

# Unpacking Organizational Adaptation Strategies: A Conceptual Review

Humphreys Javan Arunga

School of Business, Economics and Tourism, Kenyatta University, Nairobi, Kenya

DOI: <https://dx.doi.org/10.47772/IJRISS.2023.7011030>

Received: 24 October 2023; Accepted: 03 November 2023; Published: 01 December 2023

## ABSTRACT

This paper examines strategies that help organizations adapt to changing and complex environments. Drawing from existing research, the study explores key strategies like agile learning, organizational ambidexterity, digital transformation, and resource configuration. These strategies are crucial in helping organizations become more resilient and adaptable. The paper discusses each strategy, providing valuable insights into how organizations can effectively manage uncertainties and challenges in today's business world. In conclusion, these strategies are highlighted as vital tools for enhancing organizational adaptability amidst ongoing changes and challenges. The paper also emphasizes the need for more practical research to understand better how these strategies impact organizational performance.

**Key Words:** Adaptation Strategies, Ambidexterity, Agile Learning, Digital Transformation, Resource Configuration

## INTRODUCTION

Organizations and their leaders are confronted with the significant challenge of developing adaptability in complex environments where change and uncertainty are dominant. In the fast-paced environment of technological advancements, global connectivity, and high customer expectations, organizations must adapt their strategies to remain competitive (Kodama, 2019). Organizational adaptability refers to the capacity of a company to adjust to alterations in its surroundings and variations in market circumstances (Koçak et al., 2023; Levinthal, 2021; Ruef, 2022). Turbulence and environmental variations persist as the recurring themes in all narratives pertaining to organizational adaptations. However, the mechanisms or strategies by which organizations prepare for and respond to external turbulence are the very factors that ignite scholarly inquisitiveness, prompting a more profound exploration of this concept. This study aims to delve deeper into this narrative, scrutinizing various methods employed by organizations as adaptive strategies to navigate the complexities and uncertainties inherent in today's dynamic business landscape. By examining these adaptive mechanisms in detail, we seek to unveil the multifaceted approaches organizations utilize to foster resilience and ensure sustained growth and competitiveness in a perpetually evolving market.

Organizational adaptive strategies comprise various methodologies and techniques that companies utilize to anticipate, respond to, and adjust to changes in the external environment. Scholars have opined that these methodologies constitute the dynamic capabilities of the firm (Endres, 2017). Regrettably, the existing body of literature concerning dynamic capabilities has become entangled in ceaseless discussions surrounding terminological definitions and has embarked on an elusive quest to uncover the specific attributes that confer adaptability upon organizations (Pisano & Figgie 2017). Early scholars Jennings and Seaman (1994) define adaptation as a slow, sustained, and step-by-step response to external circumstances, distinct from abrupt, transformative shifts that result in a significant overhaul and redirection of an organization.

Scholars hailing from diverse academic disciplines, including strategy, management, marketing, innovation, entrepreneurship, and operations, have devoted considerable attention to the subject of organizational

adaptation (Herhausen et al., 2021). However, this extensive scholarly inquiry has given rise to a notable predicament referred to as “conceptual schizophrenia” within the realm of strategic management literature. This phenomenon underscores the presence of myriad theoretical perspectives and a proliferation of empirical methodologies, which have impeded the emergence of a cohesive theoretical framework and engendered tensions among disparate theoretical paradigms (Evans & Bahrami, 2020). Hence, within the subject of strategic management scholarship, it is evident that there exists a consensus regarding the need to engage in rigorous scholarly endeavors to effectively consolidate the field and mitigate the inherent complexities that permeate the subject matter.

The fundamental principle of organizational adaptability was recognized by early scholars, including Barnard (1938), Simon (1947), Selznick (1957), and Thompson (1967), who emphasized the significance of organizations adapting to their environment to ensure survival (Uhl-Bien & Arena, 2018). Further to this observation, Uhl-Bien and Arena, (2018) assert that a specific type of leadership is essential for organizations to achieve adaptability. They further explicate the critical components of organizational adaptation, which encompass ambidexterity, dynamic capabilities that prioritize learning, and innovation and networks.

Despite a prevailing consensus among scholars regarding the imperative to discern various facets of organizational adaptation, a notable reluctance of dedicated exploration persists in conceptually identifying and delineating the critical dimensions of this concept. This underscores a compelling scholarly exigency to navigate and elucidate the territories intrinsic to the conceptual identity of organizational adaptation.

## REVIEW OF LITERATURE

This section is devoted to exploring the literature on organizational adaptation, serving as pillars for this study. Through an examination of existing scholarly works, a synthesis of prevailing narratives on organizational adaptation will be undertaken. The goal is to uncover dominant trends, discern consistent patterns, and extract pivotal insights that have significantly influenced our contemporary understanding of organizational adaptation. This journey aims not merely to amalgamate existing knowledge but also to unveil specific areas ripe for further research. In doing so, it aspires to pave the way for a nuanced and profound exploration of strategies essential for enhancing organizational resilience and adaptability amidst the ever-transforming business landscapes.

