

Strategic Adaptability as an Integrative Capability for Sustainable Competitive Advantage: A Qualitative Case Study in Indonesia's Digital Health Industry

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Abstract: Rapid technological change, evolving healthcare regulations, and increasing customer expectations require digital health organizations to continuously strengthen their strategic adaptability to sustain competitive advantage. Although previous studies have highlighted the roles of Dynamic Capabilities, Strategic Flexibility, Organizational Ambidexterity, and Frugal Innovation, these capabilities have largely been examined independently, leaving limited understanding of how they collectively strengthen strategic adaptability. This study develops an empirically grounded Strategic Adaptability Model that integrates these complementary capabilities into a unified framework for sustainable competitive advantage. A qualitative single-case study was conducted in an Indonesian digital health organization using semi-structured interviews and document analysis. Data were analyzed using the interactive model of Miles, Huberman, and Saldaña with source triangulation to enhance trustworthiness. The findings show that strategic adaptability develops through continuous environmental sensing, flexible strategic decision-making, balancing exploration and exploitation, and resource-efficient innovation, enabling organizations to strengthen innovation, customer value, and long-term competitiveness. The proposed Strategic Adaptability Model extends the Dynamic Capabilities perspective by positioning Strategic Flexibility, Organizational Ambidexterity, and Frugal Innovation as complementary capabilities that collectively translate Dynamic Capabilities into Sustainable Competitive Advantage.

Keywords: Strategic Adaptability; Dynamic Capabilities; Strategic Flexibility; Organizational Ambidexterity; Frugal Innovation; Sustainable Competitive Advantage

1. Introduction

Digital transformation has fundamentally reshaped healthcare systems by accelerating the adoption of electronic health technologies to improve healthcare accessibility, service quality, operational efficiency, and patient safety. Electronic Health Records (EHRs), cloud-based health information systems, artificial intelligence, and other digital health technologies have become essential components of modern healthcare delivery, enabling integrated and data-driven healthcare services ; ; . In emerging economies, government initiatives have further accelerated healthcare digitalization to improve interoperability and accessibility ; . However, these developments have also intensified technological disruption, regulatory complexity, evolving customer expectations, and market competition. Consequently, sustaining competitive advantage increasingly depends not only on technological innovation but also on organizations' ability to continuously adapt their resources and strategies to environmental change ; ; .

The rapid expansion of digital healthcare has significantly lowered technological barriers, enabling competitors to replicate digital solutions more rapidly while increasing customers' expectations for continuous innovation, regulatory compliance, cybersecurity, and responsive services ; ; . As technological advantages become increasingly difficult to sustain, organizations must continuously renew their resources, reconfigure organizational processes, and strengthen their adaptive capabilities to maintain long-term competitiveness. These conditions reinforce the relevance



of the Dynamic Capabilities perspective, which explains how organizations sustain competitive advantage through sensing environmental change, seizing opportunities, and reconfiguring organizational resources ;).

Extensive empirical research demonstrates that Dynamic Capabilities enhance organizational resilience, innovation, digital transformation, and competitive advantage across dynamic business environments ; . Recent studies further identify Strategic Flexibility, Organizational Ambidexterity, and Frugal Innovation as complementary capabilities that strengthen organizational adaptation. Strategic Flexibility enables rapid strategic adjustment under uncertainty, Organizational Ambidexterity balances exploration and exploitation, while Frugal Innovation facilitates resource-efficient value creation ; ; . Collectively, these capabilities represent complementary adaptive mechanisms that support the sensing, seizing, and reconfiguring processes of Dynamic Capabilities.

Despite these advances, several important research gaps remain. First, Dynamic Capabilities have predominantly been examined as a direct antecedent of organizational performance, providing limited understanding of how sensing, seizing, and reconfiguring are operationalized to generate sustainable competitive advantage). Second, Strategic Flexibility, Organizational Ambidexterity, and Frugal Innovation have largely been investigated independently, resulting in a fragmented understanding of how these complementary capabilities interact within the Dynamic Capabilities framework creation ; ; . Third, empirical evidence remains limited in digital healthcare organizations operating in emerging economies, where technological disruption, regulatory complexity, and resource constraints create distinctive adaptive challenges. Finally, the predominance of quantitative research provides limited insight into the organizational processes through which these capabilities are developed and enacted in practice.

