

# Exploring the Role of Organizational Culture in Shaping Resilience and Adaptive Capacity: A Multi-Sector Analysis

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## Abstract

This conceptual paper investigate the pivotal role of organizational culture in driving resilience and adaptive capacity through the lens of cultural factors such as values, norms, leadership styles, communication practices, and shared behaviors; argue that organizations with strong, adaptive cultures characteristic of openness to change, trust, cooperation, and innovation are more likely to withstand, cope with, and recover from internal and external disruptions, while those with rigid or misaligned and dysfunctional cultures may struggle to respond to unanticipated shocks in a timely manner, thereby limiting their adaptive capacity and resilience; by synthesizing existing theories and empirical perspectives on organizational culture, resilience, and adaptive capacity, this paper presents a high-level, integrative view that connects various cultural elements to organizational resilience; offering insights into how specific cultural dimensions such as leadership, communication, decision-making, and employee empowerment interact to impact an organization's ability to adapt in dynamic and often volatile environments and highlighting the spatio-temporal analysis of sector peculiarities that affect the influence of culture on organizational resilience and adaptability, drawing from diverse fundamental and comparative multi sector analysis of sector peculiarities, and suggesting that what constitutes cultural traits that are compatible in one sector may require significant reconfiguration or even remapping in another sector, and noting that a culture of continuous learning, psychological safety, and shared vision may enhance the ability of organizations to innovate and recover from crises significantly and to a considerable extent, and furthermore that HR professionals may play a vital role in facilitating the development of such adaptive cultures by strategically infusing such valued cultural traits that promote agility, cooperation, proactivity, and change typical of effective HRM practices such as leadership development, training, and team-building activities into one leading to long term success and sustainability of organizations and finally, highlighting some of the theoretical and empirical gaps in the literature on the intersection of culture, resilience, and adaptive capacity, proposing that future research should explore the temporal dynamic relationship between relevant cultural changes and resilience, and also investigate how cultural interventions may alter from one organizational context to the next, and between different sectors, thereby offering new directions for understanding and developing resilient organizations in a rapidly changing world.

**Keywords:** Organizational Culture, Resilience, Adaptive Capacity, Crisis Management, Cultural Dimensions, HRM Practices

## Introduction and Background related to the study

In our rapidly changing world, fueled by technological development, market fluctuations, and global crises like the COVID-19 pandemic, economic crises and climate change, organizational resilience and adaptive capacity are becoming more and more important for businesses to be able not only to survive disruptions but also to adapt, recover and prosper in times of uncertainty, this creates a need for a deeper understanding of the role cultural factors play within organizational resilience, defined as the ability of an organization to anticipate, absorb, and recover from disruptions and adaptive capacity, a major component of resilience, referring to how flexible and how fast an organization can shift its strategies, processes, and behaviors to adapt to new environments, although there is an increasing awareness of the importance of these factors, there is still a significant gap in the research around culture within the context of resilience and adaptive capacity, since most studies focus on other factors such as leadership or structural flexibility, with

