

Disruptive Innovation as a Generator of Organizational Change

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ABSTRACT:

Innovation is an irregular process carried out by companies and is not considered the best strategy to maintain market efficiency; Consumers are increasingly informed and competitive with technological changes, forcing marketers to seek innovative alternatives in the market. The emergence of disruptive innovation on the Internet is innovation based on a technology, a product or a business economic model that is expanding across the planet and is replacing all businesses that are expanding globally. We are still in this process of adaptation and change throughout the world. While the technology industry is innovating faster, we are also seeing disruptive innovations replacing old, traditional business models in fields such as agriculture, the construction industry, food safety, financial and information security, education, and plus. This research aims to resolve the question: How does disruptive innovation generate organizational change? Likewise, the possible findings that disruptive innovation is beneficial to generate a truly profound change in all types of organizations are expressed.

KEY WORDS: Disruptive innovation, Resistance, Planning, Organization, Organizational Change.

I. INTRODUCTION

Companies must constantly transform and introduce new processes, new service concepts, and new products to meet customer needs and survive in the marketplace. Innovation is a creative

development derived from an external stimulus (in this case technology) that creates a marketable product or service (Dalle 2006, Jordán, J. 2011) that forces an organization to identify and exploit its competitive advantage. Hear from employees on how to improve your processes, products, and services to make them more dynamic, profitable, and more. Facilitate growth and change. In 1997, Professor Clay Christensen conducted several studies and explained the theory of disruptive innovation in his book *The Innovator's Dilemma*, in which he stated that disruptive innovation is an acceptable way to transform an existing innovation in the market or industry. High costs are the status. Such disruptive innovations occur when companies enter the market with simple, straightforward solutions that are quickly adopted by consumers; They can occur in products and processes, or both, resulting in your products and processes gradually changing, becoming increasingly dynamic and attractive. Because of this, disruptive companies choose markets for products or services that are often overlooked by traditional companies, and as a result, their growth displaces existing markets. All this has a positive impact on the level of innovation of companies, especially in those companies that have adequate management processes and strategic direction (Martínez-López and Vargas-Sánchez, 2013, cited in Rojas, S. 2019).

On the other hand, according to Acosta (2002), organizational change is a series of changes that occur in different dimensions of the

organization, created by natural forces and driven by the will of the creator or administrator. That is, the willingness of the owners, managers and workers to implement various changes. The desire to innovate often comes from within and the results are reflected in relationships with customers, employees, a happier work environment, and even relationships with suppliers and competitors because they add more value to your company.

II. THEORETICAL FRAMEWORK INNOVATION

According to the European School of Management, innovation implies the introduction of significant changes in the products, processes, marketing or organization of a company with the aim of improving results through the use of new knowledge and technologies that can be acquired internally, externally or through consultancy. Services or purchase of technology. This means that organizations introduce innovations from time to time to differentiate themselves from the competition, surprise the market with original ideas and motivate them to buy products or services that also generate changes in customer consumption (Campas, et al. 2020).

Innovators try to change the market, for example, by developing more advanced and unique products or services for our customers, while the alternative is to develop products or services that are simpler, cheaper and suitable for the majority. Yes, it can mean more income for the organization and, in many cases, the result is quick money (Díaz, 2019).

DISRUPTIVE INNOVATION

The term "disruptive innovation" was first used in 1997 by Professor Clayton Christensen of Harvard Business School, who explained in his book "The Innovator's Dilemma" that it refers to a product or service that is somewhat behind and continues to lead an industry. The market, the market created a market revolution. For example, the disruptive innovation of social networks is Facebook, which in a short time has become the most used platform and the one that offers users the most benefits (Ascencio, 2019).

Disruptive innovation is characterized by the fact that when a product or service enters the market or quickly becomes a leader in a segment, it causes a shift in competition in such a way that others must develop pricing strategies to offset the demand for that product or service. innovative. We also found that disruptive innovation created a new business model, for example: Rappi was born in Colombia, a start-up that quickly launched into

several countries, offering home delivery of different types of products. (De la Vega, 2018).

Another feature is that it provides a new segment of low-end consumers with products or services that are only available to high-end consumers, as it aims to reduce costs and make those products or services available when most people they need them. Satisfy the needs and experiences of a small subset of customers (Perilla & González, 2021).

ORGANIZATIONAL CHANGE

According to Robbins and Coulter (2010), organizational change is any change in people, structures, or technology in an organization that results from the need to adapt to a dynamic internal or external environment. A person is needed to initiate and lead a change process in which managers or employees can act more actively and communicate with their peers.

