

Integration of Innovative Concepts in Improving Organizational Competitiveness: Systematic Literature Review

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Abstract

In the competitive business world, strategy is crucial to compete and thrive. There are three approaches that can be taken: first, becoming a low-cost producer, second, differentiating products and services in areas where competitors have not yet reached, and third, changing market segments to influence the level of competition. The importance of these strategies prompted the use of Systematic Literature Review (SLR) in management research. This method gathers the latest findings related to innovation in the management paradigm, enabling a comprehensive understanding from multiple sources. Innovation is an important point in improving economic competitiveness. In addition to driving economic growth and productivity, innovation also creates jobs and strengthens dynamic and sustainable economic development. A country's capability to provide global products at competitive prices determines its competitiveness. Developed countries maintain their position through high innovation, while developing countries often lag. Investment is needed, both in an enabling climate, increased research funding, and regulations that encourage the emergence of new ideas, so that developing countries can keep up with the competition.

Keywords

Innovation, economic competitiveness, market segment

1. Introduction

Organizations today are working in more complex and dynamic situations. Organizations must have strong capabilities to stay relevant and compete in a competitive market. Globalization,

technological developments, and increased competitiveness have posed enormous obstacles for companies around the world. (Khotijah, 2023). This affects the way organizations are run. Organizations must plan carefully how to achieve their goals given the ever-changing business environment and awareness of organizational values. Proper processes are required once a business determines its goals and objectives. To achieve these goals, a disciplined approach in implementing effective tactics is required. At the same time, companies must be able to adapt to changes in the business environment. To overcome this difficulty, companies must be able to recruit, retain and manage human resources internally to achieve their goals and strategies.

Today, we are approaching a diverse period of renewal and acceleration of life, which includes technological innovation, global competition, complexity, and the drive for organizations to achieve sustainable efficiency. However, these elements conflict with the organization's plans, causing new problems in carrying out its operational tasks. However, technical advances and increased understanding have made artificial resources widely available. (Madjid et al., 2023). The gap between the luxury of artificial resources and environmental sustainability may be quite concerning. The current global issue is to strike a balance between resource sustainability and economic development. (Madjid et al., 2023)..

On the other hand, Septiana et al. (2023) argued that Human Resources also have a major role in the organizational structure. This factor is built on the interests, needs, and implementation of efficient Human Resources management. This is important to support the strategies implemented to increase competitiveness in the global market and contribute to creating a competitive advantage for the organization. Furthermore, these resources are part of the company's assets that help in creating a competitive advantage, enabling the achievement of the best performance. (Nurita & Zain, 2010)

"Business competition is the process by which businesses are forced to become more efficient by offering more diverse products and services at lower prices." Only when two or more firms offer products or services to consumers in a market does competition arise," (Ismawati & Anshori, 2021). In the face of strong commercial competition, Islamic procurement management must devise ingenious and imaginative ways to win. The development of a country's economy will indirectly increase people's desires, both consumptive and productive demands. Therefore, the government must be able to adapt to current and future circumstances. This has a significant influence on businesses trying to compete in today's digital economy.

According to Madjid et al.,(2023), Indonesia's economic growth in 2019 ranked 16th, overtaking countries such as Italy, Russia and South Korea. This suggests that if Indonesia can quickly recover its pre-pandemic growth rate, it has the potential to become the world's seventh largest economic power by 2030. To achieve this goal, Indonesia must prioritize productivity and global competitiveness. This is an urgent need and priority that must be addressed now. To achieve these goals, Indonesia must immediately focus on improving productivity and global competitiveness.

Various characteristics, such as bureaucratic capacity, political stability, and other aspects, contribute to efforts to increase productivity and competitiveness. But the most important is the preparation of the younger generation. According to projections, Indonesia will benefit from the large demographic gains between 2030 and 2045 if its young generation performs well. Without an excellent younger generation, the goal of becoming the world's seventh-largest economy by

2030 may be just a dream. A country's success in training its next generation will increase its confidence in utilizing advances in communication and information technology in the future. Many countries' efforts to train their youth center on changes in information and communication technology (Madjid et al., 20). (Madjid et al., 2023)..

