Universitas Pendidikan Indonesia

ICEBEF 5th
International Conference on Economics, Business, and Education Forum

Adaptive Corporate Culture: *A Systematic Literature Review*

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99
Scopus articles, 1999–2026

52
countries of affiliation

5
dimensions identified

18 November 2026 | ICEBEF 5th

What We Will Cover

What	What adaptive corporate culture is, and what it is not
Why Now	The forces that make it urgent
Development	How the idea and the research evolved
Findings	Who studies it, where, and through which dimensions
So What	Meaning for research and for practice





WHAT

What is Adaptive Corporate Culture?

Working Definition

The shared **values, norms, and routines** through which an organization **senses environmental change**, accepts it, **experiments and learns from failure**, and turns this into **new behavior**.

> *Authors' synthesis of the reviewed literature, not a quotation.*

1 Sense
Detect shifts in the environment

2 Accept
Treat change as normal, not a threat

3 Experiment and Learn
Try, fail and learn together

4 Embed
Turn learning into new behavior



WHAT

Neighboring Ideas, and Where Culture Fits

Organizational Agility

Research called ill-defined and confusing (Walter, 2021)

Organizational Resilience

Boundaries of the concept questioned (Hillmann & Guenther, 2021)

Adaptive Corporate Culture

Dynamic Capabilities

Cultural conditions treated mainly as background (Teece et al., 2016)

Culture Traits

Adaptability as one trait among four (Denison & Mishra, 1995)

***Adaptive corporate culture** sits at the junction of these streams, yet is rarely treated as a construct in its own right.*



WHY NOW

Three Overlapping Forces of Change



Pandemic

Accelerated digitalization and remote work.

Amankwah-Amoah et al., 2021; Kniffin et al., 2021



Digital shift

A change in how value is created, not only in tools.

Hanelt et al., 2021; Verhoef et al., 2021



Generative AI

Alters tasks and the division of work between people and machines.

Bankins et al., 2024; Brynjolfsson et al., 2025; Noy & Zhang, 2023

The technical capability to change is necessary but not sufficient. *Firms also need shared values and routines that make continuous adjustment normal.*



WHY NOW

The Research Is Growing Fast, But Remains Thin

Growing

68.7%
of the 99 articles appeared from 2020 onwards

22
articles in 2026 alone (to 13 Oct), vs 7 in 2020–2022



Still Thin

34.3%
treat adaptive culture as the focal construct

6.1%
are multilevel (6 of 99 articles)





DEVELOPMENT

How the Idea Developed

1995



Adaptability as a culture trait

Denison & Mishra

2016



Culture revisited; adaptive culture linked to survival

Chatman & O'Reilly; Costanza et al.

2020



Pandemic accelerates digitalization

Amankwah-Amoah et al., 2021

2023



Leadership to resilience via culture; GenAI at work

Madi Odeh et al.; Noy & Zhang

2025



AI reshapes work and organizations

Brynjolfsson et al.; Bankins et al., 2024

*From a **cultural trait** to a central lens for resilience and digital transformation, now shaped by the rise of **Generative AI**.*