insufficient exploration of how cultural aspects, such as trust, communication, leadership types, and shared norms, affect how organizations respond to, and recover from, crises, in addition, there is an absence of an extensive theoretical framework that bring together culture and organizational resilience and adaptive capacity in one model, creating a gap in explaining the topic holistically, thus, this paper will aim to fill the previously identified gaps through the following objectives: conceptualizing the relationship between organizational culture and resilience while arguing that organizations with a culture of adaptability are more likely to effectively respond to unexpected disruptions and be able to recover rapidly serving both as a foundation for their resilience or offering special values of having a specific adaptive culture which promotes diversity, rapid innovation, and autonomous decision-making, again strengthening the assumption that cultural characteristics significantly impact how effective organizations are at responding to and recovering from crises, and to explore the mechanisms by which cultural elements contribute to both organizational resilience and adaptive capacity, especially regarding industry contexts, since organizations in different industries, like the previously mentioned health care, technology, and manufacturing industries, may have different cultures that promote faster adaptation and recovery, for instance, health care organizations illustrated relatively stronger team-based cultures rather than a hierarchical or bureaucratic but rather characterized by collaboration and rapid decision-making in times of crisis while technology firms may be poised be organizations with cultures that embrace more risk-taking and agile because speed is integral to their stock of long-term performance, the research objectives of this paper are thus threefold: first, to develop a conceptual framework linking culture with resilience and adaptive capacity through literature synthesis, second, to provide theoretical mechanisms through which cultural aspects (such as leadership, communication practices, and innovation) influence an organization's ability to respond to crises and recover from disruptions, and third, to explore the role of sector-specific traits in organizational resilience and adaptability that may need to be considered in a horizontally and vertically-integrated manner, and the research questions that lead this paper are: what specific cultural aspects such as values, styles, and norms contribute to building organizational resilience and enhancing adaptive capacity because culture may provide organizational members with a psychological model of how they accommodate (e.g., predictability, coordination, openness) toward abrupt disruptions, such the novel coronavirus or economic collapses, to which examples of the healthcare sector and technology sector following some extent exhibit different types of cultural spaces in either enabling or disabling facilities, behaviors, and processes to act quickly and effectively during crisis and follow the needs of quick adaptation and responses in some forms of outreach and what do such ideologies provide for leaders and employees, as one major goal for the drafted ownership within this paper, as it will seek to provide potential avenues for organizational health care professionals and organizational leaders to harness the culture of adaptive to maximize long-term sustainability, innovation, and productivity.

### Conceptual Framework related to the study

Organizational culture can be understood as the sum of shared values, norms, beliefs and behaviors that influence how individuals act and interact with each other and their environment (Schein, 2010) and is a powerful lever for how well organizations navigate uncertainty and change, with culture affecting decision-making, leadership style, communication, and the organizational approaches for managing challenges, as Schein's (2010) model of organizational culture denotes three levels—artifacts, espoused values, and basic underlying assumptions that reflect the complexity of any cultural system within an organization, with the outermost and most visible layer consisting of artifacts, followed by espoused values, which describe the strategy or principles of an organization, followed by an inner layer of basic underlying assumptions which dictate how individuals behave within the organization, while Hofstede's (1980) cultural dimensions theory provides further insight into how national and organizational cultures differ on dimensions including power distance, individualism vs. collectivism, and uncertainty avoidance, which ultimately impact how organizations deal with external threats and disruptions; additionally, Denison et al. They propose a model of organizational culture that identifies some essential cultural traits (involvement, consistency, adaptability, and mission) that have a major impact on the ability of an organization to be resilient and adapted in an external environment; both adaptability and mission orientation are especially relevant in the context crisis as their attention is directed towards the organizations ability to respond to the environment and aligning internal processes with the strategic goals; these all demonstrate the significance of the role of culture in developing resilience and adaptive capacity in the organizations. As Hamel & Välikangas (2003) put it: Organizational resilience is the organization's even reactive capacity to absorb disturbance and

