

## **Determinants of Adaptive Performance at Individual, Team, and Organizational Levels: A Systematic Review of Empirical Studies (2011-2022)**

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**Abstract.** This systematic literature review investigates the determinants of Adaptive Performance (AP) across individual, team, and organizational levels. We analyzed 36 empirical studies published between 2011 and 2022, using a rigorous search and selection process in the Scopus database. The review identified nine key antecedents influencing AP: four at the individual level, two at the team level, and three at the organizational level. Our findings reveal that existing research has predominantly focused on individual-level antecedents, highlighting a significant gap in understanding team and organizational-level factors. The study contributes to the literature by providing a comprehensive multi-level framework of AP determinants and identifying critical areas for future research. This review has important implications for both scholars and practitioners in enhancing adaptive performance in contemporary organizations facing rapid change.

**Keywords:** adaptive performance; individual, team and organization level; systematic literature review

## 1. Introduction

In the current dynamic and technology-driven business environment, it is crucial for organizations to nurture adaptability, continuous learning, and flexibility among knowledge workers for thriving and successfully adapting to new challenges (Voirin & Roussel, 2012) to. This literature review underscores the significance of Adaptive Performance (AP), encompassing problem-solving, creativity, skill acquisition, crisis management, and interpersonal adaptability. Employees derive appreciation and benefits at various levels, ranging from the individual and team to the broader organizational processes (Kooij, 2020). Adaptability, originally a concept centered on individuals, has evolved to become indispensable for organizations. It now entails proactive adjustment, creative problem-solving, and the flexibility of individuals in responding to market changes. This adaptation is crucial for promoting innovation and enhancing the quality of employees (Huang et al., 2014).

The contemporary business environment is characterized by rapid technological advancements and increasing complexity, necessitating a high degree of adaptability among employees. However, existing research has predominantly focused on adaptive performance (AP) at the individual level, resulting in a significant gap in understanding how AP operates across different organizational levels—team and organizational levels. This gap hinders the comprehensive comprehension of AP and its implications for organizational success.

The primary objectives of this study are:

- To investigate the factors that precede adaptive performance at the individual, team, and organizational levels.
- To synthesize existing research on adaptive performance to identify the determinants and consequences of AP across these levels.
- To highlight the gaps in existing research on adaptive performance and provide recommendations for future studies.

A systematic review is essential for addressing the gap in understanding AP across different organizational levels. By employing a systematic literature review methodology, this study aims to collect, evaluate, and synthesize literature pertaining to adaptive performance. This approach ensures that all relevant studies are considered, providing a comprehensive overview of the current state of knowledge on AP. The systematic review will scrutinize 36 empirical research papers published between 2011 and 2022 to delineate the determinants and consequences of AP at the individual, team, and organizational levels.

The primary research question guiding this study is: "What are the antecedents of adaptive performance at the individual, team, and organizational levels?" Understanding these antecedents is crucial in the contemporary dynamic and technology-driven business environment, where adaptability is a key determinant of organizational success. Adaptive performance (AP) encompasses problem-solving, creativity, skill acquisition, crisis management, and interpersonal adaptability, all of which are essential for organizations to thrive in changing circumstances.

This literature review emphasizes the necessity for a more profound comprehension of adaptive performance (Jundt et al., 2015; Park & Park, 2019). Employees highly value adaptive performance, which encompasses problem-solving, creativity, skill acquisition, crisis management, and interpersonal adaptability (Bednall & Henricks, 2021). It enhances the organization's capacity to deviate from established strategies (Park & Park, 2021) and can be enhanced at various levels, including individuals, teams, processes, and organizations (Park & Park, 2019).

Assessments of Adaptive Performance (AP) are implemented at the individual, team, and organizational levels (Park & Park, 2021). At the individual level (IL), assessments like I-ADAPT-M and JAI evaluate adaptability (Ployhart & Bliese, 2006; Pulakos et al., 2000). I-ADAPT-M assesses adaptability as a personality trait associated with an individual's capacity to adjust to changes in the workplace. In contrast, JAI evaluates Adaptive Performance (AP) through observable behaviors. AP at the team level (TL) emerges from recurring cycles of adaptive behavior that yield positive outcomes,

whereas at the organizational level (OL), it is gauged by enhancements in change management, organizational learning, and customer satisfaction. This performance is characterized by eight aspects: creative problem-solving, managing uncertainty, rapid task learning, interpersonal adaptability, crisis management, flexibility, resilience, and proactive problem identification (Stokes et al., 2010).

In particular, there are distinct adaptation models proposed by Ployhart & Bliese (2006) and Pulakos et al., (2000). Pulakos et al. (2000) The research focused on specific facets of Adaptive Performance (AP) and scrutinized candidates' self-assessments regarding their past experiences, interests, and self-efficacy in job performance situations. In contrast, Ployhart & Bliese (2006) view adaptability as a general trait that exists within each individual, not specific to each situation. According to their definition, adaptability refers to an individual's capacity, desire, and motivation to modify or adjust to any environment, influencing various types of behavior.(Hamtiaux et al., 2013). Ployhart & Bliese (2006) see adaptability as being unspecific to the situation and residing within the individual. This is in contrast to (Pulakos et al., 2000). Consequently, the model developed by Pulakos et al. (2000) concentrates on specific aspects of adaptable performance, whereas the model developed by Ployhart & Bliese (2006) centers on adaptability as a generic characteristic. Due to these disparities, it appears that further study is necessary to achieve a comprehensive understanding of adaptability.

A meta-analysis of 36 empirical studies on the effectiveness of adaptation, published between 2011 and 2022, revealed various research gaps. Existing research on adaptive performance has predominantly centered on individual-level factors, resulting in a constrained comprehension of team and organizational influences. This has led to a lack of clarity and comparability in understanding antecedents. The theme and its role at various levels, along with a significant gap in investigating its consequences at higher organizational levels.

Due, In today's fast-paced and technologically advanced business landscape, it is imperative for organizations to nurture adaptability, continuous learning, and flexibility among their workforce. Adaptive performance is no longer just a concept centered on individuals; it has evolved to become indispensable for organizational success, involving proactive adjustment, creative problem-solving, and the flexibility of individuals in responding to market changes.

This systematic literature review holds significant importance for both researchers and practitioners. For researchers, it provides a comprehensive understanding of the determinants of adaptive performance across individual, team, and organizational levels, highlighting gaps in existing research and areas that require further exploration. This can guide future research to investigate the complex interplay between these levels and enhance the theoretical understanding of adaptive performance. For practitioners, the review offers practical insights into how organizations can foster an environment that supports adaptability, thereby enhancing employee productivity, responsiveness to change, and overall organizational success

This paper is structured as follows: The introduction sets the context for the study and outlines the research question and its significance. The literature review section scrutinizes 36 empirical research papers published between 2011 and 2022 to identify the determinants and consequences of adaptive performance at the individual, team, and organizational levels. The methodology section details the systematic review approach used, including the search strategy, inclusion and exclusion criteria, and data analysis process. The results section presents the findings of the study, categorizing the articles based on context, research approach, and themes. Finally, the discussion and conclusion sections elaborate on the implications of the findings, highlight the gaps in existing research, and provide recommendations for future studies.

## **2. Literature Review**

Adaptive Performance (AP) is vital for career success, enhancing employee productivity through the promotion of problem-solving, creativity, skill development, crisis management, and flexible social interactions (Park & Park, 2019). Cultivating Adaptive Performance (AP) adds value to employees and

contributes to the benefits of their organization (Kaltiainen & Hakanen, 2022a). In the contemporary dynamic business environment characterized by technological advances, organizational success relies on strategically harnessing the adaptability of knowledge workers as a competitive advantage, enabling effective competition and responsiveness to changing circumstances (Gorostiaga et al., 2022).

Promoting lifelong learning assists employees in addressing unforeseen challenges and adapting to changing circumstances (Choi et al., 2022). Employers appreciate adaptable workers for their positive impact on productivity and morale, highlighting the significance of integrating technical expertise with flexibility. This underscores the encouragement for organizations to establish systems that incentivize enhanced adaptive performance (Irawan & Prajetno Sugiono, 2022).

Adaptive Performance (AP) in the workplace empowers employees to excel in dynamic environments, sustain productivity, facilitate skill development, drive organizational success, cultivate a culture of lifelong learning, and incentivize outstanding professional performance (Jundt et al., 2015; Park & Park, 2019; Pulakos et al., 2000; Tao, 2006).

Numerous studies have delved into the significance of Adaptive Performance (AP) in organizations. At the individual level (IL), research has identified gaps, particularly concerning learning and training strategies, indicating a need for future investigation (Nandini et al., 2022). At the team level (TL), adaptive performance is influenced by empowering leadership behavior (Rousseau & Aubé, 2020), while at the organizational level (OL), organizational support plays a pivotal role (Y. Park et al., 2020).