Accordingly, this study explores how Dynamic Capabilities are operationalized through Strategic Flexibility, Organizational Ambidexterity, and Frugal Innovation to generate Sustainable Competitive Advantage in a digital healthcare organization. Using a qualitative single-case study, this research explains how these complementary capabilities interact as an integrated adaptive capability system. By providing process-based evidence from the digital healthcare sector, this study extends the Dynamic Capabilities perspective and offers practical insights for organizations operating in rapidly changing environments.

Organizations increasingly operate in an environment of rapid technological advancement, ever-changing customer expectations, regulatory uncertainty, and intense competition, making adaptation a key factor in long-term competitiveness. In digitally intensive industries such as healthcare, organizations not only need to adapt to technological change but also continuously adjust their strategies, resources, and operational processes to adapt to changing environmental conditions. Recent research consistently shows that organizations that can continuously adapt to external changes demonstrate outstanding innovation performance, organizational resilience, and sustainable competitiveness ; ; . Therefore, organizational adaptation is increasingly seen as a continuous organizational capability, rather than a sporadic response to environmental turmoil, and not as a continuity in management practices and strategic decisions.

Dynamic Capability (DC) has become one of the most influential theoretical perspectives explaining how organizations achieve continuous adaptation. Based on the limitations of the resource-based perspective, which mainly emphasizes valuable and hard-to-imitate resources, argues that sustainable competitive advantage depends on the organization's ability to integrate, build, and reorganize internal and external resources to respond to environmental change. This perspective is further refined through sensing, grasping, and restructuring the micro-level foundation, explaining how organizations identify emerging opportunities and threats, mobilize strategic resources, and continuously transform organizational assets to maintain competitiveness ; . Empirical research repeatedly confirms that dynamic capabilities can enhance innovation, strategic responsiveness, digital transformation, and organizational resilience, covering diverse industry environment ; ; ; .

However, recent literature increasingly suggests that dynamic capabilities do not directly produce superior organizational performance. Instead, as higher-level capabilities, they can develop and coordinate complementary organizational skills needed for continuous adaptation. For example, market orientation enhances the effectiveness of perception by improving organizational learning and customer responsiveness), while innovation moderates the relationship between strategic agility and organizational performance (). Similarly, dynamic innovation capability has proven to enhance market performance through continuous product innovation and organizational updates . Overall, these studies indicate that organizational adaptation results from the interaction of multiple organizational capacities, rather than dynamic capacities operating independently.

Among these complementary capabilities, strategic flexibility is especially noteworthy because it enables organizations to quickly adjust strategic priorities, reallocate resources, and effectively respond to changing

environmental conditions. Previous studies have repeatedly shown that organizations with greater strategic flexibility can achieve higher innovation capabilities, stronger market responsiveness, and better organizational performance ; ; Toong Hai Sam et al., 2025). The latest evidence also shows that strategic flexibility is enhanced through ongoing environmental scanning, customer orientation, and cross-functional collaboration, rather than just through formal strategic planning. These findings suggest that strategic flexibility is a key organizational mechanism for translating dynamic capabilities into effective strategic actions.

Another increasingly important capability is organizational dexterity, which refers to the organization's ability to explore new opportunities while leveraging existing capabilities. Extensive empirical evidence shows that agile organizations can better integrate knowledge, innovate continuously, and enhance organizational responsiveness under environmental uncertainty ;. Additionally, demonstrates that the organization's dexterity mediates the relationship between dynamic capabilities and sustainable competitiveness, indicating that adaptive organizations must continuously balance operational efficiency with innovation. Recent research increasingly views dexterity as organizational skills embedded in daily management practice and continuous organizational learning, rather than viewing exploration and utilization as competitive activities.