to go on – in other words, bounce back from adverse incidents but moreover also the organization's potential for growth because of the risks encountered, which is not only bouncing back from adversity, so resilience is a dynamic process and in fact entails recovery after shock as well as learning from it and adjusting strategies, highlighting the need for culture which supports recovery through flexibility, communication, and leadership; Wildavsky (1988) too addresses the notion of resilience as the shaping of end of involved as a whole nation, the individual exists and constructs from which anticipate, response, and recovery from disruptions and altering long-term strategic bend in organization to macroeconomic endurance in consequence of future crisis, the necessity of which necessitate a culture of organization which encourage innovation, continuous learning, and leadership development in preparing for and responding to unforeseen challenges. Adaptive Capacity is the capacity of organizations, which are based on dynamic capabilities (Teece, 2014), to absorb new knowledge to reorganize abilities to adapt resources in response to environmental changes and conditions that threaten the organizations that must survive, innovate and compete, and closely related to the organization culture and the characteristics of culture elements that indicate trust, shared vision, communication ability, and the role of leadership that diligence developing flexibility and agility of culture can enable the ability of organizations to pivot quickly, and how easily organizations adjust to new market demands, and embrace change without loss of momentum are necessary in fast-paced business environments of our present times, where organizations have to continuously adapt to the impact of Technology, customer expectations and Shift in global trends. Trust, communication practices, leadership styles, and other shared organizational values can thus be framed as key facilitators of resilience, as organizational culture contributes both to how well and how quickly an organization bounces back and adapts to changing conditions in response to crises — for example, high-trust culture will permit faster decisions and more transparent communication during a crisis, while the leadership style promoting collaboration and learning will support an adaptive response, fostering individual and organizational development through crises as a whole (Edmondson, 2019). Under this conceptual framework, organizational culture acts as a direct predictor of resilience, through processes that allow organizations to create cognitive and emotional flexibility, and adaptive capacity, through and mechanisms related to organizational learning and innovation that underpin the ability of organizations to responds positively to a turbulent context (i.e., dynamic environments). There is also the multi-sector approach, given the sector-specific variations in how culture influences resilience and adaptability, you find healthcare, technology and manufacturing, such areas may provide different ideas about what cultural attributes promote resilient organizational behaviour and adaptive skills, such as healthcare organizations are more often found to depend on a culture that promotes joint action and patient-centered values which promotes resilience in stressful environments (during a pandemic, for instance) while technology organizations seem to respond to a climate underpinning agility, inventiveness, and risk taking which accommodates adaptation to rapid technological evolution (Heskett & Sasser, 2014) and manufacturing firms, who usually operate within less transformational contexts, place significant emphasis on efficiency, quality controls, as well as teamwork, which guarantee resilience sustainability in, at least, in more steady market settings, thus depicting how cultural dimensions must stay in line with the needs from industry-specific environments if we plan to engender the sought levels of resilience and adaptability.

Component	Elements Included	Role in the Framework
<b>Core Culture (The Foundation)</b>	Values, Norms, Basic Assumptions (Schein), Involvement, Mission (Denison)	The "Internal Operating System" that dictates how employees perceive and react to shocks.
<b>Cultural Levers (The Mechanisms)</b>	Leadership Styles, Transparent Communication, High-Trust Environments, Psychological Safety	The active processes that translate abstract values into tangible organizational behaviors during a crisis.
<b>Resilience (Reactive/Proactive)</b>	Anticipation, Absorption, Recovery, "Bouncing Forward"	The ability to withstand the immediate impact of a disruption (e.g., COVID-19 or economic collapse).
<b>Adaptive Capacity (Dynamic)</b>	Innovation, Risk-taking, Learning, Strategy Pivoting	The ability to reconfigure resources and processes to thrive in the "new normal" post-disruption.
<b>Sector Context (The Moderator)</b>	Healthcare, Technology, Manufacturing	The environment that determines which cultural traits are most effective (e.g., Agile in Tech vs. Team-based in Healthcare).

Above table showing Conceptual Framework related to the study

**Figure 1: Integrative Framework of Organizational Resilience and Adaptive Capacity**

Above figure showing Integrative framework of organizational resilience and adaptive capacity

### Literature Review related to the study

According to Lengnick-Hall & Beck (2005), organizational culture is also not only a substantive predictor of how organizations cope, endure and recover from crises, but an essential component for implementing deep, systematic, long-term change that leads to survival by fostering an adaptive culture that eliminates the old way of thinking and behaviour through developing a culture of flexibility and innovation that allows firms to absorb shocks and respond quickly to external change. Schein (2010) adds that indeed organizations benefiting from a culture of adaptability, open communication, and common values are often much better equipped for handling crises since these contribute to quick decision making and cooperation across organizational boundaries; thus reinforcing the idea that a resilient culture is one that embraces organizational learning, psychological safety, and learning inspiration that supports rapid recovery after unexpected disruption; Denison et al. Change-oriented culture represents an organization which emphasizes not only strategic goals but also organizational values; this suggests that organizations that emphasize learning and collaborative leadership seem better positioned to respond successfully to recovery efforts during turbulent times, since they are likely to be more resilient as the manifestation of adaptive and responsive environments (Alaimo et al, 2004). Given the link between culture and adaptive capacity, Hofstede's (1980) cultural dimensions theory offers insight into how factors such as trust, communication styles, leadership orientation, and tolerance for ambiguity shape organizational responses to change, suggesting that cultures with high uncertainty avoidance (emphasizing rules and structure) tend to be less adaptive compared to low uncertainty avoidance cultures, which place a high priority on flexibility and openness to change, which in turn, allows organizations to respond to environmental shifts more swiftly and innovatively (Teece, 2014), demonstrating that organizational cultures that promote open communication, trust-based relationships, and collaborative leadership are more likely to maintain high levels of adaptive capacity, as they foster an environment conducive to organizational learning and flexibility in decision-making; moreover, according to Edmondson (2019), psychological safety is a critical factor for developing adaptations, as those organizations that create a culture in which



