

Adaptive Organizational Culture and Team Performance: A Mixed Methods Approach to the Creative Industry in Cikarang, Bekasi Regency

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Abstract

This study aims to analyze the effect of adaptive organizational culture on team performance in the creative industry in Cikarang, Bekasi Regency using a mixed methods approach. The research design employed is sequential explanatory, which integrates quantitative and qualitative methods in sequence. Quantitative data were collected through questionnaires distributed to 100 respondents selected using purposive sampling and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Subsequently, qualitative data were obtained through in-depth interviews with key informants and analyzed using thematic analysis. The results indicate that adaptive organizational culture has a positive and significant effect on team performance, with a path coefficient of 0.68 and a p-value < 0.05. Qualitative findings further support these results, revealing that work flexibility, innovation, team collaboration, and technological adaptation are key factors in enhancing team performance. Therefore, adaptive organizational culture serves as a strategic factor in improving team performance within the creative industry.

Keywords: adaptive organizational culture; team performance; creative industry; mixed methods; PLS-SEM.

Introduction

The development of the creative industry in Indonesia has shown significant growth in recent years, particularly amidst digital transformation and changing global market dynamics. The creative industry is required to have high flexibility and the ability to adapt quickly to technological changes, consumer preferences, and new business models. In this context, the role of human resources (HR) is a key factor in determining organizational success, particularly through the formation of an adaptive organizational culture. An adaptive organizational culture is a system of values, norms, and work practices that encourages flexibility, innovation, and the organization's ability to respond quickly and effectively to environmental changes. Organizations with an adaptive culture tend to be more able to survive and thrive in conditions of uncertainty than those with a rigid culture (Farrel & Fikri, 2024). Furthermore, an adaptive organizational culture is also closely related to increased motivation, commitment, and collaboration among team members.

Organizational culture plays a crucial role as a foundation for building cooperation, trust, and effective communication. Research shows that a strong and positive organizational culture can significantly influence team performance, particularly through the values of collaboration and trust

(Sono, 2025). This shows that team success is determined not only by individual competency but also by a supportive work environment. In the creative industries, the relationship between organizational culture and team performance is increasingly complex due to the high demand for innovation and creativity. Organizational culture not only serves as a work guideline but also as a driver for the emergence of new ideas and innovative behavior. Studies in the creative industry in Indonesia show that organizational culture influences innovative behavior and knowledge sharing, which impacts performance improvement (Efandi et al., 2023; Piliang et al., 2024).

Technological developments and digital disruption also require organizations to develop sustainable adaptive capabilities. The creative industry in Indonesia faces challenges in maintaining competitive advantage due to rapid and dynamic market changes (Hakim, 2026). Therefore, organizations need to develop a culture that is not only adaptive but also encourages continuous learning and team innovation. Several recent studies have shown a relationship between organizational culture, innovation, and team performance in the creative industry and other sectors. The following is a summary of the research findings:

Summary Table of Research Related to Organizational Culture and Team Performance

No	Peneliti (Tahun)	Research Subjects	Method	Key Findings
1	Sono (2025)	Indonesian manufacturing companies	Quantitative	Organizational culture has a significant impact on team performance
2	Efandi et al. (2023)	Creative industries	Quantitative	Organizational culture fosters innovative behavior
3	Piliang et al. (2024)	The songket creative industry	SEM	Organizational culture influences knowledge sharing and performance
4	Farrel & Fikri (2024)	Literature review	Qualitative	An adaptive culture is essential for navigating digital disruption
5	Hakim (2026)	Indonesian creative industries	Literature review	Adaptive capabilities determine competitive advantage

Based on the table above, it can be concluded that most research still focuses on either quantitative or qualitative approaches separately, resulting in few comprehensive integrations of both approaches through mixed methods. However, a mixed methods approach allows researchers to gain a deeper and more holistic understanding, both from the perspective of numerical data and the subjective perspectives of respondents.

Furthermore, research specifically examining adaptive organizational culture and team performance in the creative industry in the Cikarang area of Bekasi Regency is still limited. This

region is considered one of Indonesia's strategic industrial areas, experiencing significant growth in the creative and digital sectors.