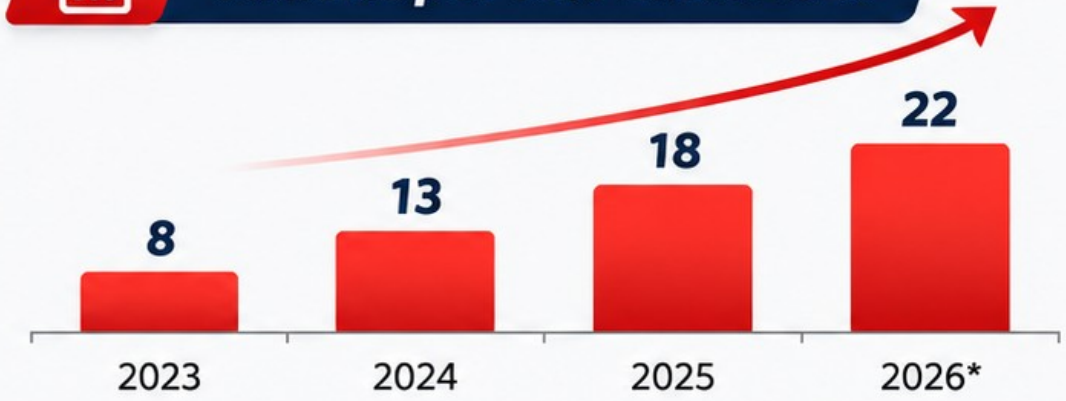
DEVELOPMENT

How the Research Developed

Articles by Period



Articles per Year Since 2023



** up to 13 October 2026. Output nearly tripled in four years, but the core share fell from **51.6%** to **26.5%** because peripheral use grew faster (p = .022).*

*Research output **increased sharply**, yet the proportion of studies treating adaptive culture as the focal construct **decreased**.*



AIM

Aim and Research Questions

Map and synthesize research on adaptive corporate culture by combining bibliometric analysis with a systematic thematic review.

RQ1 **Development:** How has the research grown in volume and impact, and is the construct core or peripheral in the studies that use it?

RQ2 **Distribution:** How is it distributed by country, institution, source and sector?

RQ3 **Thematic structure:** Which dimensions can be identified, and how do they vary across levels of analysis and designs?





EVIDENCE

How We Reviewed the Literature

Hybrid bibliometric–systematic review (PRISMA 2020). Scopus, six phrases for the construct, extracted 13 October 2026.

242 records

−7 →

235 after duplicate and phrase check

−76 →

159 journal articles

−8 →

151 in English

−52 →

99 organizational context

Performance Analysis

Output, citations, leaders

Science Mapping

VOSviewer networks

Thematic Synthesis

5 dimensions, blind second AI pass



EVIDENCE

How Articles and Journals Were Selected

Search

- **Database:** Scopus only (Scopus-indexed journals)
- **Extracted:** 13 October 2026; no date limit
- **Fields:** title, abstract and keywords
- **Six phrases:** *adaptive corporate / organizational / organizational culture; adaptive culture; adaptability culture; culture of adaptability*
- **Result:** **242** records

Included

- Journal articles in English
- Organizational context
- Construct phrase in title, abstract or keywords

Excluded (143)

- **52** outside an organizational context
- **76** non-article documents
- **8** not in English; **6** no phrase family; **1** duplicate

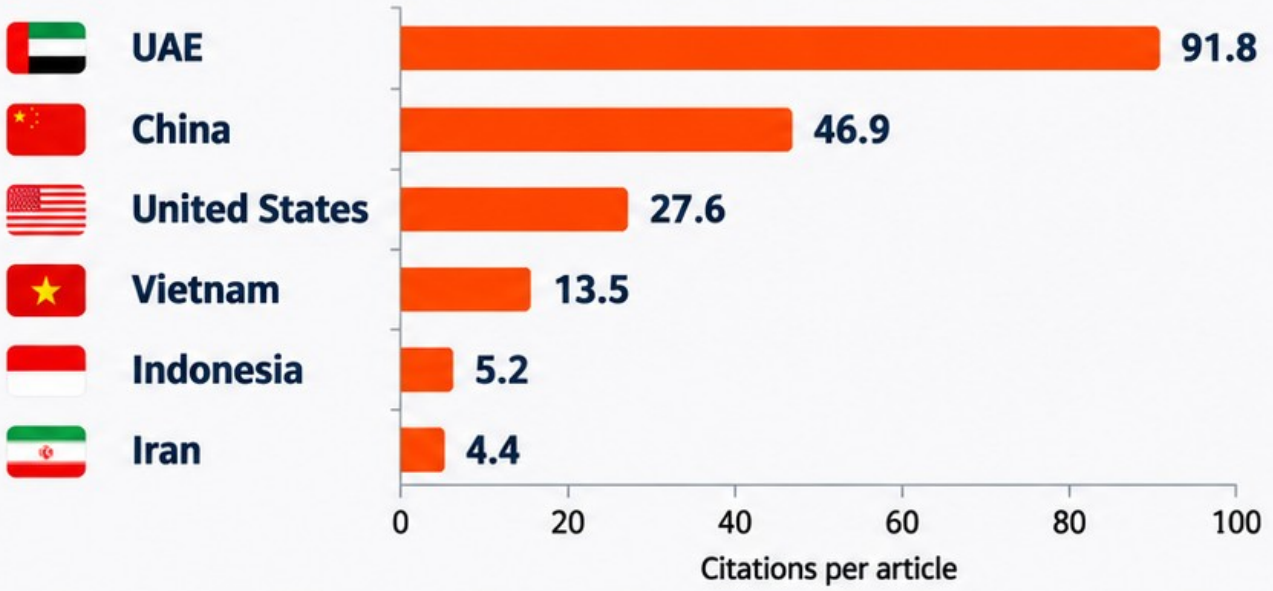
242 records → **143** excluded → **99** included



