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ARTIFICIAL INTELLIGENCE AND ORGANIZATIONAL ADAPTATION: A BIBLIOMETRIC SCIENCE MAPPING ANALYSIS OF RESEARCH EVOLUTION (2000–2025)

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Original research

ABSTRACT

Artificial intelligence (AI) is reshaping organizational adaptation, yet the evolution of research in this domain remains insufficiently understood. This study addresses this gap through a bibliometric science mapping analysis of 1,060 Scopus-indexed journal articles published between 2000 and 2025. Using VOSviewer, it examines annual scientific production, reference and source co-citation, bibliographic coupling, keyword co-occurrence, overlay visualization, and country co-authorship to map the field's intellectual, conceptual, thematic, temporal, and collaborative structure. The results indicate that publication rates have been rising since 2020, that there are three intellectual traditions and five thematic clusters, and that generative AI, AI governance, human–AI collaboration, and organizational resilience have recently become important. Based on these findings, the study proposes the AI-Driven Organizational Adaptation Knowledge Evolution Framework as an interpretive synthesis of intellectual, conceptual, thematic, and collaborative dimensions. The framework provides a structured perspective for understanding the field's evolution and supports future interdisciplinary research and evidence-informed managerial decision-making.

1. INTRODUCTION

Organizations operate in increasingly volatile, uncertain, and data-intensive environments, where continuous adaptation has become essential for sustaining competitiveness and organizational resilience (Barney, 1991). Accelerating technological change, shifting market conditions, geopolitical uncertainty, and evolving stakeholder expectations require organizations to sense environmental change, reconfigure resources, and renew organizational capabilities (Teece et al., 1997). Accordingly, organizational adaptation has become a central construct in strategic management, organizational theory, and innovation research (Eisenhardt & Martin, 2000).

Artificial intelligence (AI) has emerged as a major driver of this adaptive transformation (Dwivedi et al., 2021). Advances in machine learning, deep learning, large language models (LLMs), and generative AI have extended AI beyond its traditional role as a computational technology, positioning it as a strategic organizational capability that enhances decision-making, organizational learning, innovation, and dynamic capabilities (Feuerriegel et al., 2024). Beyond automating routine tasks, AI enables organizations to anticipate environmental change, strengthen strategic renewal, and improve resilience (Jarrahi, 2018). Consequently, AI-driven organizational adaptation has become an increasingly important research domain spanning strategic management, information systems,

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innovation management, organizational studies, and digital transformation (Verhoef et al., 2021).

Research on AI-driven organizational adaptation has expanded rapidly over the past two decades, encompassing topics such as AI adoption, organizational learning, dynamic capabilities, strategic decision-making, digital transformation, business model innovation, and organizational resilience (Raisch & Krakowski, 2021). More recently, the emergence of generative AI has broadened the research agenda to include human–AI collaboration, responsible AI, AI governance, explainable AI, and the organizational implications of foundation models (Jarrahi et al., 2023). This expansion reflects the growing maturity and interdisciplinary complexity of the field (Dellermann et al., 2019).

Despite this progress, the literature remains dispersed across multiple disciplinary traditions (Liu et al., 2024a). Existing studies examine technological adoption, strategic management, organizational capabilities, digital transformation, or innovation from separate theoretical perspectives, while existing reviews focus on specific themes. Consequently, they provide only a partial understanding of AI-driven organizational adaptation as an integrated body of knowledge and offer limited insight into its intellectual foundations, conceptual development, emerging research fronts, and collaborative knowledge structures (Warner & Wäger, 2019; Correggi et al., 2024).

Addressing this limitation requires an analytical perspective that extends beyond conventional narrative and systematic literature reviews (Donthu et al., 2021). Bibliometric science mapping provides an appropriate methodological lens for investigating the long-term development of AI-driven organizational adaptation by reconstructing scientific knowledge through citation, conceptual, and collaboration networks (Chen, 2017).

Against this background, this study investigates the development of AI-driven organizational adaptation through an integrated bibliometric science mapping analysis of 1,060 Scopus-indexed journal articles published between 2000 and 2025. By combining annual scientific production, reference and source co-citation, bibliographic coupling, keyword co-occurrence, overlay visualization, and country co-authorship analyses, the study reconstructs the field's intellectual foundations, conceptual structure, emerging research fronts, temporal dynamics, and international collaboration patterns (Aria & Cuccurullo, 2017).

Accordingly, the study addresses the following research questions:

RQ1: What intellectual foundations characterize AI-driven organizational adaptation research?

RQ2: How is the conceptual structure of AI-driven organizational adaptation research organized?

RQ3: What research fronts are visible in the bibliographic coupling network?

RQ4: Which research themes are associated with earlier and more recent average publication years?

RQ5: What country-level collaboration patterns characterize AI-driven organizational adaptation research?

Unlike previous bibliometric studies that primarily provide descriptive mappings, this study develops the AI-Driven Organizational Adaptation Knowledge Evolution Framework as an interpretive synthesis derived from complementary bibliometric analyses. The framework integrates four complementary dimensions—intellectual consolidation, conceptual integration, thematic knowledge recombination, and international research collaboration—to provide a structured interpretation of the evolution of research on AI-driven organizational adaptation. By integrating complementary bibliometric techniques within a unified analytical framework, the study offers a comprehensive multidimensional mapping of the field and provides a foundation for future theory development and evidence-informed managerial decision-making.

2. THEORETICAL FOUNDATIONS OF AI-DRIVEN ORGANIZATIONAL ADAPTATION

This section reviews the theoretical foundations underpinning AI-driven organizational adaptation and develops the conceptual framework that guides the bibliometric analysis.

2.1 AI as a Strategic Organizational Capability

Building on the Resource-Based View (RBV), AI can be understood as a strategic organizational capability rather than merely a technological resource. Barney (1991) argues that valuable, rare, and difficult-to-imitate resources, effectively embedded within organizational processes, are essential for sustaining a competitive advantage. Accordingly, AI creates value only when integrated with complementary resources such as data, managerial expertise, organizational knowledge, and decision-making routines (Barney, 1991).

Evidence from digital analytics research similarly shows that advanced technologies generate organizational value through capability development rather than technology adoption alone (Wamba et al., 2017). Organizations further enhance these capabilities by leveraging data analytics while overcoming organizational inertia, thereby strengthening strategic adaptation (Mikalef et al., 2021). Recent empirical research also indicates that AI improves organizational learning, decision-making, and resource integration across different organizational contexts (Liu et al., 2024b).

Recent studies further demonstrate that AI contributes to organizational agility, innovation, resilience, and performance primarily by strengthening organizational capabilities rather than functioning as an isolated technological asset (Wong & Ngai, 2025; Zhang & Dong, 2026). Likewise, AI complements rather than replaces managerial judgment by supporting organizational learning, strategic renewal, and continuous organizational change (Warner & Wäger, 2019; Selgas-Cors & Thiébaut, 2026).

From this perspective, the RBV explains why AI represents a strategic organizational capability, whereas the dynamic capabilities perspective explains how this capability is continuously renewed and transformed into sustained organizational adaptation.

2.2 Dynamic Capabilities and Organizational Adaptation

Extending the resource-based view, the dynamic capabilities perspective explains how organizations continuously renew and reconfigure strategic resources to sustain competitiveness in rapidly changing environments. According to Teece (2007), long-term adaptation depends on three interrelated capabilities: sensing environmental change, seizing emerging opportunities, and reconfiguring organizational resources in response to evolving market conditions.

AI strengthens these adaptive capabilities by enhancing environmental sensing through advanced analytics, improving opportunity recognition with data-driven insights, and facilitating resource reconfiguration through intelligent decision support and process optimization. However, its organizational value depends on integration into managerial routines and organizational processes rather than technology adoption alone. Consequently, AI complements managerial judgment by reinforcing organizational learning, strategic renewal, and continuous change.

Empirical evidence supports this capability-based perspective. Organizations develop stronger adaptive capabilities by combining AI with complementary organizational resources, thereby enhancing innovation, flexibility, and responsiveness to environmental change (Helfat & Martin, 2015; Liu et al., 2024a). Moreover, AI-enabled dynamic capabilities improve organizational performance by increasing agility, innovation, and resilience (Wong & Ngai, 2025; Zhang & Dong, 2026).

Accordingly, the dynamic capabilities perspective provides the principal theoretical lens for explaining how AI-enabled capabilities are translated into sustained organizational adaptation through continuous sensing, seizing, and resource reconfiguration.

2.3 AI-Driven Organizational Adaptation

Building on the dynamic capabilities perspective, AI-driven organizational adaptation extends beyond technology adoption to encompass the continuous transformation of organizational processes, managerial routines, and strategic decision-making. This view is consistent with strategic management research, which emphasizes that successful adaptation requires organizations to continuously renew their capabilities in response to environmental change (Teece, 2007).

This perspective also aligns with the digital business strategy literature, which conceptualizes digital technologies as strategic resources that reshape organizational capabilities and competitive positioning within broader digital transformation processes (Bharadwaj et al., 2013; Vial, 2019). Recent studies indicate that AI enhances organizational adaptation by strengthening innovation, strategic flexibility, and overall performance, but these benefits depend on integrating AI with human expertise, organizational learning, and digital transformation initiatives (Sullivan & Wamba, 2024; Kraus et al., 2023).

Empirical evidence further shows that AI improves organizational performance only when embedded within broader organizational capabilities, governance structures, and decision-making processes, highlighting that sustained value creation depends on organizational adaptation rather than technology deployment alone (Mikalef et al., 2023). Recent research also emphasizes the importance of AI governance, human–AI collaboration, responsible AI, explainable AI, and organizational resilience in enabling effective adaptation (Feuerriegel et al., 2024).

