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Bridging Innovation Adoption and Organizational Change: An Integrated Narrative Review of the Adoption–Implementation Transition

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ABSTRACT

This study examines how organizations manage change to bridge innovation adoption and implementation. A narrative literature review was conducted using 30 publications from 2015–2026 identified through Scopus and Google Scholar, with earlier seminal works serving as theoretical foundations. Narrative synthesis identified five themes: innovation-driven organizational change, technological factors, organizational factors, environmental pressures, and the adoption–implementation transition. Findings indicate that adopting innovation does not automatically ensure successful implementation. Accordingly, this study proposes an Integrated Framework for Managing Change and Innovation, combining the Technology–Organization–Environment Framework, Diffusion of Innovations, Organizational Readiness for Change, Change Management, and Dynamic Capabilities. Its central contribution is positioning the Adoption–Implementation Transition as a conceptual bridge between adoption decisions and implementation. Organizational readiness and change management facilitate this transition, while sensing, seizing, and reconfiguring support continuous adaptation. Practically, innovation success requires moving beyond adoption decisions toward effectively integrating innovations into organizational practices and generating sustainable organizational value.

ABSTRAK

Penelitian ini menganalisis bagaimana organisasi mengelola perubahan untuk menjembatani adopsi dan implementasi inovasi. Penelitian menggunakan pendekatan narrative literature review terhadap 30 publikasi periode 2015–2026 yang diperoleh melalui Scopus dan Google Scholar, dengan karya seminal sebelumnya sebagai landasan teoretis. Sintesis naratif menghasilkan lima tema: inovasi sebagai pendorong perubahan organisasi, faktor teknologi, faktor organisasi, tekanan lingkungan, serta transisi adopsi–implementasi. Temuan menunjukkan bahwa keputusan mengadopsi inovasi tidak otomatis menjamin keberhasilan implementasi. Berdasarkan temuan tersebut, penelitian mengusulkan Integrated Framework for Managing Change and Innovation yang mengintegrasikan Technology–Organization–Environment Framework, Diffusion of Innovations, Organizational Readiness for Change, Change Management, dan Dynamic Capabilities. Kontribusi utamanya adalah menempatkan Adoption–Implementation Transition sebagai jembatan konseptual antara keputusan adopsi dan implementasi. Kesiapan organisasi dan manajemen perubahan memfasilitasi transisi tersebut, sedangkan sensing, seizing, dan reconfiguring mendukung adaptasi berkelanjutan. Secara praktis, keberhasilan inovasi menuntut organisasi melampaui keputusan adopsi menuju penerapan inovasi dalam praktik organisasi agar mampu menciptakan nilai berkelanjutan.

1. INTRODUCTION

Change has become an increasingly unavoidable part of organizational life. Digital technologies continue to advance rapidly, customer expectations are constantly evolving, competition is becoming more intense, and

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new innovations are emerging in products, processes, and business models. Under these conditions, an organization's ability to change is no longer simply a strategic option but an increasingly important factor in maintaining its relevance and competitiveness. The challenge, however, is that technological change rarely ends with the introduction of new devices or systems. Technology can reshape work processes, decision-making practices, competency requirements, relationships between organizational units, and even the ways organizations create value for their customers. Warner & Wäger (2019), for example, demonstrated that digital transformation in incumbent firms involves an ongoing process of strategic renewal that extends to business models, collaborative approaches, and organizational culture. This perspective is consistent with the concept of dynamic capabilities, which emphasizes the importance of organizational abilities to engage in sensing, seizing, and reconfiguring in response to environmental changes (Teece, 2007). Thus, the challenge facing organizations is not merely how to keep pace with technological developments, but also how to adapt when these technologies begin to transform the ways organizations operate.

This is where innovation becomes more complex. Adopting an innovation does not necessarily mean that an organization can implement it successfully. A company may invest in new technology, secure management support, and allocate sufficient financial resources, yet still encounter difficulties when the technology becomes part of everyday operations. Taylor & McAdam (2004) highlighted the importance of distinguishing between innovation adoption and innovation implementation. The decision to adopt an innovation essentially indicates an organization's willingness to move toward something new; it does not necessarily explain whether the innovation can subsequently be used effectively. During implementation, organizations face more practical challenges, including changes in established routines, the need for new competencies, the redistribution of responsibilities, structural adjustments, and the responses of employees expected to carry out these changes. Therefore, discussions of innovation should not end with the question of why organizations decide to adopt it. An equally important question is how organizations manage change after an adoption decision has been made so that innovation can function effectively and generate meaningful benefits.

This issue brings innovation directly into the discussion of change management. Organizational change ultimately occurs when people within an organization are required to work differently from how they did before. This is often more challenging than making a formal decision to adopt new technology or practices. Established routines must be adjusted, new knowledge must be acquired, and, in some circumstances, organizational members must abandon working methods that have long been considered effective. For this reason, organizational readiness becomes essential. The literature on organizational readiness for change suggests that successful change depends not only on the availability of resources but also on the collective willingness of organizational members to undertake change and their shared belief that the change can be implemented successfully (Weiner et al., 2008). In other words, an organization may understand what needs to change without necessarily being prepared for how that change will be carried out. Leadership, communication, employee involvement, organizational culture, competencies, and resource availability therefore become central elements of the process. From this perspective, managing change means creating the conditions under which change can be accepted, implemented, and eventually embedded in organizational practices.

Nevertheless, the need for innovation does not always originate within the organization itself. Organizations may be compelled to change because technologies are advancing, competitors are moving faster, regulations are evolving, or customers are beginning to demand different products and services. The Technology–Organization–Environment (TOE) Framework, introduced by Tornatzky & Fleischer (1990), provides a useful perspective for understanding these conditions through three interconnected contexts: technology, organization, and environment. The technological context concerns the characteristics and availability of technologies that organizations may adopt. The organizational context includes resources, structures, capabilities, and other internal conditions that may facilitate or constrain innovation. Meanwhile, the environmental context encompasses competition, regulations, customers, business partners, and broader industry dynamics. This distinction is important because innovation decisions rarely arise from a single factor. A promising technology may not be adopted when an organization lacks adequate resources. Conversely, competitive pressure or regulatory changes may encourage organizations to adopt technologies more rapidly. Accordingly, the TOE Framework provides a foundation for understanding innovation as the outcome of interactions among technological opportunities, internal organizational conditions, and external environmental demands.

However, understanding the contexts that encourage innovation is not sufficient to explain why certain innovations are more readily accepted than others. In this regard, Diffusion of Innovations (DOI) Theory offers a more specific explanation. Rogers (2003) identified five innovation attributes that influence adoption: relative advantage, compatibility, complexity, trialability, and observability. In practical terms, organizations are more likely to accept an innovation when it is perceived to offer clear benefits, align with existing needs and practices, remain reasonably manageable in terms of complexity, allow experimentation before full adoption, and produce observable results. DOI Theory also explains the innovation-decision process through five stages: knowledge, persuasion, decision, implementation, and confirmation. In the context of organizational change, the implementation stage is particularly significant. At this point, an innovation that previously existed primarily as an idea or formal decision begins to encounter actual organizational conditions. Technology must be used by specific individuals, integrated into particular work processes, and often accompanied by changes in established routines. Consequently, deciding to adopt an innovation and developing the ability to implement it represent two closely related but conceptually distinct challenges.