EVIDENCE

Where the Research Comes From

Citations per Article, Selected Countries



52 countries
23 gave one article; US and Indonesia lead with 12 each

92 sources
89 published a single article

29.3%
internationally co-authored

*The research is **geographically diverse**, with strong influence from the UAE and China and a growing level of international collaboration (29.3%).*



EVIDENCE

Five Dimensions of Adaptive Culture

5

Dimensions of Adaptive Culture

*Identified from the thematic synthesis of **99 articles**, showing the main focus areas in the literature.*

Environmental and Digital Responsiveness — 52.5%
Sensing and responding to market, technology and crisis shifts.

Change and Learning Orientation — 48.5%
Accepting change; learning from experiments and failure.

Employee Empowerment and Engagement — 41.4%
Communication, involvement and trust that let people act.

Enabling Leadership — 35.4%
Transformational or ambidextrous styles that shape the culture.

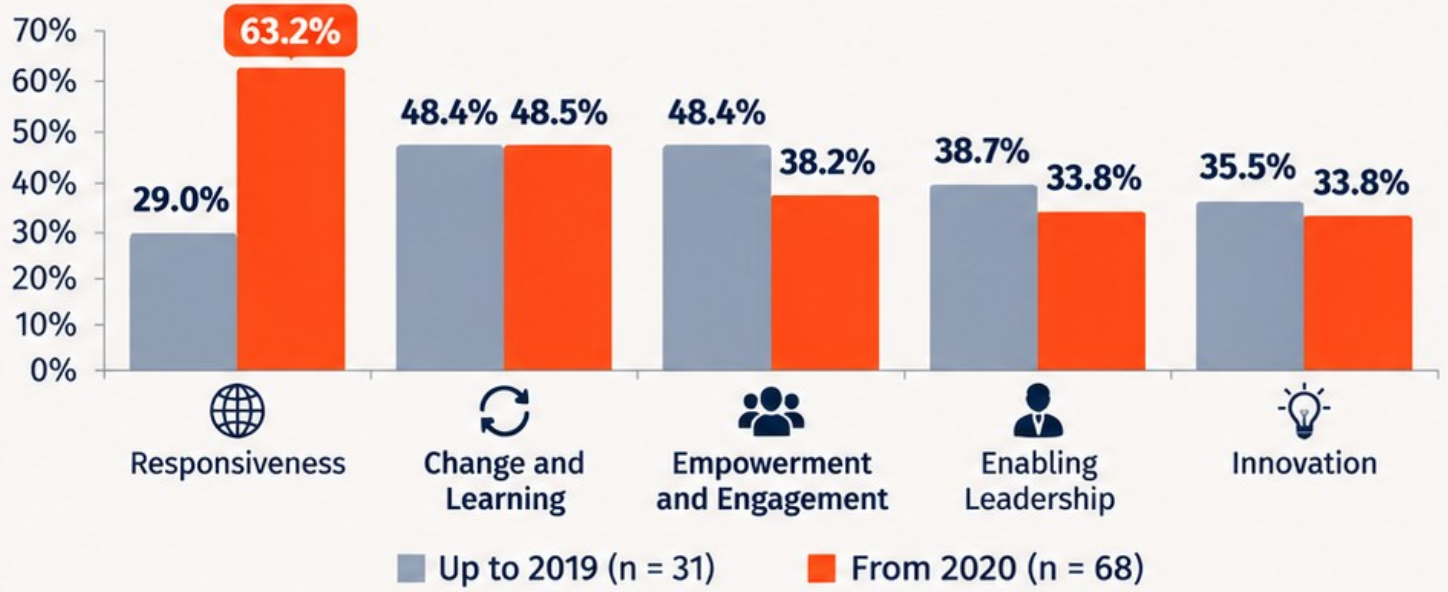
Innovation and Entrepreneurial Orientation — 34.3%
Turning adaptation into new products, processes and ventures.