Taken together, AI-driven organizational adaptation is best understood as a multidimensional organizational phenomenon integrating technological capabilities, organizational learning, governance, and strategic management to enable continuous adaptation in rapidly evolving business environments (Simón et al., 2024).

2.4 AI-Driven Organizational Adaptation as an Interdisciplinary Research Domain

Research on AI-driven organizational adaptation has evolved into an interdisciplinary research domain integrating strategic management, information systems, innovation studies, organizational theory, and digital transformation. Rather than developing as isolated streams, these research traditions have progressively converged to explain how organizations leverage AI-enabled capabilities to adapt to technological and environmental change (Liu et al., 2024b).

In this study, AI-driven organizational adaptation is conceptualized as an interdisciplinary research domain comprising interconnected bodies of knowledge reflected in shared intellectual foundations, conceptual themes, research fronts, and international collaboration patterns identified through bibliometric science mapping. This conceptualization provides an interpretive framework for understanding how research in the field is organized rather than a direct measure of interdisciplinarity.

Building on the Resource-Based View (RBV) and the Dynamic Capabilities perspective, AI is viewed as a strategic organizational capability whose value depends on its integration with organizational learning, digital transformation, governance, and human–AI collaboration (Barney, 1991; Teece, 2018; Dwivedi et al., 2023). This theoretical foundation provides the basis for examining the field's intellectual, conceptual, thematic, temporal, and collaborative dimensions through bibliometric science mapping.

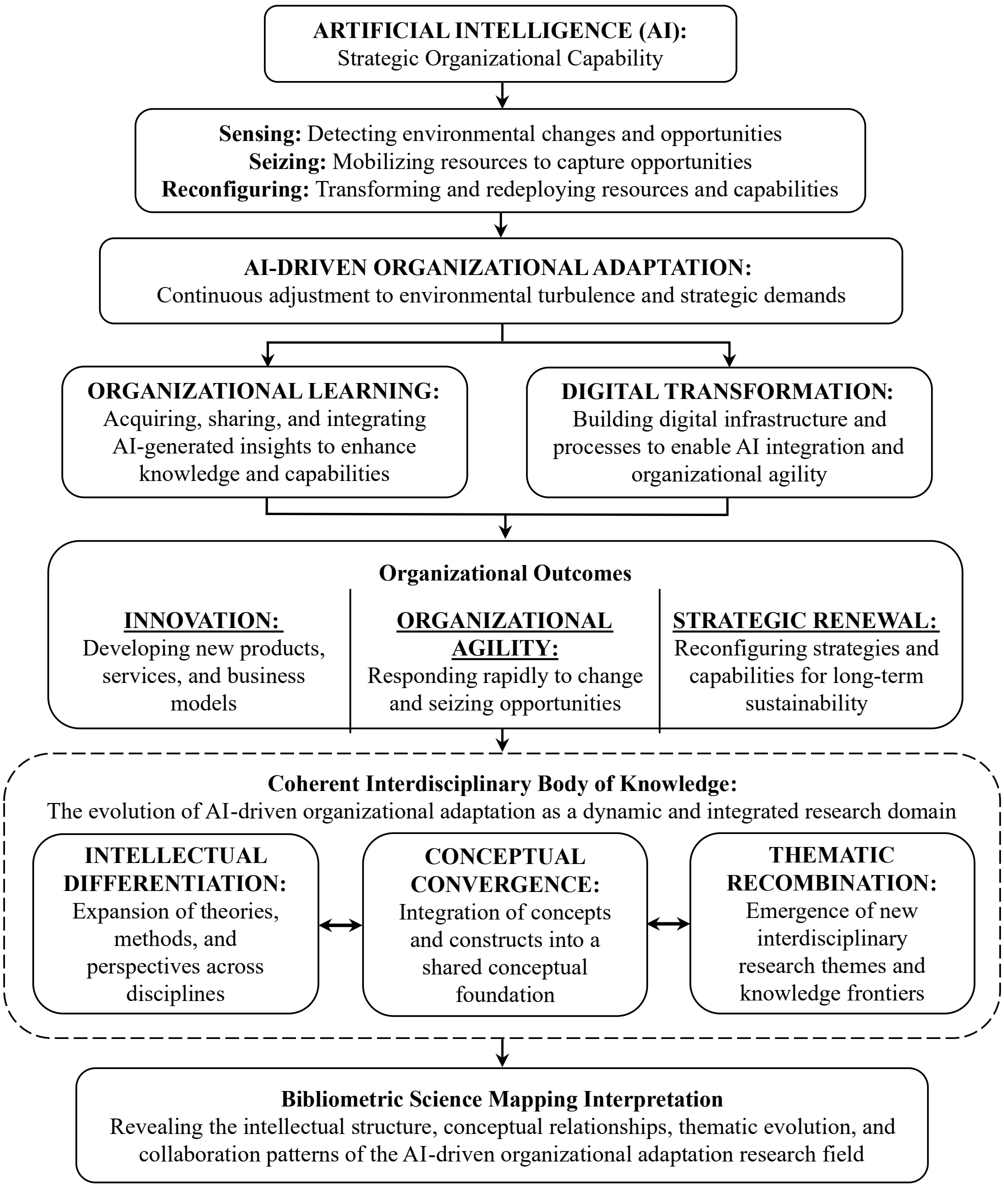

Figure 1. Conceptual Framework of AI-Driven Organizational Adaptation: From Strategic AI Capability to Knowledge Evolution
Source: *Authors' synthesis based on the theoretical literature on artificial intelligence, dynamic capabilities, organizational learning, digital transformation, and organizational adaptation.*

As the field has matured, its research focus has expanded from technology adoption toward AI governance, responsible AI, human-centered AI, and organizational resilience. These developments provide the conceptual background for the bibliometric science mapping analysis presented in the following section (Floridi & Cowls, 2019).

2.5 Linking the Conceptual Framework to Bibliometric Science Mapping

The conceptual framework developed in this section positions AI-driven organizational adaptation as an interdisciplinary research domain characterized by interacting intellectual, conceptual, thematic, temporal, and collaborative dimensions (Figure 1). Examining these dimensions requires a systematic approach capable of analyzing the intellectual and thematic organization of the literature through complementary bibliometric indicators (Chen, 2017).

Bibliometric science mapping provides an appropriate methodological lens by analyzing citation, keyword co-occurrence, and collaboration networks to identify the field's intellectual foundations, conceptual structure, thematic organization, the temporal distribution of research themes through average publication year indicators, and international collaboration patterns. This approach is particularly suitable for interdisciplinary research domains because it offers complementary perspectives on the structure and organization of scientific knowledge rather than testing causal relationships (Zupic & Čater, 2015).

Accordingly, this study integrates complementary bibliometric techniques within a unified analytical framework to examine the field's intellectual foundations, conceptual structure, thematic organization, temporal characteristics of research themes, and international collaboration patterns. The resulting evidence provides the basis for the bibliometric findings presented in Section 4 and the AI-Driven Organizational Adaptation Knowledge Evolution Framework synthesized in Section 5 (Van Eck & Waltman, 2010).

3. RESEARCH METHODOLOGY

This section presents the integrated bibliometric science mapping approach adopted to investigate the evolution of AI-driven organizational adaptation.

3.1 Research Design

This study employs a quantitative bibliometric science mapping design to examine the long-term development of AI-driven organizational adaptation. Bibliometric science mapping reconstructs scientific development through citation, conceptual, and collaboration networks and integrates complementary science mapping techniques within a unified analytical framework (Cobo et al., 2011).
Six complementary techniques were employed: reference and source co-citation to reconstruct intellectual foundations and scholarly communities, bibliographic coupling to identify contemporary research fronts, keyword co-occurrence and overlay visualization to examine the conceptual structure and temporal evolution of research themes, and country co-authorship to analyze international collaboration and knowledge diffusion (Van Eck & Waltman, 2010).
The findings were integrated to explain the field's intellectual, conceptual, thematic, temporal, and collaborative development, providing the analytical foundation for the interpretive framework presented in Section 5.

3.2 Data Collection and Search Strategy

The bibliographic dataset was retrieved from the Scopus database because it provides one of the largest curated collections of peer-reviewed literature in business, Management and accounting; standardized bibliographic metadata; and full compatibility with bibliometric software such as VOSviewer. Consequently, Scopus has become one of the most widely used data sources for bibliometric science mapping research (Donthu et al., 2021). To ensure conceptual consistency with the study's strategic management perspective, the search was limited to English-language journal articles indexed in the Business, Management, and Accounting (BUSI) subject area. Accordingly, the findings should be interpreted as representing the Scopus-indexed BUSI literature rather than the entirety of interdisciplinary AI-related scholarship.
The search was conducted on 15 July 2026 and covered publications from 2000 to 2025, ensuring complete annual coverage while avoiding incomplete indexing of the ongoing publication year. The search strategy was developed iteratively from the conceptual framework presented in Section 2 and refined through pilot searches. Search terms were organized into two conceptual blocks: (1) artificial intelligence technologies (e.g., artificial intelligence, machine learning, deep learning, neural networks, and algorithmic decision-making) and (2) organizational adaptation concepts (e.g., organizational adaptation, strategic renewal, organizational agility, dynamic capabilities, innovation management, and digital transformation). The two blocks were combined using Boolean operators AND and OR and applied to article titles, abstracts, and author keywords (TITLE-ABS-KEY).
Search query:
TITLE-ABS-KEY (("artificial intelligence" OR "machine learning" OR "deep learning" OR "neural network" OR "algorithmic decision-making") AND ("organizational adaptation" OR "strategic adaptation" OR "organizational change" OR "strategic change" OR "strategic renewal" OR "organizational agility" OR "strategic flexibility" OR "innovation management" OR "dynamic capability" OR "digital transformation")) AND PUBYEAR > 1999 AND PUBYEAR < 2026 AND (LIMIT-TO (SRCTYPE, "j")) AND (LIMIT-TO (PUBSTAGE, "final")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (SUBJAREA, "BUSI")) AND (LIMIT-TO (LANGUAGE, "English"))
The search prioritized established AI terminology to ensure consistent longitudinal coverage across the study period. Emerging terms such as "Generative AI" and "Large Language Models" (LLMs) were not included as separate search terms because they represent recent subdomains that are generally indexed under broader AI-related terminology.
The initial search retrieved 14,666 records. After applying the predefined eligibility criteria and screening procedures described in Section 3.3, the final dataset comprised 1,060 English-language journal articles indexed in the Business, Management, and Accounting (BUSI) subject area. The dataset was exported directly from Scopus in CSV format, including complete bibliographic metadata (e.g., authors, affiliations, titles, abstracts, keywords, source titles, cited references, and citation information) to ensure transparency, reproducibility, and compatibility with VOSviewer (version 1.6.20).