Innovation is also a key mechanism for adaptability to create sustainable organizational value. Early research mainly linked innovation capability to product development and technological advancement , but newer research shows that sustainable innovation is achieved through ongoing customer engagement, cross-functional collaboration, organizational learning, and strategic adaptability ; . Furthermore, sustainable innovation depends not only on firms' internal capabilities but also on their ability to orchestrate collaboration, leverage inter-organizational knowledge, and create value through an innovation ecosystem . This perspective reinforces the importance of collaborative capability in sustaining innovation within dynamic digital health environments. From this perspective, frugal innovation is gaining increasing attention for its emphasis on developing resource-efficient, customer-centric, and sustainable solutions without sacrificing value creation. Empirical evidence shows that dynamic capabilities significantly enhance thrift innovation capabilities , while collaborative organizational culture, knowledge sharing, and transformational leadership further enhance organizations' ability to develop practical, efficient innovation . The latest systematic review also concludes that frugal innovation contributes to organizational adaptability, sustainable competitiveness, and long-term business performance under environmental vitality conditions .

Despite substantial progress in explaining dynamic capabilities, strategic flexibility, organizational dexterity, and frugal innovation, the relevant literature remains fragmented. Existing research mainly views these abilities as independent front-runners, intermediaries, or organizational performance modifiers, offering limited understanding of their overall operation as integrated adaptive capacity systems. Therefore, how these complementary capabilities enhance sustainable competitive advantages through organizational process interactions especially in digital healthcare institutions characterized by ongoing technological change, regulatory complexity, and rapidly changing customer needs remains insufficiently explained.

Based on these limitations, this study positions Dynamic Capabilities as the higher-order organizational capability that orchestrates Strategic Flexibility, Organizational Ambidexterity, and Frugal Innovation in supporting sustainable competitive advantage. Rather than examining these capabilities independently, this study proposes an integrated adaptive capability perspective that explains how they interact throughout the organizational adaptation process. By adopting a qualitative case study within the digital healthcare sector, this research contributes to extending Dynamic Capabilities theory through richer process-based evidence while providing practical insights into how organizations continuously renew their strategic resources to sustain competitiveness in highly dynamic environments.

Dynamic Capability (DC) has become one of the most influential theoretical perspectives explaining how organizations achieve continuous adaptation. Based on the limitations of the resource-based perspective, which mainly emphasizes valuable and hard-to-imitate resources, Teece et al. (1997) argue that sustainable competitive advantage depends on the organization's ability to integrate, build, and reconfigure internal and external resources in response to environmental change. This perspective is further refined through the sensing, seizing, and reconfiguring microfoundations (Teece, 2007; Teece, 2018). Consistent with this perspective, explain that dynamic capability enables organizations to integrate, build, and continuously reconfigure organizational resources and competencies to respond effectively to dynamic business environments. Such capability allows organizations to continuously innovate and sustain competitive advantage amid changing market conditions.

2. Data and methods

This study uses a qualitative single-case study design to explore how dynamic capabilities promote the development of strategic agility, organizational dexterity, and thrift innovation, thereby creating sustainable competitive advantages within digital health organizations. Qualitative case studies are considered appropriate because they enable deep understanding of complex organizational processes and situational interactions while addressing real-world "how" problems. The analysis unit is the process of developing organizational capability.

The study was conducted at an Indonesian digital health company specializing in integrated health information systems. The organization was intentionally chosen because it operates in a highly dynamic environment, characterized by rapid technological change, evolving healthcare regulations, and increased digitalization, making it a rich case study for organizational adaptability and capability development.

Data was collected through semi-structured interviews with four purposefully selected senior executives: Chief Operating Officer, Vice President of Business Development, Head of Sales and Marketing, and Head of Customer Success. These participants are directly involved in strategic decisions and organizational transformation, enabling them to gain deep insights into the company's adaptability. The interview lasts 45 to 90 minutes, conducted in Indonesian, with participant consent to be recorded and transcribed verbatim. To enhance the credibility of the survey results, the interview data was triangulated with organizational documents, company profiles, internal reports, and operational records. The characteristics of the participants are shown in Table 1.

Table 1. Characteristics of Research Participants

Participant	Position	Interview Duration	Organizational Role
P1	Chief Operation Officer	75 Minutes	Strategic operations and organizational transformation
P2	Vice President of Business Development	68 Minutes	Business strategy and market development
P3	Head of Sales and Marketing	60 Minutes	Customer acquisition and market strategy
P4	Head of Customer Success	58 Minutes	Customer relationship and service management

The diversity of participants enables the study to understand organizational capability development and strategic adaptation from a multi-management perspective. The data were analyzed using the six-stage method of Braun and Clarke (2006). Interview records and related documents were repeatedly reviewed to generate initial code, which was then categorized into broader categories. These categories are then deductively interpreted through a dynamic capability framework, mapping discoveries to sensing, capture, and reconstructing dimensions. Finally, an overarching theme was developed explaining how dynamic capabilities promote strategic flexibility, organizational dexterity, and thrift innovation to enhance sustainable competitive advantage.