A study was undertaken to explore the correlation between organizational adaptation strategies and the performance of retail supermarkets within Nairobi City County, Kenya. The findings of the study revealed a notable and positive influence of organizational adaptation strategies on the performance of retail supermarkets. Particularly, the study identified organizational direction, structure, and a strong culture as the most effective strategies for organizational adaptation. As a result, it was concluded that organizational adaptation strategies play a pivotal role in determining success within the retail sector in Kenya (Wanjohi et al., 2019)

According to Njuguna and Kihoro (2017), a robust correlation was noted between the utilization of organizational adaptation strategies and overall organizational performance, specifically within the context of the Kenyan banking sector. The premise of the study reaffirmed that corporations that demonstrate the ability to deftly navigate shifting circumstances often outperform those that do not. The researchers delineated three principal modes of adaptation: strategic, structural, and cultural. Strategic adaptation necessitates an organization to recalibrate its vision, aims, and methods to align with changes in the external environment. Conversely, structural adaptation demands an internal realignment within the organizational infrastructure, affecting hierarchy, decision-making protocols, and the distribution of roles. Lastly, cultural adaptation is the process of reformulating an organization’s fundamental principles, encapsulating its collective values, belief systems, and behavioral norms. The researchers concluded that organizations

effectively integrating these adaptation strategies are more likely to excel. Thus, it is critical for organizations to continuously scrutinize their external environment and dynamically revise their strategic plans, structural design, and organizational culture in response to emergent trends and shifts.

Evans and Bahrami, 2020 observe that in the contemporary, interconnected world, a distinctive blend of factors including digital breakthroughs, environmental crises, geopolitical trends, economic ebbs and flows, and corporate obstacles frequently spark considerable disruptions while revealing unexpected opportunities. Therefore, the innate significance of strategic adaptation is instinctively recognized as a method to dynamically and proficiently confront the challenges presented by uncertainty. In what the authors refer to as “super flexibility,” they identify the following crucial elements of adaptation: robustness, hedging, versatility, agility, resilience, and liquidity.

According to Sarta et al., (2021), organizational adaptation as an intentional decision-making process undertaken by members of an organization to reduce the gap between the organization and its economic and institutional environments. However, they observe that despite, the widespread interest in organizational adaptation within the field of strategic management research, there exist considerable differences in the interpretation and application of this concept across diverse theoretical perspectives and levels of analysis. To address this issue, the author presents a new approach to reviewing adaptation articles that utilizes both computational and hand-coded analysis resulting in an interactive visual of the most studied themes.

Sarta et al., (2021) outlines four prominent research themes that have been central to the field of organizational adaptation studies, namely resources, search and behavioral change, competition and institutional pressures, and stakeholder management and governance. A comprehensive analysis of these themes facilitates the identification of various triggers, enablers, mechanisms, and outcomes that underpin organizational adaptation processes. Thorough analysis of the sub-constructs within each theme facilitates the identification of numerous dimensions associated with organizational adaptation, which hold relevance to the current study. These dimensions include learning and change, technological capabilities, knowledge transfer, innovation strategy, routines, and managerial capabilities.

Boylan and Turner, (2017), decry the inadequacy of a comprehensive definition for organizational adaptability and propose their own interpretation that encompasses both proactive and reactive elements. According to these authors, adaptability entails a behavioral transformation that necessitates the use of innovative and creative strategies to respond effectively to environmental changes. Moreover, they assert that ambidexterity is such a crucial dimension of organizational adaptation. Accordingly, an ambidextrous organization can achieve both present objectives while anticipating future challenges in a world characterized by volatility, uncertainty, complexity, and ambiguity. To achieve organizational adaptation, four indispensable organizational practices are mandatory: which are accepting and taking prudent risks, considering new ideas, promoting collaboration, and supporting good ideas while rewarding individual adaptability.

Kodama, (2019) makes an intriguing argument by suggesting that organizational adaptation can be likened to possessing ‘ambidextrous capabilities’ or even strategic innovation capabilities. Ambidextrous capabilities involve striking a balance between exploration, which entails entrepreneurial activities aimed at creating new knowledge and capabilities, and exploitation, which involves the continuation of activities of the existing business.

Mendoza and Peláez, (2021) posited that dynamic capabilities serve as a means of responding to a volatile environment. The authors observe that the level of dynamism in the environment is proportional to the extent of dynamic capabilities that are engaged. This highlights the significance of dynamic capabilities in comprehending adaptability issues, particularly specific capabilities such as organizational learning, strategic alliances, coordination, and innovation. Fundamentally, dynamic capabilities are considered as a

viable tool for addressing adaptability challenges. This conclusion has been deduced by reflecting on the ex-ante, in-action, and ex-post conditions of the organization.

Karmaker & Ahmed, (2020) observe that the corporate world has experienced increased turbulence and vulnerability due to globalization, evolving customer demands, technological advancements, and unforeseen pandemics. In response, businesses are actively seeking adaptive strategies to strengthen their supply chains and secure their market position. Among these strategies, the establishment of resilient supply chains stands out as an effective approach. Resilient supply chains encompass diverse supplier networks, robust risk management tactics, technological integration, and collaborative initiatives, all aimed at overcoming challenges and enhancing overall business performance.

