition, additional references in the form of scientific books that discuss digital leadership and organizational transformation in the VUCA era are also used to strengthen the theoretical framework. The next step is to conduct a content analysis of the documents that have been collected. The analysis was carried out by grouping information into main categories, namely: (1) characteristics and innovative leadership models; (2) indicators of organizational readiness; and (3) the relationship between leadership and readiness to face disruption. Each category is analyzed in depth to explore thematic patterns, the interconnectedness between concepts, and the theoretical and practical implications that can be drawn.

To maintain the objectivity of the analysis, a cross-validation process was carried out between sources, as well as triangulation of data based on findings from various organizational contexts (private, public, and educational). This approach not only provides a breadth of perspective, but also improves the reliability of the study results. With this method, the research is expected to be able to compile a comprehensive literature synthesis, accurately describe leadership dynamics and

organizational readiness, and produce strategic insights that are useful for organizational development in the era of digital transformation that continues to develop. The literature approach also allows researchers to avoid empirical bias and focus more on theoretical understandings and best practices from various previous studies.

4. Results

The results of a study of 11 scientific literature analyzed show that innovative leadership and organizational readiness have a close relationship and strengthen each other in facing technological disruption. Rapid technological changes, such as the development of artificial intelligence (AI), the Internet of Things (IoT), cloud-based systems, and machine learning, have put tremendous pressure on conventional organizational systems. Organizations that are unable to respond quickly and appropriately are in danger of losing their competitiveness or even existence. In this context, the role of innovative leaders is becoming increasingly crucial. Innovative leadership is not only understood as the ability to generate new ideas, but more than that, it includes courage to take risks, the ability to chart strategic directions, and the ability to drive organizational collaboration and learning. Innovative leaders act as facilitators of change, shaping organizational culture, as well as catalysts for sustainable digital transformation.

Research by Zhang et al. (2020) found that the main characteristics of innovative leaders in the era of disruption include courage in the face of uncertainty, critical and systemic thinking skills, and high empathy for employee conditions. In

their study of educational institutions in Indonesia, school principals who apply innovative leadership have been proven to be able to encourage the adoption of educational technology, simplify the learning bureaucracy, and come up with various digital-based curriculum innovations. A similar thing was found by Delioğlu and Uysal (2022), who show that technology companies led by figures with an agile leadership style have better business resilience in the face of rapidly changing market dynamics. They not only adjust strategies, but also iterate quickly on products and services through a data-driven approach. Innovative leadership also plays a big role in shaping and accelerating an organization's readiness for disruption. In public sector organizations, visionary and innovative leaders are able to encourage organizational structure reform, accelerate the digitalization of service processes, and increase accountability and transparency.

This is done through the creation of a work culture that is open to change, the application of digital systems in community services, and investment in employee digital competency training. Without this kind of leadership, public organizations tend to be slow to respond to changes and lag behind in providing services that are adaptive to the needs of society in the digital era. Furthermore, the results of the analysis also revealed that the organization's readiness to face disruption is multidimensional. According to Ismail et al. (2023), the readiness includes structural, cultural, technological, and individual dimensions. Structurally, a ready-made organization will have a structure that is flat, flexible, and allows for quick decision-making.

Culturally, organizations build innovative values such as collaboration, continuous learning, and openness to experimentation. Technologically, readiness is reflected in the use of integrated digital systems, the ability to manage data intelligently, and the automation of work processes. Meanwhile, individually, readiness is shown by human resources who have high digital literacy, great curiosity, and mental readiness to face change. A study by Tasleem et al. (2023) confirms that organizations will never be truly technologically ready if they are not supported by the readiness of their human resources. In education sector organizations, for example, hardware such as computers and internet networks mean little if teachers are still reluctant to learn new applications or are resistant to digital learning.

In the context of business organizations, research by Suprajang and Turmudzi (2021) shows that organizational readiness in the face of disruption is strongly correlated with the level of digital maturity. Organizations that have implemented Enterprise Resource Planning (ERP), Business Intelligence (BI), and data-driven decision-making strategies have proven to have higher resilience when facing market changes. This is due to their ability to read market trends in real time and adjust strategies quickly. On the other hand, organizations that still rely on manual systems, long bureaucracy, and uncentralized information, tend to be rigid and slow in making decisions. Organizational readiness is also influenced by leadership patterns. Leaders who not only understand technology, but are also able to drive organizational transformation as a whole, are more successful in increasing organizational readiness to face external challenges.

The synergy between innovative leadership and organizational readiness is a key factor in the success of an organization's digital transformation. In family businesses, leader regeneration is only effective when it is supported by the readiness of the organizational system and work culture to embrace new, more digital approaches. Without such readiness, innovation is often hampered by internal resistance or reliance on outdated ways of working. Maolani (2023) also stated that an organizational culture that supports innovation can only grow if leaders are able to remove structural barriers, open spaces for dialogue, and allocate resources for experimentation and learning.