Managers decide to make changes in their organizations when any of the following conditions exist: Changes in the environment threaten the survival of the organization; changes in the environment provide new opportunities for prosperity, and the structure of the organization delays its response to changes in the environment adapts. For example, as a result of the Covid-19 pandemic, there have been changes in organizations to take advantage of new business opportunities, such as the production of masks of various designs, sale and service of technical products, etc. (Castro-Martinez & Diaz, 2021).

ORGANIZATIONAL EXCHANGE RATES

According to Marshak (2002) mentioned by Sandoval, J. (2014), the types of organizational change are shown in terms of the number of variables used to describe the nature of the change:

- ◆ Evolutionary, episodic, revolutionary and permanent changes that emphasize a single variable to effect or promote change in an organization, such as:

- ◆ Adaptive change is change that takes into account multiple variables such as speed, flexibility, customer focus, innovation and independence. For example: Customer demand for a delivery service to receive their products in the comfort of their homes.

WILLINGNESS OR RESISTANCE TO CHANGE

According to Robbins, S. and Coulter, M. (2010), resistance to change is any negative attitude towards a new action or activity. Usually, organizations show individual or group resistance to change from employees because they have to get

out of their comfort zone in the long term, the activity or environment is constant, and fear, especially among older employees, will emerge as fear of be. fired from the company. Change the positive attitude of all those who participate and collaborate to create innovations, novelties, etc. This is called willingness to change.

III. INVESTIGATION METHODOLOGY

The study follows a quantitative approach and the design is a non-experimental descriptive cross-sectional design. The study population was made up of employees of public and private companies in the regions of Lima, Ica, Ancash and Huánuco.

Intentional sampling was carried out by digital means between January 2021 and May 2021. A survey technique based on 7 open, closed and multiple-choice questions was used to obtain information on the variables: disruptive innovation and organizational change.

IV. ANALISIS DE LOS DATOS Y DISCUSION

The sample consisted of 400 workers from companies from various sectors of the national economy (health, education, tourism, etc.), regardless of their employment status (employment or employment) and regardless of the duration of work in the company. they were randomly selected to answer the questionnaire (Reyes, 2018).

TABLE N° 1. Opinion on disruptive innovation

	Do you think that innovation is necessary?	%
YES	300	100
NOT	0	0
TOTAL	300	100

FOUNTAIN. Ownelaboration 2022

100% of those surveyed believe that innovation is good because it brings significant changes, improves the quality of life, facilitates communication and much more. It has been present in all fields of knowledge over the years, contributing to the advancement of science, technology, education and more, making the world global.

According to Corma (2013), the innovation process in human history is a factor in the formation of modern, industrialized and complex societies and has become an influential source of power in all countries of the world. . The

world would not be the same if innovation did not happen continuously and the incentive to change was not in the interest of consumers.

Gupta (2016) argues that innovation begins with the recognition of the need for innovative solutions and ends with the commercialization of innovative solutions. For example, the technological innovations that created the Internet, the lines of computer networks that use the telephone that allow us to be informed, to acquire knowledge, etc. in times of world events.

TABLE N° 2. Types of Innovation

	What kind of innovation do you consider? is the best?	%
technological	90	33
Processes	70	18
Products	100	35
Services	40	15
TOTAL	300	100

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35% of those surveyed agreed that product innovations are the best because they satisfy new needs, make life easier and improve the quality of life in society. In many cases we find products that have been improving over the years and have more functionality, as well as the use of the materials with which they are made. For example: baby diapers have become innovations because they have done more tests and listened to mothers, they have brought new screens to the market that keep babies dry for longer without damaging their skin, allowing them There are designs and manufacturers that also they are aging (Castro-Martínez & Díaz, 2021).

33% of those surveyed agreed that technological innovations are the ones that bring the best results to society, because they save time, money and more. And it's changing faster because technology changes every day. For example, an electronic warning device for the arrival of the tsunami was developed in Peru, which can be a good solution in the event of a natural disaster, a technology that receives, processes and activates a signal that warns of the arrival of a tsunami before of the arrival of the tsunami. The implementation of this solution on the country's coast will save thousands of lives (Gómez, et al 2022).