In a bid to explore ways that small and medium-sized enterprises (SMEs) can adapt and excel over time, a study by Quansah et al., (2022), delved into the concepts of dynamic capabilities. The study's findings revealed three sets of organizational practices, referred to as adaptive practices, that are fundamental to developing dynamic capabilities that foster successful adaptation. These adaptive practices include continuous learning and process improvement, leveraging reciprocal relationships, and effective communication. The study suggests that these practices are critical for SMEs to stay competitive and flourish amidst the constant threats posed by global pandemics, supply chain disruptions, labor shortages, and advancements in artificial intelligence, which continue to pose ongoing challenges for SMEs.

Arunachalam et al., (2022), observe that strategic flexibility can be conceptualized as encompassing three primary dimensions, namely market sensing, resource reconfiguration, and proactiveness. Market sensing allows firms to detect and interpret changes in the market environment, including emerging trends and shifting customer preferences. Resource reconfiguration enables firms to reorganize their resources in response to these changes, allowing them to capitalize on new opportunities and improve their agility and responsiveness. Finally, proactiveness allows firms to anticipate future market needs and develop innovative products or services that meet evolving customer needs before their competitors. Together, these capabilities enable firms to adapt to changing market conditions, respond to new opportunities, and stay ahead of the competition, ultimately contributing to future profit growth.

Strategic alignment of project portfolios is a dynamic and ongoing journey, requiring adaptable strategies to sustain both organizational renewal and operational efficiency. An in-depth analysis by Martinsuo and Anttila, (2022) revealed three key categories of practices integral to this pursuit: social, mechanistic, and structural. Social practices emphasize open dialogue and collaboration between individuals at all levels of the organization, as well as with external stakeholders. This fosters cooperation and mutual understanding, essential for aligning diverse project portfolios. Mechanistic practices leverage systems, tools, and performance metrics to facilitate and ensure alignment within portfolios. This helps to adeptly align innovative endeavors with broader strategic objectives. Structural practices examine the arrangement of projects and activities within the enterprise. This proves instrumental in facilitating strategic alignment by streamlining processes and optimizing resource allocation.

Martinsuo and Anttila's study observed variation in the extent to which these practices are utilized, highlighting the absence of a universally applicable approach to achieving strategic alignment within and among project portfolios. This underscores the importance of adopting a flexible and eclectic approach that encompasses all three dimensions.

Some studies have explored the concept of strategic adaptation in public institutions. For example, Zhang, (2021) conducted a study that found a strong correlation between organizational adaptive capacity and performance under extreme weather conditions. The study specifically revealed that higher levels of adaptive capacity, which includes the presence of formal institutions, organizational slack, and reduced contracting out, resulted in enhanced technical efficiency during extreme weather events. These findings

suggest that improving organizational adaptation can assist public institutions in better coping with adverse impacts of extreme weather events and in enhancing their overall performance.

It is widely agreed that modern firms operate in environments characterized by high levels of uncertainty, instability, and turbulence. Moreover, it is well established that a firm's performance is largely dependent on the degree of fit between the strategies it employs and the environment in which they are implemented (Osiyevskyy et al., 2020). These authors also note that there are two primary modes of organizational adaptation to the environment for achieving strategic alignment: exploration and exploitation. The process of exploration enables the firm to generate novel prospects, insights, and proficiencies, whereas exploitation is centered on leveraging its current opportunities, knowledge, and proficiencies. This argument is based on a research study by the same author that examined the relationship between exploration and exploitation activities and firm performance under different degrees of firm-specific crisis severity putting in consideration that the dimensions of strategic adaptability in this case is exploitation and exploration.

The study employed the multiplicative heteroscedasticity regression model to analyze data collected from 500 SMEs in Russia. The results indicate that exploration strategies can be beneficial in crisis situations, particularly for firms that can withstand the associated risks. In contrast, exploitation strategies may lead to a decline in performance under high crisis severity, albeit with a lower degree of variability. The study underlines the significance of firms achieving equilibrium between their exploration and exploitation activities to attain optimal performance in diverse environmental conditions. As the balance between these two activities is what characterizes ambidexterity, the study aims to establish ambidexterity as a crucial dimension of strategic adaptation.

The COVID-19 pandemic has prompted scholars to investigate organizational adaptive strategies in response to such global crises. For instance, Klein and Todesco, (2021) conducted a study aimed at identifying initial responses to crises and suggesting long-term adaptive strategies. This resulted in the development of a conceptual model based on organizational resilience, which highlights the importance of leveraging digital transformation tools, resilience engineering, and knowledge management principles to bolster organizational resilience during and after the pandemic. The research emphasizes the critical role of digital transformation tools in adapting to crises, as well as the significance of resilience engineering and knowledge management principles. The practical implications of the study are particularly relevant for building resilience in the face of unexpected crises. At its essence, the digital transformation signifies a necessary adjustment to the ever-changing landscape of our times. Therefore, the study by Klein and Todesco, (2021) serves as a valuable resource for future researchers seeking to understand dimensions of organizational adaptive strategies in the face of crisis.

Hanelt et al., (2021) assert that digital transformation is compelling firms to adopt malleable organizational designs that facilitate continuous adaptation. This shift is embedded in and driven by digital business ecosystems. While the author appreciates various other components of organizational adaptation strategies, the primary focus of their study is on the significance of digital transformation. The authors delineate the components of digital transformation into four categories: compartmentalized adaptation, technology impact, systemic shift, and holistic co-evolution. The authors' conclusion is that concepts and themes associated with digital transformation, such as automated, data-driven, and virtual business processes, or ecosystem-oriented and embedded organizations, are not merely academic but are also highly relevant in practice. This is because they offer valuable insights into crucial issues of organizational change and strategy, such as how to adapt organizations or where and how to compete.