Literature Review

Adaptive Organizational Culture

Organizational culture is a system of values, norms, and beliefs that guides the behavior of organizational members in carrying out their work activities. In the context of modern business dynamics, the concept of organizational culture has evolved into an adaptive organizational culture that emphasizes flexibility, innovation, and the ability to respond quickly to environmental changes. Adaptive organizational culture is defined as a culture that encourages organizations to continuously learn, innovate, and adapt to both external and internal changes (Denison et al., 2020). Organizations with an adaptive culture tend to have higher levels of resilience when facing disruption (Sutrisno & Haryono, 2022). Adaptive culture is also associated with openness to change, a willingness to take risks, and strong collaboration among organizational members. Research indicates that organizations with an adaptive culture are able to enhance work effectiveness and competitiveness (Wibowo et al., 2023).

Indicators of an Adaptive Organizational Culture

Some commonly used indicators for measuring adaptive organizational culture include:

Flexibility in the workplace

1. Innovation and creativity
2. Responsiveness to change
3. Team collaboration
4. Organizational learning

These indicators are supported by recent research stating that an adaptive culture is highly relevant in navigating the digital age and the creative economy (Rahman et al., 2024).

Team Performance

Team performance refers to the results achieved by a group of individuals working collaboratively to meet organizational goals. Team performance is measured not only by work output but also by the processes of interaction, communication, and coordination among team

members. According to Robbins & Judge (2021), team performance is influenced by internal factors such as individual abilities, leadership, and organizational culture. In the context of modern organizations, team performance has become increasingly important because most work is done collaboratively. Recent research indicates that high team performance is characterized by effective communication, trust among members, and commitment to shared goals (Putra & Sari, 2023). Additionally, psychological factors such as engagement and motivation also have a significant influence on team performance (Hidayat et al., 2024).

Team Performance Indicators

Some team performance indicators include:

1. Quality of work
2. Quantity of output
3. Timeliness
4. Teamwork
5. Effective communication

The Relationship Between Adaptive Organizational Culture and Team Performance

Adaptive organizational culture is closely linked to team performance because culture serves as the foundation for shaping team members' work behavior. A flexible and innovative culture can enhance a team's ability to solve problems and generate creative ideas. Research indicates that an adaptive organizational culture positively influences team performance by enhancing collaboration and communication (Pratama & Nugroho, 2022). Additionally, an adaptive culture can accelerate decision-making and improve team effectiveness (Lestari et al., 2023). This relationship is becoming increasingly important because team performance relies heavily on creativity and innovation. An organizational culture that supports experimentation and learning has been shown to significantly improve team performance (Saputra et al., 2024).

Creative Industries

The creative industries are an economic sector that relies on creativity, ideas, and innovation as key factors in generating added value. This sector encompasses various fields such as design, media, digital technology, and the arts. According to a report by the Ministry of Tourism and Creative Economy (2023), the creative industries in Indonesia have experienced significant growth

and have become one of the main contributors to the national GDP. This highlights the importance of effective human resource management in this sector. The dynamic nature of the creative industry requires organizations to foster a flexible and adaptive culture. Research indicates that the success of the creative industry is heavily influenced by an organization's ability to manage team creativity (Utami & Prakoso, 2022).

The Mixed Methods Approach in Human Resources Research

The mixed methods approach is a research method that combines quantitative and qualitative approaches to gain a more comprehensive understanding of a phenomenon. According to Creswell & Plano Clark (2021), mixed methods allow researchers to integrate numerical data with narrative data, resulting in a more in-depth analysis. This approach is highly relevant in HR research because the phenomena under study are complex and multidimensional.

Research Method

A mixed methods approach was used to strengthen the analysis of the relationship between the two variables quantitatively and qualitatively. This study employed a mixed methods approach with a sequential explanatory design, combining quantitative and qualitative methods sequentially to gain a comprehensive understanding of the influence of adaptive organizational culture on team performance in the creative industry in Cikarang, Bekasi Regency. The first stage was carried out using a quantitative method by distributing questionnaires to respondents who were creative industry employees, using a purposive sampling technique with certain criteria, and the sample size was determined based on the Slovin formula (Sugiyono, 2021). Quantitative data were analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) to test the relationship between variables (Hair et al., 2022). Next, the qualitative stage was conducted through in-depth interviews with key informants to strengthen and explain the quantitative results, with data analysis using thematic analysis (Creswell & Plano Clark, 2021). The variables in this study consisted of adaptive organizational culture as the independent variable and team performance as the dependent variable, which were measured using a 1–5 Likert scale. Instrument validity and reliability tests were conducted prior to data analysis, and triangulation was used to enhance the validity of the qualitative data (Fauzi et al., 2023). With this approach, it is hoped that the research results will provide a more in-depth and accurate picture of the phenomenon being

studied.