3.3 Dataset Screening and Preparation

The initial Scopus search identified 14,666 records. A multistage screening process was applied to ensure the relevance and consistency of the bibliometric dataset. First, publications were restricted to 2000–2025, yielding 11,105 records. Second, the dataset was limited to the business, management, and accounting subject area (2,741 records). Third, only journal articles were retained (1,221 records). Fourth, the search was restricted to English-language publications (1,188 records). Finally, only final-stage journal publications were included, resulting in 1,177 records.

Titles, abstracts, and author keywords were then manually screened to verify that both artificial intelligence and organizational adaptation were the primary focus of each publication. Studies addressing either concept only peripherally were excluded, resulting in a final dataset of 1,060 journal articles. The complete screening process is presented in Figure 2.

To improve the quality and interpretability of the keyword co-occurrence network, keyword data were standardized using a VOSviewer thesaurus file. Synonymous terms, spelling variants, abbreviations, and generic indexing terms were harmonized or removed where appropriate. Examples include AI → Artificial Intelligence, ML → Machine Learning, Digitalisation → Digitalization, and Industry 4 → Industry 4.0. These procedures were applied only to keyword data and did not alter the original bibliographic metadata exported from Scopus.

All screening, preprocessing, and keyword standardization procedures were performed by the author to ensure methodological consistency. The resulting dataset of 1,060 Scopus-indexed journal articles constituted the empirical basis for all subsequent bibliometric analyses.

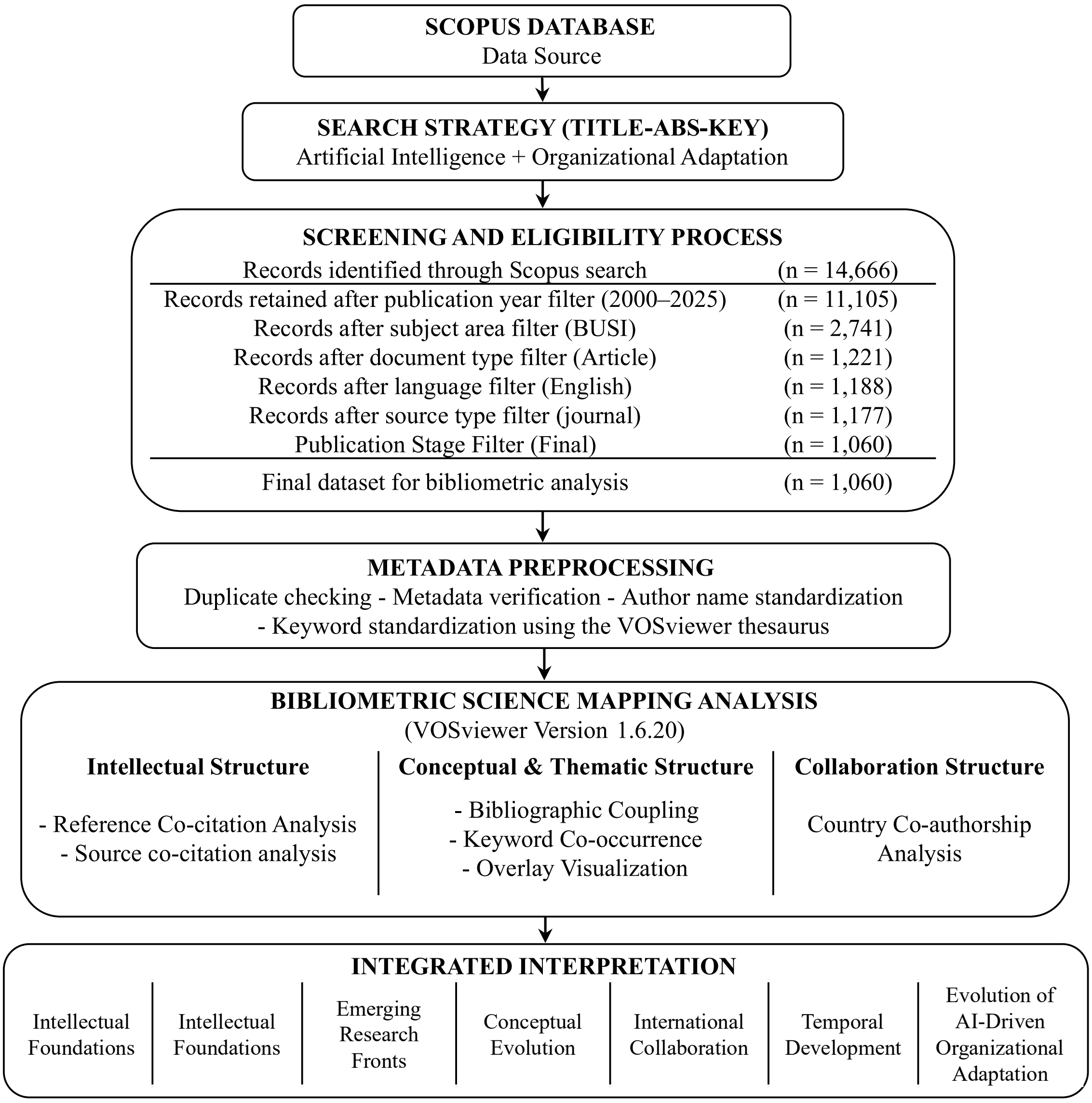

Figure 2. Research Workflow of the Bibliometric Science Mapping Study

Source: *Authors' elaboration.*

No additional disambiguation of author names, institutional affiliations, or country information was performed beyond the standardized metadata provided by Scopus, as these metadata were used directly in the corresponding bibliometric analyses.

Figure 2 summarizes the methodological workflow adopted in this study, illustrating the sequential stages of database retrieval, dataset screening, bibliographic preprocessing, bibliometric network construction, and integrated interpretation. This workflow enhances the transparency and reproducibility of the research design.

3.4 Bibliometric Analysis Procedures

The cleaned dataset was analyzed using VOSviewer (version 1.6.20), selected for its robust visualization capabilities, support for multiple bibliometric mapping techniques, and widespread use in science mapping research (Van Eck & Waltman, 2010).
Consistent with the research design, six complementary analyses were conducted to examine the intellectual, conceptual, thematic, temporal, and collaborative dimensions of AI-driven organizational adaptation. Reference and source co-citation analyses reconstructed the field's intellectual foundations, bibliographic coupling identified research fronts represented in the selected coupling network, keyword co-occurrence mapped the conceptual structure, overlay visualization examined the temporal distribution of research themes using the average publication year (APY) of author keywords, and country co-authorship analysis identified international collaboration patterns (Zupic & Čater, 2015).
All networks were generated using association strength normalization, VOSviewer's default normalization method, to produce balanced and comparable visualizations by accounting for differences in node frequencies. Full counting was applied because it preserves the complete contribution of each publication, keyword, reference, and country to the corresponding bibliometric networks. This counting method should be considered when interpreting collaboration networks involving multi-country publications (Van Eck & Waltman, 2010).
Thresholds for citation and keyword occurrence were selected through iterative testing to balance network readability with the retention of the principal knowledge structures represented in each analysis. Unless otherwise specified, the default clustering and layout parameters implemented in VOSviewer were used. The analytical parameters for each bibliometric technique are summarized in Table 1.

Table 1. Methodological Parameters Used for Bibliometric Network Construction

Analysis	Unit of Analysis	Threshold	Items Selected	Clusters	Counting Method	Normalization
Reference co-citation	Cited references	Minimum 10 citations	82	5	Full counting	Association strength
Source co-citation	Sources	Minimum 28 citations	115	4	Full counting	Association strength
Bibliographic coupling	Documents	Minimum 78 citations	110	6	Full counting	Association strength
Keyword co-occurrence	Author keywords	Minimum 8 occurrences	62	7	Full counting	Association strength
Overlay visualization	Author keywords	Minimum 8 occurrences	62	7	Full counting	Association strength
Country co-authorship	Countries	Minimum 14 documents	34	6	Full counting	Association strength

Source: Authors' elaboration based on the Scopus dataset using VOSviewer (version 1.6.20).