To determine the most effective ways for the public sector to sustain its agenda, functions, and value during times of turbulence, Scognamiglio et al., (2023) conducted a thorough systematic literature review. The review analyzed the co-creation processes of public sector organizations with other actors during the COVID-19 pandemic, as well as the impact of robust governance strategies. Drawing from Ansell et al.'s

(2020) work, six effective strategies were identified: bounded autonomy, bricolage, scalability, prototyping, strategic polyvalence, modularization, and voluntary compliance, the six are identified as possible dimensions of adaptive strategies that may warrant additional empirical examination.

Organizational adaptation strategies are diverse and complex, with many interpretations available in existing research. In this review, we simplify this by focusing on four main strategies that seem practical and effective based on previous studies: organizational ambidexterity, agile learning, digital transformation, and resource configuration. These strategies are commonly found in academic discussions, highlighting their importance, and making them essential for our consideration in understanding how organizations adapt.

The above review reveals that many scholars find themselves constrained within contextual confines, where there is a notable absence of identified uniform or universal features pertaining to the concept of organizational adaptation. This limitation underscores a prevailing need for an expansive scholarly inquiry aimed at elucidating and establishing a more uniform and universally applicable conceptual identity.

## **THE EMERGING CONCEPTUALIZATION OF ORGANIZATIONAL ADAPTATIONAL STRATEGIES**

From the discourse thus far, it is evident that the domain of organizational strategy is undergoing significant transformation, continuously evolving with nuanced concepts and methodologies to adeptly navigate the uncertainties of the contemporary business environment. Within this vibrant spectrum, a pioneering conceptualization of organizational adaptational strategies is emerging, introducing variables that underscore agility, resilience, and a refined attunement to the fluctuating market dynamics. In this section we endeavor to elucidate the architecture of this nascent conceptual dimensions, dissecting the transformative approaches and strategic refinements emblematic of modern organizational adaptability, thereby contributing a nuanced perspective to the ongoing dialogue on organizational resilience in the face of pervasive change and volatility.

### **Organizational Ambidexterity**

Ambidexterity ascends to the forefront of our discussion, given its growing prominence in recent scholarly discourse within the strategic management domain. It is often described as an organization's ability in efficiently addressing immediate business necessities while retaining the flexibility to adapt to environmental changes (Kafetzopoulos, 2020). The original conceptualization of the idea is credited to March (1991) who championed the concept of organizational ambidexterity, highlighting the tension between a firm's exploitation and exploration functions. While exploitation prioritizes progressive improvements in tasks geared towards efficiency, exploration seeks to identify nascent opportunities in the organizational landscape (Kassotaki, 2022).

Drawing from previous scholarly works, Kassotaki, (2022) distinguishes the various facets of organizational ambidexterity: 'Contextual ambidexterity' emerges as the first, focusing on harmonizing exploration and exploitation within a single business unit by juxtaposing different elements. The subsequent facet, 'structural ambidexterity', illustrates organizations selecting specific units for exploration or exploitation tasks. In the 'cyclical ambidexterity' facet, organizations alternate between periods of exploration and exploitation within one unit. The final dimension, 'reciprocal ambidexterity', adopts a sequential strategy across separate units, where the explorative results from one become the basis for exploitative actions in another.

### **Agile Learning**

It is nearly impossible to discuss the topic of organizational adaptation without invoking the concept of

learning, which thereby becomes our second point of interest. Learning serves as a fundamental underpinning for any adaptive strategy, bridging the gap between organizational objectives and the dynamic demands of the marketplace. Cangelosi and Dill (1965) pioneered the introduction of Organizational Learning (OL) into management studies (Hermelingmeier & von Wirth, 2021). Since then, the principle has found applications in numerous organizational settings. Argyris and Schön (1978, 1996) describe organizational learning as the transformational method where both organizations and their members adjust their actions when foundational beliefs evolve. However, they identify two primary methods of such learning. The first, known as “double loop learning,” delves into altering the foundational beliefs of an organization. The second, termed “single loop learning,” focuses primarily on rectifying evident mistakes. Building on Bateson’s work (1958), Argyris and Schön (1978) also introduced “deutero learning” as an advanced approach. This represents an organization’s continuous adaptability to its ever-changing environment, essentially its proficiency in “learning to learn.”

Omar, (2022) explored the relationship between environmental turbulence and organizational learning. The research emphasized that, in the face of dynamic environmental changes, effective organizational learning becomes essential. Organizations that are adept at assimilating external shifts and integrating this knowledge internally are more likely to secure a competitive edge. Several other scholars have posited that the responsiveness of an organization to environmental disruptions significantly influences its learning efficacy. Hence, well-calibrated organizational learning strategies are crucial to gauge and navigate environmental turbulence effectively (Douglas & Haley, 2023; Gemici & Zehir, 2023; Hina et al., 2021; Mohammad, 2019).