Traditional performance appraisals assess predefined roles in stable environments (Park & Park, 2019), whereas Adaptive Performance (AP) involves the capability to adapt effectively to new circumstances. This includes facets such as learning agility, managing complexity, physical adaptability, creative problem-solving, crisis and stress management, interpersonal skills, adaptability, and the ability to think and behave flexibly. Within the Chinese cultural context, this encompasses interpersonal and cultural adjustment, creative problem-solving, pressure and crisis management, and information gathering (Tao, 2006). Achieving success in a dynamic environment necessitates robust personal and cultural adaptability, encompassing creative problem-solving skills, clear thinking under stress, and seamless transitions in the standardization process, even in the face of occupational challenges (Jundt et al., 2015; Park & Park, 2019; Pulakos et al., 2000; Tao, 2006).

(Ployhart & Bliese, 2006; Pulakos et al., 2000) propose a model that views adaptability as a general trait inherent within individuals, emphasizing the capacity, desire, and motivation to adjust to various situations. This model highlights the importance of individual characteristics in influencing adaptive behavior across different contexts. However, its limitation lies in its broad applicability; while it provides a foundational understanding of adaptability, it may overlook specific situational factors that can significantly impact performance. On the other hand, Pulakos et al. focus on specific facets of adaptive performance, examining how individuals assess their adaptability based on past experiences and self-efficacy in job-related scenarios. This model offers a more granular perspective but may lack generalizability due to its situational specificity. By integrating insights from both models, researchers can develop a more nuanced understanding of adaptive performance that considers both individual traits and contextual factors.

In addition to discussing these models, it is crucial to explore the relationship between adaptive performance and related concepts such as resilience and agility. Resilience refers to an individual's ability to withstand and recover from challenges, which is closely linked to adaptive performance since both involve coping with change effectively. Research indicates that individuals who exhibit higher resilience tend to perform better in adaptive tasks because they can manage stress and maintain focus during difficult situations. Similarly, agility—the ability to respond quickly to environmental changes—is integral to adaptive performance. Agile organizations are characterized by their capacity to pivot strategies rapidly in response to new information or market shifts, thereby enhancing their overall adaptability. Exploring these connections not only enriches the understanding of adaptive performance but also highlights its relevance in broader organizational contexts.

To provide a structured approach for analyzing the literature on adaptive performance, a theoretical framework should be developed. This framework can integrate various determinants of adaptive performance across individual, team, and organizational levels. At the individual level, factors such as emotional intelligence, creativity, and competencies play significant roles in shaping adaptive behavior. At the team level, empowering leadership behaviors and shared vision are critical for fostering an environment conducive to adaptability. Finally, organizational-level variables such as support systems, learning climates, and strategic alignment are essential for promoting adaptive performance across the organization. The framework should also consider the interactions between these levels, examining how individual traits influence team dynamics and how team effectiveness impacts organizational outcomes. By establishing this theoretical framework, researchers can better understand the complex interplay of factors influencing adaptive performance and guide future investigations into this vital area of organizational behavior.

According to Jundt et al. (2015), research on individual adaptive performance has been conducted since early 1999. Significantly, firms in many sectors are changing the structure of work processes and encouraging people to engage in a continuous learning process that is aligned with technology innovation progress (Voinin & Roussel, 2012). Technological change is a factor that motivates employees to want to improve their adaptive mechanisms through learning (Adero & Odiyo, 2020).

Adaptive performance is a crucial aspect of organizational success in the current dynamic and technology-driven business environment. The literature on adaptive performance has identified individual, team, and organizational determinants, such as emotional intelligence, creativity, competencies, work engagement, managerial roles, and organizational commitment at the individual level, empowering leadership behavior, shared vision, trust, communication, and collaboration at the team level, and organizational support, learning climate, strategic alignment, reward structures, and top management involvement at the organizational level. However, the literature falls short in explaining how these determinants interact and influence adaptive performance outcomes. Understanding these interactions is critical for designing effective interventions aimed at improving adaptive performance.

Exploring the interactions between determinants raises important theoretical debates and puzzles. For instance, how do individual-level determinants affect team-level determinants, and vice versa? How do team-level determinants shape organizational-level determinants, and how do organizational-level determinants influence individual-level determinants? Addressing these questions would provide a holistic understanding of adaptive performance and inform evidence-based interventions.

Understanding the interactions between determinants would enable practitioners to design targeted interventions that foster adaptive performance throughout the entire organization. Moreover, it would advance theory by providing a deeper understanding of adaptive performance and its antecedents. Future research should seek to clarify the complex interplay between individual, team, and organizational determinants of adaptive performance. Such efforts would significantly contribute to the field of organizational behavior and management, ultimately benefiting organizations and their employees.

The literature review provided in the search results offers a comprehensive analysis of adaptive performance and its determinants at the individual, team, and organizational levels. The study identifies the factors that influence adaptive performance, including personal characteristics, external factors, manager's leadership and team learning climate, and organizational practices. The review highlights the need for further research on the manifestations of adaptive performance at the team and organizational levels.

However, the literature review could be criticized for the following reasons:

- a. Lack of specificity: The current literature review does not provide specific examples or case studies to illustrate the factors that influence adaptive performance. This makes it difficult for readers to understand the practical implications of the findings.
- b. Limited scope: The current literature review focuses primarily on the individual level, with less emphasis on the team and organizational levels. This may not provide a comprehensive understanding of adaptive performance in various contexts.
- c. Lack of critical analysis: The current literature review does not critically evaluate the quality of the studies included in the analysis. This could lead to the inclusion of studies with weak methodologies or inadequate data.
- d. Overgeneralization: The current literature review may overgeneralize the findings, as it does not account for the specific contexts in which adaptive performance occurs. This could lead to inaccurate conclusions about the factors that influence adaptive performance.
- e. Lack of theoretical grounding: The current literature review does not provide a clear theoretical framework for understanding adaptive performance and its determinants. This could limit the usefulness of the findings for practitioners and researchers.

In conclusion, while the literature review provides valuable insights into adaptive performance and its determinants, it could be improved by providing more specific examples, a broader scope, critical analysis of the studies included, and a clear theoretical framework.

Adaptive performance and its determinants are significant because they play a crucial role in the success and growth of organizations in today's rapidly changing business environment. Adaptive performance refers to the ability of individuals, teams, and organizations to adjust and respond effectively to new situations, challenges, and opportunities. It is essential for organizations to be adaptive in order to remain competitive and innovative in the face of technological advancements, market changes, and other external factors.

The determinants of adaptive performance include various factors that influence an individual's, team's, or organization's ability to adapt. These determinants can be categorized into individual, team, and organizational factors. Individual factors include personal characteristics such as adaptability, resilience, and learning agility. Team factors include the team's learning climate, communication, and collaboration. Organizational factors include the organization's culture, leadership, and strategic alignment.

Understanding the determinants of adaptive performance is significant because it can help organizations identify areas for improvement and develop strategies to enhance their adaptive capabilities. This can lead to better decision-making, increased innovation, and improved overall performance. Additionally, research on adaptive performance and its determinants can contribute to the development of more effective training programs and talent management strategies.

The systematic literature review mentioned in the search results provides valuable insights into the factors that influence adaptive performance at the individual, team, and organizational levels. The review highlights the need for further research on the manifestations of adaptive performance at the team and organizational levels, and identifies nine antecedents that influence adaptive performance across these levels. The findings of this review can be useful for practitioners and researchers seeking to understand and enhance adaptive performance in their organizations.

### **3. Methodology**

The aim of this research is to identify gaps in Adaptive Performance (AP) and understand their underlying causes. This literature survey examines adaptable performance, employing a systematic

review methodology that collects, evaluates, and synthesizes literature pertaining to a specific context, location, or level of analysis (Kitchenham, 2004).

Table 1. Methodological strategy

Parts	Strategy
Search Strategy	Databases: The search was conducted utilizing the Scopus Preview database, which offers a broad spectrum of research articles.
	Search Terms: The search terms employed were "adaptive performance" and "determinants" to ensure the inclusion of articles relevant to the topic of interest.
	Inclusion Criteria: Articles explicitly discussing adaptive performance and its determinants were incorporated into the study.
	Exclusion Criteria: Articles unrelated to the research topic or not aligning with the context or limitations of the study were excluded.
Study Selection	Screening Process: The articles obtained from the initial search underwent screening based on their title and abstract. This process aimed to determine their relevance to the research questions and themes.
	Selection Criteria: Articles that centered on the antecedents and effects of adaptive performance at the individual, team, and organizational levels were chosen for further analysis.
Data Extraction	Data Extraction: Relevant information from the selected articles, including research objectives, methodology, findings, and implications, was extracted through a systematic data extraction process.
	Data Extraction Process: A comprehensive review of each article was undertaken to extract key information related to the research questions and themes.
Data Analysis	Synthesis of Findings: The outcomes of the chosen articles were amalgamated through a meta-analysis of 36 empirical studies published between 2011 and 2022.
	The analysis concentrated on discerning the antecedents and effects of adaptive performance at various levels (individual, team, and organizational).
	The studies were categorized according to their context, location, and level of analysis to furnish a comprehensive understanding of adaptive performance.
Synthesis Findings	The results of the data analysis were deliberated upon, emphasizing the crucial findings associated with the antecedents and effects of adaptive performance.
	The implications of the findings were taken into account, and recommendations for further studies were presented.