3.5 Methodological Considerations

Several methodological considerations should be acknowledged when interpreting the findings. First, the analysis is limited to English-language journal articles indexed in the Business, Management, and Accounting (BUSI) subject area of the Scopus database. Although this approach enhances data quality, consistency, and comparability, it may exclude studies published in other databases, subject areas, document types, or languages. Accordingly, the findings should be interpreted as representing the Scopus-indexed BUSI literature rather than the entirety of AI-driven organizational adaptation research (Donthu et al., 2021).
Second, bibliometric science mapping examines the intellectual, conceptual, thematic, temporal, and collaborative organization of scientific knowledge through citation, keyword co-occurrence, and collaboration networks. Consequently, the findings provide descriptive and interpretive evidence about the structure of the literature rather than tests of causal relationships or organizational outcomes (Zupic & Čater, 2015).
Third, citation-based analyses are influenced by publication age and citation accumulation. As a result, recently published studies—particularly those addressing emerging topics such as generative AI, foundation models, and responsible AI—may not yet have accumulated citation patterns comparable to those of more established publications (Chen, 2017).
Finally, the collaboration networks were constructed using the full counting method, which preserves the complete contribution of each publication to the analyzed networks. This approach may increase the apparent contribution of publications involving multiple countries and should therefore be considered when interpreting international collaboration patterns.
Despite these limitations, the integrated use of complementary bibliometric techniques within a transparent and reproducible analytical framework provides a robust basis for examining the intellectual, conceptual, thematic, temporal, and collaborative

dimensions of AI-driven organizational adaptation and underpins the findings presented in the following section.

4. RESULTS

This section presents the bibliometric findings across the intellectual, conceptual, thematic, temporal, and collaborative dimensions of AI-driven organizational adaptation. The analyses progress from publication growth and intellectual foundations to contemporary research fronts, conceptual development, and international collaboration, providing an integrated overview of the domain.

4.1 Annual Scientific Production and Field Growth

Annual scientific production illustrates the evolution of AI-driven organizational adaptation research between 2000 and 2025. As shown in Figure 3, publication output remained limited until 2017 before accelerating rapidly after 2020, reflecting growing scholarly interest in AI as a strategic organizational capability.

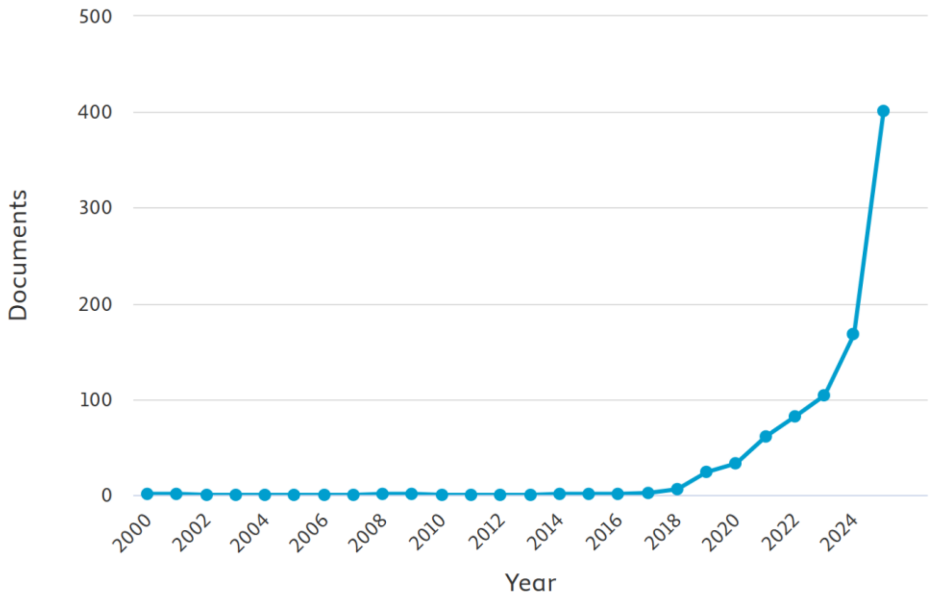

Figure 3. Annual Scientific Production in AI-Driven Organizational Adaptation Research (2000–2025)
Source: Authors' elaboration based on the Scopus dataset

Table 2 presents the annual distribution of the 1,060 journal articles included in the final dataset.

Table 2. Annual Distribution of Publications in AI-Driven Organizational Adaptation Research (2000–2025)

Year	Documents
2000	1
2001	1
2002	0
2003	1
2004	0
2005	0
2006	0
2007	0
2008	1
2009	1
2010	0
2011	0
2012	0
2013	1
2014	1
2015	2
2016	1
2017	3
2018	6
2019	27
2020	37
2021	68
2022	92
2023	122
2024	213
2025	482
Total	1,060

Source: Authors' elaboration based on the Scopus dataset.

The publication trajectory comprises three stages. The emergence stage (2000–2017) was characterized by sporadic publication activity. The early growth stage (2018–2021) saw sustained expansion, with annual publications increasing from 6 to 68. The rapid expansion stage (2022–2025) culminated in 482 publications in 2025.

This acceleration coincided with growing attention to generative AI, large language models (LLMs), AI governance, human–AI collaboration, organizational resilience, and strategic renewal, indicating a shift from technology adoption toward broader organizational and strategic perspectives. The sustained increase in publication output provides the foundation for examining the field's intellectual structure through the reference co-citation analysis presented in the following section.

4.2 Reference Co-Citation Analysis

Reference co-citation analysis reconstructs the intellectual foundations of AI-driven organizational adaptation by identifying publications that are frequently cited together. Applying a minimum threshold of 10 citations generated a network of 82 cited references organized into five clusters.

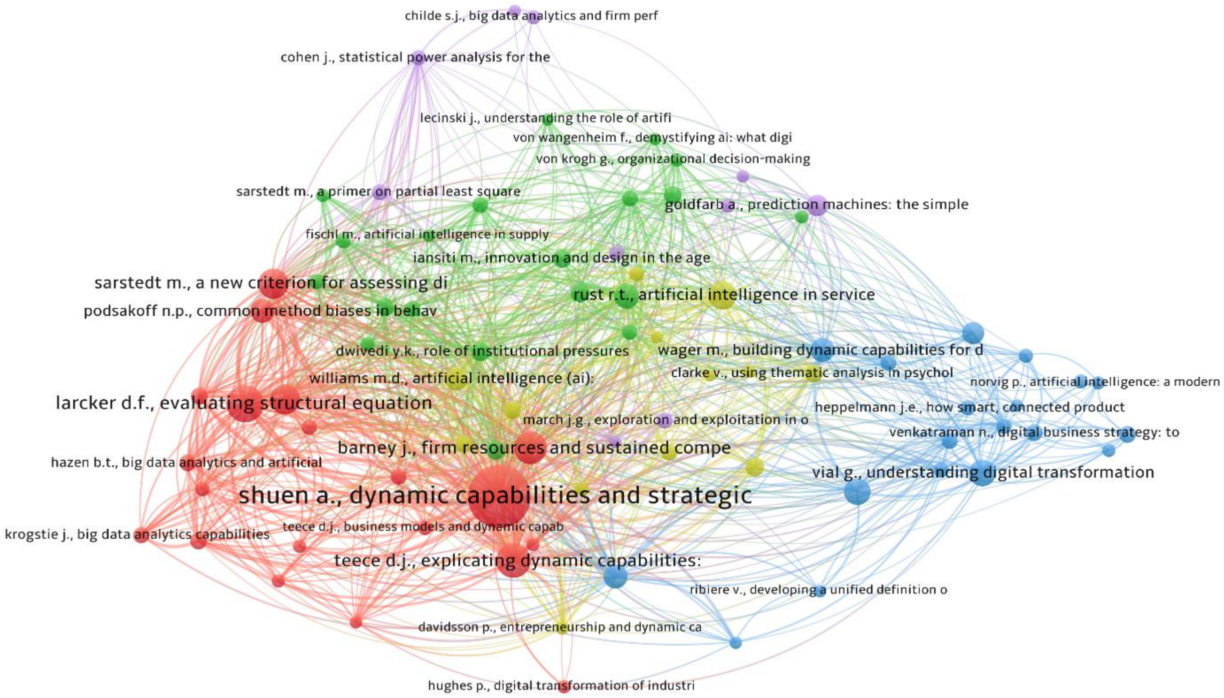

Figure 4. Reference Co-Citation Network of AI-Driven Organizational Adaptation Research
Source: Authors' elaboration based on the Scopus dataset using VOSviewer (version 1.6.20).

The reference co-citation network reveals five complementary intellectual clusters underpinning AI-driven organizational adaptation research. These clusters encompass dynamic capabilities and strategic management, artificial intelligence and digital transformation, organizational innovation, technology adoption, and methodological research. Together, they position AI-driven organizational adaptation at the intersection of strategic management, organizational theory, and AI-related research. The principal references underpinning these co-citation clusters are summarized in Table 3, which reports the highest-ranked references according to Total Link Strength (TLS) together with their citation counts, thereby supporting the interpretation of the intellectual structure identified in Figure 4.