Numerous scholars have underscored the significance of organizational learning as a key strategy for organizational adaptation. However, it’s essential to emphasize that this isn’t just any form of learning; it needs to be agile. Agile learning allows organizations to quickly assimilate new information and adapt in a rapidly changing environment, thereby providing a competitive edge (Harvey & De Meuse, 2021; Lee & Song, 2022). In their 2021 paper, Armanious and Padgett argue that agile core competencies are essential for success in the digital economy. They contend that traditional organizational models, which rely on physical assets and outdated practices, are no longer adequate. Instead, organizations need to develop core competencies that are agile and responsive to the rapid changes of the digital age. Armanious and Padgett also highlight the importance of agile learning practices in sustaining these dynamic competencies. They argue that while organizational learning is still essential, it is the agility within that learning that is crucial for adaptation in today’s business landscape.

Given the complex and volatile nature of the modern business world, employees need to possess learning agility. This allows them to continuously acquire new skills and adapt to changing job requirements. There is a consensus among scholars that organizational learning should align closely with the objectives of the organization (Annosi et al., 2020; Boyce & Boyce, 2022). Agile learning, also referred to as learning agility, is an adaptive, iterative, and people-centered approach to knowledge acquisition. This method is distinguished by its emphasis on flexibility, rapid responsiveness to change, and immediate application of newly acquired insights (Annosi et al., 2020). Within the context of organizational learning, agile learning serves as an indispensable catalyst for maintaining competitiveness in fast-changing market landscapes. By integrating key principles of agile learning such as iterative learning cycles, cross-functional collaboration, and a commitment to continuous improvement organizations can develop learning ecosystems that are finely attuned to both the needs of their employees and the demands of the marketplace (Tripathi & Kalia, 2022).

In an organization, there are several key indicators that point to a culture of learning agility. First and foremost, there exists a culture of continuous learning, where employees are not only encouraged but also inspired to acquire new knowledge and skills. This is complemented by ample opportunities for growth and development, made tangible through access to training programs, mentorship, and coaching (Korhonen et

al., 2022). Additionally, the organizational environment is one of support and openness, where employees feel at ease seeking help, asking for feedback, and even making mistakes as part of the learning process. Diversity of thought, stemming from a diverse workforce, enriches the organization's innovative capabilities and adaptability. Lastly, the organization exhibits a palpable willingness to adapt, demonstrating both the capacity and readiness to change swiftly and effectively when the need arises (Harvey & De Meuse, 2021; Janssen & van der Voort, 2020; Lee & Song, 2022).

### **Digital Transformation**

Digital transformation has emerged as the proverbial “new kid on the block” in the context of how organizations navigate complex environments, thereby justifying its introduction as the third organizational adaptation strategy. This growing area has gained substantial traction for its capacity to revolutionize traditional business models, streamline operations, and foster innovation, thereby serving as a cornerstone in contemporary approaches to organizational adaptability (He et al., 2023; Rachinger et al., 2019). Digital transformation is driving businesses towards more flexible organizational structures, facilitating continuous adaptation, which is deeply rooted in and propelled by digital business ecosystems (Hanelt et al., 2021b). The author further argues that traditional frameworks on organizational change do not fully capture this evolution, necessitating new strategies for effective management. Digital transformation entails using digital technologies to refine a company's business model, thereby augmenting its value, the transition aims to secure a competitive edge. This process fundamentally reshapes aspects of the company, from methods of value generation to organizational responsibilities and overarching business approaches (Ellström et al., 2022).

### **Resources Configuration**

A strategy without resources is akin to a ship without a sailor, a vessel with direction but lacking the means to move forward, the final organizational adaptation strategy we introduce is resource configuration. Li, (2016) underscores the vital role that resources play in shaping organizational adjustments. When examining these resources, we find that those that can easily be swapped fungible resource hold a central place in determining an organization's evolutionary path. Their influence spans across different phases of a capability's development, and they're instrumental to key transformation strategies such as divestment, consolidation, and diversification. Drawing from Li 's insights, it can be likened to the way an investor uses flexible options in an unpredictable market; fungible resources provide organizations the necessary elasticity in fluid business climates. This inherent flexibility aids in fostering an organization's ability to evolve and innovate over time. However, the operational context matters. While these resources gain prominence in volatile settings, in environments brimming with abundant alternatives, their role might not be as pronounced.

According to Meng et al., (2020), the construct of strategic flexibility is described as the organizational capability to adapt to a dynamic external environment through the continuous reallocation of resources and modification of strategic actions. From the current author's perspective, strategic flexibility and organizational adaptation are essentially synonymous constructs. Drawing from resource-based theory, Meng et al., (2020) research posits that such flexibility is instrumental in leveraging valuable organizational assets for the purpose of achieving competitive advantage. The study emphasizes the proactive capabilities of firms to rapidly reorient resources and adjust production processes in response to a spectrum of external contingencies, including environmental turbulence, the emergence of new market entrants, and technological innovations. In essence, Meng et al., (2020) work underscores the critical importance of agile resource management, which is strategically employed in the realm of product development to attain and sustain core competitiveness in volatile market conditions.