To ensure credibility, this study adopted the standards proposed by Lincoln and Guba (1985). Data triangulation through interviews, organizational documents, and public information, as well as member verification of selected participants, enhances credibility. Audit trajectories supported reliability and confirmability by recording coding and topic development traces, while enhancing transferability by providing ample contextual information about the research environment. By obtaining informed consent from all participants and ensuring that participants and organizations maintain confidentiality and anonymity throughout the study process, ethical standards are upheld.

3. Results

3.1. Organizational Adaptation in the Digital Healthcare Environment

Organizational adaptation is deeply embedded in PT Infokes Indonesia's daily management and operational activities. The organization no longer relies passively to environmental changes, but instead continuously adjusts its strategy, products, and operations through cross-business, operational, technical, and customer-facing collaboration to adapt to evolving medical regulations, technological advancements, customer expectations, and market dynamics.

Participants pointed out that regulatory changes, rapid digitalization, technological advancements, rising customer expectations, and market competition are the main external drivers of adaptation. Among them, the Electronic Medical Record (EMR) regulation is considered the most influential, requiring continuous product improvement and regulatory compliance, while accelerating innovation and service enhancement. The findings further reveal that effective adaptation depends on internal readiness within the organization, including adaptive leadership, cross-functional collaboration, organizational learning, technical readiness, and a culture of continuous improvement. Customer feedback, implementation experiences, and operational challenges are regularly shared across departments, facilitating timely decision-making and organizational learning. Overall, organizational adaptation stems from the interaction between external pressures and internal capabilities, laying the foundation for the four adaptive organizational competencies discussed below.

3.2. Strategic Adaptation Capability

Market and strategic adaptability have become the organization's primary adaptability to the dynamic digital healthcare environment. Participants described this capability as the ability to identify environmental changes, understand customer needs, and continuously adjust strategic priorities in line with regulatory developments, technological advancements, and market demands. Organizations no longer rely on fixed strategic plans, but continuously refine their decisions to maintain strategic alignment with the external environment. This capability was developed through continuous customer engagement and environmental scanning. Information obtained from system implementation, customer support, product utilization, and business interactions enabled the organization to identify emerging challenges and opportunities for product and service improvement. Consequently, market intelligence became a key resource supporting timely strategic adaptation. The findings further indicate that strategic adaptation is achieved through cross-functional collaboration rather than individual management decisions. Customer feedback, operational experience, business considerations, and technical perspectives are integrated through routine coordination among business development, product development, customer success, and operations before strategic priorities are determined. This collaborative process enhances the organization's responsiveness while reducing uncertainty in strategic decision-making. Overall, market and strategic adaptability translates external environmental signals into coordinated strategic actions through ongoing environmental awareness, customer engagement, and cross-functional collaboration. This capability then lays the foundation for the organization's innovation capacity, enabling it to identify and capitalize on emerging opportunities.

3.3. Sustainable Innovation Capability

Sustainable Innovation Capability emerged as the organization's second adaptive capability, developing through its continuous ability to interpret market changes and evolving customer needs. Participants described innovation as an ongoing organizational process in which product enhancements and service improvements were generated from customer feedback, implementation experiences, regulatory developments, and operational insights. This approach ensured that innovation remained aligned with healthcare industry requirements while supporting long-term organizational growth. Innovation was primarily driven by efforts to address customers' operational challenges rather than by technology adoption alone. Customer interactions during system implementation, technical support, and routine communication enabled the organization to identify opportunities for improving existing products and developing new service features, making innovation a customer-centered capability. The findings further reveal that innovation was enabled through cross-functional collaboration among Business Development, Customer Success, Product Development, Operations, and Technical teams. By integrating market knowledge, technical expertise, and operational experience, the organization was able to evaluate customer needs and implement practical innovation more effectively. Overall, Sustainable Innovation Capability was developed through the continuous integration of customer insights, organizational learning, and cross-functional collaboration. This capability enhances the organization's ability to respond to environmental changes and lays the foundation for operational development.