In a highly competitive world, businesses must be able to compete and thrive in the market, especially in crucial market sectors. There are three strategies to compete: becoming a low-cost company, differentiating products and services by focusing on areas not yet served by competitors, and changing market segments and targets to influence the level of market competition by expanding or narrowing the market. (Avita et al., 2023).

Excellence in competitiveness can result from differences between a company and similar competitors. Differences in country values, culture, economic structure, institutions, and history all contribute to competitive success. Corporate culture, also called corporate culture, is one of the most important characteristics that can enhance the competitiveness of a company. As a result, corporate culture can be an important component that affects the performance of the company in achieving its goals (Bangun, 2008). Based on these problems, the author designed a study entitled "Integration of Innovative Concepts in Improving Organizational Competitiveness".

2. Literature Review

2.1 Organizational Competitiveness

In the ever-evolving business world, we are now in an era of vast global competition, where competition does not only occur locally, but also on a larger scale. This results in increasingly fierce competition. Competition arises due to an increase in the number of competitors, an increase in product volume, and rapid technological developments. Therefore, companies are becoming more attentive to the factors that affect them and the elements that help them set the right business strategy. Efforts made by companies to gain market share involve various steps, including the creation of competitive advantages, competitor analysis, and the implementation of effective marketing strategies, known as competitive strategies. (Wibowo & Andriani, 2023).

To compete, a company must have an advantage that distinguishes it from competitors. Organizations achieve this advantage by leveraging unique resources. However, relying solely on resource exploitation is not enough for an organization to achieve this advantage and achieve higher performance. It turns out that companies can successfully improve their performance if resource exploitation is coupled with competency development (Andriani, 2012). (Andriani, 2012).

According to Sulistyawati & Indrayani (2012) Competitive advantage refers to the company's supremacy over competitors by providing higher added value to customers. This value can be provided by lowering prices or by providing more benefits despite higher prices. Meanwhile, according to (Sulistyawati & Indrayani, 2012), competitive advantage is associated with how a company executes generic tactics (cost advantage, differentiation, and focus) in its marketing strategy. In essence, competitive advantage arises from the value a company provides to its customers that exceeds the company's expenses in providing it.

Competitive advantage is a hypothesis relating to a superior position (better than competitors) resulting from the utilization of capabilities, including cost reduction advantages (lower costs than competitors) and advantages through product differentiation. It is the foundation of product innovation performance, with a focus on economic value as a competitive driver (Adeniran & Johnston, 2012; Khourouh et al., 2020). Positional competitive advantage, which combines cost reduction and clear differentiation, becomes an important determinant of performance, according to competitive advantage theory. The notion of competitive advantage also emphasizes the importance of maximizing the use of a firm's skills or competencies to achieve positionally superior performance. To build a better positioning competitive advantage, businesses must first build marketing skills. In the context of innovation, efficient marketing enables organizations to transmit product or service information more effectively than competitors, allowing marketing capabilities to optimize performance potential by gaining positioning competitive advantage. This can be well realized if competitive advantage is considered holistically in the competitive strategy, with indicators such as: (1) gaining a strategic advantage over competitors, (2) introducing new products with social responsibility in mind, and (3) integrating products with the environment.

According to Porter (1990), as mentioned Winarni (2021) in his book "Competitive Advantage of Nations," the traditional economic theory notion of comparative advantage is not sufficient or relevant in understanding national competitiveness. According to Porter, a country may gain a competitive advantage if its firms are highly competitive. According to him, the ability of an industry to innovate and develop its capabilities determines the competitiveness of a country. Porter proposes a Diamond Model consisting of four determinants that affect industry competitiveness: (1) the condition of production factors, (2) the condition of domestic demand, (3) the existence of related and supporting industries, and (4) the structure, competition, and strategic conditions of the company.

Competition encourages a level playing field that contributes positively to progress. Companies are trying to improve their quality in various fields and overcome existing weaknesses to strengthen their competitiveness.

2.2 Integration of Innovative Concepts

In the current evolution of business and management, the need to incorporate innovative principles to improve organizational competitiveness is critical. As a first step, we can discuss the concept of innovation, which is defined as the effort to create or adopt new ideas, processes or products that provide value to the business. The integration of creative concepts in this context focuses on incorporating new ideas into all elements of the company, from corporate strategy to operational implementation.