The first step involves recognizing the issue. Researchers conducted an internet search for relevant literature. In February-March 2023, Scopus Preview was utilized to explore publications on "adaptive performance" and "determinants." This approach identified articles without restricting the search to a specific year.

A PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) diagram is a flowchart that outlines the process of selecting articles for a systematic review. The PRISMA diagram consists of six stages:

1. Identification: This stage involves searching for relevant articles using specific keywords and databases. In the provided search results, the authors used the Scopus database and searched for articles related to "adaptive" and "performance."
2. Screening: In this stage, articles are screened based on their titles and abstracts to determine their relevance to the research topic. The initial screening resulted in 330 articles, which were reduced to 133 after further assessment based on their relevance to the research topic
3. Eligibility: At this stage, the selected articles are assessed for their eligibility based on their relevance to the research topic. The authors focused on management factors that influence the manifestation of "adaptive" and "performance."

4. Inclusion: In the final stage, articles are selected based on their relevance to the research topic. In this case, 36 articles were included, which focused on management factors that influence the manifestation of "adaptive" and "performance."
5. Exclusion: This stage involves removing articles that do not meet the inclusion criteria. The exclusion criteria are the language other than English, to the year other than 2011-2022, and other than articles published in the journal.
6. Result: The final stage shows the number of articles included in the systematic review. In this case, 36 articles were included in the review.

The PRISMA diagram helps to ensure a comprehensive and transparent approach to selecting articles for a systematic review, which is essential for ensuring the validity and reliability of the research findings.

This study centered on "adaptive performance," "determinants," and the variables influencing them. Therefore, in the research process, it is crucial to narrow down the focus, specifically on "adaptive performance," to address existing gaps.

The selected resources facilitate the exploration of "adaptive performance" and "determinants" in various domains, all while maintaining a clear focus on the study's main issue. As the terms "adaptive performance" and "determinants" encompass comprehensive and valid measurements, publications beyond this scope were deliberately chosen.

This study chose publications from a focused research bibliography, utilizing Scopus to construct a comprehensive bibliography. Authenticated discovery articles were gathered through this method, even though it might involve numerous reports and slow rates of article submission. This process aids in generating keywords and building a literature foundation to refine the paper's results and uncover comparable findings (Pudovkin & Garfield, 2002).

The Scopus Preview database was employed in the literature search for this study because it is a comprehensive and reliable source of scientific literature. Scopus is one of the largest databases of peer-reviewed literature and provides a broad range of scientific, technical, medical, and social sciences literature. It covers a wide range of disciplines and is widely used by researchers in various fields.

The study did not disregard other databases and publishers, such as Science Direct and Emerald. However, the search was conducted primarily using Scopus Preview because it provided the most comprehensive and relevant results for the research topic. The search results were then screened based on their relevance to the research topic, and only articles that met the inclusion criteria were selected for further analysis.

Thus, the choice of Scopus Preview as the primary database for the literature search was based on its comprehensiveness, reliability, and relevance to the research topic. Other databases and publishers were not disregarded, but they were not the primary focus of the search.

An exhaustive analysis of the chosen articles was conducted, involving the extraction of data, research objectives, and results. The studies were categorized into "advanced and developing countries," with research methods adapted to align with the research objectives, significance, and methodologies. Ultimately, this study addresses the identified similarities. Considering the specified categories, the discussion in this research is confined to specific publications and articles. Expert opinions, information retrieval, and text analysis play pivotal roles in classifying the research (Walczak & Kellogg, 2015). Utilizing classification methods grounded in stringent paper criteria can leverage prescriptive insights and the capabilities of search analytics.

For this review, the inclusion criteria is to only empirical research articles published between 2011 and 2022 that explicitly discuss adaptive performance and its determinants will be considered. Conversely, the exclusion criteria is that articles not related to adaptive performance or those that do not align with the specified context or limitations of the study will be omitted.

The restrictions are due to the language: English; and only articles published since 2011 to 2022 to explore the recent research of the topic; were incorporated as part of the eligibility criteria. The literature search was conducted using the Scopus database from February to March 2023. The articles were selected based on their relevance to the research topic, which focused on adaptive performance and the factors related to adaptive performance capability from sociological, economic, managerial, and scientific viewpoints. The selected articles used various research methods, including qualitative, quantitative, and mixed-method approaches.

The data extraction process involves reviewing each article to identify key elements such as research objectives, methodologies employed, findings, and implications. This systematic approach ensures that relevant information is captured comprehensively. Following data extraction, a meta-analysis is conducted to synthesize findings across the selected studies. This analysis focuses on discerning patterns regarding the antecedents and effects of adaptive performance at various levels—individual, team, and organizational. These articles are categorized based on their context, location, and level of analysis to facilitate a comprehensive understanding of adaptive performance.

A quality assessment framework was employed to evaluate the rigor of each study based on criteria such as research design, sample size, methodological soundness, and relevance to the research questions. This assessment ensures that only high-quality studies contribute to the findings of the review. By incorporating these elements into the methodology section, the overall robustness and credibility of the systematic literature review on adaptive performance will be significantly enhanced.

The search strategy for this study was developed and executed by the authors of the study. The search was conducted using the Scopus Preview database from February to March 2023.

The authors used the keywords "adaptive" and "performance" to search for relevant publications. The articles were screened based on their titles and abstracts, and those that dealt with adaptive performance and the determinants of adaptive performance were selected. The final selection of articles was based on their relevance to the research topic, which focused on management factors that influence the manifestation of adaptive performance. The selected articles used various research methods, including qualitative, quantitative, and mixed-method approaches.

The full screening process for this study involved several stages to ensure the selection of relevant and high-quality articles. The process was conducted by the authors of the study and followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocols. The search was conducted using the Scopus database from February to March 2023. The articles were screened based on their titles and abstracts, and those that dealt with adaptive performance and the determinants were selected. The initial screening resulted in 330 articles, which were reduced to 133 after further assessment based on their relevance to the research topic. A total of 36 publications were finally selected based on their relevance to the research topic, which focused on management factors that influence the manifestation of adaptive performance. The selected articles used various research methods, including qualitative, quantitative, and mixed-method approaches. The study's theme was "adaptive" and "performance," and the selected articles provided valuable insights into the research gap in this area and contributed to the understanding of adaptive performance in different levels within an organization.

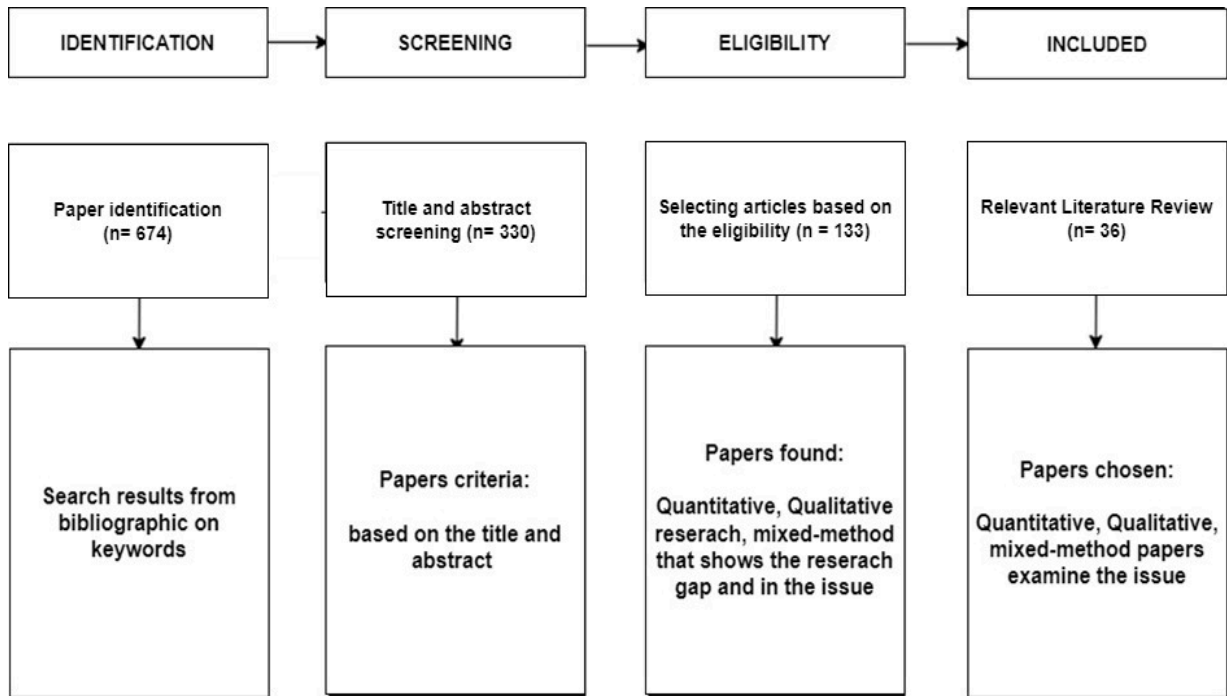


Fig.1: Literature review with the PRISMA approach (Moher et al., 2009)

## 4. Results

The results of the search in Scopus Preview reveal 36 articles that genuinely discuss adaptive performance, as depicted in Table 3. Some research indicates that certain keywords used are not pertinent to the limitations or the context of the research topic and were consequently excluded.