Result and Discussion

Respondent Description

This study involved 100 respondents who were employees in the creative industry in the Cikarang area of Bekasi Regency. Respondent characteristics are presented in the following table:

Table of Respondent Characteristics

No	Characteristics	Category	Number	Percentage
1	Gender	Men	58	58%
		Women	42	42%
2	Age	20–25 years old	35	35%
		26–30 years old	40	40%
		Over 30 years old	25	25%
3	Education	High school	20	20%
		Diploma	30	30%
		Bachelor's degree	50	50%
4	Length of Service	Less than 2 years	30	30%
		2–5 years	45	45%
		More than 5 years	25	25%

According to Table 3, the majority of respondents were male (58%) with the dominant age group being 26–30 years old (40%). Most respondents held a bachelor's degree (50%) and had 2–5 years of work experience (45%). This indicates that the respondents were predominantly productive-age workers with a fairly high level of education.

Validity and Reliability Test Results

Instrument validation was performed using SEM-PLS, examining the outer loadings, Cronbach's alpha, and composite reliability.

Validity and Reliability Test Table

Variables	Indicator	Outer Loading	Description
Adaptive Organizational Culture	BOA1	0.78	Valid
	BOA2	0.81	Valid
	BOA3	0.84	Valid
	BOA4	0.79	Valid
Team Performance	KT1	0.80	Valid
	KT2	0.83	Valid
	KT3	0.82	Valid
	KT4	0.77	Valid

Variable	Cronbach's Alpha	Composite Reliability	Description
Adaptive Organizational Culture	0.85	0.90	Reliable
Team Performance	0.87	0.91	Reliable

The test results show that all indicators have outer loadings above 0.70 and are therefore considered valid (Hair et al., 2022). The Cronbach's Alpha and composite reliability values for each variable are also above 0.70, so the research instrument is considered reliable.

Results of the SEM-PLS Analysis

Hypothesis testing is performed by examining the path coefficient, t-statistic, and p-value.

Table of Hypothesis Test Results

Variable Relationships	Route Coefficient	T-Statistic	P-Value	Description
Adaptive Organizational Culture → Team Performance	0.68	9.21	0.000	Signifikan

The results of the analysis indicate that an adaptive organizational culture has a positive and significant effect on team performance, with a correlation coefficient of 0.68 and a p-value of <0.05. This suggests that the higher the level of organizational cultural adaptability, the greater the improvement in team performance within the creative industry.

Coefficient of Determination (R^2)

Tabel Nilai R-Square

Dependent Variable	R-Square	Category
Team Performance	0.46	Currently

An R-squared value of 0.46 indicates that the adaptive organizational culture variable explains 46% of the variation in team performance, while the remaining 54% is influenced by other variables outside the scope of this study.

Results of the Qualitative Analysis

The qualitative phase was conducted through interviews with 10 key informants. The thematic analysis yielded the following main themes:

Table of Qualitative Findings

Theme	Findings
Work flexibility	Employees feel more productive with a flexible work system
Innovation	The organizational culture fosters creative ideas
Team collaboration	Open communication enhances collaboration
Technology adoption	The use of technology supports work efficiency

The interview findings indicate that an adaptive organizational culture plays a key role in enhancing team performance through workplace flexibility, support for innovation, and effective collaboration. Informants noted that organizations open to technological changes and new ideas tend to have more productive and creative teams.

Integration of Mixed-Methods Results

The results of the quantitative and qualitative research show consistency, with an adaptive organizational culture proven to have a positive impact on team performance. Quantitative data reveal a significant relationship, while qualitative data provide an in-depth explanation of how this culture is implemented in daily work practices. The integration of both methods demonstrates that an adaptive organizational culture not only has a statistically significant effect but is also directly experienced by employees in the form of increased flexibility, innovation, and collaboration. Thus, the mixed-methods approach successfully provides a more comprehensive picture of the phenomenon under study.