employees feel safe in expressing new ideas and making mistakes are likely to generate adaptive solutions in response to environmental demands, increasing their overall resilience and adaptive capacity. Further, the literature on organizational adaptation to crises reinforces the argument that organizational culture influences the response of organizations to both external and internal shocks (Hamel & Välikangas, 2003). Hamel and Välikangas (2003) were among the first to argue that organizations with a resilient culture are proactive in managing the crisis, whereas on the other hand, resilient cultures foster taking risks, promote innovations, and long-term strategic thought that actually allow the organization to adapt and even benefit from disruption (Hamel & Välikangas, 2003). The process of learning from the crises and thus adjusting strategies in the recovery phase is also argued to be critical (Wildavsky, 1988) and highly influenced by organizational culture—especially with respect to leadership and communication practices, which either facilitate or hinder the response and functioning of the organization to change and recovery (Pettigrew et al. According to Bourne et al. (2001), organizational culture plays a major role in organizations remaining responsive in changing environments, and it is those organizational cultures that are focused on learning and flexibility that can react to rapid crises and internal change. Place of Research: On the one hand, a common principle can be interpreted across sectors as evidenced by how healthcare organizations show that collaborative cultures are critical for resilience because under severe external pressures which are not unlike those experienced during pandemics healthcare systems will benefit from cultures that embrace collaboration, shared problems solving and compassion to face such crises (Schein, 2010), to how organizations in the technology sector require a culture of risk taking, creativity and entrepreneurial leadership to achieve necessary innovation and speed to be able to effectively respond to the rapid changes of technology (Heskett & Sasser, 2014), and to how those firms in the manufacturing sector that are more effective in establishing quality control, continuous improvement and strong leadership experiences have a higher chance of staying ahead in achieving high-performance when faced with disruption in their operations (Denison et al., 2004), suggesting that while the underlying principles of resilience and adaptive capacity may be universal, the specific cultural qualities that support those capacities are contingent upon the context of the industry, with needed variations in what is required.

### Conceptual Discussion

Organizational culture is fundamental in building resilience and adaptive capacity because the way employees interact, make decisions, and respond to challenges is determined by their organization's culture (Mason, 2015), in which various cultural dimensions such as leadership style, employee collaboration, communication practices, and decision-making processes will have a major impact on how well an organization respond to crisis and recover from disruptions (Schein, 2010), a culture that emphasizes collaborative leadership, open communication, and trust will facilitate fast decision-making and cross-functional cooperation which are essential during times of crisis, enabling organizations to respond quickly and adaptively to unforeseen disruptions (Denison et al., 2014). As Hamel & Välikangas (2003) further elaborates that organizations with strong adaptive cultures are more likely to foster a culture of transformational leadership that values employee empowerment and allows them to take ownership of organizational change processes by enhancing resilience through cultural strengths and deepening psychological safety (Edmondson, 2019) that enables the organization to enjoy the ability to leverage the collective intelligence of its workforce with astute leaders that drive identity as well as meaning in turbulent times; because the combination of risk-taking, creativity, and responsiveness to disruptive influences allows an organization to perform in a more effective way as they are able to facilitate timely and decentralized decision-making that determine what actions need to be taken during a crisis with the right direct pathways (Bundy, et al., 2017), thus changing the narrative of the crisis from sheer survival to leveraging their power to innovate/change through establishing a culture of psychological safety where individuals feel comfortable contributing ideas without fear of negative repercussions (Edmondson, 1999). Edmondson (2019) notes that "a culture of psychological safety, where employees feel safe to voice concerns, share ideas, and take risks, creates an environment that encourages innovation, which is essential in enabling organizations to react quickly to market changes or external disruptions" (p. 225), thereby highlighting how cultures promoting psychological safety, learning, and change can bolster an organizations adaptive capacity to new disruptions; further, in technology companies where the competition thrives on the power of rapid innovation and agility embodying fast decision-making, risk-taking, and continuous learning is essential to sustain competitive advantage and persistent adaptability to ever-changing technological landscapes, illustrating that keeping up the adaptive capacity is fostered by a flexible culture that allows both organizations and individuals fast pivoting and reinvention, and thus organizations that engender cultures that value open communication