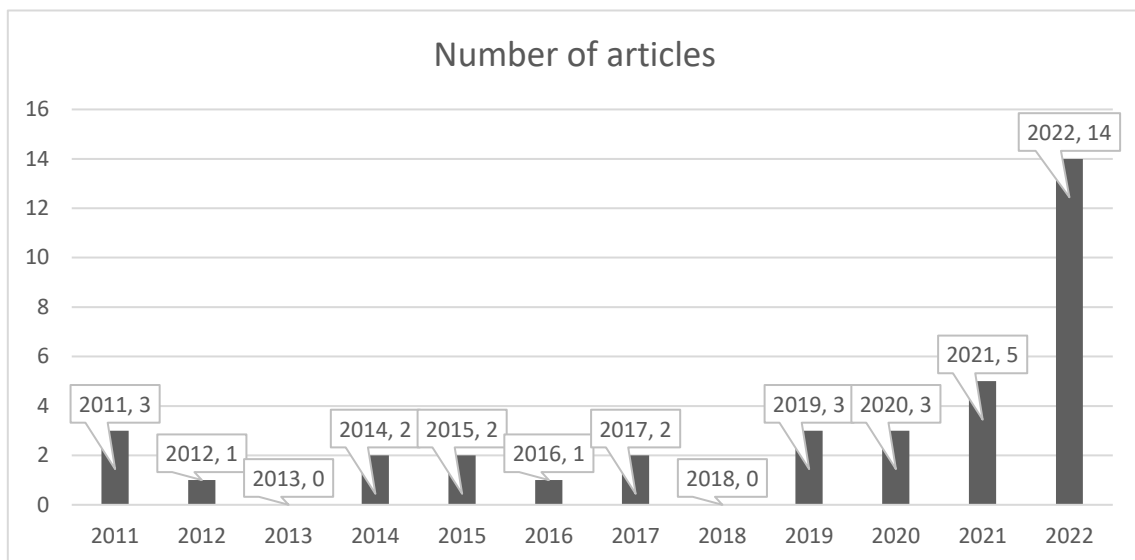


Fig.2: Number of selected papers yearly based

The chapter's findings will encompass pertinent Adaptive Performance (AP) research papers spanning from 2011 to 2022. Notably, there was a substantial increase in research on this topic in 2021, almost doubling, and tripling in 2022. The heightened focus on AP research is attributed to its impact

on both workforce performance and firm performance. The transition of employees to the COVID-19 situation adds an intriguing dimension to the research on this topic.

#### 4.1 Classification of the articles based on the context

In categorizing the research papers, various contexts related to adaptive performance are discussed. The classification of research papers based on the context of the research issue is segmented into 11 categories. The majority of the papers explore the Adaptive Performance (AP) in organizations (33%), followed by industries (17%), hospitals (11%), hotels and tourism (8%), and banks (8%).

Furthermore, the majority of research papers are based in the USA (14%), followed by India (11%), China (8%), and Germany (8%). The remaining 41% pertain to various other locations around the world. Government investment in adaptive" and "performance has been a driving force behind China's digital revolution. The government is actively promoting digital transformation by investing in new infrastructure, digital assets, technology, and corresponding physical facilities, recognizing them as essential drivers of economic development (Jianghuai et al., 2021). The McKinsey Global Institute projects that new Internet applications could potentially contribute to 7 to 22% of China's additional GDP growth by 2025, contingent upon adoption rates. Numerous economists and trade experts anticipate that China's digital revolution will be the primary catalyst for GDP growth from now until 2025. For comprehensive results, please refer to Table 3.

#### 4.2 Classification of the articles based on the research approach

Almost 89% of previous research has been conducted with a quantitative survey strategy, with 32 articles. While 11% of the articles are analyzed by qualitative approaches (e.g., case studies and conceptual), Last, there is no article conducted with mixed-method research strategies.

#### 4.3 Classification of the articles based on the theme

Certain articles underscore Adaptive Performance (AP) at three levels: individual, team, and organization, as indicated in Table 2:

Table 2. Adaptive performance adoption based on the organizational perspective

No	Antecedent	Reference
1	Individual level: personal (emotional; creativity; competency; work engagement; change readiness; attitude to the adaptation process; normative commitment, and worker characteristic), work, manager role, and organizational commitment (self-leadership training).	(Açikgöz&Latham, 2020; Adams&Webster, 2022; Bande&Fernández-Ferrín, 2015; Banerjee&Bag, 2022; Bataineh et al., 2022; Blickle et al., 2011; Bravo&Ostos, 2021; Eldor & Harpaz, 2016; Greco et al., 2019; Huang et al., 2014; Jena&Goyal, 2022; Jundt et al., 2015; Kaltiaine&Hakanen, 2022b; Kaya&Karatepe, 2020; Naami et al., 2014; O'Brien et al., 2022; Pradhan et al., 2017; Ramdhan et al., 2022; Rana et al., 2022; Schraub et al., 2011; Shoss et al., 2012; Tabiu et al., 2020; Tan&Antonio, 2022)
2	Team level: manager's leadership (psychological capital, transformational leadership; transactional leadership, task conflict and cross understanding; concept mapping intervention and cognition) and team learning climate.	(Curado&Santos, 2022; Eldor&Harpaz, 2016; Hoandă, 2017; Loughlin&Priyadarshini, 2021; Peng et al., 2022; Rosen et al., 2011; Santos et al., 2021)

No	Antecedent	Reference
3	Organizational level: problem-solving lean practices, learning organizations, top management teams	(Kim, 2021; Kristensen et al., 2022; Mitchell et al., 2021)

Consistent with prior research (Park & Park, 2019), the majority of studies on Adaptive Performance (AP) were carried out at the individual level (IL). However, since 2020 to 2022, there has been more research on the TL (Curado & Santos, 2022; Loughlin & Priyadarshini, 2021; Peng et al., 2022; Santos et al., 2021) and OL (Kim, 2021; Kristensen et al., 2022; Mitchell et al., 2021). This indicates that research on Adaptive Performance (AP) has expanded to include the team level (TL) and organizational level (OL). Conducting research on Adaptive Performance (AP) necessitates access to data from businesses willing to participate in the study, which may be challenging due to confidentiality considerations (Torres & Rimmer, 2011), the lack of definition in the cognitive domain, which necessitates the development of additional theory to guide research activities (Bedwell, 2019) and very challenging longitudinal research (Rico et al., 2020).

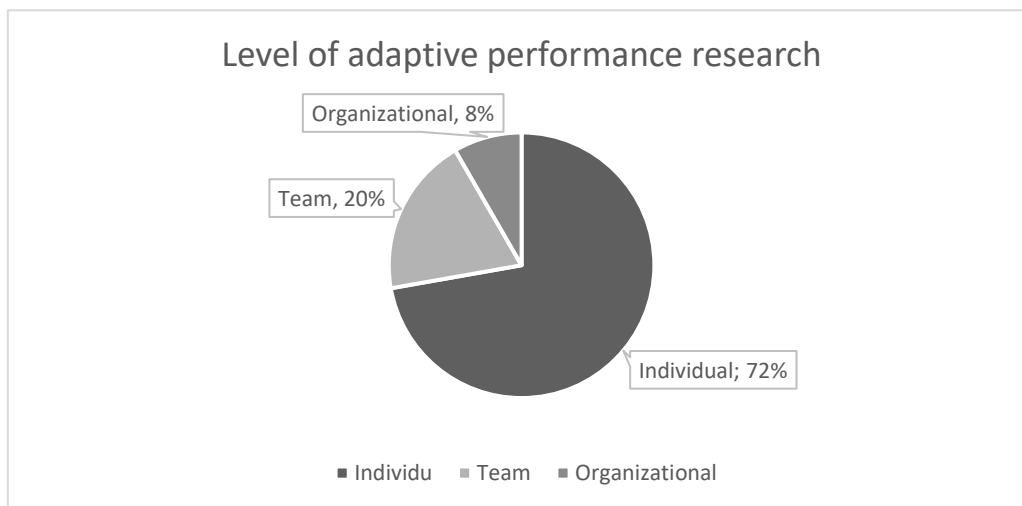


Fig.3: Level of adaptive performance research

### 4.3.1 Classification of adaptive performance at the individual level (IL)

This study classifies Adaptive Performance at the Individual Level into four antecedents: personal characteristics (Blickle et al., 2011; Schraub et al., 2011; Shoss et al., 2012), work characteristics (Greco et al., 2019), manager intervention (O'Brien et al., 2022) and organizational intervention (Tabiu et al., 2020). Personal characteristics, such as the level of openness to change and motivation, exert a significant influence on adaptive performance. Additionally, external factors, including job characteristics, managerial involvement, and organizational training programs, also play a role in shaping adaptive performance. Therefore, organizations should prioritize the improvement of employees' emotional intelligence as a means to drive organizational learning and transformation.