The process of producing, acquiring, sharing, and utilizing information to improve organizational performance and learning, as well as transforming, applying, and accessing knowledge, is referred to as innovation. Resource management efforts are affected by innovation and organizational performance skills, both in terms of time and efforts to develop inter-organizational relationships (Aboulnasr, Narasimhan, Blair, & Chandy, 2008; Negara & Kristinae, 2018). This study includes the following innovation indicators: (1) how businesses share information about innovative knowledge in the sector, (2) how businesses share experience or knowledge about innovation, (3) how businesses apply innovative knowledge learned from

experience, (4) how businesses use innovative knowledge to solve new problems, and (5) how businesses use innovative knowledge to overcome competition in the sector (Chen et al., 2015; Negara & Kristinae, 2018).

Marketing innovation often provides quick and inventive progress through solutions that focus on modification, growth, and goods with little design risk. Marketing innovation may be an interesting tactic, especially when trying to leverage diminishing sales strategies to increase revenue. Marketing innovation methods focus on increasing sales by identifying changes in consumer demand curves from demand to market segments and providing better value to consumers (Bygballe & Ingemansson, 2014; Negara & Kristinae, 2018).

Baller et al. (2017) investigated the relationship between information technology innovation and global economic competitiveness. According to Dutta and Lanvin, countries that successfully implement information and communication technology tend to have a better position in the global market. Aidhi et al. (2023) conducted research on the importance of innovation to the financial success of Taiwanese manufacturing companies. The findings show that product and process innovation have a major influence on the company's financial performance. Aidhi et al. (2023) investigated the relationship between innovation and economic growth in Korea. Their findings show that innovation has a significant impact on Korea's economic growth, which is driven by greater productivity and efficiency in the industrial sector. Damanpour (2014) in Aidhi et al. (2023) examines the notion of innovation management in his research which is associated with the processes, structures, and practices of organizational management. Damanpour emphasizes the importance of innovation management in improving company performance and competitiveness and offering long-term benefits. Zaelani (2019) investigated the effect of innovation on improving Indonesia's economic competitiveness. His findings show that innovation has a major impact on the competitiveness of the country's economy.

There are several publications (Firmansyah & Dede, 2022) reviewing various studies related to the disciplines of innovation and economics to analyze the relationship between innovation and economic competitiveness. Based on the summary of the literature study, it appears that innovation has a considerable influence in improving economic competitiveness. Some publications (Anaya & Pollitt, 2021; Berthet et al., 2021; Kostis, 2021) have published articles on the relationship between innovation and economic competitiveness in developing countries. The findings of this study show that innovation plays an important role in improving the economic competitiveness of these countries. The research survey in the publication reveals that innovation is crucial to improving economic competitiveness in various countries, including Indonesia. Therefore, expanding the role of innovation is crucial to improving the competitiveness of a country's economy. Based on an overall evaluation of the literature, innovation has an important role in improving economic competitiveness at both the national and business levels. The ability of innovation can provide value and competitive advantage to the business world, thus contributing to long-term economic growth.

Many literature reviews have been conducted by researchers in various publications, both in Indonesia and around the world, regarding the role of innovation in improving economic competitiveness. In Indonesia, for example Sain, (2021) found that technological innovation is the most important component in improving company competitiveness, followed by product innovation, process innovation, and marketing innovation. Aidhi et al. (2023) verified that

product innovation has a major influence in improving company competitiveness in a study in Indonesia. Bögenhold et al. (2019) found that in Austria, innovation is an important component in improving regional economic competitiveness. They found that innovation can increase productivity and product quality while helping to create new jobs. According to research by Romijn and Aidhi et al. (2023) in the Netherlands, innovation has a favorable influence on improving macroeconomic competitiveness. Their findings show that innovation can improve manufacturing efficiency and international trade competitiveness.

3. Methods

3.1 Systematic Literature Review (SLR) Method

Systematic Literature Review (SLR) was chosen as the research method because it can effectively collect, review, and synthesize the latest research findings related to new paradigms in management strategy, particularly innovative concepts. This method provides the researcher with the opportunity to gain a comprehensive understanding of the concepts from multiple perspectives and sources, thus enabling an in-depth and holistic analysis of recent developments in the field.

