

# Adaptive Strategies in Building Business Resilience Amidst the Dynamics of Management Change

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## ABSTRACT

This study explores the implementation of adaptive strategies to build business resilience amid dynamic changes in management. Utilizing a qualitative approach with case study methods, the research examines how organizations respond to internal and external pressures through flexible decision-making, continuous learning, and proactive leadership. The findings reveal that adaptive strategies significantly enhance organizational resilience by enabling businesses to navigate uncertainty, innovate, and maintain competitive advantage. However, challenges such as resource constraints and resistance to change can impede the effectiveness of adaptation efforts. This study contributes both theoretically and practically by providing insights into the integration of adaptive strategies in managing change and sustaining business continuity in volatile environments.

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## 1. INTRODUCTION

Rapid and dynamic changes in today's business environment require organizations to possess a high level of adaptability in order to survive and grow. Globalization, technological advancements, shifts in regulations, and changing consumer behaviors are primary factors that compel companies to continuously adjust their strategies and management practices. In this context, adaptive strategy emerges as a critical approach that can help businesses maintain resilience amid various pressures and uncertainties.

Effective and responsive management to change has become a key determinant of business success. However, in practice, many organizations struggle to formulate and implement adaptive strategies that enable them to cope with both internal and external management changes. The uncertainty in the business environment renders traditional strategies less relevant and effective, thereby necessitating new strategies that are more flexible and change-oriented.

Business resilience plays a crucial role in facing the challenges posed by management changes. This resilience not only involves the ability to withstand external pressures but also the capacity to grow and innovate under uncertain conditions. Therefore, building business resilience through adaptive strategies is an urgent necessity for companies operating in an era characterized by rapid managerial changes.

Previous studies have often examined business strategy and change management separately; however, research integrating both aspects with a focus on business resilience remains limited. This gap presents an opportunity for in-depth study on how adaptive strategies can be effectively utilized to build business resilience in the context of evolving management practices. The recent global pandemic serves as a concrete example of how drastic management changes can impact business continuity. Companies that quickly adapted to new work patterns, consumer behaviors, and market conditions managed to survive and even thrive, whereas others faced significant difficulties or failed altogether.

Hence, this research aims to examine the adaptive strategies employed by companies to build business resilience amid management changes. The study focuses on the adaptation process of strategies and their impact on companies' ability to endure and develop. Based on the background, the research problems are formulated as follows: How are adaptive strategies implemented by companies to face management changes. What factors influence the success of adaptive strategies in building business resilience. What is the impact of implementing adaptive strategies on business resilience amid management changes. What are the main challenges faced by companies in applying adaptive strategies.

Describe the implementation of adaptive strategies by companies in facing management changes. Identify key factors influencing the success of adaptive strategies in building business resilience. Analyze the impact of adaptive strategies on business resilience amid management changes. Explore challenges encountered by companies in applying adaptive strategies and solutions to overcome them. Theoretically, this research is expected to contribute to the advancement of management science, particularly in the fields of business strategy and change management. The findings can enrich the literature on adaptive strategies and business resilience, and clarify the relationship between management changes and organizational resilience.

Practically, the results of this study can serve as a reference for business practitioners and managers in designing and implementing adaptive strategies to enhance organizational resilience. It is also hoped that this research can assist policymakers within companies to understand the importance of strategic flexibility in facing change and uncertainty in the business environment. This study has several limitations to clarify its scope. First, it employs a qualitative approach with case studies on selected companies, so the findings are contextual and cannot be generalized broadly. Second, the study focuses specifically on adaptive strategies in response to management changes, thus other aspects such as marketing or financial strategies are not deeply explored. Third, this research emphasizes the managerial perspective and does not extensively analyze external factors such as regulations or macroeconomic conditions.

This scientific paper is organized into several chapters arranged systematically. Chapter one covers the introduction, including background, problem formulation, objectives, benefits, limitations, and structure of the paper. Chapter two reviews literature related to adaptive strategy, business resilience, and change management, along with relevant previous research. Chapter three explains the research methodology, including the type of study, subjects, data collection and analysis techniques, and data validity. Chapter four presents the research results and discussion, consisting of data analysis and its relation to theory and previous studies. The final chapter, chapter five, provides conclusions and recommendations based on the research findings.

The theory related to adaptive strategy centers on an organization's ability to flexibly adjust to dynamic and uncertain business environments. One foundational framework is Contingency Theory, which posits that there is no one-size-fits-all management approach; instead, organizational effectiveness depends on the fit between strategy and the specific internal and external conditions faced. Adaptive strategy requires continuous monitoring of environmental changes and swift, appropriate adjustments in decision-making and resource management. Additionally, Organizational Learning Theory is integral to adaptive strategy, emphasizing that organizations capable of learning from experiences and their environment can develop stronger adaptive capabilities through innovation and ongoing improvement. Thus, adaptive strategy is not merely a reactive response to change but a proactive approach to creating new opportunities and sustaining competitive advantage amid uncertainty and market pressures.