### 4.3.2 Classification of adaptive performance at the team level

Adaptive performance at the team level is influenced two antecedents: by the manager's leadership, encompassing psychological capital, transformational leadership, transactional leadership, task conflict, cross-understanding, concept mapping intervention, and cognition (Curado & Santos, 2022; Eldor & Harpaz, 2016; Hoandră, 2017; Loughlin & Priyadarshini, 2021; Peng et al., 2022; Rosen et al., 2011; Santos et al., 2021) and team learning climate (Eldor & Harpaz, 2016). To encourage Adaptive

Performance (AP) in teams, managers must cultivate a learning environment that prioritizes continuous learning, experimentation, and innovation (Rosen et al., 2011). They should furnish employees with essential resources, such as training and development opportunities, to acquire the skills requisite for adaptive performance (Park & Park, 2019). Furthermore, managers must establish a psychologically safe environment where employees feel at ease taking risks and making mistakes to enhance their adaptive performance. Finally, managers should offer feedback and recognition to reinforce desired behaviors and encourage continuous improvement. In summary, managerial leadership and the team's learning climate are essential factors in promoting team adaptive performance.

### 4.3.3 Classification of adaptive performance at the organizational level (OL)

There are three antecedents of adaptive performance at the organizational level. Lean problem-solving methods, learning organizations, and the effectiveness of top management teams all play crucial roles in an organization's adaptive performance. Utilizing lean techniques may enhance staff problem-solving capabilities and improve the success rate of lean implementation (Worley & Doolen, 2015). Utilizing lean methods within a support department can also contribute to the establishment of a learning organization and enhance efficiency in environments characterized by intricate and distinctive tasks (Kristensen et al., 2022). Furthermore, senior management teams assume a crucial role in fostering adaptive performance through the implementation of rigorously disciplined methods and processes, thereby enabling teams to enhance their adaptability (Torres & Rimmer, 2011). Finally, companies should prioritize the enhancement of employees' adaptive performance by providing opportunities for training and development, promoting continuous learning, and cultivating an environment conducive to creativity and experimentation (Park & Park, 2019, 2021). To establish adaptive performance in businesses, essential components include problem-solving lean methods, the implementation of learning organizations, and the involvement of top management teams.

Adaptive performance at the organizational level is propelled by problem-solving activities, organizational learning, and lean leadership. These factors align with eight key dimensions of adaptive performance: creative problem solving, managing uncertainty, rapid learning, interpersonal adaptability, crisis management, flexibility, resilience, and proactive problem solving.

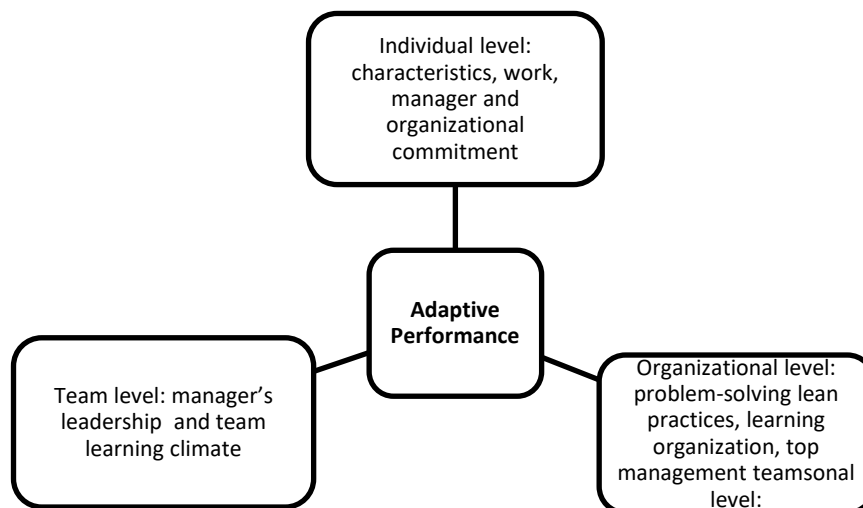


Fig.4: Antecedents of adaptive performance

A more detailed analysis of the nine antecedents identified in the literature review are:

Table 3. Antecedents of Adaptive Performance

Antecedent	Definition	Key Findings
Emotional Intelligence	The ability to recognize and understand emotions in oneself and others.	Studies have shown that individuals with high emotional intelligence tend to perform better in adaptive tasks due to their ability to manage stress and maintain focus.
Creativity	The ability to generate new ideas or solutions.	Creative individuals are more likely to exhibit adaptive performance as they can think outside the box and come up with innovative solutions to complex problems.
Competencies	The skills and abilities required for a particular job or task.	Competent employees are better equipped to handle new challenges and adapt to changing circumstances, thereby enhancing their adaptive performance.
Work Engagement	The level of enthusiasm and dedication an employee has towards their work.	Employees who are highly engaged in their work tend to be more adaptable and perform better in dynamic environments.
Empowering Leadership Behavior	Leadership styles that empower employees to take ownership and make decisions.	Empowering leadership behavior fosters a culture of adaptability within teams, encouraging employees to take initiative and respond effectively to changes.
Shared Vision	A common goal or objective shared by team members.	Teams with a shared vision are more likely to exhibit adaptive performance as they work towards a common goal, promoting collaboration and flexibility.
Organizational Support	The level of support provided by the organization to its employees.	Organizations that provide adequate support to their employees create an environment conducive to adaptability, enhancing overall performance.
Learning Climate	The culture within an organization that promotes continuous learning and development.	A positive learning climate encourages employees to learn from their experiences and adapt to new situations, thereby improving their adaptive performance.
Strategic Alignment	The alignment of organizational goals with overall business strategy.	Strategic alignment ensures that all levels of the organization are working towards common objectives, facilitating effective adaptation to changing circumstances.

The systematic literature review on adaptive performance (AP) reveals significant insights into the factors influencing adaptability in organizational settings and underscores its importance in today's dynamic business environment. One of the key findings is the identification of nine antecedents that affect adaptive performance across three distinct levels: individual, team, and organizational. At the individual level, factors such as emotional intelligence, creativity, competencies, and work engagement play crucial roles. The team level is influenced by empowering leadership behavior and shared vision, while organizational support, learning climate, and strategic alignment are pivotal at the organizational level. This comprehensive understanding highlights that while much of the existing research has focused primarily on individual-level factors, there is a critical need to explore how these determinants interact across different levels.

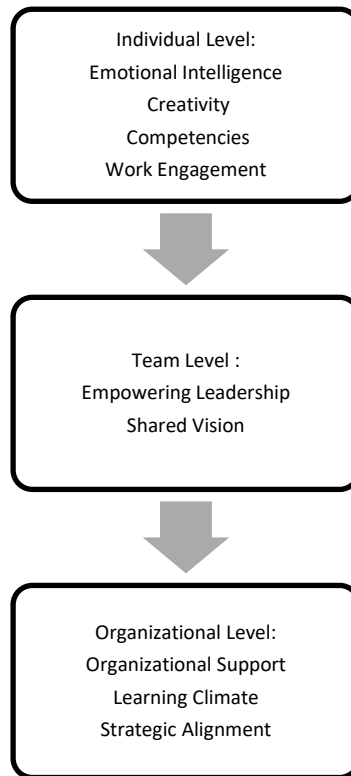


Fig.5: Conceptual Framework illustrating

Arrows that connect these boxes shows how individual traits influence team dynamics, how team-level factors shape organizational outcomes, and how organizational-level variables influence individual-level traits. This visual representation provides a comprehensive overview of the complex interplay between the determinants of adaptive performance.

These findings underscore the necessity for additional research on the antecedents of adaptive performance (AP) within teams and organizational levels, particularly in relation to managerial roles and organizational practices. Further research is essential for a comprehensive understanding of adaptive performance.