## Organizational Adaptation Model

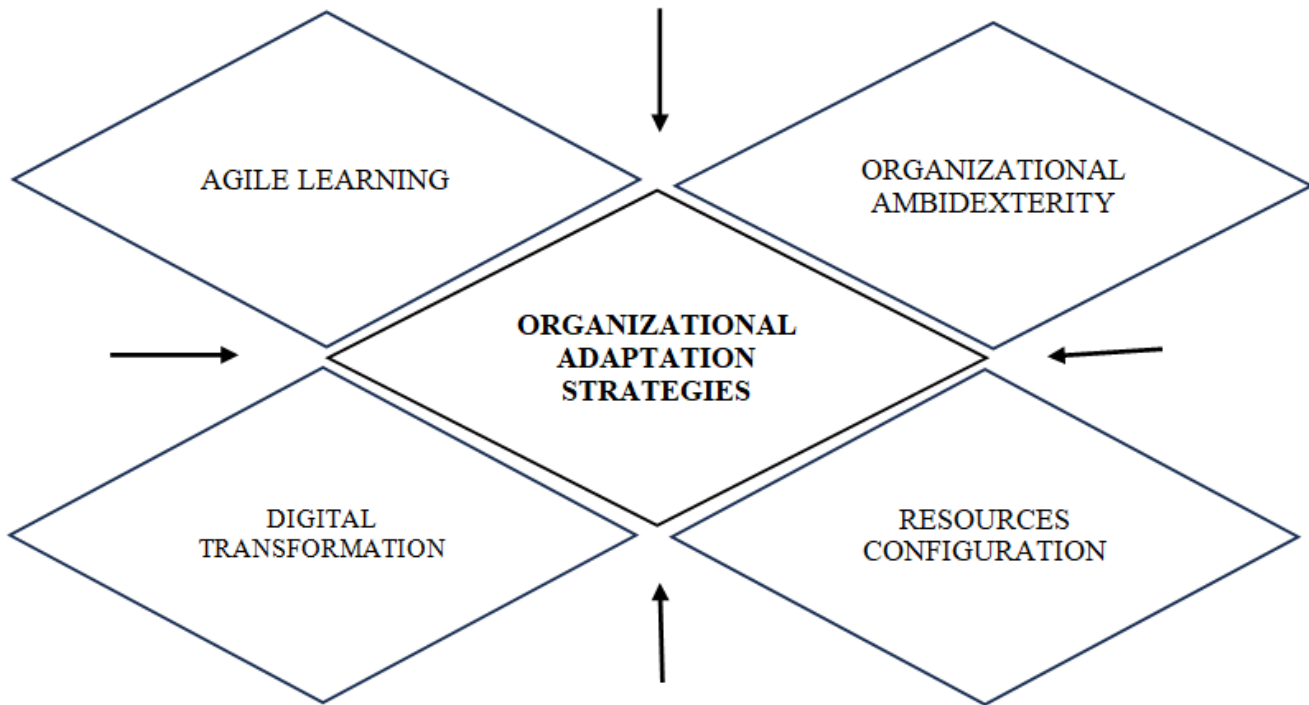


Figure 1 – Conceptual Model

The depicted model illuminates four pivotal strategies essential for organizational adaptation. Agile Learning is emphasized as a pivotal strategy, cultivating a culture steeped in continuous learning and adaptation. It promotes a collaborative ethos, encouraging individuals to learn relentlessly from a spectrum of experiences, enhancing their knowledge and skills progressively.

Another significant strategy discussed is Organizational Ambidexterity, a versatile approach requiring organizations to strike a balance between operational efficiency and innovation. This strategy underscores the necessity of maintaining stability while fostering a culture of innovation and transformative changes, ensuring organizational robustness in various operational facets.

Digital Transformation, another core strategy, focuses on leveraging digital technologies to enhance organizational performance substantially, ensuring relevance and competitiveness in a predominantly digitized business environment.

Lastly, Resource Configuration is highlighted as a crucial approach, focusing on the strategic allocation and optimization of organizational resources. This strategy ensures that resources are deployed where they are most impactful, promoting organizational agility and responsiveness in navigating the multifaceted challenges of the contemporary business arena.

## CONCLUSION

The strategies outlined are derived from the review of existing literature, capturing the fundamental aspects of organizational adaptation. Agile learning, organizational ambidexterity, digital transformation, and resource configuration stand out as crucial pillars, each offering unique yet interconnected avenues to foster resilience and adaptability.

These four strategies, widely discussed across various literatures, act as a pivotal guide, equipping organizations with the tools necessary to navigate through the dynamic business environment effectively. They facilitate organizations in adapting to new trends, varying market conditions, and technological advancements, thereby enhancing their resilience and capability to thrive amidst uncertainties and market fluctuations.

In conclusion, there's a distinct opportunity for further empirical research. A deeper exploration connecting these strategies to actual performance outcomes will be invaluable. Such research will augment our understanding, providing clearer insights into the practical impact of these adaptation strategies on organizational success and sustainability.