This distinction also reveals the limitations of applying the TOE Framework or DOI Theory independently. TOE is particularly useful for explaining the technological, organizational, and environmental conditions shaping innovation decisions, while DOI provides insights into innovation characteristics and the processes through which innovations are accepted. However, considerable organizational work remains after an adoption decision has been made. Resources must be mobilized, employees must be prepared, routines may need to be redesigned, and resistance to change must be managed. The perspective of organizational readiness for change becomes particularly relevant at this stage because readiness represents an important condition supporting organizations as they enter the implementation process (Weiner, 2009; Weiner et al., 2008). Meanwhile, dynamic capabilities explain how organizations recognize changes, seize emerging opportunities, and reconfigure their resources as circumstances evolve (Teece, 2007). By connecting these perspectives, innovation can be understood as an organizational journey that begins with recognizing the need for change, continues through innovation selection and organizational preparation, and ultimately leads to the integration of innovation into everyday organizational practices.

Despite their close relationship, these stages have not always received balanced attention in the literature. Studies on innovation adoption have extensively examined why organizations accept or reject innovations, while research on organizational change has generally focused on how change is prepared, managed, and implemented. In organizational practice, however, adoption decisions and change processes are difficult to separate. Taylor & McAdam (2004) emphasized the need to pay greater attention to the relationship between innovation adoption and implementation at the organizational level. This concern is conceptualized in the present review as the adoption–implementation gap. Organizations may have compelling reasons to adopt an innovation, whether because of technological benefits, competitive pressure, customer demands, or environmental changes. Nevertheless, these anticipated benefits do not automatically materialize once an adoption decision has been made. The value of innovation begins to emerge when organizations successfully translate that decision into actual practice. Therefore, greater attention must be directed not only toward the factors that lead organizations to adopt innovations but also toward the conditions that enable them to move from adoption decisions to successful implementation.

Building on these concerns, this article analyzes and integrates the literature on managing change and innovation through a narrative review approach. The TOE Framework and Diffusion of Innovations Theory are employed to explain the contexts and processes that encourage innovation adoption, while the perspectives of organizational readiness for change, change management, and dynamic capabilities are used to examine what happens when organizations begin translating innovation decisions into implementation. The central research question guiding this review is: How can organizations effectively manage change to facilitate innovation adoption and implementation? More specifically, the review examines the technological, organizational, and environmental factors driving innovation, the characteristics shaping innovation acceptance, and the readiness and capabilities required to manage organizational change following adoption decisions. Through this theoretical integration, the article positions the Adoption–Implementation Transition as a critical conceptual bridge connecting the literature on innovation adoption with research on organizational change. Accordingly, innovation success is understood not merely in terms of an organization's decision to accept something new, but in terms of its ability to make that innovation function effectively within the organization.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1 Managing Organizational Change

Organizational change generally occurs when existing ways of operating are no longer fully aligned with the conditions an organization faces. Such change may affect strategy, structure, technology, work processes, and the behavior of organizational members. Some changes are deliberately planned, such as adopting new technologies, restructuring operations, or developing new business models. Others emerge when organizations must respond to unexpected circumstances. Therefore, change management cannot be understood merely as deciding what needs to change. The more difficult challenge arises when organizations must move people, resources, and established processes toward new ways of operating. Armenakis & Bedeian (1999) demonstrated that organizational change research encompasses the context, content, implementation processes, and individual responses associated with change. This perspective suggests that organizational change is not simply a matter of strategy or structure. The human dimension also plays a significant role in determining whether planned changes can be successfully implemented.

This human dimension is particularly important because individuals do not necessarily respond to change in the same way. Through a review of 79 quantitative studies, Oreg et al. (2011) found that responses to organizational change are associated with individual characteristics, internal organizational contexts, change processes and content, and perceptions of potential benefits and losses. These findings provide a more balanced understanding of resistance to change. Resistance does not always indicate that employees are unwilling to accept something new. In some circumstances, resistance emerges because employees do not fully understand the direction of change, perceive potential risks, experience uncertainty, or believe that the proposed changes are incompatible with their working conditions. Consequently, communication, trust, participation, leadership, and employee involvement are not merely supporting elements of organizational change. These factors influence how change is interpreted and accepted by the people responsible for implementing it.

Another equally important consideration is organizational readiness. Weiner (2009) conceptualized organizational readiness for change through two central dimensions: change commitment and change efficacy. This means that organizations need both a shared willingness to undertake change and a collective belief in their ability to implement it successfully. This distinction is important because a managerial decision to pursue change does not necessarily reflect the readiness of the organization as a whole. A change strategy may appear convincing on paper, yet its implementation can still encounter difficulties when employees do not understand its objectives, the necessary competencies are unavailable, or essential resources have not been adequately prepared. Accordingly, managing organizational change involves more than determining the direction of change. It also requires organizations to develop readiness, manage the responses of organizational members, and establish conditions that allow change to be sustained beyond the initial implementation stage.

2.2 Innovation and Innovation Management

Innovation is often associated with novelty, but novelty alone does not fully explain its significance for organizations. A new idea becomes meaningful when it can be developed, applied, or translated into value. Innovation can therefore take various forms, ranging from new products and services to changes in processes, technologies, management practices, organizational structures, and business models. Crossan & Apaydin (2010) conceptualized innovation as a multidimensional phenomenon that can be understood as both a process and an outcome. This perspective broadens the discussion of innovation beyond the generation of new ideas. Innovation involves a series of activities through which organizations recognize opportunities, develop or select ideas, make decisions, and eventually translate those ideas into organizational practices. In this sense, innovation management concerns how organizations manage this entire process so that new ideas do not remain merely conceptual but can generate meaningful benefits.

This process also demonstrates why innovation adoption must be distinguished from innovation implementation. Adoption refers to an organization's decision to accept or use an innovation, whereas implementation occurs when that innovation is introduced and put into practice within organizational activities. Although the distinction may appear straightforward, its implications are substantial. An organization may decide to introduce a new system, technology, or practice without successfully integrating it into everyday operations. Klein & Sorra (1996) demonstrated that implementation effectiveness is influenced, among other factors, by the implementation climate and the compatibility between an innovation and users' values.

In other words, a formal adoption decision does not guarantee that organizational members will use an innovation consistently. Between adoption decisions and actual use lies a process of adjustment that determines whether an innovation can function as intended.

For this reason, the boundaries between innovation management and change management are not always clearly defined. When an innovation enters an organization, the resulting changes often extend beyond the technology itself. Work practices may need to be modified, new competencies may become necessary, responsibilities may shift, and relationships between organizational units may require adjustment. Under certain circumstances, innovation can even transform how an organization understands its own business. Crossan & Apaydin (2010) identified leadership and various organizational determinants as important elements of organizational innovation. This suggests that innovation cannot be managed solely as a technological or investment-related issue. Innovation may serve as a catalyst for organizational change, while the ability to manage change determines whether its potential benefits can be realized. Thus, people, structures, resources, learning, and change processes are integral components of effective innovation management.

2.3 Technology–Organization–Environment (TOE) Framework

One of the widely used frameworks for understanding innovation decisions at the organizational level is the Technology–Organization–Environment (TOE) Framework. Tornatzky & Fleischer (1990) explained that technological innovation processes occur within three major contexts: the technological context, organizational context, and environmental context. This classification highlights that organizational decisions to adopt technology are never determined solely by the quality of the technology itself. Two companies encountering the same technology may make different adoption decisions because they possess different resources, capabilities, structures, or environmental pressures. Therefore, TOE offers a comprehensive perspective for understanding innovation adoption as the interaction between available technologies, the internal conditions of adopting organizations, and the external environments in which they operate.

Each context represents a different set of considerations. The technological context concerns available technologies and their organizationally relevant characteristics, including perceived benefits, compatibility, complexity, security, costs, and infrastructure requirements. The organizational context focuses on internal conditions, such as organizational size, financial capacity, human resource competencies, management support, organizational structure, culture, and readiness. Meanwhile, the environmental context directs attention toward external influences, including competitive pressure, customer demands, government regulations, suppliers, business partners, and industry dynamics. Oliveira & Martins (2011) demonstrated that TOE has been widely applied in firm-level technology adoption research because it allows internal and external determinants to be considered within a single framework. This advantage is particularly relevant when innovation decisions cannot be adequately explained through technological considerations alone.