Table 4. Articles of the adaptive performance

No	Authors	Country	Context	Objective	Determinant	Impact	Research Method
1	(Adams&Webster, 2022)	USA	General	Study the determinant of AP	IL: interpersonal emotion management and task-oriented leadership	Work performance	Quantitative-survey
2	(Banerjee&Bag, 2022)	India	Industry	Know the role of AP to job performance	IL: creativity	Job performance	Quantitative-survey
3	(Bataineh et al., 2022)	Jordan	Hospital	Identify determinants of inclusive leadership on AP	IL: inclusive leadership	Job performance	Quantitative-survey
4	(Curado&Santos, 2022)	Portuguese	Healthcare	Know the role of transformational leadership to job performance	TL: transformational leadership	Work performance	Quantitative-survey
5	(Jena&Goyal, 2022)	India	Industry	Analyze the determinant of AP in manufacturing	IL: emotional intelligent and person-team fit	Employee innovation	Quantitative-survey
6	(Kaltiainen&Hakanen, 2022b)	Finland	General	Analyze the determinant of AP in Finnish	IL: servant leadership, change at work, work engagement, and burnout	Employee's performance	Quantitative-survey
7	(Kristensen et al., 2022)	Denmark	Industry	Know the role of Problem-solving lean practices to firm performance	OL: problem-solving lean practices	Firm performance	Quantitative-survey
8	(Luo et al., 2022)	China	Hotel	Assess role of worker and change readiness psychological capital to AP	IL: psychological capital and change readiness	Job performance	Quantitative-survey
9	(O'Brien et al., 2022)	Ireland	Industry	Know the role of manager to job performance	IL and team level: manager role	Job performance	Quantitative-case study
10	(Peng et al., 2022)	China	Tourism	Know the determinant of AP	IL: learning goal orientation Team level: team learning climate	Job performance at individual and team level	Quantitative-survey

No	Authors	Country	Context	Objective	Determinant	Impact	Research Method
11	(Rana et al., 2022)	Pakistan	Higher Education Institution (HEI)	Looking at the determinant of AP in HEI	IL: workplace spirituality, job satisfaction, deep acting and surface acting	Work performance	Quantitative-survey
12	(Pratoom, 2022)	Thailand	Account firms	Investigate impact of trait goal orientation and individual level absorptive capacity on AP.	IL: trait goal orientation and individual level absorptive capacity	Job performance	Qualitative-thematic analysis
13	(Ramdhan et al., 2022)	Indonesia	SMEs	Analyze the impact of internal CSR, motivation to serve and normative commitment on AP	IL: internal CSR, motivation to serve and normative commitment	Job performance	Quantitative-survey
14	(Tan&Antonio, 2022)	Indonesia	Fintech	Empirically test the influence of perceived e-leadership and the teleworking output on AP	IL: perceived e-leadership, the teleworking output, sense of purposes and organizational commitment	Employee performing	Quantitative-survey
15	(Bravo&Ostos, 2021)	Peru	Information system	Analyze the AP performance in information system	IL: dissatisfaction with information system, expected benefits from information system and attitude to the adaptation process	Employee's performance	Quantitative-survey
16	(Kim, 2021)	USA	General organizations	Identify the impact of learning organization to AP	OL: learning organization	Firm performance	Quantitative-survey
17	(Loughlin&Priyadarshini, 2021)	Global	General	Know the role of manager to the AP	TL: Manager leadership	Adaptive team performance	Quantitative-survey
18	(Mitchell et al., 2021)	China	General	Explore the role of top management team on AP	OL: top management teams	Firm performance	Quantitative-survey

No	Authors	Country	Context	Objective	Determinant	Impact	Research Method
19	(Santos et al., 2021)	Europe	HEI	Find out the role of concept mapping intervention and cognition to adaptive team performance	TL: concept mapping intervention and cognition	Adaptive team performance	Quantitative-longitudinal experimental simulation
20	(Açıkgöz&Latham, 2020)	Turkey	Project	Explore the role of perceived emotional intelligent on AP	IL: perceived emotional intelligent	Job performance	Quantitative-survey
21	(Kaya&Karatepe, 2020)	Turkey	Hotel	Propose research model of AP	IL: servant leadership, authentic leadership and work engagement	Job performance	Quantitative-survey
22	(Tabiu et al., 2020)	India	SMEs	Identify the influence of training, career planning and job autonomy to AP	IL: training, career planning and job autonomy	Business performance and sales	Quantitative-survey
23	(Greco et al., 2019)	USA	General	Identify the influence of work and worker characteristic to AP	IL: work and worker characteristic	Jobs performance	Quantitative-survey
24	(Krauter, 2019)	German	General	Analyze influence of leaders' psychological capital on adaptive team performance	TL: leaders' psychological capital	Adaptive team performance	Quantitative-survey
25	(Marques-Quinteiro et al., 2019)	Portugal	Bank	Examine the effect of self-leadership on AP	IL: self-leadership training and self-leadership	Jobs performance	Quantitative-survey
26	(Hoandră, 2017)	Rome	Medical.	Analyze the determinant of adaptive team performance	TL: transactional leadership, task conflict and cross understanding	Adaptive team performance	Quantitative-survey
27	(Pradhan et al., 2017)	India	Industry	Explore the impact of emotional intelligent to AP	IL: emotional intelligent	Employee performance	Quantitative-survey
28	(Eldor&Har	Israel	General	Explore the impact of	IL: learning climate and employee	Employee	Quantitative-survey

No	Authors	Country	Context	Objective	Determinant	Impact	Research Method
	paz, 2016)			learning climate and employee engagement to AP	engagement	performance	
29	(Bande&Fernández-Ferrín, 2015)	Spain	Industry	Explore factors influencing the AP	IL: emotional intelligent, self-efficacy, and intrinsic motivation	Job performance	Qualitative-case study
30	(Jundt et al., 2015)	Global	General	Explore factors influencing the AP	IL: individual differences; training technique and learning strategies; jobs, task and contextual factors; motivation and self-regulation; cognitive process and behavioral strategies	Employee performance	Qualitative-conceptual
31	(Huang et al., 2014)	USA	General	Investigate the effect of individual characteristic, motivation and self-regulation to AP	IL: individual characteristic, motivation and self-regulation	Job performance	Quantitative-survey
32	(Naami et al., 2014)	Iran	Hospital	Investigate the effect of individual openness to experience to AP	IL: self-efficacy, neuroticism, and Openness to experience	Job performance	Quantitative-survey
33	(Shoss et al., 2012)	USA	Call center	Investigate the effect of individual characteristic and political skill to AP	IL: individual characteristic and political skill	Job performance	Quantitative-survey
34	(Blickle et al., 2011)	German	Social enterprise companies	Investigate the effect of motivation, self-regulation and political skill to AP	IL: motivation, self-regulation and political skill	Job performance	Quantitative-survey
35	(Rosen et al., 2011)	Global	General	Investigate the effect of individual characteristic and job design characteristic to AP	TL: manager leadership	Team adaptation	Qualitative-conceptual

<b>No</b>	<b>Authors</b>	<b>Country</b>	<b>Context</b>	<b>Objective</b>	<b>Determinant</b>	<b>Impact</b>	<b>Research Method</b>
36	(Schraub et al., 2011)	German	General	Investigate the determinant of employees' perceived extent of change to AP	IL: employees' perceived extent of change	Job performance	Quantitative-survey

## **5. Discussion**

### **5.1 Classification of the articles based on the context**

Adaptive performance (AP) holds significance in various contexts, including social enterprises, where it plays a crucial role. Despite limited research on the adaptive performance of social enterprises, several studies have emphasized its importance for achieving business success (Pinheiro et al., 2021). Research on adaptive performance (AP) has been prominent in the United States, possibly owing to a robust research culture and infrastructure, coupled with firms recognizing its value and making investments in research. However, it is crucial to note that AP research is not confined to the United States; it is conducted internationally. Studies have been undertaken in various countries, including Asian nations such as India and China, as well as in Europe, particularly in Germany (Bednall & Henricks, 2021). Research on adaptive performance (AP) is becoming increasingly global, reflecting a growing interest in its role in contemporary work environments worldwide (Pulakos et al., 2000). Research on adaptive performance (AP) is globally relevant, considering the dynamic nature of work. Here is an overview of context-based classification:

Adaptive performance (AP) research encompasses various organizational contexts, such as healthcare, hospitality, banking, tourism, higher education, SMEs, information systems, projects, call centers, and social enterprises. It sheds light on industry-specific challenges and offers extensive insights into this crucial aspect.

The contextual categorization of articles provides a comprehensive perspective on AP research across different industries and sectors. This classification facilitates in-depth analysis within specific organizational contexts.