## REFERENCES

1. Annosi, M. C., Foss, N., & Martini, A. (2020). When Agile Harms Learning and Innovation: (and What Can Be Done About It). *California Management Review*, 63(1). <https://doi.org/10.1177/0008125620948265>
2. Arunachalam, S., Ramaswami, S. N., Patel, P. C., & Chai, L. (2022). Innovation-based strategic flexibility (ISF): Role of CEO ties with marketing and R&D. *International Journal of Research in Marketing*, 39(3), 927–946. <https://doi.org/10.1016/J.IJRESMAR.2021.11.005>
3. Boyce, C. E., & Boyce, A. S. (2022). Practical Application of Learning Agility: Consultant Guide to Measurement. *Consulting Psychology Journal*, 74(3). <https://doi.org/10.1037/cpb0000229>
4. Boylan, S. A., & Turner, K. A. (2017). Developing Organizational Adaptability for Complex Environment. <https://doi.org/10.12806/V16/I2/T2>
5. Dan Kipley, Roxanne Helm-Stevens, & Mitchell Lookinbee-Kipley. (2018). The Impact Of Environmental Turbulence On Organizational Learning. *Archives of Business Research*, 6(3). <https://doi.org/10.14738/abr.63.4326>
6. Douglas, S., & Haley, G. (2023). Connecting organizational learning strategies to organizational resilience. ahead-of-p(ahead-of-print). <https://www.emerald.com/insight/content/doi/10.1108/DLO-01-2023-0018/full/html>
7. Ellström, D., Holtström, J., Berg, E., & Josefsson, C. (2022). Dynamic capabilities for digital transformation. *Journal of Strategy and Management*, 15(2), 272–286. <https://doi.org/10.1108/JSMA-04-2021-0089>
8. Endres, H. (2017). Adaptability through dynamic capabilities: How management can recognize opportunities and threats. *Adaptability Through Dynamic Capabilities: How Management Can Recognize Opportunities and Threats*, 1–184. <https://doi.org/10.1007/978-3-658-20157-9/COVER>
9. Evans, S., & Bahrami, H. (2020). Super-Flexibility in Practice: Insights from a Crisis. *Global Journal of Flexible Systems Management*, 21(3), 207–214. <https://doi.org/10.1007/S40171-020-00246-6/FIGURES/1>
10. Gemici, E., & Zehir, C. (2023). High-performance work systems, learning orientation and innovativeness: the antecedent role of environmental turbulence. *European Journal of Innovation Management*, 26(2). <https://doi.org/10.1108/EJIM-05-2021-0243>
11. Hanelt, A., Bohnsack, R., Marz, D., & Antunes Marante, C. (2021a). A Systematic Review of the Literature on Digital Transformation: Insights and Implications for Strategy and Organizational Change. *Journal of Management Studies*, 58(5), 1159–1197. <https://doi.org/10.1111/JOMS.12639>
12. Hanelt, A., Bohnsack, R., Marz, D., & Antunes Marante, C. (2021b). A Systematic Review of the Literature on Digital Transformation: Insights and Implications for Strategy and Organizational Change. *Journal of Management Studies*, 58(5), 1159–1197. <https://doi.org/10.1111/joms.12639>
13. Harvey, V. S., & De Meuse, K. P. (2021). *The Age of Agility: Building Learning Agile Leaders and Organizations*. In Oxford University Press.
14. He, Z., Huang, H., Choi, H., & Bilgihan, A. (2023). Building organizational resilience with digital

- transformation. *Journal of Service Management*, 34(1), 147–171. <https://doi.org/10.1108/JOSM-06-2021-0216/FULL/XML>
15. Herhausen, D., Morgan, R. E., Brozović, D., & Volberda, H. W. (2021). Re-examining Strategic Flexibility: A Meta-Analysis of its Antecedents, Consequences and Contingencies. *British Journal of Management*, 32(2), 435–455. <https://doi.org/10.1111/1467-8551.12413>
  16. Hermelingmeier, V., & von Wirth, T. (2021). The nexus of business sustainability and organizational learning: A systematic literature review to identify key learning principles for business transformation. *Business Strategy and the Environment*, 30(4), 1839–1851. <https://doi.org/https://doi.org/10.1002/bse.2719>
  17. Hina, S. M., Hassan, G., Parveen, M., & Arooj, S. (2021). Impact of Entrepreneurial Orientation on Firm Performance through Organizational Learning: The Moderating Role of Environmental Turbulence. *Performance Improvement Quarterly*, 34(1). <https://doi.org/10.1002/piq.21343>
  18. Janssen, M., & van der Voort, H. (2020). Agile and adaptive governance in crisis response: Lessons from the COVID-19 pandemic. *International Journal of Information Management*, 55. <https://doi.org/10.1016/j.ijinfomgt.2020.102180>
  19. Kafetzopoulos, D. (2020). Organizational ambidexterity: antecedents, performance and environmental uncertainty. *Business Process Management Journal*, 27(3). <https://doi.org/10.1108/BPMJ-06-2020-0300>
  20. Karmaker, C. L., & Ahmed, T. (2020). Modeling performance indicators of resilient pharmaceutical supply chain. *Modern Supply Chain Research and Applications*, 2(3), 179–205. <https://doi.org/10.1108/MS CRA-04-2020-0006>
  21. Kassotaki, O. (2022). Review of Organizational Ambidexterity Research. *SAGE Open*, 12(1). <https://doi.org/10.1177/21582440221082127>
  22. Klein, V. B., & Todesco, J. L. (2021). COVID-19 crisis and SMEs responses: The role of digital transformation. *Knowledge and Process Management*, 28(2), 117–133. <https://doi.org/10.1002/KPM.1660>
  23. Koçak, Ö., Levinthal, D. A., & Puranam, P. (2023). The Dual Challenge of Search and Coordination for Organizational Adaptation: How Structures of Influence Matter. *Organization Science*, 34(2). <https://doi.org/10.1287/orsc.2022.1601>
  24. Kodama, M. (2019). Business Innovation Through Holistic Leadership-Developing Organizational Adaptability. *Systems Research and Behavioral Science*, 36(4), 365–394. <https://doi.org/10.1002/SRES.2551>
  25. Korhonen, T., Magnacca, F., Heino, O., Laine, T., Liboriussen, J., & Nørreklit, H. (2022). Agile learning and management in times of crisis in the digital age. In *Agile Learning and Management in a Digital Age*. <https://doi.org/10.4324/9781003188728-12>
  26. Lee, J., & Song, J. H. (2022). Developing a Conceptual Integrated Model for the Employee's Learning Agility. *Performance Improvement Quarterly*, 34(4). <https://doi.org/10.1002/piq.21352>
  27. Levinthal, D. A. (2021). Modern Mendels and Organizational Adaptation. In *Evolutionary Processes and Organizational Adaptation*. <https://doi.org/10.1093/oso/9780199684946.003.0007>
  28. Martinsuo, M., & Anttila, R. (2022). Practices of strategic alignment in and between innovation project portfolios. *Project Leadership and Society*, 3, 100066. <https://doi.org/10.1016/J.PLAS.2022.100066>
  29. Mendoza, J. M., & Peláez, M. A. M. (2021). Organizational adaptability: A reflection based on ex-ante, in action and ex-post conditions\*. *Cuadernos de Administracion*, 34. <https://doi.org/10.11144/JAVERIANA.CAO34.OARBA>
  30. Meng, M., Lei, J., Jiao, J., & Tao, Q. (2020). How does strategic flexibility affect bricolage: The moderating role of environmental turbulence. *PLoS ONE*, 15(8 August). <https://doi.org/10.1371/journal.pone.0238030>
  31. Mohammad, H. I. (2019). Mediating effect of organizational learning and moderating role of environmental dynamism on the relationship between strategic change and firm performance. *Journal of Strategy and Management*, 12(2). <https://doi.org/10.1108/JSMA-07-2018-0064>