Table 3. Highest-Ranked References in the Reference Co-Citation Network

Rank (by TLS)	Cited References	Citations	TLS
1	Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. Strategic Management Journal, 28(13), 1319–1350. https://doi.org/10.1002/smj.640	98	426
2	Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal, 18*(7), 509–533. https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z	43	267
3	Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18(1), 39–50. https://doi.org/10.2307/3151312	47	225
4	Davenport, T. H., & Ronanki, R. (2018). Artificial intelligence for the real world. *Harvard Business Review, 96*(1), 108–116.	27	160
5	Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99–120. https://doi.org/10.1177/014920639101700108	40	157
6	Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Journal of the Academy of Marketing Science, 43(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8	35	155

7	Huang, M.-H., & Rust, R. T. (2018). Artificial intelligence in service. *Journal of Service Research, 21*(2), 155–172. https://doi.org/10.1177/1094670517752459	32	151
8	Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. European Business Review, 31(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203	35	150
9	Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: What are they? *Strategic Management Journal, 21*(10–11), 1105–1121. https://doi.org/10.1002/1097-0266(200010/11)21:10/11%3C1105::AID-SMJ133%3E3.0.CO;2-E	25	142
10	Dwivedi, Y. K., Hughes, L., Ismagilova, E., Aarts, G., Coombs, C., Crick, T., Duan, Y., Dwivedi, R., Edwards, J., Eirug, A., Galanos, V., Ilavarasan, P. V., Janssen, M., Jones, P., Kar, A. K., Kizgin, H., Kronemann, B., Lal, B., Lucini, B., … Williams, M. D. (2021). Artificial intelligence (AI): Multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice, and policy. *International Journal of Information Management*, 57, Article 101994. https://doi.org/10.1016/j.ijinfomgt.2019.08.002	24	127

Source: Authors' elaboration based on the Scopus dataset using VOSviewer (version 1.6.20).
Note: TLS (Total Link Strength) represents the overall strength of a reference's co-citation links with other references in the network. References are ranked according to TLS.

The most influential references indicate that AI-driven organizational adaptation research draws upon complementary contributions from strategic management, artificial intelligence, digital transformation, and methodological scholarship. Collectively, these highly interconnected references constitute the principal intellectual foundations of the field and explain the configuration of the five co-citation clusters identified in Figure 4. In particular, the prominence of dynamic capabilities and the resource-based view confirms their central role within the field's intellectual structure, while AI-related and methodological references demonstrate the broad interdisciplinary foundations of the research domain.
The next section examines the disciplinary foundations of this intellectual structure through source co-citation analysis.

4.3 Source Co-Citation Analysis

Source co-citation analysis identifies the scholarly communities underpinning AI-driven organizational adaptation. Using a minimum threshold of 28 citations, a network of 115 sources organized into four clusters was generated (Figure 5).

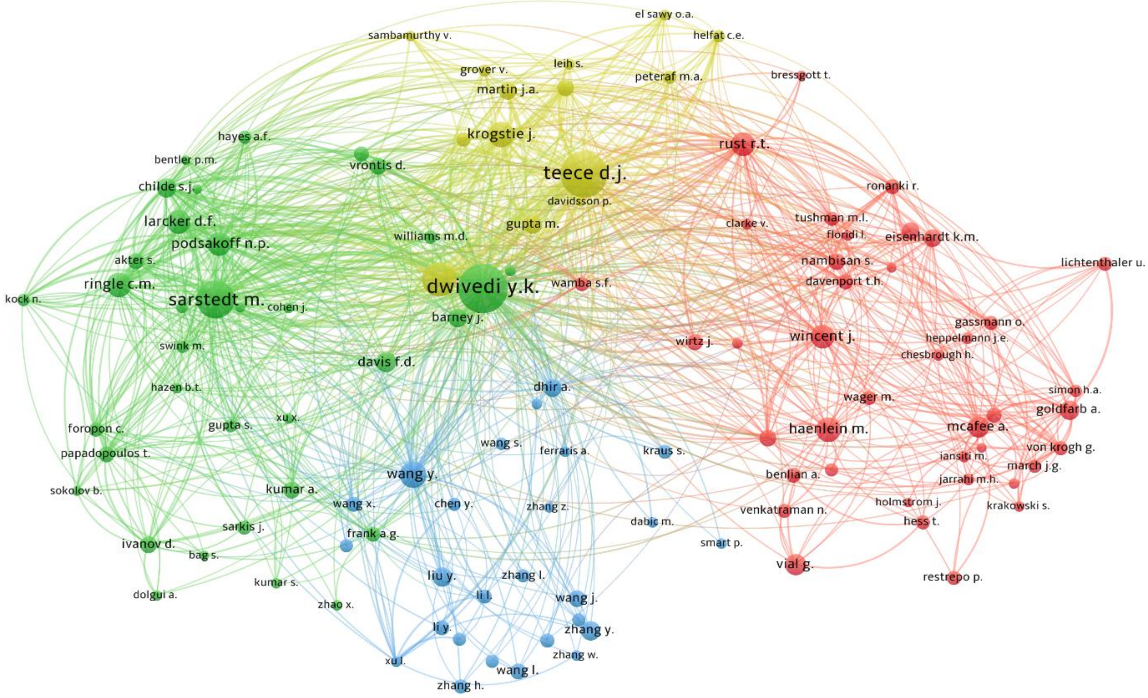

Figure 5. Source Co-Citation Network of AI-Driven Organizational Adaptation Research (2000–2025)
Source: Authors' elaboration based on the Scopus dataset using VOSviewer (version 1.6.20).

The network reveals an interdisciplinary knowledge structure centered on strategic management, information systems, digital transformation, AI, and dynamic capabilities, highlighting the convergence of these domains.

Table 4. Most Influential Sources in the Source Co-Citation Network

Rank	Source	Citations	TLS
1	Dwivedi Y.K.	251	3461
2	Teece D.J.	231	3393
3	Sarstedt M.	177	2313
4	Shuen A.	152	2070
5	Krogstie J.	103	1587
6	Ringle C.M.	97	1532
7	Podsakoff N.P.	94	1460
8	Rust R.T.	92	1402
9	Childe S.J.	69	1396
10	Larcker D.F.	91	1367
11	Wincent J.	92	1295
12	Wang Y.	108	1231

Source: Authors' elaboration based on the Scopus dataset using VOSviewer (version 1.6.20).

The most influential sources include leading scholars in strategic management (e.g., Teece and Shuen), AI and digital transformation (e.g., Dwivedi, Rust, Wincent, and Krogstie), and quantitative methodology (e.g., Sarstedt, Ringle, Podsakoff, and Larcker) (Table 4). Collectively, the network confirms that AI-driven organizational adaptation has evolved through the integration of strategic management, information systems, innovation, and digital transformation research.

The following analysis examines contemporary research fronts through bibliographic coupling.

4.4 Bibliographic Coupling Analysis

Bibliographic coupling identifies research fronts visible in the selected coupling network by linking publications that share common references. Applying a minimum threshold of 78 citations produced a network of 110 interconnected documents organized into six thematic clusters. These documents represent the most strongly connected publications in the dataset and provide a focused view of the principal research fronts identified through the selected bibliographic coupling network.

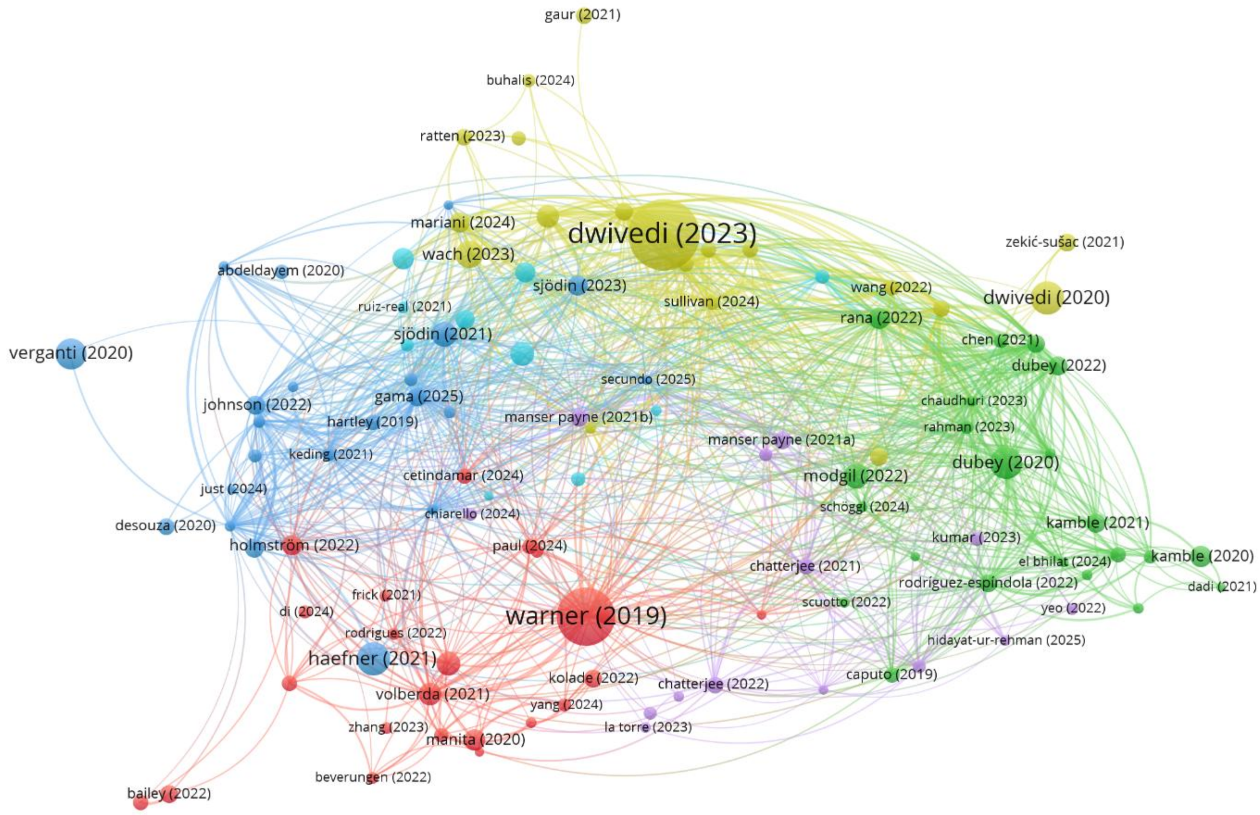

Figure 6. Bibliographic Coupling Network of AI-Driven Organizational Adaptation Research
Source: Authors' elaboration based on the Scopus dataset using VOSviewer (version 1.6.20).