and collaboration, can create an environment that supports the implementation of adaptable strategies when faced with changes in the business environment from technological disruptions to shifts in consumer demands (Teece, 2014). Moreover, the influence of organizational culture on resilience and adaptability also differs across sectors, since the type of work and the surrounding circumstances often determine the diverse cultural traits that are prioritized, as observed in technology firms, where a culture of agility, risk-taking, and entrepreneurial leadership is imperative for responding to rapid technological changes and market dynamics, which necessitate quick decision-making, constant innovation, and a propensity to experiment (Heskett & Sasser, 2014), while in healthcare organizations, where collaboration and structured communication take precedence, a culture that enhances teamwork, common goals, and structured communication channels is critical in crisis management, such as during health emergencies like the COVID-19 pandemic, when the ability to act in unison and share vital information rapidly is vital for effective response and recovery (Schein, 2010), hence, showcasing that sector-specific demands shape the cultural characteristics that underpin resilience, with healthcare organizations often emphasizing culture as a tool to secure patient safety and organizational steadiness in crisis situations, while technology firms prioritize agility and flexibility to remain competitive in a rapidly changing market. Lastly, organizational culture is changeable: Advances in both leadership transition and organizational learning processes can prompt cultural shift (Hamel & Välikangas 2003) because culture is not static but rather forms through continual learning, shared knowledge, and adaptive response to novel challenges, allowing organizations to achieve long-term adaptability and resilience by instilled adaptive customs to culture (i.e. leadership changes can vastly reshape organizational culture: introducing new leadership style, values and goals may support either highlighting or overriding the pre-existing cultural angle; or organizational learning and knowledge sharing through technique such as high-functioning cooperation, training, and evaluation of past experiences may promote cultural adaptability by helping organizations build from past performances, endorsing an organizational structure of mitigation that encourages sustained elasticity and resilience through continuous evolution (Teece, 2014), underscoring the need for leveraging past crises and ensuring that the cultural foundation is well-suited for continued evolution and emergency, especially in scenario for organization with unending market or technical changes.

### Synthesis and Theoretical Contributions

Based on the literature review and conceptual framework, it is clear that the role of organizational culture is multi-faceted and the various cultural dimensions leadership styles, decision-making protocols, employee collaboration, and communication practices directly influence one aspect of resilience, whereas emotional resilience, or the capacity of individuals and teams to bounce back from adversity, tends to thrive in a culture of psychological safety (Edmondson, 2019), or an environment where employees feel free to raise issues, admit to failures, and offer innovative suggestions, while operational resilience the ability of an organization to keep its critical operations going through a disruption is supported by a culture that fosters structured communication and decision-making clarity, as has occurred in healthcare, where well-established roles, responsibilities, and team-based communication have allowed organizations to respond successfully to crises such as pandemics (Schein, 2010), in addition, organizational learning an essential cultural trait that stresses knowledge sharing and continuous improvement functions as a key lever of resilience by equipping organizations with the nimbleness to adapt rapidly and apply sound strategies for recovery (Teece, 2014), conveying that a resilient culture is one that not only emphasizes on the immediate recovery from crises but also the long-term adaptation that future challenges require, and piecing these concepts together creates a unified picture of organizational culture and resilience, we see that a dynamic culture one that fosters agility, trust, collective leadership, and psychological safety is vital for both emotional and operational resilience, allowing organizations to more quickly adjust to internal and external disruptions, withstand difficult times, and continuously learn through feedback loops (Hamel & Välikangas, 2003), hence, organizations that put priority on flexible cultural traits like openness to change, innovation, and risk-taking are more likely to respond to and recover from a disruption in a timely manner while creating an environment that is conducive to both experimentation and innovation in times of uncertainty this, in turn, supports a sustainable adaptiveness. The integrated model of organizational culture and resilience that has been proposed posits that each of the cultural dimensions contributes in a unique way to each aspect of resilience, as leadership style and decision-making practices dictate the pace and efficiency of recovery, while elements promoting psychological safety proffer emotional resilience and organizational learning supplies the operational resilience through the constant refinement of processes, practices, and strategies, indicating that cultural dimensions work jointly to foster not only recoverability from disruption