In the context of managing change and innovation, TOE also helps identify potential challenges that organizations may encounter when innovations are introduced. Complex technologies, for example, may increase the need for employee training and organizational learning. Limited resources may slow implementation, while competitive or regulatory pressures may force organizations to move faster than their internal readiness allows. Accordingly, the three TOE contexts help explain why innovations are adopted while also providing insights into the initial conditions that may facilitate or constrain organizational change. Nevertheless, TOE does not specifically explain how organizational members develop perceptions of innovations or how adoption decisions are translated into actual use. Understanding these aspects requires a perspective that more directly addresses innovation characteristics and the processes through which innovations are accepted.

2.4 Diffusion of Innovations Theory

Such a perspective can be found in Diffusion of Innovations (DOI) Theory. Rogers (2003) described diffusion as the process through which an innovation is communicated over time, through particular channels, among members of a social system. One of the most widely applied components of DOI Theory involves five innovation characteristics: relative advantage, compatibility, complexity, trialability, and observability. Relative advantage refers to the extent to which an innovation is perceived as better than the approach it replaces. Compatibility reflects its consistency with users' needs, experiences, and values, while complexity describes the perceived difficulty of understanding and using the innovation. Trialability concerns the opportunity to experiment with an innovation before full implementation, whereas observability refers to the extent to

which its results are visible to others. These five characteristics demonstrate that innovation acceptance depends not only on technical capabilities but also on how the innovation is perceived by potential users.

The implications for organizations are significant. Highly sophisticated technologies may not be readily accepted when users cannot recognize their immediate benefits or perceive them as too complicated to use. Conversely, relatively simple innovations may gain acceptance more rapidly when they align with existing work requirements and produce easily observable results. This is where DOI Theory becomes closely connected to change management. Perceptions of innovation can shape how individuals respond to the organizational changes accompanying its introduction. When an innovation is perceived as incompatible with existing work practices or requires competencies that employees do not yet possess, uncertainty may increase. Conversely, opportunities to experiment, understand potential benefits, and observe results can help reduce uncertainty. Therefore, innovation characteristics may influence not only adoption decisions but also the extent of organizational adjustment required during subsequent implementation.

DOI Theory also emphasizes that innovation acceptance unfolds through a process. Rogers (2003) divided the innovation-decision process into five stages: knowledge, persuasion, decision, implementation, and confirmation. During the knowledge stage, individuals or organizations become aware of an innovation. Attitudes toward the innovation develop during persuasion, eventually leading to acceptance or rejection during the decision stage. The challenges become more concrete during implementation, when the innovation begins to be used under actual working conditions. At this point, organizations are no longer concerned solely with whether an innovation is considered attractive. They must also determine whether employees can use it, whether existing processes support its application, and what adjustments are required for the innovation to function effectively. Thus, DOI provides a valuable explanation of the process leading to and following adoption decisions, but its treatment of implementation needs to be further connected with organizational readiness and the management of change.

2.5 Theoretical Integration: Linking Innovation Adoption and Organizational Change

TOE, DOI, and organizational change perspectives examine the innovation process from different angles. TOE focuses on the conditions surrounding innovation decisions, particularly technological, organizational, and environmental factors. DOI provides a more specific explanation of how innovations are perceived and progress through the innovation-decision process, while change management addresses how organizations manage the adjustments required when innovations begin to be implemented. When applied independently, each perspective captures only part of a broader organizational process. Therefore, this review does not treat these perspectives as competing theories. Instead, their analytical value emerges from their complementary roles in explaining different stages of the organizational innovation journey, from the emergence of innovation needs to the integration of innovations into actual practices.

This relationship becomes more comprehensive when organizational readiness for change and Dynamic Capabilities Theory are incorporated. Organizational readiness helps explain whether an organization possesses the collective commitment and capability required to implement change rather than merely approving it formally (Weiner, 2009). Meanwhile, Teece (2007) introduced the concepts of sensing, seizing, and reconfiguring to explain how organizations respond to changing environments. Sensing refers to the ability to identify opportunities and threats, seizing involves mobilizing resources to capture and exploit opportunities, and reconfiguring concerns the transformation and realignment of existing resources and capabilities. Warner & Wäger (2019) demonstrated the relevance of these processes in digital transformation, where companies must continuously undertake strategic renewal. This perspective is particularly important because the ability to recognize new technologies does not necessarily mean that an organization can transform itself to generate value from those technologies.

When these perspectives are integrated, a more comprehensive sequence becomes apparent. Technological, organizational, and environmental conditions may create both opportunities and pressures for innovation. Innovation characteristics then influence how innovations are perceived and whether organizations are willing to adopt them. However, an adoption decision leaves one fundamental question unresolved: is the organization prepared to translate that decision into effective practice? At this stage, organizational readiness, leadership, communication, employee involvement, learning, and resource availability become increasingly important. Organizations must also adjust established routines and reconfigure resources when innovations require different ways of working. Consequently, a transitional space exists between innovation

adoption and innovation implementation that cannot be adequately explained solely through adoption determinants. This transitional space requires a change management perspective to understand how organizational adjustments are actually undertaken.

On this basis, the present article conceptualizes managing change and innovation as an interconnected process. Conceptually, this process can be represented as follows: TOE Context → Innovation Characteristics and Adoption → Organizational Readiness for Change → Change Management Process → Innovation Implementation → Organizational Outcomes.

This sequence is not intended as a causal model to be tested statistically, but rather as an analytical framework for interpreting and integrating the literature within a narrative review. Dynamic capabilities complement this sequence because the processes of sensing, seizing, and reconfiguring may occur throughout the innovation journey. From this perspective, the question of innovation success extends beyond whether an organization adopts an innovation to a more substantive concern: whether the organization can effectively manage the changes required for the innovation to be used, embedded in established routines, and translated into organizational value.

3. RESEARCH METHOD

3.1 Research Design

This study employs a narrative literature review to examine and integrate existing literature on managing change and innovation. This approach was selected because the purpose of the study is not to calculate effect sizes or statistically test relationships between variables through meta-analysis, but rather to understand how different studies explain the organizational change processes accompanying innovation adoption and implementation. Research on this topic has developed across several theoretical perspectives, ranging from organizational change and innovation management to technology adoption and organizational capabilities. Therefore, a narrative review is considered appropriate for bringing these perspectives together and identifying conceptual relationships that might remain overlooked when each body of literature is examined independently. Snyder (2019) explained that literature reviews can serve as a research methodology for integrating fragmented knowledge, examining the development of a research field, identifying gaps, and developing conceptual frameworks based on existing studies.

The narrative nature of this study does not imply that the literature was selected or discussed without clearly defined procedures. Literature identification, selection, and analysis were conducted systematically to ensure that the sources could be traced and the rationale for their inclusion could be explained. Green et al. (2006) emphasized the importance of literature search strategies and source selection in conducting narrative reviews. Similar principles are reflected in the Scale for the Assessment of Narrative Review Articles (SANRA), which identifies clear research objectives, transparent descriptions of literature searches, appropriate referencing, and scientific reasoning as fundamental criteria for evaluating the quality of narrative reviews (Baethge et al., 2019). Following these principles, the research process was organized into four stages: literature identification, literature screening and selection, thematic categorization, and narrative synthesis.