The selected bibliographic coupling network identifies six complementary research fronts integrating strategic, organizational, and technological perspectives (Figure 6).

Table 5. Main Contemporary Research Fronts Identified through Bibliographic Coupling Analysis

Cluster	Research Front	Representative Publications	Main Research Themes
1	Dynamic capabilities and organizational adaptation	Warner (2019), Volberda (2021), Holmström (2022), Paul (2024)	Dynamic capabilities, strategic renewal, organizational adaptation, digital transformation
2	AI implementation, operations, and sustainable supply chains	Dubey (2020), Dubey (2022), Kamble (2020), Rana (2022), Caputo (2019)	AI adoption, supply chain management, sustainability, organizational performance
3	Organizational innovation and AI capability development	Hartley (2019), Sjödin (2021), Keding (2021), Verganti (2020), Gama (2025)	Innovation management, AI capabilities, organizational learning, digital innovation
4	Generative AI, digital transformation, and business value	Dwivedi (2023), Sullivan (2024), Mariani (2024), Wach (2023), Akter (2023)	Generative AI, business value, AI governance, digital transformation
5	Human–AI collaboration and organizational intelligence	Lichtenthaler (2020), Chatterjee (2022), Jan (2023), Chiarello (2024)	Human–AI collaboration, organizational learning, decision support, knowledge management
6	Emerging AI applications and digital ecosystems	Mikalef (2021), Leone (2021), Rodgers (2021), Ruiz-Real (2021)	AI applications, digital ecosystems, technological innovation, emerging research topics

Source: Authors' elaboration based on the Scopus dataset using VOSviewer (version 1.6.20).

The six clusters collectively extend the theoretical framework presented in Section 2. Cluster 1 reinforces the dynamic capabilities perspective through organizational adaptation and strategic renewal, while Clusters 2 and 3 emphasize AI-enabled operations, organizational learning, and capability development. Clusters 4–6 capture emerging themes, including generative AI, AI governance, human–AI collaboration, organizational intelligence, and digital ecosystems. Overall, the strong links among clusters indicate that the field has evolved through cumulative thematic diversification, with emerging AI topics extending—rather than replacing—the established RBV and Dynamic Capabilities foundations (Table 5).

4.5 Conceptual Structure of AI-Driven Organizational Adaptation: A Keyword Co-Occurrence Analysis

Keyword co-occurrence analysis was conducted to examine the conceptual structure of AI-driven organizational adaptation. Applying a minimum occurrence threshold of eight generated a network of 62 author keywords organized into seven thematic clusters (Figure 7).

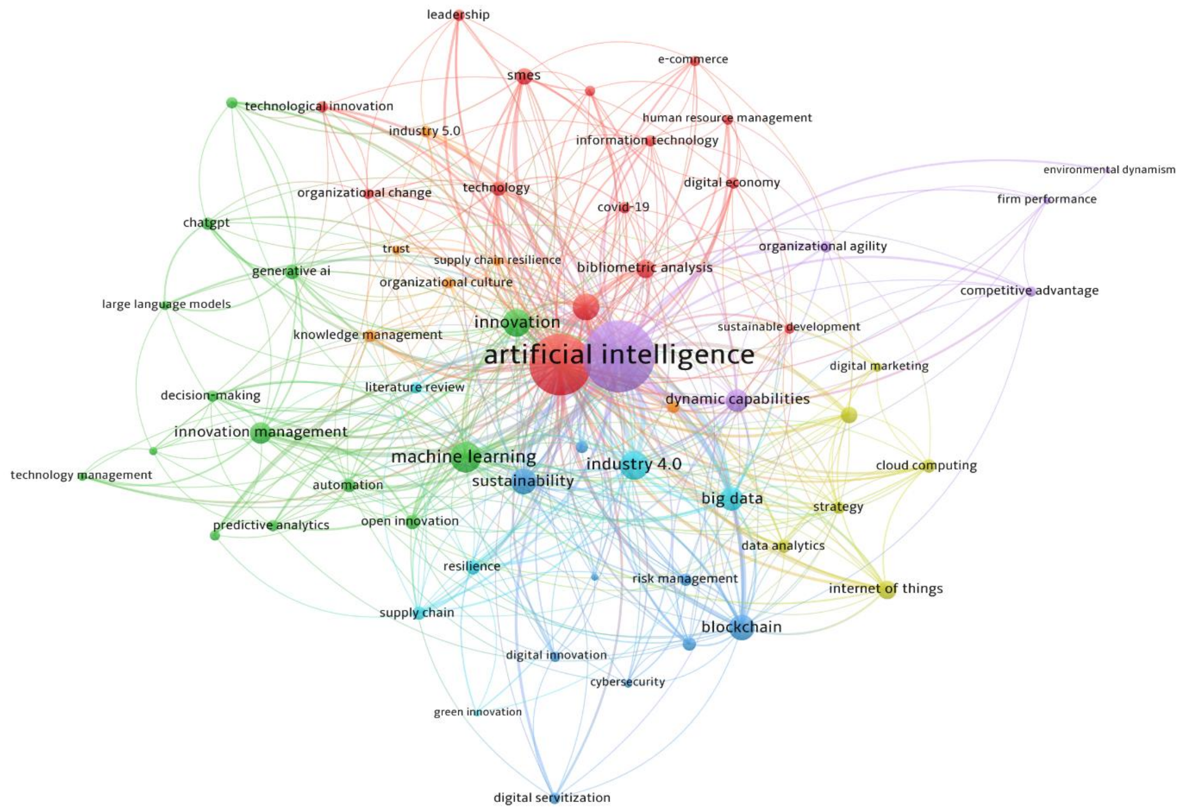

Figure 7. Keyword Co-occurrence Network of AI-Driven Organizational Adaptation Research

Source: Authors' elaboration based on the Scopus dataset using VOSviewer (version 1.6.20).

The network identifies artificial intelligence as the dominant keyword, exhibiting the highest occurrence frequency and total link strength (TLS). Strong links with digital transformation, machine learning, dynamic capabilities, innovation, Industry 4.0, and big data indicate a highly integrated conceptual structure spanning technological, organizational, and strategic perspectives.

Table 6. Most Influential Author Keywords

Rank	Keyword	Occurrences	TLS
1	Artificial Intelligence	396	629
2	Digital Transformation	327	479
3	Machine Learning	88	131
4	Industry 4.0	58	118
5	Dynamic Capabilities	53	68
6	Digitalization	46	95
7	Innovation	45	105
8	Sustainability	42	94
9	Innovation Management	38	70
10	Big Data	35	82
11	Blockchain	31	90
12	Bibliometric Analysis	23	49

Source: *Authors' elaboration based on the Scopus dataset using VOSviewer (version 1.6.20).*

Several high-frequency keywords, including *"artificial intelligence," "digital transformation," and "machine learning,"* were explicitly included in the search strategy and therefore are expected to occupy central positions in the keyword co-occurrence network. Accordingly, the interpretation emphasizes the relationships among keywords, their clustering patterns, and the overall thematic organization of the field rather than keyword frequencies alone (Table 6).

The seven interconnected clusters indicate a highly integrated conceptual structure linking technological, organizational, and strategic perspectives. Core concepts such as digital transformation and dynamic capabilities occupy central positions in the network, while newer themes—including generative AI, AI governance, and human–AI collaboration—appear alongside these established concepts. Together, these findings support the capability-based framework presented in Section 2 and highlight the interdisciplinary organization of AI-driven organizational adaptation research.

4.6 Temporal Development of the Conceptual Structure: An Overlay Visualization

To examine the temporal distribution of research themes, the keyword co-occurrence network was visualized using an overlay map based on the average publication year (APY) of author keywords.

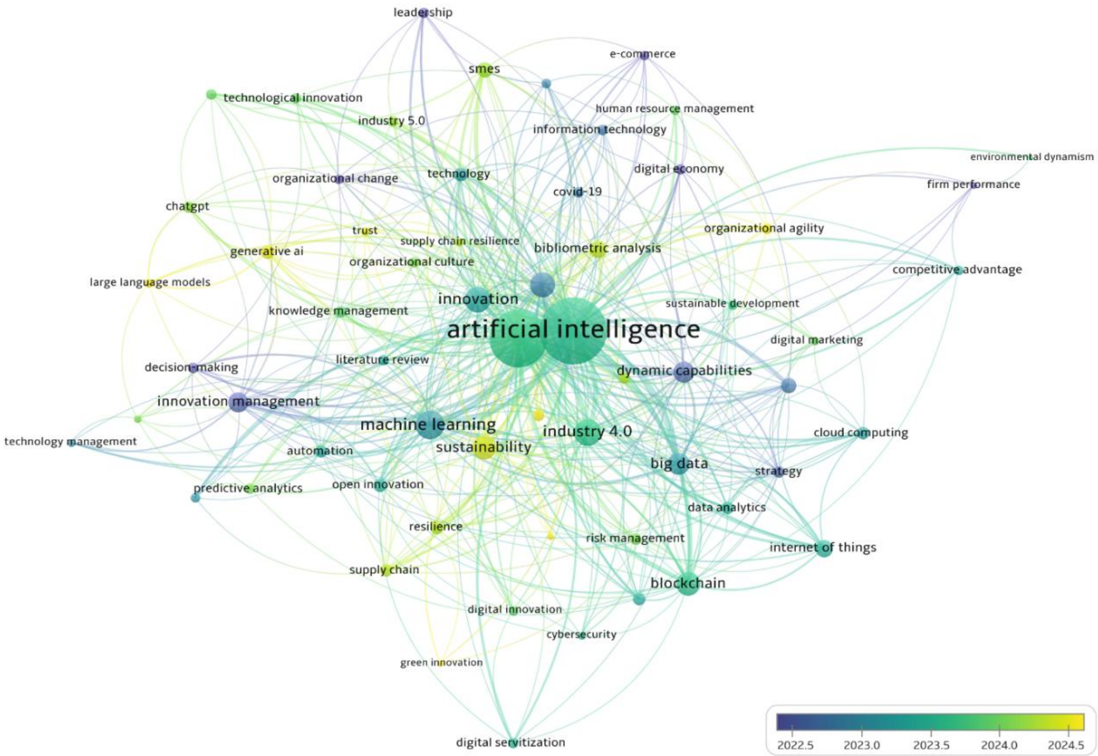

Figure 8. Overlay Visualization of Author Keywords

Source: Authors' elaboration based on the Scopus dataset using VOSviewer (version 1.6.20).