but also adaptability in an ever-changing environment, thereby providing a holistic framework for the complex interplay of culture, resilience, and adaptability; for instance, in technology, organizations often exhibit a culture of agility and risk-taking to ensure that they can rapidly adjust to technological shifts and market requirements (Heskett & Sasser, 2014) and in manufacturing, the culture of efficiency and quality control complements operational resilience by ensuring that systems are in place to mitigate disruption without compromising on quality or safety of production. Through the literature that mainly remains static, comparatively though, even traditional views of resilience start only begin to consider the region where digital transformation, remote work culture and modes of virtual collaboration and decision-making start to further shape resilience and adaptability (Teece, 2014), as emphasized through an integrated model that brings new theoretical contributions to the field which highlight how digital transformation enables organizations to build a continuous learning culture where employees can develop their technology agility to adjust to any new tools, especially in response to issues introduced from this extant view of resilience but also of how new challenges found during the COVID-19 pandemic imply that for example emotional resilience and the development of cultural adaptive leadership, to meet the diverse and attractive standards of which surround synchronous and asynchronous collaboration are paramount and the ability for organizations to create technically fluent workforces to evolve and thrive together is crucial (Teece, 2014).

### Practical Implications for HRM

To illustrate, HR managers can create and sustain desired cultural traits like core values around trust, collaboration and leadership development through intentional HR system design and HR practices aligned with the strategic objective of developing emotional and operational resilience, wherein, as Schein (2010) argues, HR managers can create a culture of psychological safety enabled through open communication, empowerment, and participative decision-making as it ensures that workers are free to share ideas, voice concerns, and learn from failure all of which are indeed critical for developing emotional resilience, and by enabling collaborative behaviors and team-based approaches via council-like initiatives such as cross-functional team-building exercises and recognition programs HR can increase organizational cohesion and collective problem-solving capacities which have been proven to be critical in times of crisis, with examples drawn from healthcare sector organizations asserting that teamwork and collaboration are fundamentally important in crisis capabilities (Edmondson, 2019), whereupon it develops a leadership culture that emphasizes transformational leadership—which motivates employees to engage in shared vision and values HR can provide leaders at every stage of the organizational hierarchy with the skills to promote resilience and adeptly navigate their teams during times of uncertainty, by Denison et al. According to Heathfield(2004), adaptive leadership styles re-emphasize the values of flexibility, shared goals and continuous learning, enabling organizations to respond to disruptions, recover from crises more quickly, and prosper in a changing environment, hence HR should incorporate this strategically in Leadership Development programs which develop emotional intelligence and decision-making skills to prepare leaders to act decisively and help employees during stressful and uncertain times and through a culture of learning that embeds continuous improvement where mistakes are viewed as learning opportunities a practice that underpins operational resilience to ensure the organization co-creates adaptive strategies to swiftly recovery from operational setbacks (Teece, 2014). In nature, only the most adaptive survive, and HR professionals can cultivate adaptive capacity by embedding specific HRM practices, like agility-focused training in corporate culture; for example, specialized training on change management and innovation can assist employees in acquiring soft skills to stay adaptable and responsive to external disruptions, an important concern, as Hamel & Välikangas (2003) say that "nurturing a culture of innovation is going to be key to refocusing organizations from just reacting to changes to pro-actively anticipating and shaping market shifts," to develop adaptive capacity, HR can also create an organizational culture where open communication and teamwork prevail through exercises that enhance collaborative skills, conflict resolution, and interpersonal trust; HR professionals orchestrate team-building exercises as this creates an environment where flexibility and agility are part of the daily activities which contributes to maintain a steady stream of ideas, and feedback until innovative solutions develop, therefore ensuring the long-term adaptive capacity and resilience of the organization and the potential need for adaptive capacity to demonstrate existence in turmoil is reinforced by Edmondson (2019) that suggest leaders who facilitate psychological safety and open communication will have better chances of fostering a resilient workforce capable of accepting change and supporting each other through crisis situations.