TABLE N° 3. Innovation and Creativity

	Do you consider that innovation is related to creativity.	%
YES	220	80
NOT	80	20
TOTAL	300	100

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	In which sectors do you think there is more innovation?	%
Education	90	28

80% of those surveyed believe that innovation comes from human creativity, the greater the interest in the creation or design of products, the greater the possibility of stimulating personal creativity, since they will be able to describe all the qualities, colors and shapes As planned in the creation, it can be put on the market and has the following characteristics.

Creativity can be defined as a set of abilities associated with a person's personality that allows ingenuity and (Hernandez, C. 1999)

Table N° 04 Innovation by sectors

Production	60	25
Health	100	35
Sightseeing	50	12
TOTAL	300	100

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35% of those surveyed believe that, due to the pandemic, most innovations in health were last year, where vaccines, medicines, treatments, etc. were tested. This represents a significant advance in medical science. However, other diseases have also been studied, such as immunotherapy, which can significantly extend the survival of cancer patients without the negative side effects and health costs associated with traditional chemotherapy (Campas, et al. 2020).

Twenty-eight percent of those surveyed believe that the greatest innovation is happening in the education sector, with the main change being virtual classes being held across the country due to the pandemic. Similarly, the Aprendo en Casa

program, an educational platform promoted by the Ministry of Education, is designed to provide learning experiences, tools, and educational resources aimed at promoting the learning of primary, primary, and secondary students. It is broadcast on national channels at different times depending on their level of education, and the main media such as radio and television come together to show hours of these lessons in their programs (Díaz, 2019).

TABLE N° 5. Opinion on organizational change

	Do you agree with changes being made in your organization?	%
Si	100	33.5
No	200	63.5
TOTAL	300	100

FOUNTAIN. Ownelaboration 2022

59% of those surveyed said that they do not agree with the changes in their organizations because it generates instability in employees and reduces their productivity, they understand that many changes are forced by market conditions, but they must be carried out gradually in the organization. Faced with organizational change, the future of employees is uncertain, so there will be resistance, which has its own manifestations, and its leaders must be alert, reduce and face it (Scott CD, 1993).

41% of the respondents indicated that in many companies the industries have changed, which allows them to learn new tasks if they agree with the changes that are being made in their organization, because it encourages them to learn new and better activities. They also believe that assuming their new tasks can stimulate creativity (Ascencio, 2019).

TABLE N° 6. Changes in the organization

	Where would you make changes in your organization?	%
Products	70	25
Staff	70	17
Tecnology	100	38
Structure	60	20
TOTAL	300	100

FOUNTAIN. Ownelaboration 2022

38 percent of those surveyed said that they will change the technology used in their organization because machines perform economic activity, changing the model to make it faster and more functional, so investing in technology is a smart move. For example, the photocopiers they use retrieve documents quickly and the information sent by email reaches all employees in a matter of minutes (De la Vega, 2018).

25% of those surveyed said that they would change what they offer in the market because they will have more customers in response to the news. Changes can also be made to the packaging that consumers see first, for example: at Christmas, Donofrio packages his traditional panettone in tin containers with local motifs, encouraging people to buy different styles (Perilla & González, 2021).

TABLE N° 7. Change agent

	Do you think that changes should be made by a dynamic and motivating change agent?	%
YES	140	75
NOT	160	25
TOTAL	300	100

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According to Gibson, James L., Ivancevic, John M., & Donnelly Jr., James H. (1998), a change agent is a person selected by management who is responsible for initiating or implementing change in a group, department or organization. organizational level to achieve the expected changes over time.

75% of those surveyed indicated that organizational change must be carried out by people who understand both the company's requirements and the requirements of the employees, characterized by communication, negotiation, dynamic and motivating involvement of employees or their integration to the team. In many companies, this can be done by one or more people, as the person leading the change needs to plan and involve different types of people; many suggest that organizational change should be done by outsiders because, without getting involved, they should be more objective about anything they change or modify (Reyes, 2018).

V. CONCLUSIONS

Society is constantly changing, bringing as a consequence new demands in areas such as education, health, tourism and others. What problems do companies face through innovation, creativity, etc.

Disruptive innovations arise to enter markets where prices are more affordable for the majority of the population and satisfy needs that have been unsatisfied for years due to lack of financial resources.

Organizational change is a sudden or gradual phenomenon in which everyone has to participate and contribute ideas, work, effort, etc. Since in most cases there is internal resistance, the objective of staying in the market must prevail.

As a result, we find that disruptive innovation is beneficial to promote organizational change, so we recommend its application to Peruvian organizations.

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