The overlay visualization highlights differences between relatively earlier and more recent research themes within a single network rather than tracking longitudinal changes over time (Figure 8).

The overlay visualization indicates differences in the average publication year (APY) of research themes across the keyword co-occurrence network. Earlier themes are associated with digital transformation, dynamic capabilities, organizational adaptation, and innovation management, reflecting the field's strategic management foundations. Keywords with relatively average newer publication years include machine learning, Industry 4.0, big data, blockchain, generative AI, Large Language Models (LLMs), Industry 5.0, knowledge management, trust, and supply chain resilience, indicating growing research attention to emerging AI-related organizational challenges.

These findings describe the temporal distribution of research themes based on average publication year rather than direct longitudinal changes in the field. The overlay visualization therefore complements the conceptual structure identified through keyword co-occurrence by highlighting the relative recency of research topics within the overall knowledge network.

4.7 International Scientific Collaboration: A Country Co-authorship Analysis

Country co-authorship analysis examined international collaboration in AI-driven organizational adaptation. Applying a minimum threshold of 14 publications generated a network of 34 countries organized into six clusters (Figure 9).

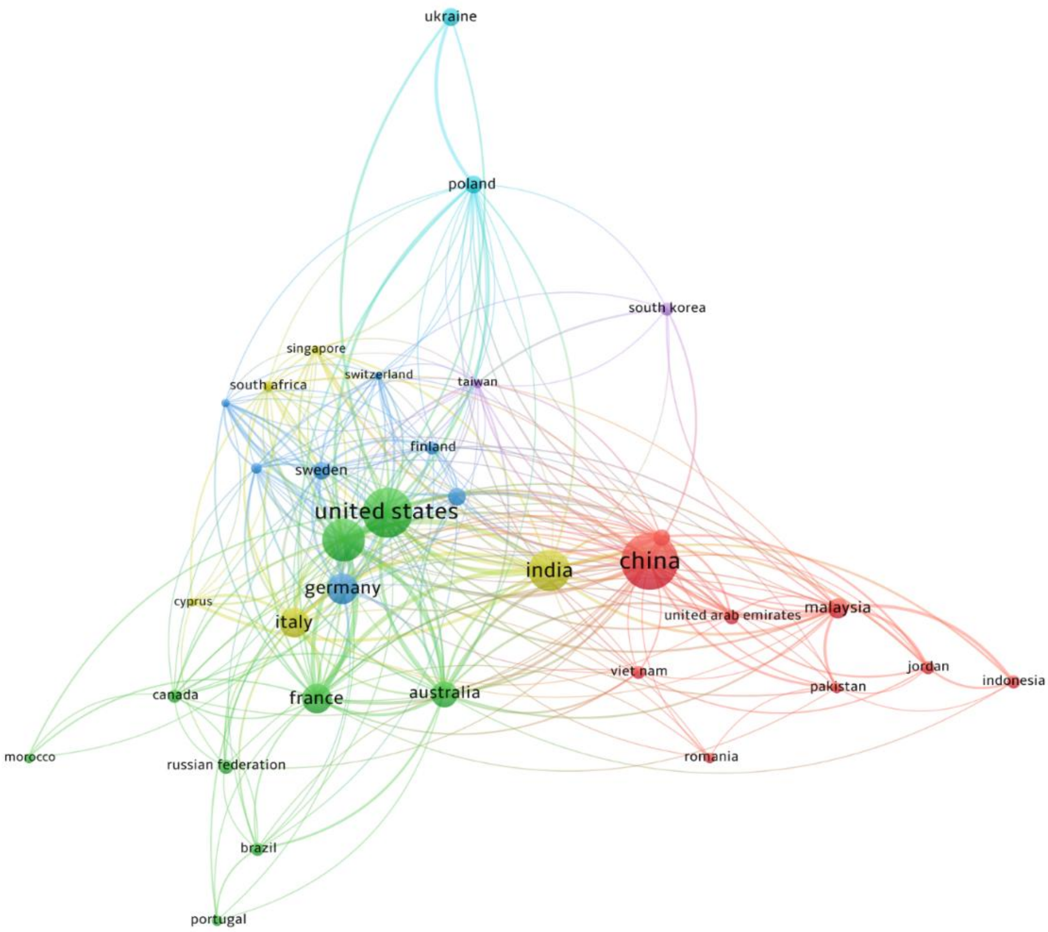

Figure 9. Country Co-authorship Network in AI-Driven Organizational Adaptation Research
Source: Authors' elaboration based on the Scopus dataset using VOSviewer (version 1.6.20).

The network reveals extensive international research collaboration, with the United Kingdom, the United States, China, and India occupying the most strongly connected positions based on publication output and total link strength (TLS) (Table 7).

The collaboration clusters reveal well-connected patterns of international research collaboration across Europe, North America, and Asia. Countries with high Total Link Strength (TLS), particularly the United Kingdom, the United States, China, and India, exhibit extensive collaborative linkages within the co-authorship network. These patterns characterize the international organization of AI-driven organizational adaptation research and complement the intellectual foundations, conceptual structure, and research fronts identified in the preceding analyses.

Table 7. Leading Countries in the Country Co-authorship Network

Rank	Country	Documents	Citations	TLS
1	China	163	3,993	96
2	United States	137	12,632	137
3	United Kingdom	112	16,843	174
4	India	108	11,363	126
5	Germany	72	9,375	60
6	Italy	70	9,020	93
7	France	68	10,077	125
8	Australia	57	7,076	98
9	Malaysia	43	1,508	67
10	Spain	37	5,092	33
11	Ukraine	37	523	18
12	Sweden	36	4,464	51

Source: Authors' elaboration based on the Scopus dataset using VOSviewer (version 1.6.20).

While international collaboration may facilitate knowledge exchange among research communities, country co-authorship should be interpreted as an indicator of collaboration rather than a direct measure of knowledge diffusion.

5. DISCUSSION

Building on the conceptual framework in Section 2 and the bibliometric findings in Section 4, this section interprets the evolution of AI-driven organizational adaptation as an interdisciplinary field of research. Rather than restating the empirical findings, it explains this evolution through four complementary mechanisms: intellectual consolidation, conceptual integration, thematic knowledge recombination, and international knowledge diffusion.

5.1 Intellectual Consolidation of AI-Driven Organizational Adaptation

The reference and source co-citation analyses suggest that AI-driven organizational adaptation is intellectually anchored in established strategic management theories rather than constituting a purely technology-centered research domain. Dynamic capabilities emerge as the primary theoretical foundation, while the Resource-Based View (RBV) provides a complementary perspective explaining how strategically valuable organizational resources create the potential for sustained competitive advantage (Section 4.2; Teece, 2007).

Consistent with the capability-based perspective developed in Section 2, the bibliometric evidence is interpreted as positioning AI as a strategic organizational capability that supports sensing, organizational learning, decision-making, and resource reconfiguration. Rather than attributing competitive advantage to AI adoption alone, the literature increasingly associates AI with organizational capabilities that enable the deployment and renewal of strategic resources through dynamic capabilities (Mikalef & Gupta, 2021).

Taken together, these findings support a capability-based interpretation in which the resource-based view establishes the strategic resource foundation, dynamic capabilities explain how these resources are transformed into adaptive organizational capabilities, and AI serves as an enabling organizational capability that supports sustained organizational adaptation (Barney, 1991).

5.2 Conceptual Integration Around AI as a Strategic Organizational Capability

The keyword co-occurrence and overlay analyses indicate an integrated conceptual structure linking technological, organizational, and strategic perspectives (Sections 4.5 and 4.6). The overlay visualization further shows differences in the average publication year of research themes, with earlier themes emphasizing digital transformation, organizational adaptation, and innovation management, and more recent themes including AI governance, human–AI collaboration, organizational resilience, and generative AI (Verhoef et al., 2021).

These findings are consistent with the capability-based perspective by positioning AI as a strategic organizational capability whose value depends on its integration with organizational learning, managerial routines, and adaptive decision-making. Rather than replacing earlier perspectives, the more recent themes appear alongside established concepts, broadening the conceptual scope of the field while maintaining continuity with its strategic management foundations (Simón et al., 2024).

5.3 Thematic Organization Across Emerging AI Research Fronts

The bibliographic coupling analysis identifies research fronts visible in the selected coupling network through publications that share common reference bases (Section 4.4). These research fronts encompass dynamic capabilities, AI implementation, organizational innovation, generative AI, human–AI collaboration, and digital ecosystems.