32. Omar, K. M. (2022). Environmental Turbulence's Effect on Organizational Learning (Review paper). *Information Sciences Letters*, 11(3), 835–839. <https://doi.org/10.18576/isl/110315>
33. Osiyevskyy, O., Shirokova, G., & Ritala, P. (2020). Exploration and exploitation in crisis environment: Implications for level and variability of firm performance. *Journal of Business Research*, 114, 227–239. <https://doi.org/10.1016/J.JBUSRES.2020.04.015>
34. Pisano, G. P., & Figgie Professor of Business Administration, H. E. (2017). Toward a prescriptive theory of dynamic capabilities: connecting strategic choice, learning, and competition. *Industrial and Corporate Change*, 26(5), 747–762. <https://doi.org/10.1093/ICC/DTX026>
35. Quansah, E., Hartz, D. E., & Salipante, P. (2022). Adaptive practices in SMEs: leveraging dynamic capabilities for strategic adaptation. *Journal of Small Business and Enterprise Development*, 29(7), 1130–1148. <https://doi.org/10.1108/JSBED-07-2021-0269/FULL/XML>
36. Rachinger, M., Rauter, R., Müller, C., Vorraber, W., & Schirgi, E. (2019). Digitalization and its influence on business model innovation. *Journal of Manufacturing Technology Management*, 30(8), 1143–1160. <https://doi.org/10.1108/JMTM-01-2018-0020/FULL/PDF>
37. Ruef, M. (2022). Daniel A. Levinthal. Evolutionary Processes & Organizational Adaptation: A Mendelian Perspective on Strategic Management. *Administrative Science Quarterly*, 67(2). <https://doi.org/10.1177/00018392211070231>
38. Sarta, A., Durand, R., & Vergne, J.-P. (2021). Organizational Adaptation. *Journal of Management*, 47(1), 43–75. <https://doi.org/10.1177/0149206320929088>
39. Scognamiglio, F., Sancino, A., Caló, F., Jacklin-Jarvis, C., & Rees, J. (2023). The public sector and co-creation in turbulent times: A systematic literature review on robust governance in the COVID-19 emergency. *Public Administration*, 101(1), 53–70. <https://doi.org/10.1111/PADM.12875>
40. Tripathi, A., & Kalia, P. (2022). Examining the effects of supportive work environment and organisational learning culture on organisational performance in information technology companies: The mediating role of learning agility and organisational innovation. *Innovation: Organization and Management*. <https://doi.org/10.1080/14479338.2022.2116640>
41. Uhl-Bien, M., & Arena, M. (2018). Leadership for organizational adaptability: A theoretical synthesis and integrative framework. *The Leadership Quarterly*, 29(1), 89–104. <https://doi.org/10.1016/J.LEAQUA.2017.12.009>
42. Wanjohi, J. N., Gathenya, J., Atikiya, R., & Kihoro, J. M. (2019). Organizational Adaptation Strategies and the Performance of Retail Supermarkets in Nairobi City County, Kenya. *The International Journal of Business & Management*, 7(11). <https://doi.org/10.24940/THEIJBM/2019/V7/I11/BM1911-015>
43. Zhang, F. (2021). Evaluating public organization performance under extreme weather events: Does organizational adaptive capacity matter? *Journal of Environmental Management*, 296, 113388. <https://doi.org/10.1016/J.JENVMAN.2021.113388>