The steps in the Systematic Literature Review (SLR) method consist of several stages. First, the researcher identified the selection criteria by determining the inclusion and exclusion parameters for studies relevant to the research focus. Next, a systematic literature search was conducted through academic databases and trusted sources to find related articles and research. After that, the researcher selected and evaluated the studies, assessed their quality and relevance to the selection criteria, and selected studies that fit the research objectives. Finally, the analysis and synthesis stage were conducted, where the researcher analyzed the findings from the selected studies and synthesized the information to support the development of a new paradigm in strategic management. These stages provide a systematic and comprehensive framework for exploring and synthesizing current knowledge in the research field.

3.2 Sampling Technique

The sampling technique in this study was based on sample selection with reference to predetermined inclusion criteria. The sample was selected from articles that directly or indirectly discuss the new paradigm in strategic management, with a focus on innovative concepts. The sample included recent articles relevant to the research theme, namely the integration of innovative concepts and organizational competitiveness. Although the sample size was not quantitatively determined, the selection process was conducted with attention to the selection criteria and the diversity of relevant information, thus creating a strong foundation for in-depth analysis of innovative concepts in the context of strategic management.

3.3 Data Retrieval and Processing Analysis

Data were collected through selected articles and studies in the Systematic Literature Review (SLR), which included information related to innovative concepts in strategic management. Data analysis was applied using an inductive approach to identify patterns, trends and interrelationships between innovative concepts that emerged from the literature. Subsequently,

the data was systematically organized and presented to support the synthesis of research findings. Data processing involved classification, coding and tagging to organize the information, enabling the identification of key findings as well as existing relationships between innovative concepts. This approach ensured the accuracy and relevance of the analysis in understanding the literature's contribution to the understanding of the new paradigm in strategic management with a focus on innovation.

Previous Research

Dimensions, Indicators, and Scale of Measurement of Variables in the Study "New Paradigm of Strategic Management: Integration of Innovative Concepts in Improving Organizational Competitiveness"

Table 1. Previous Research

DIMENSIONS	INDICATOR
Dimensions: Innovative Concepts in Strategic Management	Indicator: - Creative Thinking Leader: Measures the leader's ability to generate new ideas and innovative solutions in designing strategies. - Organizational Adaptability: Assess the extent to which the organization is able to adapt to environmental changes and respond to innovations with flexibility. - Innovation Implementation: Measure the level of success in implementing innovative concepts in strategic management practice.
Dimensions: Organizational Competitiveness	Indicator: - Increased Market Share: Measures an organization's ability to increase its market share through innovative strategies. - Competitive Advantage: Assess the extent to which the organization can maintain a competitive position through the implementation of innovative concepts. - Customer Response: Measuring how customers respond to the organization's innovations and the extent to which they improve competitiveness.

4. Results and Discussion

The purpose of this study is to look at the relationship between innovation and economic competitiveness and assess the role of innovation in improving economic competitiveness. The approach used is literature analysis, which combines information from various sources such as journals, books, and other related papers. The findings of this study show that innovation plays

an important role in improving economic competitiveness. Innovation helps provide added value by introducing new goods or services, increasing production efficiency, and helping businesses overcome problems in an increasingly competitive global market. In addition, innovation can also improve a country's competitiveness by spurring economic growth and job creation. (Apriliana & Nawangsari, 2021).

Therefore, the government, businesses, and society must give full attention to the role of innovation in improving economic competitiveness. The government can help by implementing innovation policies that give businesses access to the resources and networks they need to develop. In addition, society can also play a role in encouraging innovation through improving skills and technological knowledge and stimulating creativity. Overall, improving the competitiveness of an economy depends on innovation (Reswanda, 2012). (Reswanda, 2012).

Through proper assistance and collaboration, relevant parties must come together to strengthen innovation. In the era of globalization and increasingly fierce market competition, innovation is considered an important component in improving economic competitiveness. The function of innovation is crucial in providing added value, increasing efficiency, developing new goods and services, and improving the quality of company products and services. In the Indonesian arena, innovation is considered the key to overcoming various economic development problems, especially in achieving Indonesia's goal of becoming a developed country by 2045. (Bappenas, 2017).