3.4. Resource Efficiency Capability

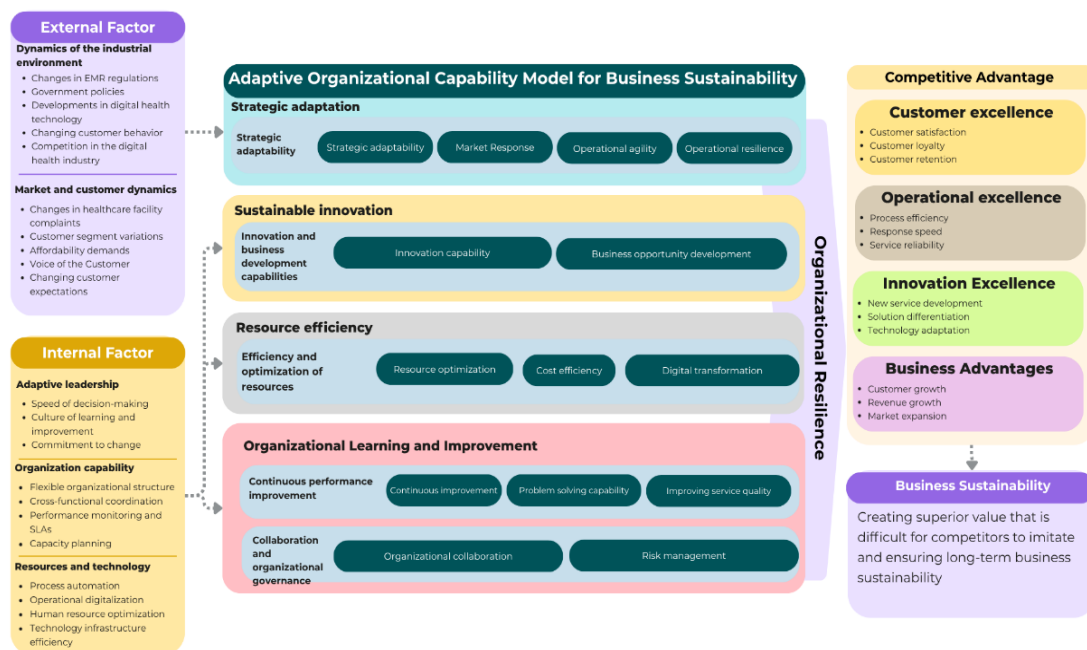
Operational capability enables organizations to translate strategic adaptation and innovation into consistent organizational performance. Participants described this capability as the ability to efficiently execute business processes while maintaining service quality, compliance, and responsiveness to customer needs. Operational capabilities ensure that strategic initiatives are effectively implemented without undermining organizational stability. Participants explained that this capability was strengthened through standardized business processes, cross-functional coordination, and continuous performance monitoring. Daily operations are regularly evaluated through implementation experience, customer feedback, and service performance to improve workflow efficiency and

promptly address operational issues. The close coordination between the operations team and the customer-oriented team further supports service reliability and customer satisfaction. The research also shows that operational capabilities have been strengthened through digital technologies and continuous process improvements. Technological infrastructure facilitates information sharing, cross-functional coordination, and timely decision-making, while operational processes are continuously optimized to adapt to regulatory changes and evolving customer demands. This iterative process enables organizations to maintain operational consistency while staying responsive to environmental changes. Overall, operational capability integrates standardized processes, technical support, and collaborative execution to maintain reliable organizational performance. This capability then lays the foundation for ongoing organizational learning and improvement.