The importance of the collaboration aspect as a bridge between leadership and organizational readiness. Innovative leaders encourage cross-functional and cross-level collaboration to come up with new ideas, while prepared organizations will provide a platform and working mechanisms that facilitate such collaboration. Collaboration has also been proven to increase a sense of ownership towards the change process, thereby reducing resistance and accelerating the adoption of innovation. Ifenthaler and Egloffstein (2020) also said that psychological readiness is a dimension that is often overlooked in the organizational transformation process. In fact, feelings of discomfort with change, anxiety about losing roles, and lack of trust in leaders can be serious obstacles.

Therefore, innovative leaders need to play the role of trust builders, by showing consistency, openness, and exemplary in using new technologies. They also need to create a psychologically safe work environment for team members to feel comfortable voicing their opinions, trying new ideas, and learning from failures. In

terms of strategy implementation, the study by Schmidhuber et al. (2019) underlines the importance of digital competency training and development strategies as a bridge between leadership vision and operational readiness. They found that organizations that provide training systematically and continuously are able to accelerate the process of digitizing work and improve efficiency. Training strategies must also be tailored to the age segmentation and digital background of employees, to be relevant and effective. In digitally mature organizations, simulation-based training, microlearning, and coaching are considered more successful than conventional approaches such as one-way seminars.

Attah et al. (2023) raised aspects of organizational structure in increasing readiness for disruption. They show that organizations that decentralize decision-making, shorten bureaucratic pathways, and give autonomy to small teams, are faster at adapting innovation. This pattern is very much in tune with an innovative leadership style that emphasizes empowerment over control. In this context, organizations become dynamic ecosystems, not rigid hierarchies. In the MSME sector, a study by Uren and Edwards (2023) highlights that the main challenge is not only in access to technology, but in managerial readiness. Many business actors do not have a digital vision, do not adopt a digital financial system, and still rely on manual promotions.

In cases like these, innovative and adaptive leadership becomes the entry point of transformation. MSME leaders who are open to training, use e-commerce platforms, and dare to innovate in services, have proven to be more able to survive and grow. In general, the results of the study show that organizations that have

innovative leaders and ready support systems are not only able to survive in the midst of disruption, but also find new opportunities from these changes. This kind of organization does not see disruption as a mere threat, but rather as an opportunity to make a strategic leap. They innovate faster, are more efficient in managing resources, and are more relevant in responding to market and community needs.

5. Discussion

The results of this literature study show that the challenge of technological disruption requires not only hardware and software-based solutions, but also a fundamental transformation in the way organizations lead and reorganize. In that context, innovative leadership and organizational readiness are not two separate entities, but rather two closely interrelated aspects. Innovative leaders act as a direction originator and driver of change, while organizational readiness becomes the systemic foundation that enables transformation to be carried out effectively and sustainably. From various studies studied, it appears that leadership styles such as transformational, agile, and digital leadership are very relevant in answering the needs of the times. All three approaches have similarities in terms of courage in the face of uncertainty, flexibility in decision-making, and the ability to encourage a culture of learning.

However, the effectiveness of this leadership style is largely determined by the context of the organization's internal readiness. Innovative leaders will encounter significant obstacles if the organization's internal systems are not adaptive, the structure is too bureaucratic, or human resources do not have adequate digital

literacy. Interestingly, much of the literature emphasizes the importance of psychological and cultural readiness of the organization. This is an affirmation that readiness is not only technical, but also concerns social and emotional dimensions. Organizations need to create a psychologically safe work environment so that innovation can grow. Leaders in this case are required to be present not only as a strategy designer, but also as a humanistic and empathetic companion of change. Leadership like this will be more effective in fostering trust and engagement from all members of the organization. The discussion also highlighted the importance of digital competency training and development as a bridge between leadership vision and organizational readiness.

Without proper and continuous training, digital transformation efforts will only become a slogan. Some literature even shows that organizations that do not have a mature learning strategy are more prone to failure in the implementation of new technologies. The practical implications of this finding are quite clear. Organizations that want to successfully deal with technological disruption need to ensure that their leaders have innovative capacity, and at the same time, build organizational readiness systemically. This includes the construction of flexible structures, reliable digital systems, an open work culture, and digitally competent human resources. This combination will create an organization that is not only reactive to change, but proactive and visionary in dealing with it. Thus, in the face of an increasingly uncertain and rapidly changing era, the synergy between innovative leadership and organizational readiness is key to creating a sustainable competitive advantage.

6. Conclusion

This research shows that innovative leadership plays a central role in driving organizational readiness to face technological disruption. Leaders who have a far-sighted vision, dare to take risks, and are able to inspire and empower their teams, are the main catalysts in the organizational transformation process. However, the success of this transformation is highly dependent on the level of organizational readiness, both structural, cultural, and technological. Organizations that are ready to face disruption are organizations that have a mature digital system, a collaborative work culture and are open to change, and human resources that have digital literacy and psychological readiness.

The integration between innovative leadership and organizational readiness will create strategic synergies that allow organizations to not only survive change, but also to evolve faster and more relevant. Therefore, organizations need to invest not only in technology, but also in leadership development and overall organizational capacity building. These efforts will ensure that digital transformation does not stop at the tool level, but also includes the transformation of mindsets, cultures, and ways of working towards a more adaptive and sustainable future.

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