3.2 Literature Search Strategy

The primary literature search was conducted using Scopus and Google Scholar, covering publications from 2015 to 2026. This period was selected to capture relatively contemporary developments in organizational change, innovation, technology adoption and implementation, digital transformation, organizational readiness, and organizational capabilities in responding to change. The publication period was consistently applied to the literature included in the selection process. Accordingly, all publications progressing through the identification, screening, eligibility assessment, and narrative synthesis stages were published between 2015 and 2026.

Several theoretical perspectives underpinning this study were originally developed before the selected publication period. Therefore, seminal and foundational references published before 2015 were also consulted, but their role was distinguished from that of the primary literature. These references were not included among the 85 publications subjected to the selection process and were not counted as part of the 30 publications included in the narrative synthesis. Their use was limited to establishing the theoretical foundations of the Technology–Organization–Environment (TOE) Framework, Diffusion of Innovations (DOI), Dynamic Capabilities Theory, Organizational Readiness for Change, and Organizational Innovation. This distinction allowed the study to retain relevant theoretical foundations without combining them with the

contemporary literature constituting the primary unit of analysis.

The literature search employed the following keywords: "change management", "organizational change", "innovation management", "innovation adoption", "innovation implementation", "TOE framework", "technology organization environment", "diffusion of innovation", "organizational readiness for change", "dynamic capabilities", "digital transformation", and "organizational innovation". Several Boolean search combinations were also applied, including "change management" AND "innovation implementation", "organizational change" AND "innovation adoption", "TOE framework" AND "innovation adoption", "diffusion of innovation" AND "organizational change", and "organizational readiness" AND "innovation implementation". In addition, the reference lists of relevant publications were examined to identify seminal works needed to establish the theoretical foundations and support conceptual interpretation. Publications identified through this supplementary search were treated as supporting references rather than as part of the primary literature undergoing selection.

The literature search covering 2015–2026 initially identified 85 publications, comprising 50 records from Scopus and 35 from Google Scholar. These records represented the initial identification results and were not all included in the subsequent analysis. Some publications appeared in both sources, while others were insufficiently related to the research focus. Therefore, the initial search results were examined to remove duplicates and subsequently screened based on titles and abstracts. Publications that passed this stage underwent full-text assessment before being considered eligible for inclusion in the narrative synthesis.

3.3 Inclusion and Exclusion Criteria

Literature selection was based on relevance to the research question. Publications were eligible for inclusion if they were published between 2015 and 2026, written in English, available in full text, and addressed topics related to organizational change, change management, innovation adoption, innovation implementation, the TOE Framework, Diffusion of Innovations, organizational readiness for change, or dynamic capabilities. Empirical studies, conceptual papers, and review articles were considered, provided they offered insights relevant to understanding innovation adoption, organizational change, or innovation implementation within organizational contexts.

Conversely, publications were excluded if they fell outside the specified publication period, lacked an organizational context, or focused exclusively on technical aspects of technology without addressing innovation or organizational change. Publications that did not provide sufficient conceptual or empirical contributions, failed to meet the language requirements, or lacked accessible full texts suitable for analysis were also excluded from the synthesis. Seminal references published before 2015 were not treated as exceptions to these criteria because they were never intended to form part of the primary literature corpus. Instead, they were used separately as theoretical foundations for interpreting findings from publications published between 2015 and 2026.

Table 1. Literature Inclusion and Exclusion Criteria

Aspect	Inclusion Criteria	Exclusion Criteria
Publication period	Primary publications published between 2015 and 2026	Publications outside the 2015–2026 period
Database	Scopus and Google Scholar	Sources that could not be verified
Publication type	Peer-reviewed empirical, conceptual, and review articles	Popular articles, news reports, promotional materials, and non-academic sources
Research topic	Change management, organizational change, innovation adoption, innovation implementation, TOE, DOI, organizational readiness, and dynamic capabilities	Studies unrelated to organizational change or innovation
Research context	Organizations, firms, management, teams, or individuals within organizational settings	Studies without an organizational context
Substantive relevance	Studies providing conceptual or empirical contributions relevant to the review	Purely technical studies without organizational or change-related dimensions
Language	English-language publications	Publications not meeting the language requirement
Accessibility	Full-text publications available and suitable for analysis	Full texts unavailable or insufficiently accessible for meaningful

	analysis

Note: Seminal and foundational references published before 2015 were used separately to support theoretical interpretation and framework development and were not counted among the 30 publications included in the narrative synthesis.

3.4 Literature Selection Process

Literature selection was conducted in several stages, focusing exclusively on publications from 2015 to 2026. The initial search through Scopus and Google Scholar identified 85 publications, comprising 50 and 35 records, respectively. After combining the search results, seven duplicate records were identified and removed. This process left 78 publications for title and abstract screening. Of these 78 publications, 38 were excluded from further consideration. Specifically, 25 publications were considered insufficiently related to the central focus of managing change and innovation, eight did not address an organizational context, and five failed to meet the language requirements. Consequently, 40 publications proceeded to full-text eligibility assessment. At this stage, another 10 publications were excluded: four did not provide sufficient conceptual or empirical contributions, three focused exclusively on technical aspects of technology, and three lacked accessible full texts or could not be adequately analyzed. This selection process resulted in 30 publications from 2015 to 2026 that were included as the primary sources for the narrative synthesis. Seminal works published before 2015 were not included in this selection process. These sources were identified separately because of their foundational contributions to the theoretical perspectives employed in this study and were consulted when the synthesis required additional theoretical explanation. Accordingly, the 85 records identified initially and the 30 publications retained for the final synthesis refer exclusively to the primary literature published between 2015 and 2026. These figures do not represent the total number of references cited in the article, as the reference list also includes seminal works used to develop and interpret the conceptual framework.

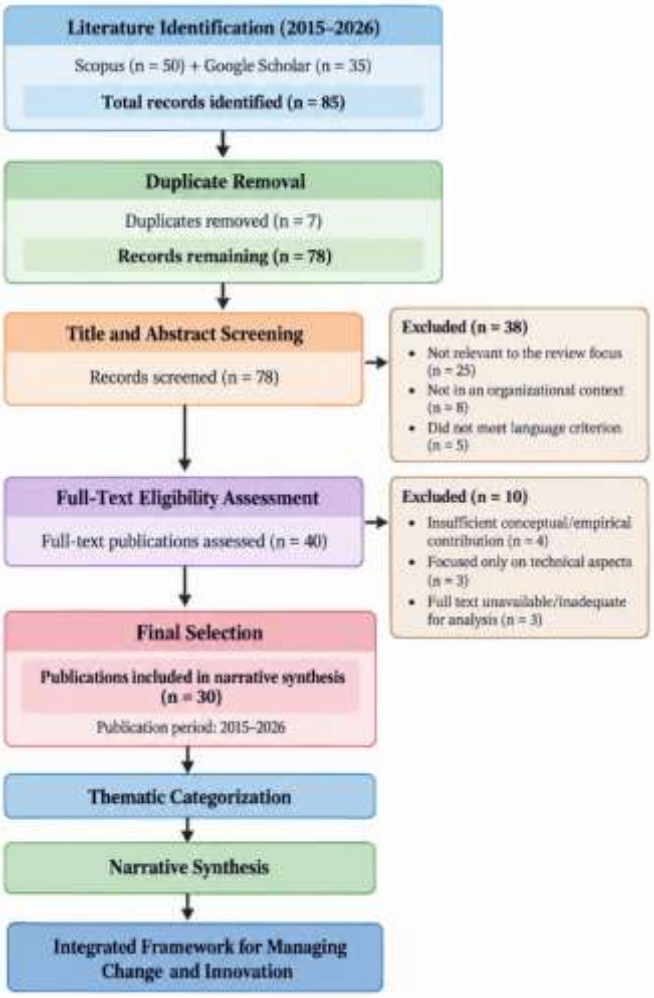


Figure 1. Narrative Review Literature Selection Process

Note: Seminal and foundational references published before 2015 were used separately for theoretical interpretation and were not included in the 85 records identified or the 30 publications retained for narrative synthesis.