3.4. Organizational Learning and Improvement Capability

Organizational learning and improvement capabilities have become the fourth adaptive capability, achieving continuous renewal through learning, collaboration, and performance enhancement. Participants explained that knowledge such as customer feedback, project implementation, operational challenges, and internal evaluations were systematically shared across functions to support continuous improvement. The findings further indicate that organizational learning is promoted through cross-functional collaboration and regular knowledge exchange among business development, customer success, product development, operations, and technical teams. Lessons learned from past projects are incorporated into decision-making, product improvements, and service enhancements, enabling organizations to continuously refine their practices while responding to ever-changing customer and regulatory requirements. Participants also emphasized that continuous improvement benefits from regular performance evaluations, problem solving, and risk management. Organizations do not view operational issues as isolated incidents, but instead use implementation experience as learning opportunities to improve organizational processes and enhance future performance. Overall, organizational learning and improvement capability institutionalizes continuous learning, collaboration, and improvement throughout the organization. This capability enhances organizational adaptability and completes an integrated adaptive capability system that supports long-term organizational resilience.

Figure 1 Adaptive Organizational Capability Model for Business Sustainability



As shown in Figure 1, organizational adaptation begins with the interaction between external environmental dynamics and internal organizational readiness. External factors including technological change, regulatory developments, customer expectations, and industry competition continue to create pressures that require strategic responses. At the same time, internal factors such as adaptive leadership, organizational capability, and digital resources determine an organization's ability to effectively address these environmental challenges.

These drivers promote the continuous development of four adaptive organizational capacities. Strategic adaptability enables organizations to align strategic priorities with ever-changing environmental conditions. This capability then supports sustainable innovation capabilities, enabling organizations to generate customer-centric innovations and uncover new business opportunities. Resource efficiency drives innovation through resource optimization, cost-effectiveness, and digital transformation, while organizational learning and improvement are achieved through continuous improvement, collaborative governance, and institutionalized adaptive knowledge in risk management. These adaptability capabilities together enhance organizational resilience, enabling organizations to continuously maintain customer value, operational excellence, innovation, and business growth, ultimately promoting long-term business sustainability.

4. Discussion

The findings indicate that organizational resilience is not developed through a single organizational capability but is a continuous adaptive capability development process initiated by the interaction of external and internal organizational drivers. Environmental dynamics including technological advancements, regulatory changes, rising customer expectations, and market competition continuously motivate organizations to adjust their strategic direction. However, these external pressures alone, without internal organizational readiness such as adaptive leadership, organizational flexibility, collaborative culture, and technical capabilities, are not enough to achieve organizational adaptation. This finding aligns with previous research showing that organizational adaptation depends on the organization's ability to continuously reorganize its resources to cope with environmental uncertainty ; ;). However, unlike previous studies that typically viewed environmental factors as antecedents to dynamic capability, this study shows that both external and internal drivers jointly initiate a continuous process of adaptive capability development rather than directly affecting organizational performance. This finding expands on existing literature through a more comprehensive interpretation, illustrating how adaptive competence gradually emerges within organizational environments.

The first capability highlighted in the research findings is strategic adaptability, reflecting an organization's ability to continuously align strategic decisions with environmental changes through strategic adaptability, market responsiveness, operational agility, and operational resilience. This capability enables organizations to identify emerging opportunities, respond quickly to customer needs, and adjust organizational priorities without compromising operational continuity. These findings support the dynamic capability perspective, especially the proposed sensing and seizing processes , while also reinforcing the strategic flexibility research emphasis on rapid strategic adjustments under uncertain conditions. Previous studies have repeatedly shown that strategic flexibility enhances responsiveness and innovation performance by enabling organizations to adjust strategic priorities and resource allocation ; . However, this study further demonstrates that strategic adaptation does not directly generate competitive advantage, but rather serves as the initial adaptation capability that activates subsequent innovation, operational, and learning capabilities. Therefore, strategic adaptation should be regarded as the foundation of the comprehensive capability development process, rather than as an independent organizational capability.

The research further shows that Strategic Adaptation Capability stimulates Sustainable Innovation Capability by enabling the organization to continuously develop customer-oriented solutions, identify new business opportunities, and improve service quality. Rather than relying solely on technological innovation, sustainable innovation emerged through continuous interaction between market intelligence, customer feedback, and organizational experience. This finding supports recent studies arguing that innovation capability increasingly depends on organizational adaptability, knowledge integration, and collaborative learning rather than isolated research and development activities ; . The findings also resonate with Organizational Ambidexterity theory, which emphasizes balancing the exploitation of existing organizational competencies with the exploration of emerging opportunities ; . Unlike previous studies that primarily position innovation capability as a determinant of organizational performance, this study identifies sustainable innovation as an intermediate adaptive capability that translates strategic responsiveness into tangible organizational improvements, thereby strengthening the organization's long-term adaptive capacity.

