

FUTURE ORGANIZATIONAL CHANGE AND DEVELOPMENT STRATEGY: A SYSTEMIC LITERATURE REVIEW BASED ON BEHAVIORAL, VALUE, AND SUSTAINABILITY THEORIES

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Abstract

This article conducts a systematic literature review on prospective organizational change and development strategies, integrating behavioral theory, value-based approaches, and sustainability as foundational elements. The dynamics of global change and imperatives of sustainability necessitate that organizations undergo adaptive and transformative transformations, thereby reinforcing a collaborative work culture. The synthesis of findings indicates that the success of organizational change is significantly influenced by the synergy between individual behavioral transformation, value congruence, and the adoption of sustainable strategies underpinned by authentic leadership. This literature review also identifies research gaps, including the limited integration of individual behavioral theory with organizational change management practices, the scarcity of empirical studies on the relationship between values-based interventions and sustainability, and the need for cross-sector best practice research. This study offers new perspectives, maps key trends, and provides strategic recommendations for the development of resilient, inclusive, and competitive organizations in the future.

Keywords: *Organizational development, strategic change, behavioral theory, values-based intervention, sustainability.*

INTRODUCTION

In an era full of dynamics and disruption, organizations are required to proactively adopt a future-oriented approach to strategic change and organizational development. Changes in the business environment, demands for sustainability, and the need for strong values are the main drivers for organizations to design change strategies that are not only adaptive but also transformative and sustainable. The literature shows that the success of modern organizational change is greatly influenced by the integration of behavioral theory, strengthening core values, and an orientation towards sustainability, both at the individual and organizational levels. A values- and behavior-based approach, as demonstrated in several recent organizational intervention studies and practices, offers a solid foundation for building a collaborative, healthy, and competitive organizational culture in the future. Furthermore, a change model that integrates sustainability aspects emphasizes the importance of the active involvement of all stakeholders and the need for interventions that consider economic, social, and environmental dimensions in a balanced manner. Through a systematic review, this article analyzes key narratives and trends in organizational change and development strategies, highlighting the synergy between behavioral, value, and sustainability theories as the foundation for developing competitive and sustainable organizations for the future.

LITERATURE REVIEW

The results of a literature review synthesis on change strategies and future organizational development reveal several key findings, patterns, and trends from various published scientific publications and other relevant sources. Most contemporary research highlights the importance of integrating organizational behavior theory, value-based interventions, and sustainability to build resilient, innovative, and future-oriented organizations. Recent studies underscore the need to fulfill individuals' basic psychological needs, strengthen organizational

culture through value congruence, and focus on sustainable long-term outcomes. A consistent finding is that successful organizational change is almost always driven by a combination of employee behavior change, shared value-based interventions, and holistic sustainability strategies. Research on future organizational ecosystems identifies strategic tensions between centralized interventions and self-organization, hierarchical and network structures, and short- and long-term goal pressures. However, it also finds that organizations with mission clarity, a strengthened culture, and authentic leadership tend to have higher potential.

The research conducted on the journals analyzed has the following research gaps:

| Dimensions | Key Findings | Patterns & Trends | Research Gap |
|---------------------------------|---|---|--|
| Organizational Behavior Theory | Behavioral change is at the heart of organizational change | Integration of motivation and behavioral theories of expansion | There is still minimal integration of behavioral theory and practice |
| Organizational Values & Culture | Values congruence influences the success of interventions | Value-based interventions are being implemented more frequently | Lack of empirical research on value versus outcome |
| Sustainability & Future Proof | Sustainability orientation permeates strategy, innovation processes, and human resources. | Adoption of sustainable models and circular economy | Cross-sector best practices have not yet been mapped |
| Results/ Outcomes | Sustainable performance, commitment, innovation, human resource welfare | Outcomes are influenced by a combination of key variables | Limited longitudinal assessment |

METHOD

The approach used in this research is a systematic literature review (SLR) with the main stages in the form of research questions, development of search protocols, comprehensive literature source searches, selection based on inclusion and exclusion criteria, assessment of article quality, and data extraction and synthesis, both narratively and quantitatively. The search was conducted based on data from Scopus, Web of Science, and Google Scholar using keywords related to organizational change strategies, organizational behavior, value-based interventions, and sustainability. The search process yielded 52 relevant scientific journal articles published between 2018 and 2024 to capture the most up-to-date trends in organizational development practices.