3.5 Literature Analysis and Synthesis

The 30 publications published between 2015 and 2026 that met the eligibility criteria were subsequently examined and compared using a thematic narrative synthesis approach. Particular attention was given to each study's research focus, theoretical perspective, organizational context, investigated factors, and findings related to organizational change and innovation. Because this study was not designed as a meta-analysis, the analysis did not aim to calculate the frequency of relationships between variables or estimate statistical effect sizes. Instead, it focused on identifying recurring patterns across studies, examining similarities and differences in their findings, and understanding the mechanisms that explain how organizations move from recognizing the need for innovation to implementing it in practice. Seminal references published before 2015 were consulted when necessary to support the theoretical interpretation of these patterns but were not treated as units of analysis in the thematic narrative synthesis.

The reading, comparison, and categorization process resulted in five major themes: (1) innovation as a driver of organizational change; (2) technological factors influencing change and innovation; (3) organizational factors influencing innovation implementation; (4) environmental factors driving organizational change; and (5) managing the transition from innovation adoption to implementation. These themes were not determined solely by the theoretical perspectives established at the beginning of the study. Instead, thematic categorization was developed by comparing recurring issues and findings across the 30 selected publications. The resulting themes were then interpreted through the TOE Framework, Diffusion of Innovations, Organizational Readiness for Change, Change Management, and Dynamic Capabilities Theory. In this process, the 30 publications served as the evidence base for the synthesis, while seminal theoretical works functioned as interpretive lenses for explaining relationships among the findings.

The final stage involved integrating the five themes to examine how innovation contexts, innovation characteristics, adoption decisions, organizational readiness, change management processes, innovation implementation, and organizational outcomes are interconnected. The TOE Framework was primarily used to interpret technological, organizational, and environmental contexts, while DOI helped explain innovation characteristics and the processes leading to adoption. Organizational Readiness for Change and Change Management were then employed to understand the transitional space between adoption decisions and implementation, conceptualized in this study as the Adoption–Implementation Transition. Dynamic Capabilities Theory complemented this explanation through the processes of sensing, seizing, and reconfiguring. The resulting theoretical integration provided the foundation for developing the Integrated Framework for Managing Change and Innovation, which is presented in the Results and Discussion section.

4. DATA ANALYSIS AND DISCUSSION

4.1 Overview of the Literature and Synthesis Findings

The literature selection process resulted in 30 publications from 2015 to 2026, which subsequently served as the units of analysis in the narrative synthesis. Overall, these publications indicate that research on managing change and innovation has developed through several initially distinct streams, particularly organizational change, innovation adoption, innovation implementation, organizational readiness, digital transformation, and dynamic capabilities. However, the advancement of digital transformation has made the boundaries between these research streams increasingly difficult to distinguish. The introduction of new technologies is no longer understood merely as a decision to adopt technology, but as a process that may transform organizational strategies, structures, work processes, competencies, cultures, and approaches to value creation. Vial (2019), Hanelt et al. (2021), Verhoef et al. (2021), and Nadkarni & Prügl (2021), for example, demonstrated that digital transformation often generates organizational consequences extending far beyond technology adoption itself. Similarly, studies examining artificial intelligence (AI), cloud computing, and other digital technologies suggest that adoption decisions and successful technology utilization are also associated with organizational resources, management support, organizational capabilities, and environmental conditions.

In interpreting these findings, this study also draws on several seminal and foundational references published before 2015. These sources occupy a different position from the 30 selected publications because they were not treated as units of analysis in the narrative synthesis. Tornatzky & Fleischer (1990) provided the foundation for the TOE Framework, Rogers (2003) for Diffusion of Innovations, Teece (2007) for dynamic

capabilities, Weiner (2009) for organizational readiness for change, Crossan & Apaydin (2010) for organizational innovation, and Oliveira & Martins (2011) for understanding the development and application of TOE at the organizational level. By maintaining this distinction, seminal literature served as an interpretive lens, while the 30 publications from 2015 to 2026 constituted the evidence base used to identify themes and develop the integrative framework.

The examination and comparison of these 30 publications generated five major themes: (1) innovation as a driver of organizational change; (2) technological factors influencing change and innovation; (3) organizational factors influencing innovation implementation; (4) environmental factors driving organizational change; and (5) managing the transition from innovation adoption to implementation. These themes reveal a relatively consistent pattern: innovation success cannot be explained solely by technological quality or the decision to adopt an innovation. Technology influences perceived benefits, compatibility, and complexity; organizational conditions determine readiness, resources, leadership, and the ability to implement change; while environmental conditions create pressures or support that make innovation increasingly necessary. These three dimensions ultimately converge on a common challenge: how decisions to adopt something new can be translated into practices that are genuinely used and integrated into organizational routines.

Table 2. Synthesis of the 30 Selected Publications on Managing Change and Innovation (2015–2026)

No.	Author(s)	Perspective/Focus	Synthesis of Key Findings
1	Al-Haddad & Kotnour (2015)	Organizational Change	Change management approaches need to be aligned with the type, context, and conditions of organizational change.
2	Allen et al. (2017)	Adoption & Implementation	Organizational characteristics, including readiness and implementation climate, help explain differences between innovation adoption and implementation.
3	Kelly et al. (2017)	Organizational Readiness	Staff perceptions of organizational readiness are associated with an organization's ability to accept and implement innovations.
4	Stouten et al. (2018)	Change Management	Effective change requires diagnosis, leadership, communication, involvement, and the institutionalization of change.
5	Hemme et al. (2018)	Change Readiness	Readiness for change is dynamic and may evolve throughout the implementation process.
6	Vial (2019)	Digital Transformation	Digital technologies create disruptions that trigger strategic responses and changes in organizational value creation processes.
7	Warner & Wäger (2019)	Dynamic Capabilities	Digital transformation requires strategic renewal and the capabilities of sensing, seizing, and reconfiguring.
8	Norris & Ciesielska (2019)	Innovation Orientation	Innovation orientation is associated with an organization's ability to develop conditions and behaviors that support innovation.
9	Moussa et al. (2019)	Innovation Implementation	Innovation implementation requires facilitating change through communication, support, involvement, and adaptation.
10	El-Haddadeh (2020)	TOE/Digital Innovation	Technological, organizational, and environmental factors interact to shape digital innovation adoption.
11	Shahi & Sinha (2021)	Digital Transformation	Digital transformation encounters technological, organizational, human, and strategic barriers that require integrated management.
12	Hanelt et al. (2021)	Organizational Change	Digital transformation encourages more flexible and adaptive organizational designs connected to digital ecosystems.
13	Verhoef et al. (2021)	Digital Transformation	Digital transformation extends beyond digitalization and requires changes in strategy, structure, resources, and capabilities.
14	Tortora et al. (2021)	Dynamic Capabilities	Organizational capabilities play an important role in enabling digital innovation and responding to changing environments.
15	Mikalef & Gupta (2021)	AI Capability	The value of AI depends on combining technological, human, and organizational resources to develop AI capabilities.
16	Nadkarni & Prügl (2021)	Digital Transformation	Digital transformation emerges from interactions between technology, strategy, structure, people, and organizational capabilities.
17	Jöhnk et al. (2021)	AI/Organizational Readiness	Readiness for AI adoption extends beyond technological preparedness and includes organizational resources and conditions.
18	Gong & Ribiere (2021)	Digital Transformation	Digital transformation represents fundamental change enabled by technology and directed toward value creation.
19	Errida & Lotfi	Change Management	Successful change is influenced by readiness, communication,