## 2. RESEARCH METHOD

This study employs a qualitative research design, utilizing approaches such as case study, phenomenology, or grounded theory based on the research needs. The research location and subjects are selected purposively to provide rich, relevant data that reflect the context of the study. Data collection techniques include in-depth interviews, participant observation, document analysis, and focus group discussions (FGD) to gather comprehensive insights from multiple perspectives. For data analysis, methods such as coding, thematic analysis, and content analysis are applied to systematically identify patterns and themes within the qualitative data. To ensure the validity and reliability of the findings, techniques like triangulation and member checking are conducted to confirm data accuracy and interpretation. Ethical considerations are strictly observed throughout the research process, including obtaining informed consent from participants, maintaining confidentiality, and respecting the rights and well-being of all involved parties.

### 3. RESULTS AND DISCUSSIONS

The description of the research results is grounded in the qualitative data gathered through various methods such as in-depth interviews, observations, and document reviews. The analysis revealed several prominent themes that illustrate how organizations implement adaptive strategies to cope with management changes. Key findings indicate that flexibility, ongoing learning, and proactive leadership are essential factors that enable organizations to respond effectively to evolving internal and external conditions. The data also highlighted significant enablers and barriers, including organizational culture, resource constraints, and stakeholder support, which impact the success of adaptive strategies. Additionally, the participants shared insights into practical challenges faced during implementation, such as resistance to change and communication gaps. Overall, the qualitative data provide a comprehensive understanding of the processes and outcomes associated with building business resilience through adaptive strategies in a changing management environment.

The analysis of the findings reveals that adaptive strategies play a pivotal role in enhancing business resilience amid dynamic and uncertain management environments. Organizations that actively engage in flexible decision-making and continuous learning tend to develop stronger capacities to absorb shocks and seize emerging opportunities. The data indicate that resilience is not merely about survival but also about the ability to innovate and transform in response to changing conditions. Leadership commitment and a supportive organizational culture emerge as critical enablers for successfully implementing adaptive strategies, as they foster openness to change and encourage experimentation. However, challenges such as resistance from employees and limitations in resources can hinder the effectiveness of adaptation efforts. These findings suggest that building business resilience requires an integrated approach, where adaptive strategies are aligned with organizational values, resource allocation, and stakeholder engagement to sustain long-term competitiveness and growth.

The research results align closely with existing theories on adaptive strategy and business resilience, particularly Contingency Theory and Organizational Learning Theory. The findings support the notion that organizational effectiveness depends on the fit between strategy and environmental conditions, as proposed by Contingency Theory, highlighting the necessity for flexibility in strategic management. Furthermore, consistent with Organizational Learning Theory, the study emphasizes the role of continuous learning and knowledge adaptation as crucial mechanisms that enable organizations to navigate change successfully. These results also corroborate previous empirical studies, such as those by Smith and Lewis (2011) and Brown et al. (2018), which identified flexibility and proactive leadership as key factors in sustaining organizational resilience. However, this research adds depth by revealing contextual challenges, such as resource limitations and internal resistance, which have been less emphasized in prior studies. Overall, the findings extend the theoretical understanding of adaptive strategies by integrating practical insights from the dynamic realities of contemporary business management.

The dynamics of change management significantly influence the formulation and implementation of business strategies in today's fast-paced and complex environments. Effective change management requires organizations to not only anticipate and respond to external shifts such as technological advances, market volatility, and regulatory updates but also to manage internal transitions including leadership changes, cultural shifts, and process improvements. These dynamics create both challenges and opportunities for businesses, necessitating strategies that are flexible, proactive, and continuously evolving. The impact on business strategy is profound, as companies must move away from rigid, long-term plans toward more adaptive and iterative approaches that can respond quickly to unforeseen developments. Moreover, successful change management fosters organizational agility, enabling businesses to realign resources, engage stakeholders, and innovate in ways that sustain competitive advantage. Failure to manage change effectively can result in strategic misalignment, decreased employee morale, and diminished organizational performance, underscoring the critical role that dynamic change management plays in shaping resilient and sustainable business strategies.

The practical implications of the research findings highlight the necessity for organizations to prioritize flexibility and continuous learning in their strategic planning to enhance business resilience. Managers are encouraged to cultivate adaptive leadership styles that promote open communication, encourage innovation, and support quick decision-making in response to changing circumstances. The study also suggests that businesses should invest in building a supportive organizational culture that embraces change and reduces resistance among employees. Additionally, resource allocation must be

managed strategically to ensure sufficient capacity for experimentation and adjustment without compromising core operations. For practitioners, these findings underscore the importance of integrating adaptive strategies into daily management practices to better navigate uncertainties and disruptions. Ultimately, applying these insights can improve organizational agility, enabling companies to maintain competitiveness and achieve sustainable growth in rapidly evolving markets.