Indonesia must increase the role of innovation in its economic growth if it is to improve its economic competitiveness. Encouraging talented human resources in technology and innovation is one of the creative methods that can be used. (Sulaiman et al., 2021). This stage requires increased education, training and research efforts in the technology and innovation sector. (Samsurijal Hasan, 2020).). In addition, Indonesia should increase collaboration between government, academia, and industry to create innovation. The government should play a role in providing support and incentives for innovation development. Meanwhile, industry can contribute to innovation initiatives through research and development investments and partnerships with universities and research institutes. Academia can also help generate innovation through research and technology discovery, as well as improving human resource competencies.

However, there are still several obstacles in encouraging innovation and improving economic competitiveness in Indonesia. Some of the challenges include low levels of digital literacy, a shortage of qualified human resources, and a lack of support from the government and private sector in the development of innovation. (Firmansyah & Dede, 2022). To strengthen the role of innovation in improving economic competitiveness, Indonesia needs to strengthen cooperation between the government, academia, and the industrial sector, while developing skilled human resources in technology and innovation. Hopefully, by strengthening the role of innovation, Indonesia can continue to improve its position in the global market and have a positive impact on economic growth and people's welfare. (Lili Marlinah, 2019).

Several previous studies have found that innovation has a positive impact on economic performance, especially in terms of economic growth and productivity improvement. On the other hand, the implementation of innovations often faces various problems, including high implementation costs, limited human resources and technical competencies, and regulatory and government limitations. Therefore, strong support from various stakeholders, including the

government, corporate sector, and the general public, is essential to ensure that innovation has the greatest possible impact on the country's economy. (Halim, 2020). Encouraging technical growth and innovation in key industrial areas is an important first step. To encourage innovation and improve competitiveness, the government can provide financial and technical assistance to important industries such as agriculture, industry, and tourism. In addition, improving the quality of human resources through education and training is also one of the important elements. (Indayani & Hartono, 2020).

Innovation plays a key role in enhancing economic resilience. Economic resilience can be explained as the ability of a country to produce and sell goods and services according to global standards at competitive prices. Innovation contributes to economic resilience by increasing efficiency, opening new markets, and stimulating economic growth. For example, in the realm of technological innovation, this can result in new products that lead to increased sales, which in turn increases productivity (Ardayan et al., 2014). (Ardayan et al., 2017). The impact is to create jobs, increase income, and wealth for society as a whole.

Due to their high level of innovation, the United States, China, Japan, Germany, and many industrialized countries where many skilled workers go to other countries (Itasari, 2020) Others are recognized as having a competitive advantage in the global market. These countries have made significant investments in research and development and offer significant resources to foster innovation. For example, the United States has routinely ranked high in the Global Innovation Index (GII) in recent years. These countries' innovation ecosystems have strong research and development infrastructure, legal protection of intellectual property, and policies that encourage inventive progress. In contrast, China has spent heavily on innovation in recent years and is rapidly emerging as a leading inventive power. As industrialized countries, Japan and Germany have invested heavily in innovation resulting in high levels of competitiveness for both. In contrast, developing countries have lower innovation rates and less strong economic competitiveness. These countries face challenges in innovation due to lack of research and development funding, inadequate infrastructure, poor institutional framework, and limited access to technology. In addition, these countries face challenges in retaining talented individuals and are affected by the brain drain problem, where many skilled workers leave for other countries. (Itasari, 2020).

Finally, the importance of innovation in enhancing economic competitiveness is critical. Innovation not only drives economic growth and increases productivity, but also creates jobs, thereby strengthening dynamic and sustainable economic development. A country's capacity to develop and provide products and services that meet global standards at competitive prices determines its competitiveness. While developed countries are able to maintain their competitiveness due to high levels of innovation, developing countries are often left behind due to various constraints. Therefore, developing countries should invest in innovation by building a conducive climate, increasing funding for research and development, and implementing rules and regulations that encourage new ideas.

5. Conclusion

Innovation plays a key role in improving economic competitiveness. Research findings show that innovation helps economic growth, production efficiency, and solve the challenges of a

competitive global market. Strengthening the role of innovation requires government, industry and community collaboration and investment in research and development. Indonesia must improve its innovative infrastructure by increasing human resources and support from both the public and private sectors. Developed countries have maintained their economic competitiveness through a strong innovation infrastructure, while developing countries face challenges such as a lack of research funding and skilled human resources. By focusing on innovation, Indonesia can strengthen its position in the global market, support economic growth, and improve people's welfare. Innovation is not just about new products, but also efficiency and sustainable economic growth.

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