The shared reference patterns suggest that emerging AI-related topics are interpreted within existing organizational and strategic management perspectives rather than developing as isolated research streams. Accordingly, the observed thematic organization is consistent with an interpretive process of knowledge recombination based on common intellectual foundations, while recognizing that bibliographic coupling identifies shared reference structures rather than the mechanisms through which knowledge is combined (Feuerriegel et al., 2024; Warner & Wäger, 2019).

5.4 International Research Collaboration and Global Development

The analysis of country co-authorship reveals that AI-driven organizational adaptation thrives on well-connected international research collaboration networks, rather than isolated national research communities (Section 4.7). Countries with high total link strength (TLS), particularly the United Kingdom, the United States, China, and India, maintain extensive collaborative relationships within the global research network.

These collaboration patterns complement the intellectual, conceptual, and thematic structures identified in the preceding analyses by illustrating the international organization of research activity across strategic management, information systems, innovation studies, and related disciplines (Liu et al., 2024b). Although international co-authorship may facilitate the exchange of theoretical perspectives, methodological approaches, and empirical evidence, such knowledge exchange should be interpreted as a plausible implication of collaboration rather than a direct measure of knowledge diffusion (Dwivedi et al., 2023).

5.5 AI-Driven Organizational Adaptation Knowledge Evolution Framework

Rather than simply synthesizing the bibliometric findings, the proposed AI-Driven Organizational Adaptation Knowledge Evolution Framework provides an interpretive synthesis of the evidence generated through bibliometric analyses. The framework integrates four complementary dimensions identified in this study: intellectual foundations revealed through co-citation analysis, conceptual organization identified through keyword co-occurrence, thematic organization represented by the selected bibliographic coupling network, and international research collaboration illustrated by country co-authorship analysis.

Together, these complementary perspectives suggest that AI-driven organizational adaptation has developed as an interdisciplinary research domain organized around shared theoretical foundations, interconnected conceptual themes, selected research fronts, and international collaboration patterns. This framework therefore serves as an interpretive representation of the organization of scientific knowledge rather than a causal model of organizational adaptation.

Figure 10 synthesizes these complementary dimensions into a unified framework grounded in the bibliometric evidence.

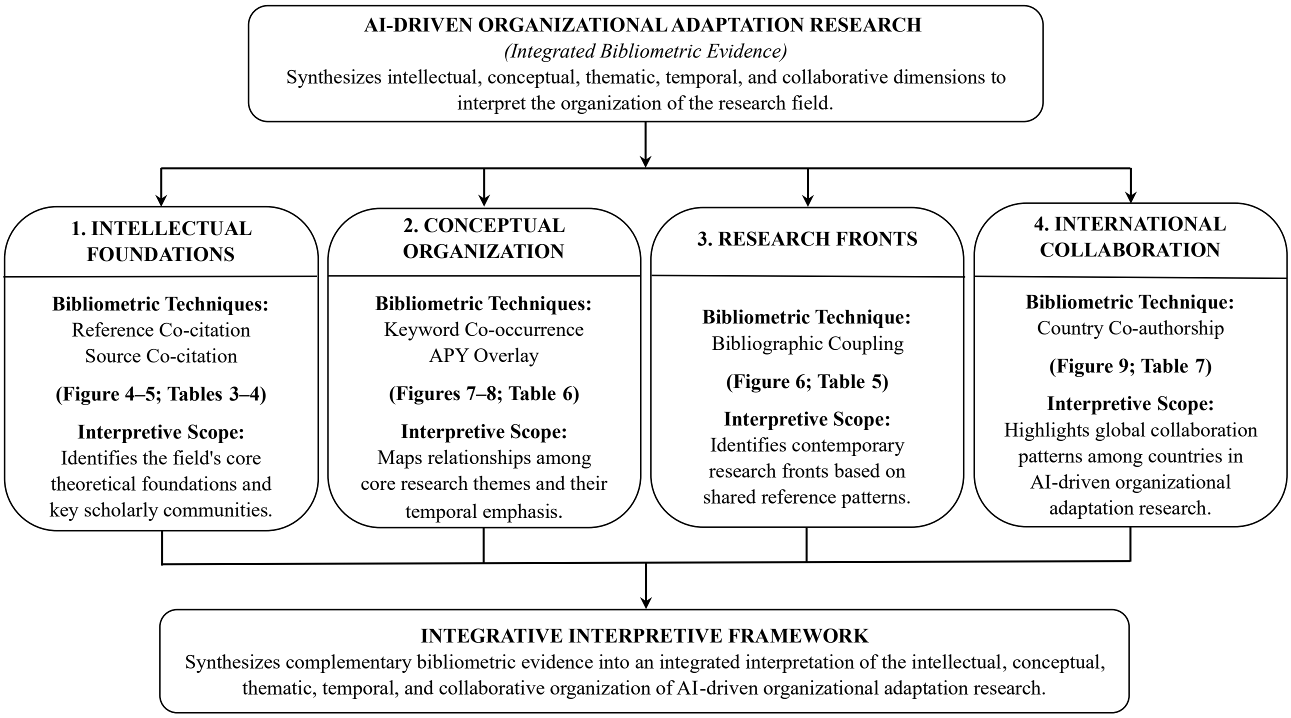

Figure 10. Integrative Interpretive Framework of AI-Driven Organizational Adaptation Research
Source: Authors' synthesis based on the integrated bibliometric science mapping findings.
Note: This framework is interpretive rather than causal. It synthesizes evidence from complementary bibliometric analyses and does not imply sequential stages or causal mechanisms.

Accordingly, the framework connects the conceptual foundations presented in Section 2 with the bibliometric findings reported in Section 4. Its principal contribution is to provide a theory-informed interpretation of how the literature is intellectually, conceptually, thematically, temporally, and collaboratively organized, integrating multiple bibliometric perspectives beyond descriptive network visualization.

6. CONCLUSION

This study provides a multidimensional bibliometric science mapping of AI-driven organizational adaptation within the English-language journal literature indexed in the Business, Management, and Accounting subject area of the Scopus database. By integrating complementary bibliometric techniques, the study examines the field's intellectual foundations, conceptual structure, thematic organization, temporal distribution of research themes, and international research collaboration. Based on these findings, it proposes the AI-Driven Organizational Adaptation Knowledge Evolution Framework as an interpretive synthesis of the observed bibliometric evidence.

6.1 Main Findings and Theoretical Contributions

The bibliometric findings suggest that AI-driven organizational adaptation has developed as an interdisciplinary research domain organized around complementary intellectual, conceptual, thematic, temporal, and collaborative dimensions. Co-citation analyses identified the field's principal theoretical foundations, keyword co-occurrence mapped its conceptual structure, bibliographic coupling highlighted selected research fronts, overlay visualization described the temporal distribution of research themes, and country co-authorship illustrated patterns of international research collaboration.

The study makes three principal theoretical contributions. First, it integrates complementary bibliometric perspectives into a unified interpretation of how scientific knowledge in the field is organized. Second, it introduces the AI-Driven Organizational Adaptation Knowledge Evolution Framework as an interpretive framework linking the conceptual foundations developed in Section 2 with the bibliometric evidence presented in Section 4. Third, it provides evidence that AI-driven organizational adaptation draws upon multiple interconnected research traditions rather than representing a purely technology-oriented domain.

6.2 Methodological Contribution

Methodologically, this study demonstrates the value of combining publication trends, co-citation analysis, bibliographic coupling, keyword co-occurrence, overlay visualization, and country co-authorship within a unified bibliometric science mapping framework.

Rather than relying on a single bibliometric technique, the integrated approach provides complementary perspectives on the organization of scientific knowledge, including intellectual foundations, conceptual structure, thematic organization, temporal distribution of research themes, and international collaboration patterns. The proposed workflow also offers a transparent and reproducible approach that may be adapted to other interdisciplinary research domains.

6.3 Managerial Implications

The findings suggest that organizations may benefit from viewing AI as a strategic organizational capability whose value depends on its integration with managerial routines, organizational learning, and adaptive decision-making rather than technology adoption alone. From a capability-based perspective, AI implementation may be more effective when supported by organizational learning, resource reconfiguration, and complementary governance mechanisms.

The prominence of AI governance, human–AI collaboration, and organizational resilience within the bibliometric analyses also suggests that successful organizational AI initiatives increasingly encompass organizational, managerial, and technological considerations alongside technical implementation.

6.4 Limitations and Future Research

This study has several limitations that should be considered when interpreting its findings. First, the analysis focuses solely on English-language journal articles indexed in the Business, Management, and Accounting subject area of the Scopus database. Consequently, the findings should be interpreted as representing this corpus rather than the entirety of AI-driven organizational adaptation scholarship.

Second, the results depend on the search strategy, inclusion criteria, and bibliometric thresholds adopted in this study. Different search terms, databases, document types, disciplinary scopes, or threshold settings may produce partially different network structures and research fronts.

Third, full counting, the standardized metadata provided by Scopus, and the cluster-labeling process may influence the resulting collaboration and thematic networks. In addition, country co-authorship represents research collaboration rather than direct knowledge diffusion, while overlay visualization describes differences in the average publication year of research themes rather than direct longitudinal evolution.

Future research may extend this work by incorporating additional bibliographic databases, broader disciplinary coverage, conference proceedings, and non-English publications. Combining bibliometric science mapping with systematic literature reviews, meta-analyses, or empirical organizational studies would further enrich understanding of AI-driven organizational adaptation.

Future studies may also examine emerging topics such as Generative AI, Foundation Models, Agentic AI, AI Agents, AI-native organizations, and Digital Twins, together with organizational capabilities supporting responsible AI governance and human–AI collaboration.

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