	(2021)		leadership, involvement, culture, and change management practices.
20	Indriastuti & Fachrunnisa (2021)	Readiness for Change	Change-oriented leadership and employee adaptability strengthen readiness for organizational change.
21	Appio et al. (2021)	Digital Transformation & Innovation	Digital transformation reshapes innovation management at the ecosystem, organizational, process, and individual levels.
22	AlNuaimi et al. (2022)	Digital Transformation	Digital transformational leadership and organizational agility support successful digital transformation.
23	Gupta et al. (2022)	TOE/AI Adoption	Relative advantage, complexity, management support, financial readiness, regulations, and market pressures influence AI adoption.
24	Hradecky et al. (2022)	TOE/AI Readiness	AI readiness is associated with technological practices, financial resources, organizational size, data management, and environmental conditions.
25	Kraus et al. (2022)	Digital Transformation	Digital transformation is a strategic and organizational phenomenon requiring broad business adaptation.
26	Cavalcanti et al. (2022)	Digital Transformation Adoption	Perceived usefulness, ease of use, innovation, culture, and human factors contribute to digital transformation adoption.
27	Chittipaka et al. (2023)	TOE/Blockchain	Technological factors, organizational resources, management support, partner pressure, competition, and regulations influence blockchain adoption.
28	Islam et al. (2023)	TOE/TAM/AI	Ease of use, perceived usefulness, technological competence, management support, and competitive pressure support AI adoption.
29	Aligarh et al. (2023)	TOE/Cloud Adoption	Relative advantage, organizational readiness, competitive pressure, and user-related factors influence cloud computing adoption.
30	Mikalef et al. (2023)	AI/Organizational Capabilities	AI-based competencies need to be combined with organizational capabilities to generate value and improve performance.

Note: Seminal references published before 2015 were used separately as theoretical foundations and were not included among the 30 publications summarized in Table 2.

4.2 Innovation as a Driver of Organizational Change

The first theme reveals that innovation and organizational change have a reciprocal relationship. Organizations need to change to accept and benefit from innovations, yet once innovations are introduced, they may themselves generate new demands for organizational change. This relationship is particularly evident in the digital transformation literature. Vial (2019) demonstrated that digital technologies can create disruptions that trigger strategic responses and changes in organizational value creation processes. Verhoef et al. (2021) extended this perspective by showing that digital transformation progresses beyond digitization and digitalization toward broader organizational transformation. Kraus et al. (2022) similarly emphasized that digital transformation has become a strategic and organizational concern, while Gong & Ribiere (2021) conceptualized it as a fundamental change enabled by technology and directed toward value creation. These findings suggest that the more deeply technology becomes embedded in organizational activities, the more difficult it becomes to separate technological innovation from the organizational changes accompanying it.

These findings clarify the relationship between innovation management and change management. Innovation is not merely an investment in technology or an effort to introduce something new; it may also represent an intervention in existing organizational systems. Hanelt et al. (2021) showed that digital transformation encourages increasingly flexible and adaptive organizational designs, while Nadkarni & Prügl (2021) highlighted the interconnections among technology, strategy, structure, people, and organizational capabilities. Appio et al. (2021) further demonstrated that the influence of digital transformation on innovation extends from the ecosystem level to individual organizational members. Consequently, the types of organizational change required are not always identical. Al-Haddad & Kotnour (2015) emphasized the importance of aligning change management approaches with specific organizational contexts, while Warner & Wäger (2019) and Tortora et al. (2021) highlighted the significance of organizational capabilities when change occurs continuously. These findings suggest that innovation functions as a trigger of organizational change,

while change management helps ensure that innovation-driven adjustments do not remain temporary responses but are directed toward intended organizational outcomes.

4.3 Technological Factors Influencing Change and Innovation

The second theme concerns the characteristics of technology itself. During the initial stages of innovation, organizations naturally consider whether a particular innovation offers meaningful benefits, aligns with existing needs, is relatively easy to use, and can be implemented effectively. Theoretically, TOE identifies technology as one of the primary contexts influencing innovation adoption (Tornatzky & Fleischer, 1990), while DOI explains how relative advantage, compatibility, complexity, trialability, and observability shape perceptions of innovation (Rogers, 2003). These two foundational works were used as theoretical references rather than as part of the 30 publications selected through screening. Interestingly, contemporary literature indicates that the issues addressed by these theories remain relevant across emerging technologies. El-Haddadeh (2020), for example, demonstrated that technological characteristics continue to interact with organizational and environmental conditions in digital innovation adoption.

Similar patterns emerge in studies examining AI, blockchain, cloud computing, and digital transformation. Gupta et al. (2022) showed that relative advantage and complexity interact with management support, financial readiness, regulations, and market pressures in shaping AI adoption. Chittipaka et al. (2023) identified relationships among technological characteristics, organizational resources, and external pressures in blockchain adoption. Hradecky et al. (2022) demonstrated that AI readiness is also associated with technological practices, financial resources, organizational size, and data management. Islam et al. (2023) further highlighted the roles of ease of use, perceived usefulness, technological competence, management support, and competitive pressure. Meanwhile, Aligarh et al. (2023) emphasized the importance of relative advantage and organizational readiness in cloud computing adoption, whereas Cavalcanti et al. (2022) showed that perceived usefulness and ease of use remain prominent factors in the digital transformation literature. These findings indicate that technology adoption decisions are almost always shaped by interactions between what a technology offers and an organization's ability to utilize it.

Accordingly, this synthesis suggests that technological attractiveness is necessary but not sufficient. A technology may appear highly promising, yet its benefits do not automatically materialize when it is purchased or introduced. Vial (2019) demonstrated that the impact of digital technologies depends substantially on the strategic responses and organizational changes accompanying their introduction. Mikalef & Gupta (2021) similarly showed that AI value emerges from combining technological, human, and organizational resources, while Jöhnk et al. (2021) demonstrated that AI readiness extends well beyond technical preparedness. These findings have an important implication: technological characteristics can be understood not only as predictors of adoption but also as indicators of the magnitude of organizational change potentially required. Technologies that are more complex or less compatible with established routines may demand greater organizational learning, competency development, process redesign, and structural adjustment.

4.4 Organizational Factors Influencing Innovation Implementation

The third theme indicates that organizational factors become increasingly important as innovation moves from formal decisions toward actual use. Several factors recur throughout the literature, particularly top management support, organizational readiness, leadership, employee capabilities, resources, organizational culture, communication, learning, employee involvement, and implementation climate. Allen et al. (2017) demonstrated that organizational readiness and implementation climate are important characteristics in understanding innovation adoption and implementation. Kelly et al. (2017) also identified relationships between staff perceptions of organizational readiness and innovation acceptance. However, readiness is not necessarily a fixed condition established once and maintained indefinitely. Hemme et al. (2018) showed that readiness for change can evolve throughout the implementation process. This suggests that organizations must not only be prepared before change begins but must also continuously maintain readiness as implementation encounters practical challenges.

Findings from the digital technology literature reinforce this pattern. Gupta et al. (2022) highlighted the importance of management support and financial readiness in AI adoption, while Hradecky et al. (2022) associated readiness with organizational resources, size, technological practices, and data management. Jöhnk et al. (2021) demonstrated that organizational AI readiness encompasses conditions extending far beyond technological infrastructure. Mikalef & Gupta (2021) similarly showed that AI generates value when

human, technological, and organizational resources are combined into organizational capabilities. From a human perspective, Indriastuti & Fachrunnisa (2021) demonstrated that change-oriented leadership and employee adaptability can strengthen organizational readiness. These findings can be interpreted through Weiner's (2009) concept of organizational readiness for change, particularly change commitment and change efficacy. Organizations must not only be willing to change but must also believe that their available resources and capabilities are sufficient to implement the intended changes.