/ EVIDENCE

Only Responsiveness Shifted Over Time

Share of Articles by Period



29.0% → 63.2%
responsiveness
(Holm p = .011)

The rise is peripheral

Peripheral articles: **1** of 15 to **34** of 50. Core articles: **50%** in both periods. **10** of **11** AI articles are peripheral.

The shift over time occurs **only in environmental and digital responsiveness**, while the other dimensions remain relatively stable.



INSIGHT

An Umbrella Label, Not Yet a Construct

One label, four roles in the literature

- **Costanza et al. (2016)** — Predictor of long-term survival
- **Verdu-Jover et al. (2018)** — Antecedent of innovation outcomes
- **Madi Odeh et al. (2023)** — Route from leadership to resilience
- **Denison & Mishra (1995)** — One trait among four

Why It Matters

Defined as mere responsiveness, adaptive culture adds **a label** to agility and resilience, **not a mechanism**. Culture adds explanatory value where responsiveness is coupled with **shared learning norms**.

Core articles carry **2.03** dimensions, peripheral ones **2.17**: no dimension marks the core.

*The literature uses adaptive culture as an **umbrella label** across different roles, rather than as a **clearly defined construct**.*



INSIGHT

Three Propositions for Future Testing

P1

Environmental and Digital Responsiveness ⟷ Organizational Outcomes

Change and Learning Orientation → Enabling Leadership

Responsiveness pays off only with learning orientation and enabling leadership.

P2

Organizational-level Expression of Culture ⟷ Individual-level Expression of Culture

Leadership; Psychological Safety

Levels are linked through leadership and psychological safety.

P3

Generative Artificial Intelligence ⟷ Governance of Learning and Augmentation

Shift the Criterion Beyond Responsiveness Alone

With generative AI, culture is judged by how learning is governed.

*These propositions set the agenda for future research on how **adaptive corporate culture** drives resilience and innovation in the **AI era**.*



SO WHAT

What This Means

For Researchers

- Define the **construct** explicitly.
- Say if culture is **predictor, mediator** or **outcome.**
- Use **multilevel** and **longitudinal** designs.

For Managers

- Pair digital and change initiatives with **learning routines.**
- Build **psychological safety.**
- Do **not rely** on a leadership message alone.

For the Field

- Compare sectors: health, public, education are **thin.**
- Replicate with **more databases.**
- Add a human **second coder** and **full-text coding.**

Clearer concepts, stronger designs, and broader evidence will move adaptive corporate culture from ***a label to a robust construct.***



KEY TAKEAWAYS

Key Takeaways

Urgent | Digital, pandemic and AI change make culture the ***missing condition.***

Thin | Growing fast, yet only **34.3%** focal and **6.1%** multilevel.

Umbrella | Define it explicitly and study it ***across levels.***

*Adaptive corporate culture is **urgent, underexplored**, and still an **umbrella label**, offering a clear agenda for more explicit and multilevel research.*

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Thank You

Questions and Discussion

> *Adaptive corporate culture turns change into a **shared capability** for resilience and **sustainable performance.***

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