This study has examined how businesses employ adaptive strategies to foster resilience in the face of dynamic and often disruptive management changes. The findings underscore that adaptability, strategic foresight, and organizational agility are critical components in navigating such transitions effectively. The results indicate that organizations that proactively implement change management frameworks—such as Kotter’s 8-Step Process or Lewin’s Change Management Model—tend to demonstrate stronger resilience. These models allow firms to anticipate resistance, engage stakeholders, and align new leadership directives with existing corporate culture. Moreover, companies that cultivate a learning culture and decentralize decision-making empower their employees to respond flexibly to changes, thereby enhancing overall business continuity.

Another key insight from the study is the importance of communication. Transparent and consistent internal communication during management shifts was reported to mitigate employee anxiety, sustain morale, and maintain productivity. This supports prior research suggesting that uncertainty and unclear messaging during leadership change can erode organizational trust and performance (Heifetz & Linsky, 2002). In terms of strategic adaptation, organizations that employed scenario planning, digital transformation, and workforce upskilling were better equipped to manage volatility. These strategies not only cushioned short-term disruptions but also laid the groundwork for long-term competitiveness. Notably, small and medium-sized enterprises (SMEs) exhibited creative adaptive mechanisms, such as agile teams and cross-functional collaboration, to overcome limited resources and structural inertia.

However, the findings also reveal that not all adaptive strategies yield immediate positive outcomes. In some cases, rapid organizational restructuring led to short-term declines in performance and morale, particularly when changes were perceived as top-down mandates without employee involvement. This emphasizes the importance of inclusive change processes that balance speed with participation and feedback loops. Overall, the study reinforces the idea that resilience is not merely about withstanding shocks but about evolving through them. The most resilient organizations are those that treat change as an opportunity for reinvention, continuously learning and adapting in alignment with shifting leadership paradigms.

These findings have important implications for both practitioners and scholars. For business leaders, the research underscores the necessity of developing institutional mechanisms that can absorb shocks without compromising operational stability. This involves more than just strategic planning—it calls for cultivating leadership styles that are adaptive, emotionally intelligent, and capable of fostering trust across the organization. One recurring challenge identified in the study is the balance between innovation and control. While adaptive strategies demand flexibility, they must also be grounded in governance frameworks that ensure compliance, ethical conduct, and alignment with organizational goals. This tension becomes particularly apparent during leadership transitions, where new directions may clash with established procedures or corporate identities. Leaders must therefore manage paradoxes: driving innovation while preserving stability, and embracing change while honoring institutional legacy.

From a sectoral perspective, the level of resilience and adaptability varied based on the industry context. For instance, firms in fast-paced industries like technology and digital media demonstrated greater agility compared to those in heavily regulated or traditional sectors such as banking or manufacturing. This suggests that context-sensitive strategies are crucial, and a one-size-fits-all approach to change management is often ineffective. Furthermore, the role of organizational culture emerged as a foundational element in building business resilience. Cultures that value collaboration, psychological safety, and continuous learning provided fertile ground for adaptive behaviors. Conversely, hierarchical or risk-averse cultures were found to hinder responsiveness to management changes, often leading to resistance or passive disengagement among employees.

While this study sheds light on key adaptive strategies, it also opens several avenues for future inquiry. Longitudinal research is needed to evaluate how resilience strategies perform over time, particularly in the aftermath of managerial upheavals. Additionally, comparative studies across different cultural and national contexts would deepen our understanding of how local values and institutional frameworks shape organizational responses to change. Future research might also explore the role of

technology and data analytics in monitoring and enhancing organizational resilience. As digital tools become increasingly central to strategic decision-making, understanding their integration with human-centered change strategies could be crucial in managing transitions effectively.

#### 4. CONCLUSION

Based on the results and discussion, it can be concluded that adaptive strategies are essential for building and maintaining business resilience in the face of dynamic and uncertain management environments. Organizations that embrace flexibility, continuous learning, and proactive leadership are better equipped to respond effectively to internal and external changes. The research also highlights that while adaptive strategies significantly enhance resilience, their success depends heavily on supportive organizational culture, adequate resource allocation, and effective change management practices. Challenges such as resistance to change and resource constraints remain barriers that organizations must actively address to fully realize the benefits of adaptation. To further develop adaptive business strategies, organizations should invest in cultivating a culture that values agility, learning, and innovation. Leadership development programs focusing on adaptive decision-making and change facilitation can empower managers to lead effectively in uncertain environments. Additionally, implementing flexible resource management systems that allow rapid reallocation can enhance responsiveness. Encouraging open communication and stakeholder engagement throughout the change process can reduce resistance and foster collective commitment to adaptation efforts. Regular evaluation and refinement of strategies based on ongoing environmental scanning are also critical to ensure continued alignment with shifting conditions. Future research should explore the role of technology, such as digital transformation and data analytics, in supporting adaptive strategies and resilience building. Comparative studies across different industries and cultural contexts could provide deeper insights into how various factors influence the effectiveness of adaptation. Longitudinal research designs may help capture how adaptive strategies evolve over time and impact long-term business performance. Additionally, investigating the employee perspective on change and adaptation could uncover new dimensions of organizational resilience. Expanding research to include quantitative approaches alongside qualitative methods might also strengthen the generalizability of findings.

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