### **5.2 Classification of the articles based on the research approach**

Research on adaptive performance (AP) frequently employs quantitative survey techniques, and some studies integrate qualitative methods, such as interviews and focus groups, to gain deeper insights. However, although mixed methods research is valuable, it is less popular due to its resource-intensive nature (Bednall & Henricks, 2021).

Best practices in adaptive performance (AP) research encompass clear and consistent definitions of adaptive performance, the adoption of multidisciplinary approaches, longitudinal study designs, and the utilization of mixed methods for a comprehensive understanding. Additionally, employing standardized measures and aligning research topics across selected methods contribute to enhancing the quality of research.

### **5.3 Classification of the articles based on the theme**

Though considerable research has scrutinized adaptive performance (AP) at the individual level (IL), there is a growing body of work concentrating on the team level (TL) and organizational level (OL). The management of adaptive team performance presents a substantial challenge and represents a promising area for research. High-performing and adaptive leadership teams exhibit distinctive characteristics. The positive impact of team adaptation on organizational performance underscores the need for further exploration of the relationship between adaptation and team performance, especially in complex and dynamic work environments.

In summary, research on adaptive performance (AP) extends beyond the individual level (IL), offering crucial insights for businesses operating in rapidly changing contexts. The findings emphasize the following theoretical and practical implications:

1. Personal Characteristics: These encompass traits such as openness to change and motivation.
2. External Factors: This category includes elements like the work environment and management support.

3. **Manager's Leadership and Team Learning Climate:** This involves aspects like effective leadership and the creation of a conducive learning environment.
4. **Organizational Practices:** This pertains to practices within the organization, including Lean problem-solving, a culture of learning, and the presence of a strong leadership team.

Employers can enhance workers' adaptive performance (AP) through various strategies, including promoting continuous learning, fostering a culture of psychological safety that encourages risk-taking, offering feedback and recognition, and utilizing assessment tools such as the AP Scale to identify areas requiring improvement and targeted intervention.

While numerous studies have explored the individual-level antecedents of adaptive performance, limited research has investigated its manifestations at the team and organizational levels. This gap impedes our comprehension of adaptive performance and its impacts on organizational performance and adaptability. By conducting a systematic literature review, we seek to bridge this gap and advance our understanding of adaptive performance and dynamic capabilities through multiple levels of analysis. Our review critiques the extant literature, revealing that although substantial efforts have been made to examine adaptive performance at the individual level, little attention has been paid to its manifestations at the team and organizational levels. We argue that understanding adaptive performance at multiple levels is imperative for developing a comprehensive understanding of its impacts on organizational performance and adaptability.

We analyze 36 empirical studies published between 2011 and 2022, focusing on the antecedents and consequences of adaptive performance at the individual, team, and organizational levels. Our review reveals nine antecedents influencing adaptive performance across individual, team, and organizational levels. Although existing research has primarily concentrated on individual-level factors, our review suggests that future research should focus on exploring the antecedents and effects of adaptive performance at different levels, including team and organizational levels, to develop a comprehensive understanding of the phenomenon.

By advancing our understanding of adaptive performance and dynamic capabilities through multiple levels of analysis, we contribute to the ongoing debate surrounding the nature of adaptive performance and its impacts on organizational performance and adaptability. Moreover, our review provides valuable insights for practitioners seeking to foster adaptive performance in their organizations and researchers looking to expand the boundaries of the field.

This literature review aims to build on the existing literature by providing a more analytical and critical assessment of the state of knowledge in the area of adaptive performance and dynamic capabilities. By engaging in a multidisciplinary analysis and focusing on multiple levels of analysis, we strive to make a unique contribution to the field and inspire future research endeavours.

First, by understanding how adaptive performance functions at each level, researchers and practitioners alike can develop targeted interventions aimed at improving overall organizational performance and competitiveness. Adaptive performance at the organizational level could involve implementing agile methodologies, encouraging cross-functional collaboration, and investing in innovative technologies to facilitate quick responses to market shifts. For instance, companies like Amazon have built cultures that foster experimentation and risk-taking, allowing them to rapidly innovate and adapt to evolving consumer demands.

At the individual level, adaptive performance is classified into four categories: personal characteristics (such as openness to change and motivation), work characteristics, managerial intervention, and organizational intervention. Examples of instruments used to measure adaptive performance at the individual level include I-ADAPT-M and Job Analysis Inventory (JAI). At the team level, adaptive performance arises from repeated cycles of adaptive behavior leading to positive outcomes. Team leaders play a critical role in fostering adaptive performance, and team members must exhibit interpersonal adaptability, manage uncertainty, and engage in creative problem-solving. At the

organizational level, adaptive performance manifests itself in improved change management, organizational learning, and increased customer satisfaction. Organizations can promote adaptive performance by focusing on developing employees' emotional intelligence and providing opportunities for ongoing learning and growth

Second, the shared elements among the determinants of adaptive performance at different levels include problem-solving, creativity, skill acquisition, crisis management, and interpersonal adaptability. However, these themes manifest differently depending on the level of analysis. For example, at the individual level, adaptability is assessed as a personality trait associated with an individual's capacity to adjust to changes in the workplace. At the team level, adaptive performance emerges from recurring cycles of adaptive behavior that yield positive outcomes, and at the organizational level, it is gauged by enhancements in change management, organizational learning, and customer satisfaction.

The determinants of adaptive performance at different levels, such as problem-solving, creativity, skill acquisition, crisis management, and interpersonal adaptability, manifest differently depending on whether one is examining the individual, team, or organizational perspective. A systematic literature review identified nine antecedents influencing adaptive performance across individual (4), team (2), and organizational (3) levels. The emphasis in existing research has predominantly centered on the antecedents of individual-level adaptive performance. At the individual level, adaptive performance is assessed through adaptability as a personality trait associated with an individual's capacity to adjust to changes in the workplace. At the team level, it emerges from recurring cycles of adaptive behavior that yield positive outcomes, and at the organizational level, it is gauged by enhancements in change management, organizational learning, and customer satisfaction. The review also emphasized the necessity for a more profound comprehension of adaptive performance and identified gaps in the existing research, highlighting areas that require attention and exploration in future studies

Third, the pathways connecting determinants at lower levels (individuals) to those at higher levels (teams and organizations) can be illustrated using the example of adaptive performance. Individual determinants such as learning agility, creative problem solving, interpersonal skills, and flexibility contribute to team dynamics, which in turn affect overall organizational performance. Team determinants, such as empowering leadership behaviour, and organizational determinants, such as organizational support, play a crucial role in enabling and enhancing adaptive performance.

Individual Determinants are Learning Agility (Ability to learn quickly and apply new knowledge to solve problems), Creative Problem Solving (Capacity to generate innovative solutions to complex issues), Interpersonal Skills (Ability to communicate effectively and collaborate with others) and Flexibility (Willingness to adapt to new situations and embrace change). Team Determinants is Empowering Leadership Behavior (Fostering autonomy, decision-making authority, and trust in team members). Organizational Determinants is Organizational Support (Provision of resources, training opportunities, and a supportive culture that enables adaptive performance)

These determinants interact in a way where individual capabilities contribute to team dynamics, leading to improved collaboration and collective adaptive performance.

Fourth, adaptive performance (AP) can be measured at different levels, including individual, team, and organizational levels. There are differences in approaches to measuring AP, such as the distinction between Ployhart & Bliese's (2006) view of adaptability as a general trait versus Pulakos et al.'s (2000) concentration on specific aspects of adaptable performance. Pulakos et al. (2000) focused on specific facets of AP and scrutinized candidates' self-assessments regarding their past experiences, interests, and self-efficacy in job performance situations. In contrast, Ployhart & Bliese (2006) view adaptability as a general trait that exists within each individual, not specific to each situation. Due to these disparities, further study is necessary to achieve a comprehensive understanding of adaptability. The implications of these divergent perspectives when considering adaptive performance at varying levels are that organizations should prioritize the improvement of employees' emotional intelligence as a means to drive organizational learning and transformation.

The models proposed by Ployhart and Bliese (2006) and Pulakos et al. (2000) serve as foundational references in understanding adaptive performance. Ployhart and Bliese conceptualize adaptability as a general trait inherent within individuals, emphasizing emotional intelligence and creativity as key antecedents. This study supports their model by highlighting how these individual traits significantly influence adaptive performance. However, it also identifies a limitation in their approach, noting that while individual traits are crucial, situational factors play an equally important role in shaping adaptive behaviors. In contrast, Pulakos et al. focus on specific facets of adaptive performance through self-assessments related to past experiences and self-efficacy. The findings reinforce this model by demonstrating that self-assessments are significant predictors of adaptive performance at the individual level. Nonetheless, the study reveals that these self-assessments may not fully capture the complexities introduced by team dynamics and organizational contexts. This comparison underscores the necessity for an integrated approach that considers interactions across individual, team, and organizational levels.