Another important finding is the role of resource efficiency in transforming innovation initiatives into consistent organizational performance. The findings indicate that adaptive innovation generates organizational value only when supported by effective resource optimization, cost efficiency, and digital transformation. These operational mechanisms ensure that innovative ideas are successfully implemented, standardized, and integrated into organizational routines. Previous studies have acknowledged the importance of operational capability and digital transformation in improving organizational competitiveness ; . However, these capabilities have generally been

examined independently from broader adaptive capability development. The present findings suggest that resource efficiency functions as a critical operational bridge linking innovation capability with organizational learning. Consequently, operational excellence should be considered an integral component of adaptive organizational capability rather than merely an operational outcome.

Research shows that adaptive capabilities achieve sustainability through organizational learning and improvement. Continuous improvement, collaborative governance, knowledge sharing, and risk management enable organizations to institutionalize learning derived from operational experience and environmental interaction. Rather than treating learning as a separate organizational activity, the findings show that organizational learning evolves through repeated cycles of implementation, evaluation, and cross-functional collaboration. This interpretation supports contemporary perspectives highlighting organizational learning as a fundamental mechanism sustaining long-term adaptability and organizational renewal ; . However, this study extends previous literature by positioning organizational learning as the capability through which adaptive knowledge becomes embedded within organizational routines, ensuring that organizational adaptation is continuously reinforced rather than remaining dependent on individual managerial decisions.

A significant contribution of this study is the reconceptualization of Organizational Resilience as a higher-order capability emerging from the interaction of multiple adaptive capabilities rather than as an isolated organizational characteristic. Previous studies generally describe resilience as an organization's ability to recover from disruption, maintain operational continuity, or respond to crises. In contrast, the findings indicate that resilience develops progressively through strategic adaptation, sustainable innovation, resource efficiency, and organizational learning operating as an integrated capability system. This sequential development of capability enables organizations not only to withstand environmental turbulence but also to continuously renew organizational resources and capabilities in response to changing market conditions. Accordingly, organizational resilience should be understood as the cumulative outcome of adaptive capability development rather than merely a reactive organizational response.

The proposed adaptive organizational capability model further indicates that organizational resilience has become the main mechanism by which organizations generate competitive advantage and ultimately achieve business sustainability. The research results show that resilient organizations are more effective at enhancing customer satisfaction and loyalty, improving operational reliability, developing innovative solutions, and expanding business opportunities more effectively than those relying solely on isolated strategic initiatives. These advantages together create outstanding organizational value that competitors find hard to replicate, thereby supporting long-term business sustainability. Previous research mainly focused on the direct relationship between dynamic capabilities, competitive advantage, and organizational performance. This study provides a more comprehensive explanation by demonstrating how adaptive organizational capability can transform environmental pressures into sustainable business outcomes. This comprehensive capability perspective represents the main theoretical contribution of this study, advancing existing literature on organizational adaptability, resilience, and sustainable competitiveness.

5. Conclusions

This study explores how digital health organizations can cultivate organizational resilience through adaptive organizational capabilities. The research results show that organizational adaptation is driven by the interaction between external environmental pressures and internal organizational readiness, leading to the development of four interrelated capabilities: market and strategic adaptability, sustainable innovation capability, operational capability, and organizational learning and improvement. These capabilities collectively enhance organizational resilience, thereby promoting competitive advantage and long-term business sustainability.

By proposing an adaptive organizational capability model, this study expands existing perspectives on dynamic capability, strategic flexibility, organizational flexibility, and frugal innovation, enriching the literature on organizational adaptation. The research results indicate that organizational resilience should be understood as a higher-order competency arising from the development of continuous organizational capabilities, rather than an isolated organizational response. For practitioners, the study emphasizes integrating customer orientation, innovation, operational excellence, and organizational learning into a coherent adaptive capability system to maintain competitiveness in the rapidly evolving digital healthcare industry.

Future research may validate the proposed model in different organizational contexts and industries using comparative case studies or quantitative approaches to examine the relationships among adaptive organizational capabilities, organizational resilience, and sustainable competitive advantage.

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