Discussion

The results of the study indicate that an adaptive organizational culture has a positive and significant effect on team performance in the creative industry in Cikarang, Bekasi Regency. This is evidenced by the results of the SEM-PLS analysis, with a path coefficient of 0.68 and a p-value < 0.05 , indicating that the higher the level of organizational cultural adaptability, the greater the improvement in team performance. These findings indicate that organizational culture plays a strategic role in shaping team work behavior, particularly in navigating the rapidly changing dynamics of the creative industry. Theoretically, these findings align with the concept of adaptive organizational culture, which emphasizes flexibility, innovation, and the ability to respond to change as key factors in enhancing organizational effectiveness (Denison et al., 2020). An adaptive culture enables team members to be more open to change, take initiative, and collaborate effectively to complete tasks. This is further supported by findings (Wibowo et al., 2023) stating that an adaptive organizational culture can enhance organizational competitiveness through improved individual and team performance.

From an empirical perspective, the findings of this study are consistent with previous research indicating that organizational culture has a positive influence on team performance (Pratama & Nugroho, 2022; Lestari et al., 2023). In the context of the creative industry, an adaptive culture is becoming increasingly important because this sector relies heavily on creativity, innovation, and the team's ability to generate new ideas. Therefore, organizations capable of fostering a culture that supports experimentation and learning will have a competitive edge in enhancing team performance (Saputra et al., 2024). Furthermore, the results of the qualitative analysis reinforce the quantitative findings by demonstrating that an adaptive organizational culture is implemented through several key aspects: work flexibility, innovation, collaboration, and technological adaptation. Work flexibility allows employees to work more comfortably and productively, while a culture of innovation fosters the emergence of creative ideas that contribute to improved team performance. This aligns with the findings (Hidayat et al., 2024) stating that a flexible and supportive work environment can enhance employee engagement and productivity. Furthermore, team collaboration is also a key factor in improving performance. Interview results indicate that open communication and harmonious working relationships can enhance team effectiveness. These findings support the view (Putra & Sari, 2023) that communication and trust are key elements in building optimal team performance. In the creative industry, collaboration not

only improves work efficiency but also enriches ideas and perspectives in producing innovative outputs.

A coefficient of determination (R^2) value of 0.46 indicates that an adaptive organizational culture makes a fairly strong contribution to explaining variations in team performance, although other factors also influence it. These factors may include leadership, work motivation, the work environment, and reward systems, which were not examined in this study. This suggests that team performance is a complex phenomenon influenced by various variables. The mixed-methods approach used in this study has proven to provide a more comprehensive understanding. Quantitative data provides empirical evidence regarding the relationships between variables, while qualitative data offers in-depth explanations of how adaptive organizational culture is implemented in daily work practices. This aligns with the view (Creswell & Plano Clark, 2021) that the integration of quantitative and qualitative methods can enhance the validity and depth of research analysis. Thus, it can be concluded that an adaptive organizational culture is a critical factor in enhancing team performance, particularly within the creative industry, which is characterized by high levels of dynamism and uncertainty. Organizations capable of fostering a flexible, innovative, and collaborative culture will gain a competitive edge in boosting both productivity and team competitiveness.

Conclusion

Based on the research findings and discussion, it can be concluded that an adaptive organizational culture has a positive and significant influence on team performance in the creative industry in Cikarang, Bekasi Regency. This indicates that the higher the level of flexibility, innovation, and the organization's ability to adapt to change, the better the resulting team performance. Quantitative analysis results show that an adaptive organizational culture makes a fairly strong contribution to explaining variations in team performance, while qualitative analysis results reinforce these findings by revealing that the implementation of an adaptive culture is reflected in work flexibility, support for innovation, effective team collaboration, and the use of technology in work processes.

The mixed-methods approach used in this study has proven capable of providing a more comprehensive understanding, not only in terms of the statistical relationships between variables but also in terms of employees' experiences and perceptions within the work environment. Thus,

this study confirms that an adaptive organizational culture is a strategic factor that organizations need to develop, particularly in the creative industry, which is characterized by its dynamic and innovation-driven nature. This study still has limitations because it uses only one independent variable, so it is not yet able to explain all the factors that influence team performance. Therefore, future research is recommended to include additional variables such as leadership, work motivation, or the work environment to obtain more comprehensive results.

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