Once implementation begins, organizational challenges become more concrete. Stouten et al. (2018) emphasized the importance of diagnosis, vision, leadership, communication, participation, and the institutionalization of change. Errida & Lotfi (2021) similarly identified readiness, leadership, communication, culture, and employee involvement as central elements of successful organizational change. Meanwhile, Moussa et al. (2019) highlighted the need for strategies that facilitate change when new practices are introduced to users. This synthesis suggests that organizational factors perform two distinct functions throughout the innovation journey. Before an adoption decision is made, they help determine whether the organization is able and willing to adopt. After the decision, the central concern becomes whether the organization can actually implement and sustain the innovation. Therefore, the organizational context within TOE provides an essential starting point, but understanding the post-adoption phase requires deeper explanations through organizational readiness and change management.

4.5 Environmental Factors Driving Organizational Change

The fourth theme demonstrates that innovation pressures do not always originate from internally planned organizational needs. Competitive pressure, regulatory pressure, customer expectations, technological developments, business partners, industry dynamics, and changes in business ecosystems may compel organizations to respond even when their internal conditions are not fully prepared. TOE has long identified the environment as one of the primary contexts shaping innovation decisions (Tornatzky & Fleischer, 1990). Contemporary literature suggests that environmental influences have become increasingly significant as organizations become more digitally interconnected. El-Haddadeh (2020) demonstrated that environmental factors interact with technological and organizational conditions in digital innovation adoption, while Hanelt et al. (2021) showed that organizational transformation increasingly occurs within interconnected digital business ecosystems.

More specific evidence can be observed across several technological contexts. Chittipaka et al. (2023) found that competitive pressure, business partners, and regulations contribute to blockchain adoption. Gupta et al. (2022) highlighted the roles of market conditions, regulations, and competitive pressures in AI adoption. Islam et al. (2023) also identified competitive pressure as an environmental factor influencing AI acceptance, while Aligarh et al. (2023) demonstrated the contribution of competitive pressure to cloud computing adoption. At a broader level, Verhoef et al. (2021), Kraus et al. (2022), and Appio et al. (2021) showed that technological developments and changing market ecosystems can transform how organizations compete, innovate, establish relationships with external actors, and create value. In other words, environmental conditions influence not only whether organizations perceive innovation as attractive but also how urgently they feel compelled to change.

The challenge, however, is that this sense of urgency does not always correspond to organizational readiness. Competitive, customer, technological, or regulatory pressures may develop faster than an organization's internal ability to respond. Based on this pattern, the present review identifies what can be described as urgency–readiness tension, a condition in which the need for change increases while internal organizational readiness does not develop at the same pace. AlNuaimi et al. (2022) demonstrated that successful digital transformation requires leadership and organizational agility, while Shahi & Sinha (2021) identified various technological, organizational, human, and strategic barriers encountered during transformation. Therefore, environmental pressures may function as drivers of innovation adoption, while simultaneously increasing implementation risks when decisions are made faster than organizations can adapt. The greater the gap between external urgency and internal readiness, the more important an organization's ability to manage the transition systematically becomes.

4.6 Managing the Transition from Innovation Adoption to Implementation

The fifth theme represents the central focus of this synthesis because it connects the innovation adoption literature with research on organizational change. The findings reveal an important distinction: adoption and

implementation are related but not identical processes. Allen et al. (2017) distinguished organizational decisions to adopt innovations from the processes through which innovations are actually introduced and used in practice. This distinction is consistent with DOI, which describes the innovation-decision process through knowledge → persuasion → decision → implementation → confirmation (Rogers, 2003). However, once an adoption decision has been made, the nature of organizational challenges changes. The central question is no longer simply whether an innovation offers benefits or deserves acceptance, but whether employees can use it, whether existing routines must be modified, whether the necessary competencies are available, and whether the organization can sustain innovation use beyond the initial implementation phase.

Based on this pattern, the present review uses the concept of the adoption–implementation gap to describe situations in which organizations have sufficient reasons to accept an innovation but lack the conditions necessary to make it work effectively. During adoption, technological benefits, compatibility, management support, competitive pressures, and regulatory requirements may provide compelling reasons for organizational decisions. However, once innovation enters everyday operations, factors more closely associated with organizational change become increasingly decisive, including employee readiness, communication, leadership, resources, learning, culture, implementation climate, and the ability to modify established routines. Allen et al. (2017), Kelly et al. (2017), and Hemme et al. (2018) highlighted the importance of readiness and organizational conditions throughout this process, while Stouten et al. (2018), Moussa et al. (2019), and Errida & Lotfi (2021) emphasized communication, leadership, participation, and change facilitation. Accordingly, organizational readiness can be understood as a bridge between adoption and implementation: readiness connects the decision to change with the actual organizational capacity to implement that change.

Dynamic Capabilities Theory further extends the explanation of this transition. Teece (2007) distinguished organizational capabilities into sensing, seizing, and reconfiguring. Throughout the innovation process, sensing helps organizations recognize technological, market, and environmental changes, while seizing enables them to identify opportunities and mobilize resources in response. Implementation, however, requires an additional capability: reconfiguring. Organizations must be able to modify or recombine existing resources, competencies, processes, and routines so that innovations can function effectively. Warner & Wäger (2019) demonstrated that digital transformation involves continuous strategic renewal, Tortora et al. (2021) highlighted the importance of capabilities in digital innovation, and Mikalef et al. (2023) showed that AI-based competencies need to be combined with organizational capabilities to generate value. These findings help explain why two organizations adopting the same technology may achieve different outcomes. The difference lies not only in the technology selected but also in their ability to undertake organizational changes after the adoption decision.

4.7 Integrated Framework for Managing Change and Innovation

The five themes were subsequently integrated into an Integrated Framework for Managing Change and Innovation. This framework does not position TOE, DOI, organizational readiness, change management, and dynamic capabilities as competing or interchangeable explanations. Instead, each perspective explains a different component of the innovation journey. TOE provides insights into the technological, organizational, and environmental contexts that create opportunities or pressures for innovation (Tornatzky & Fleischer, 1990). DOI explains how innovation characteristics shape perceptions and adoption decisions through relative advantage, compatibility, complexity, trialability, and observability (Rogers, 2003). The contemporary relevance of these perspectives is reflected in El-Haddadeh (2020), Gupta et al. (2022), Hradecky et al. (2022), Chittipaka et al. (2023), Islam et al. (2023), and Aligarh et al. (2023), whose findings indicate that innovation decisions continue to emerge from combinations of technological, organizational, and environmental factors.

However, an adoption decision does not mark the end of the innovation journey. Innovation must still pass through the Adoption–Implementation Transition, a phase in which the decision to accept an innovation must be translated into the organizational ability to use it in practice. During this phase, organizational readiness for change helps explain whether an organization possesses the necessary commitment, confidence, resources, and employee preparedness. Weiner's (2009) concepts of change commitment and change efficacy provide a theoretical foundation for understanding these conditions, while Allen et al. (2017), Kelly et al. (2017), Hemme et al. (2018), Jöhnk et al. (2021), and Indriastuti & Fachrunnisa (2021) offer contemporary evidence concerning the importance of readiness in organizational change and innovation implementation. Once readiness has been established, change management guides the process through leadership, communication, employee involvement, learning, resource alignment, and monitoring and evaluation, as reflected in

Al-Haddad & Kotnour (2015), Stouten et al. (2018), Moussa et al. (2019), and Errida & Lotfi (2021).