Inclusion and Exclusion Criteria

Inclusion criteria:

1. Articles published in peer-reviewed scientific journals.
2. A study that explicitly discusses organizational change and development in the public, private, and social sectors.
3. Studies that integrate behavioral, value, and sustainability aspects.
4. Articles in Indonesian or English were included.

Exclusion criteria:

1. Non-journal articles (proceedings, reports without peer review, editorials).
2. Studies outside the publication period (before 2018).
3. Duplicate articles or those that did not provide empirical/theoretical data or insights were excluded.

Cross-Sector Comparative Analysis

Data synthesis was conducted thematically and comparatively, differentiating the findings by public, private, and social sectors. Cross-sector research indicates that the private sector places greater emphasis on value-based change and digital innovation, the public sector focuses more on work culture change and sustainable public services, and the social sector places greater emphasis on long-term sustainability and stakeholder participation. However, there is a gap in empirical research on cross-sector collaboration in sustainability-based organizational change strategies in the digital era.

Sharpening Theoretical Contributions

The primary contribution of this study is to emphasize the importance of integrating organizational behavior theory, value-based interventions, and sustainability as a foundation for organizational development in the digital era. This review demonstrates that effective change requires more than just structural or process transformation; it also requires changes in the mindset, motivation, and value alignment of the organization's members. In the digital and sustainable realms, human resource development, organizational culture transformation, and technology-based innovation are key to the success of long-term change.

RESULTS AND DISCUSSION

The integration of organizational behavior theory, value-based interventions, and sustainability will significantly impact future organizations. Key findings confirm that successful change often hinges on value congruence, individual behavioral transformation, and the adoption of sustainable strategies supported by authentic leadership and a participatory culture. This is highly relevant for organizations seeking to remain competitive and adaptive in the face of complex global business environments, where developing inclusive and innovative ecosystems is crucial. This implementation is evident in the adoption of values-based interventions and behavior change models as the basis for implementing work programs, training, and establishing new structures and processes within organizations. Recent research shows that organizations that successfully integrate values and sustainability tend to produce outcomes in the form of sustained performance, long-term commitment, and innovation in human resources. However, there are still unexplored research areas, including integrating individual behavior models with cross-sector organizational strategies, longitudinal evaluation of intervention impacts, and mapping best practices across countries and public/private sectors. For further research, multidisciplinary exploration of the relationship between self-determination theory, the implementation of values-based interventions, longitudinal outcome measurement, and social network analysis is highly recommended for a more comprehensive understanding of change dynamics. In-depth studies of local context factors, organizational culture, and the challenges of technology adaptation and digitalization are prospective areas for strengthening the competitiveness and sustainability of future organizations.

CONCLUSION

Based on the results of the literature review, it can be concluded that the integration of organizational behavior theory, value-based interventions, and sustainability is the main foundation for developing change strategies and future organizational development. This synthesis shows that effective change efforts require not only structural and process changes, but also individual behavioral transformation, strengthening a culture of shared values, and a cross-system sustainability orientation. Findings from various reputable journals emphasize the importance of fulfilling psychological needs, creating value congruence, and adopting a sustainable framework that can continuously improve organizational performance, innovation, and resilience. The primary contribution of this literature review lies in providing new perspectives and mapping research gaps for future research, particularly in integrating behavior change models with value-based and sustainability-based intervention practices across various organizational contexts. This critical review and synthesis of findings is expected to enrich theoretical insights and strengthen the basis for practical decision-making for leaders and managers of organizations seeking to transform into adaptive, innovative, and resilient organizations of the future in the face of global challenges.

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