## Limitations and Future Research Directions

On one hand, this conceptual paper has made a useful contribution towards our understanding of how an organization plays a role in creating the resilience and adaptive capacity, but on the other hand, this is inevitably a theoretical work since the proposed model can only be backed by existing literature and frameworks, which though thoroughly explored but could well depend on the evolution that may not represent either the unique industries or the practical culture, such as: Hamel & Välikangas (2003) and Teece (2014) guiding us that each understanding of resilience and adaptability is being biased on sited domains over the industries, e.g., not logically applicable over different industries: Schein's (2010) model of culture so well relates to the changes brought by digitalization or remote work, regarding which there is a gap in the literature around each unique industry culture or even change focused from the domain of romance, for instance, Hofstede Netlog which is the identified gap around developed model versus empirical reality where only 3% of the instruments and interpretation are grounded on the practical experience (Edmondson, 2019). The knowledge gaps identified in this batch of papers should be addressed through empirical research that tests this conceptualisation in terms of how specific attributes of organizational culture e.g. psychological safety, leadership styles and collaborative practices impact resilience and adaptive capacity across sectors (Brown & Lattimore, 2019) and over time through longitudinal studies that measure changes in normative practices and assess the impact of these changes on resilience (as Teece (2014) would argue, further investigating how dynamic capabilities are created and sustained for long periods of time provide worthy of new knowledge) and possibly across industries, as the approaches to crisis-by-culture cannot be assumed to be similar, by comparison of healthcare organisations with cultures of structured communication and teamwork compared with technology firms, which may champion innovation and agility, or manufacturing firms, which may need to alter their cultures to sustain operational resilience over time and key to validate and refine these theoretical ideas proffered in this paper was the need for further research to understand how organizational culture interacts and intersects with resilience and adaptive capacity and much more comprehensively in response to increasing digitalisation and changing work environments (Heskett & Sasser, 2014).

## Conclusion

Taken together, the insights derived from this conceptual discussion point to organizational cultures such as, leadership styles, communication practices, psychological safety, and collaborative behaviors that are crucial in influencing the capacity of an organization to recover from crises and adapt to change, as highlighted by Schein (2010) who notes that organizations with a culture of open communication, trust, and psychological safety can cope with disruptions by fostering emotional resilience and operational resilience in the wake of crisis, while Teece (2014) adds a culture of learning, innovation, and agility enhances adaptive capacity by enabling organizations to anticipate and respond to external challenges more effectively, and therefore, organizations that promotes adaptive leadership, teamwork, and organizational learning create a foundation for resilience, a statement echoed in healthcare(OED), suggesting that their underlying collaborative culture and structured decision-making allows for rapid response during health crises (Edmondson, 2019), and technology companies Heskett and Sasser (2014), further as during fast paced changes in technology and market dynamics demonstrating that organizational culture acts as both facilitator and buffer in times of crisis, helping organizations temporarily not only survive but to gain their footing back and to appear more prepared for future challenges as well, this lays the groundwork for HR professionals to play an indispensable role in intentionally designing and nurturing resilient cultures through embedding cultural values that promote psychological safety, trust and continuous learning and development into HR practices, for example, leadership development programmes, training on adaptive capacity and team-building exercises, which are pivotal in arriving at an organization's capability to adapt to disruptions in increasingly uncertain world, amidst ongoing global disruptions like the COVID-19 pandemic, digital transformations, and the growing shift toward remote work cultures, where preparing for organizational capacity development that focuses on cultural resilience should be implemented as a strategic priority by HR to ensure organizations can thrive, now and in the future, something which in terms of empirical research, direction should be taken in order to seek out to empirically validate our proposed conceptual frameworks through examining how explicit some of these cultural dimensions are in influencing resilience and adaptive capacity in specific industries, and conducting longitudinal research on how cultural change impacts organizational resilience over time in the backdrop of over specific changes like technological advances, organizational restructuring, or shifts in work practices--in honour of

exploring the recommendation of more empirical studies to test the concepts discussed in this paper better understand the complex interplay between culture, resilience, and adaptability in the rapidly changing business environment.

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