This relationship becomes even more important when innovation leads to broader organizational transformation. Vial (2019), Hanelt et al. (2021), Verhoef et al. (2021), Nadkarni & Prügl (2021), Gong & Ribiere (2021), Appio et al. (2021), AlNuaimi et al. (2022), and Kraus et al. (2022) demonstrated that digital transformation can reshape organizational strategies, structures, processes, resources, capabilities, innovation practices, and value creation. Based on this synthesis, the innovation journey within the proposed framework is conceptualized as follows: TOE Context → Innovation Characteristics (DOI) → Innovation Adoption → Organizational Readiness for Change → Change Management Process → Innovation Implementation → Organizational Outcomes.

Dynamic capabilities, represented by sensing → seizing → reconfiguring, are not positioned as a separate stage but as capabilities that continuously support the entire innovation journey. Sensing helps organizations recognize the need for change, seizing supports decision-making and resource mobilization, while reconfiguring becomes particularly important when innovations must be integrated into organizational resources, processes, and routines.

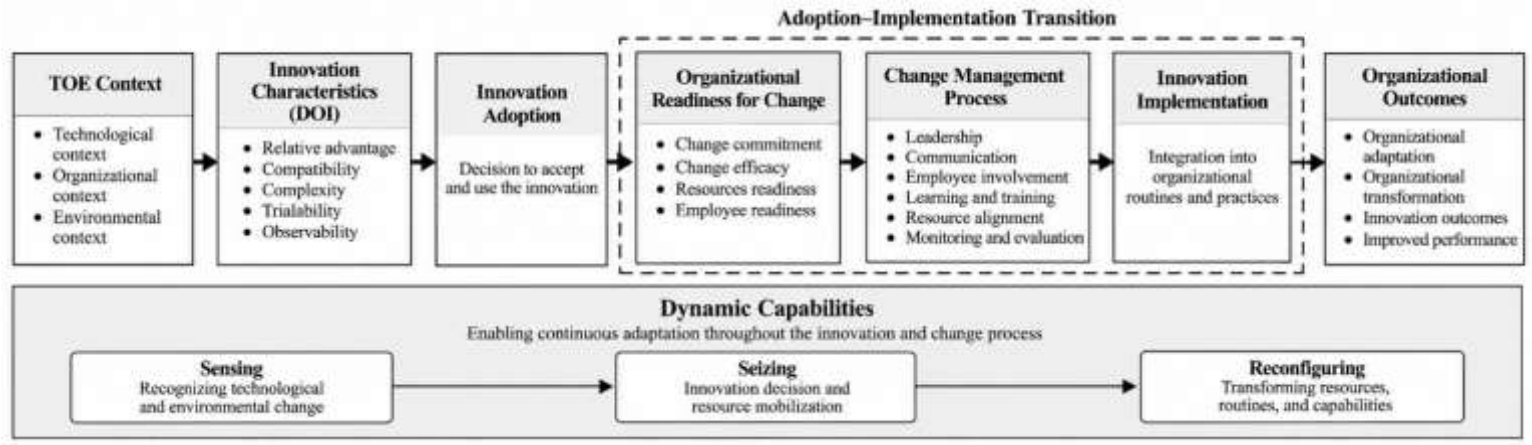


Figure 2. Integrated Framework for Managing Change and Innovation

The proposed framework offers two theoretical implications. First, research attention needs to extend beyond the question of "what drives innovation adoption?" toward "what enables organizations to convert innovation adoption into successful implementation?" The innovation adoption literature provides substantial explanations of why organizations accept innovations, but such decisions represent only one part of a longer organizational journey. Second, this review positions the Adoption–Implementation Transition as a conceptual bridge between the innovation adoption and organizational change literature. Within this transitional space, organizational readiness explains whether organizations are prepared to change, change management explains how change is implemented, and dynamic capabilities explain how resources and capabilities are continuously adjusted throughout the change process. Therefore, the contribution of this review is not the development of an entirely new theory, but the integration of perspectives that have often been applied separately to explain the innovation journey from its contextual conditions and adoption decisions to implementation and organizational outcomes.

The managerial implications are equally important. Organizations should not treat the purchase, adoption, or launch of new technologies as the ultimate indicator of innovation success. Management needs to examine what happens after an adoption decision has been made: whether the organization is genuinely prepared, whether employees understand the reasons for change, whether the required competencies and resources are available, whether users are involved, and whether implementation processes are continuously monitored and adjusted. Accordingly, the managerial focus shifts from "adopting innovation" toward "making innovation work." When innovations become successfully embedded in organizational routines and practices, they can contribute to organizational adaptation, organizational transformation, innovation outcomes, and improved performance. In other words, the value of innovation is not created simply when an organization says "yes" to an innovation, but when it successfully transforms that decision into organizational practices that generate meaningful value.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

This study examined how organizations manage change to support innovation adoption and implementation through a narrative literature review of 30 selected publications published between 2015 and 2026. The synthesis identified five major themes: innovation as a driver of organizational change, technological factors influencing change and innovation, organizational factors influencing innovation implementation, environmental factors driving organizational change, and managing the transition from innovation adoption to implementation. Overall, the findings indicate that innovation success cannot be adequately explained solely by technological quality or an organization's decision to adopt an innovation. Technological, organizational, and environmental contexts shape the opportunities and pressures that drive innovation, while innovation characteristics influence how innovations are perceived and accepted. However, when adoption decisions begin to be translated into organizational practices, organizational readiness, leadership, communication, employee involvement, learning, resource availability, and the ability to adjust established routines become increasingly important. These findings highlight the existence of an adoption–implementation gap, which refers to situations in which organizations have decided to adopt an innovation but lack the necessary conditions to make it work effectively. Therefore, innovation adoption represents the beginning of organizational change rather than the completion of the innovation process.

The main contribution of this review is the integration of the Technology–Organization–Environment (TOE) Framework, Diffusion of Innovations (DOI), Organizational Readiness for Change, Change Management, and Dynamic Capabilities into an Integrated Framework for Managing Change and Innovation. TOE helps explain the technological, organizational, and environmental contexts shaping innovation needs and adoption decisions, while DOI explains how innovation characteristics influence acceptance and adoption processes. However, this review demonstrates that these relationships need to extend into what is conceptualized as the Adoption–Implementation Transition, the phase in which adoption decisions must be translated into actual organizational use. During this phase, organizational readiness explains whether organizations possess the commitment and capability required to undertake change, while change management explains how change is guided through leadership, communication, employee involvement, learning, and resource alignment. Dynamic capabilities complement this process through sensing, seizing, and reconfiguring, enabling organizations not only to recognize and select innovations but also to transform their resources, capabilities, and routines so that innovations can generate value. Accordingly, the contribution of this review is not the development of a new theory, but rather the integration of the innovation adoption and organizational change literature through the concept of the Adoption–Implementation Transition.

From a practical perspective, these findings suggest that organizations should not regard decisions to purchase, adopt, or introduce new technologies as the ultimate indicators of innovation success. Management needs to ensure that the organization is genuinely prepared to undertake change, employees understand its purpose and direction, the necessary competencies and resources are available, users are involved in implementation, and organizational routines can be adjusted as innovations are introduced. Consequently, managerial attention should shift from merely "adopting innovation" toward "making innovation work." When innovations are successfully integrated into organizational routines and practices, they can contribute to organizational adaptation, organizational transformation, innovation outcomes, and improved performance. This study has limitations because it employs a narrative review approach, which allows greater flexibility in literature selection and interpretation than a systematic literature review or meta-analysis. Future research could empirically examine the proposed Integrated Framework for Managing Change and Innovation across different sectors, organizational sizes, and types of innovation. Further studies could also investigate more specifically how organizational readiness, change management, and dynamic capabilities contribute to reducing the adoption–implementation gap. In this way, future research can move beyond examining why organizations adopt innovations toward developing a deeper understanding of how organizations make innovations work effectively and generate meaningful value.

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