Unexpected trends emerged during the analysis, particularly regarding the surge in research on adaptive performance during 2021 and 2022. This increase can be attributed to the impact of the COVID-19 pandemic on workforce dynamics, which has heightened awareness of adaptability as a critical factor for organizational success. Such unexpected findings suggest that external factors can significantly influence research focus and priorities within the field. Additionally, there were contradictory findings concerning the emphasis placed on individual-level factors compared to team and organizational influences. While much of the literature has concentrated on individual traits, this study highlights a substantial gap in understanding how team-level dynamics and organizational support contribute to adaptive performance. This contradiction indicates a pressing need for further exploration into how these different levels interact to shape overall adaptability.

Based on these findings, several concrete recommendations can be made for both researchers and practitioners. For researchers, it is crucial to adopt a holistic approach that examines the interplay between individual, team, and organizational determinants of adaptive performance. Future studies should investigate how individual traits influence team dynamics and how team effectiveness impacts organizational outcomes. This comprehensive understanding will advance theoretical knowledge in the field. For practitioners, organizations should prioritize developing emotional intelligence and creativity among employees through targeted training programs. Additionally, fostering empowering leadership behaviors within teams can enhance collaboration and adaptability. It is also essential for organizations to create a supportive learning climate that encourages continuous development and provides resources necessary for employees to adapt effectively to changing circumstances. By implementing these strategies, organizations can enhance their overall adaptive performance, ensuring they remain competitive in an ever-evolving business landscape.

The implications of these findings are multifaceted. Theoretically, they contribute to a deeper understanding of adaptive performance by emphasizing the interactions between individual, team, and organizational factors. This holistic perspective can guide future research to investigate how these levels influence one another, ultimately enriching the field of organizational behavior. Practically, organizations are encouraged to foster environments that enhance adaptability through continuous learning and development initiatives. By integrating adaptive performance considerations into their strategies, organizations can improve overall employee productivity and responsiveness to change. The study also points out gaps in current research, suggesting that further exploration is needed in areas such as the interplay between various determinants of adaptive performance. Addressing these gaps will not only advance theoretical knowledge but also provide actionable insights for organizations aiming to thrive in an ever-evolving landscape.

## 6. Conclusion

This systematic review provides a comprehensive analysis of adaptive performance determinants across individual, team, and organizational levels. By synthesizing findings from 36 empirical studies (2011-2022), we have identified nine key antecedents of AP, with a predominant focus on individual-level factors in existing research. This study contributes to the literature by developing a multi-level framework of AP determinants and highlighting critical gaps in our understanding of team and organizational-level factors.

Theoretically, this review extends our understanding of AP by integrating insights from various organizational levels, providing a foundation for more holistic models of adaptive performance. Practically, our findings offer valuable insights for managers and organizations seeking to enhance adaptive capabilities in increasingly dynamic environments.

Future research should address the identified gaps by:

1. Investigating team-level antecedents of AP, particularly team dynamics and leadership styles.
2. Exploring organizational-level factors influencing AP, such as organizational culture and structure.
3. Conducting longitudinal studies to examine the long-term effects of AP interventions.
4. Developing and validating measurement tools for AP at team and organizational levels.

Limitations of this study include its focus on English-language publications and the potential for publication bias. Despite these limitations, this review provides a solid foundation for advancing our understanding of adaptive performance in contemporary organizations.

This research significantly enhances the theoretical understanding of adaptive performance by identifying nine specific antecedents across individual, team, and organizational levels. By synthesizing findings from 36 empirical studies published between 2011 and 2022, the study highlights the importance of considering adaptive performance as a multi-faceted construct that is influenced by various factors at different levels. This comprehensive approach not only fills existing gaps in the literature but also provides a foundation for future research to explore the interactions among these antecedents. Practically, the study offers valuable insights for organizations seeking to enhance their adaptive capacity. By emphasizing the significance of emotional intelligence, creativity, and supportive leadership, the findings suggest that organizations can implement targeted interventions to foster adaptability among their employees.

Looking ahead, several specific directions for future research can be proposed. First, there is a need for longitudinal studies that examine how adaptive performance evolves over time within organizations, particularly in response to significant changes such as technological advancements or crises like the COVID-19 pandemic. Second, future research should investigate the interplay between individual traits and team dynamics to understand how these relationships influence overall organizational adaptability. Third, exploring the role of cultural differences in shaping adaptive performance can provide deeper insights into how organizations across different regions can enhance their adaptability. Lastly, qualitative studies could be conducted to capture nuanced perspectives from employees regarding their experiences with adaptive performance and the factors that facilitate or hinder it.

While this study contributes significantly to the understanding of adaptive performance, it is important to acknowledge its limitations. One notable limitation is the focus on empirical studies published within a specific timeframe (2011-2022), which may exclude relevant insights from earlier research or emerging trends beyond this period. Additionally, the predominance of quantitative studies in the reviewed literature may overlook qualitative aspects of adaptive performance that could provide a richer understanding of this construct. Thus, while the study identifies key antecedents, it does not

delve deeply into how these factors interact with one another in practice, which could limit the applicability of its findings in real-world settings.

In summary, the study provides compelling evidence supporting the notion that adaptive performance is influenced by individual characteristics, team dynamics, and organizational factors. By understanding and leveraging these relationships, organizations can develop strategies aimed at improving employee adaptability, increasing team effectiveness, and ultimately boosting overall organizational performance

## **7. Contribution and Implication**

Theoretical contribution is a comprehensive adaptive performance at three level: individual, team and organization. By conducting a systematic literature review, our review critiques the extant literature, revealing that although substantial efforts have been made to examine adaptive performance at the individual level, little attention has been paid to its manifestations at the team and organizational levels. By advancing our understanding of adaptive performance and dynamic capabilities through multiple levels of analysis, we contribute to the ongoing debate surrounding the nature of adaptive performance and its impacts on organizational performance and adaptability. Moreover, our review provides valuable insights for practitioners seeking to foster adaptive performance in their organizations and researchers looking to expand the boundaries of the field.

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These determinants interact in a way where individual capabilities contribute to team dynamics, leading to improved collaboration and collective adaptive performance.

Fourth, adaptive performance (AP) can be measured at different levels, including individual, team, and organizational levels. There are differences in approaches to measuring AP, such as the distinction between Ployhart & Bliese's (2006) view of adaptability as a general trait versus Pulakos et al.'s (2000) concentration on specific aspects of adaptable performance. Pulakos et al. (2000) focused on specific facets of AP and scrutinized candidates' self-assessments regarding their past experiences, interests, and self-efficacy in job performance situations. In contrast, Ployhart & Bliese (2006) view adaptability as a general trait that exists within each individual, not specific to each situation. Due to these disparities, further study is necessary to achieve a comprehensive understanding of adaptability. The implications of these divergent perspectives when considering adaptive performance at varying levels are that organizations should prioritize the improvement of employees' emotional intelligence as a means to drive organizational learning and transformation.

Attaining Academic Performance (AP) represents a significant and complex challenge in every Organizational Learning (OL) setting. Companies must consistently achieve this goal by prioritizing tasks, establishing clear deadlines, implementing proactive strategies, and minimizing operational delays. The consequences of successfully navigating this multifaceted challenge extend beyond academia, influencing the corporate sphere as well. In the current dynamic business environment, where the role of knowledge workers is pivotal, AP assumes fundamental importance. This underscores the pressing need to enhance employees' adaptive capabilities. However, it is crucial to acknowledge the

limitations inherent in this study, such as reliance on specific data sources and potential Western biases. Future research endeavors should aim to broaden the scope of investigation, exploring diverse cultural contexts. Additionally, ensuring the consistency of methods and analyses is imperative to deepen our comprehension of this significant topic.

While this research offers valuable insights into the connections between individual, team, and organizational determinants, it also presents certain limitations that could inspire further research efforts.

Besides, the limitations of the study include the lack of specificity in the search terms, which may have resulted in the inclusion of articles that are not directly related to adaptive performance. The review did not critically evaluate the quality of the studies included, which may have led to the inclusion of studies with weak methodologies or inadequate data. Additionally, the review did not provide a clear theoretical framework for understanding adaptive performance and its determinants, which could limit the usefulness of the findings for practitioners and researchers.

The implications of the study are that organizations can improve their adaptive performance by focusing on individual, team, and organizational factors that influence adaptive performance. The findings suggest that continuous learning, fostering a culture of psychological safety, offering feedback and recognition, and utilizing assessment tools can enhance workers' adaptive performance. Additionally, organizations can benefit from implementing strategies that address the identified limitations of the study, such as improving the quality of research and providing a clear theoretical framework for understanding adaptive performance.

Addressing these research gaps will contribute significantly to our understanding of adaptive performance and its determinants, thereby informing practical applications and guiding strategic decisions in contemporary organizations facing rapid change

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