

Strengthening Amidst Turmoil: Resilience as the Key in the Relationship between Organisational Culture, Job Uncertainty, and *Employee Agility*

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Abstract

A volatile and uncertain business environment requires organisations to have employees who are agile in adapting. However, job insecurity can affect employees' psychological conditions and potentially hinder adaptive behaviour. Therefore, resilience is considered important as the ability to survive and thrive amid the pressures of change. This study aims to analyse the influence of organisational culture and job insecurity on employee agility, with employee resilience as a mediating variable. This is a quantitative study using a survey method. The study population consisted of 600 permanent employees in the accessories division of the garment industry in Semarang Regency. The sampling technique used was purposive sampling, with the following criteria: permanent employees with at least 1 year of service, experiencing changes in the work system/environmental pressure, and willingness to participate, resulting in 220 respondents. Data were collected using a Likert scale questionnaire and analysed using the Partial Least Squares approach to Structural Equation Modelling (SEM-PLS). The results showed that organisational culture contributed positively to resilience and employee agility. In this study, job insecurity was also associated with increased resilience and employee agility. Resilience was found to act as a mediator bridging the influence of organisational culture and job insecurity on employee agility. The implications of this study emphasise the importance of strengthening adaptive culture, ensuring clear organisational communication, and developing resilience-building programmes to maintain employee agility in the face of change.

Keywords: *employee agility, employee resilience, job insecurity, organisational culture.*

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INTRODUCTION

Today's business world faces a dynamic, uncertain environment (*volatile, uncertain, complex, ambiguous/VUCA*). Organisations must be adaptable and agile to survive in the face of change. The key to successful organisational adaptation lies in *employee agility*, which is the ability of employees to quickly adapt, develop new skills, and react effectively to changing situations (Salmen and Festing 2021). *Employee agility* plays a crucial role in enabling organisations to respond quickly to change, thereby achieving sustainable performance in a VUCA environment. (Fitriana, Nurhayati, and Rahayu 2025).

Achieving employee agility is not easy when organisations and employees face external pressures. One significant psychological pressure on employees is job insecurity, the perception of the threat of involuntary job loss in the near future. Job insecurity tends to have various adverse effects, including declines in psychological well-being, affective commitment, and employee performance (Salvador et al. 2022b; De Witte, Vander Elst, and De Cuyper 2015).

Studies in the hospitality sector, for example, show that job uncertainty reduces employees' *subjective well-being* and negatively impacts task performance. (Darvishmotevali and Ali 2020a). This condition can also trigger resistance to change (Salvador et al. 2022b), which certainly hinders employees' agility in adapting. In other words, when employees feel insecure about the continuity of their jobs, they tend to be more reluctant to take the initiative to change or take risks, thereby reducing *agility*.

Organisational culture is believed to play an essential role in shaping employees' adaptive behaviours and attitudes. Organisational culture is defined as a set of shared attitudes, norms, values, assumptions, and beliefs held by members of an organisation. (Allen, Golden, and Shockley 2015; Salvador et al. 2022b). A strong and positive culture can serve as a foundation for integration and stability, as well as guide how employees should act daily (Salvador et al. 2022b). It has been found that a strong organisational culture directly and significantly increases workforce agility (Fitriana et al. 2025). This emphasises the importance of a supportive cultural environment for employees to be agile in the face of change. An adaptive organisational culture, for example, one that encourages innovation, learning, openness, and teamwork, can create a safe climate for employees to experiment and quickly adapt to change (Fitriana et al. 2025). Thus, organisational culture is predicted to be positively related to *employee agility*.

Another key factor in this regard is employee resilience, which is the individual capacity to deal with change and work difficulties effectively, as well as to adapt so that they can continue to grow in new conditions (Hao et al. 2025a). Resilience enables employees to *bounce back* from work-related pressure. Resilient employees are better able to cope with stress and challenges, allowing them to remain productive and contribute positively even when the work situation is unstable (Hao et al. 2025a). In the study (Hao et al. 2025a) Resilience helped reduce stress and burnout, increased work engagement, and even encouraged broader *organisational resilience*. Contemporary views emphasise that employee resilience results from an interaction between the individual and their work environment (person–environment fit), meaning that the organisational climate (e.g., leadership support, adaptive culture) can strengthen or weaken employee resilience.

Based on the above description, resilience is considered a key factor that bridges the influence of organisational culture and job uncertainty on employee agility. Resilience can act as a mediator (a mechanism that connects variables) or a moderator (a factor that influences the strength of the relationship) in this dynamic. For example, research in the hotel sector during the COVID-19 pandemic found that employee resilience moderated the negative impact of job uncertainty on depression, so that more resilient employees were less psychologically affected by job insecurity (Aguiar-Quintana et al. 2021). Apart from serving as a buffer or support, resilience can also mediate the influence of a factor on an outcome. Wardjianto et al. (2022) exemplify that employee resilience can be a mediator of the impact of organisational culture on affective commitment to change () (Wardjianto, Purwana, and Clara 2022) . In other words, a positive organisational culture can increase employee resilience, ultimately encouraging greater commitment and readiness to face change. Based on the existing *literature gap*, there has not been much research that integrates these four constructs simultaneously (organisational culture, job uncertainty, resilience, and employee *agility*) in the wake of the pandemic and digital disruption.

The purpose of this conceptual study is to develop a theoretical model that explains the relationship between organisational culture and job uncertainty on *employee agility*, with employee resilience as a key variable (mediator or moderator). This article reviews the current literature, proposes a conceptual framework, and formulates hypotheses for future empirical research using a quantitative approach (SEM-PLS). The theoretical contribution is expected to be a more complete understanding of the strategic role of resilience in relation to culture, job security, and individual agility in the workplace. From a practical perspective, this framework provides organisational leaders with guidance on managing culture and working conditions to strengthen employee resilience and agility, enabling organisations to "grow stronger amid turmoil".

Organisational Culture

Organisational culture refers to a system of shared meanings within an organisation that provides identity and behavioural guidelines for its members. (Salvador et al. 2022b). Elements of culture include core values, norms, assumptions, beliefs, and artefacts that are evident in everyday work practices. Culture is historically formed and functions as an integrative force that stabilises the organisation (Salvador et al. 2022b). A strong, positive organisational culture is associated with various benefits for work behaviour. For example, a supportive and inclusive culture makes employees feel valued and part of a community, which ultimately increases their emotional attachment and job satisfaction (Prieto and Talukder 2023). When employees feel a strong sense of belonging to the organisation, they are more receptive to change because they believe that change is in line with the common good (Prieto and Talukder 2023).

One crucial dimension of modern culture is the norm of adaptability – the extent to which organisations encourage flexibility and adjustment to change (Organisational and Employee Resilience Research Report 2022). A high norm of adaptability is reflected in a proactive attitude towards a changing environment, a willingness to take calculated risks, and continuous learning. This kind of adaptive culture tends to increase employee agility by encouraging openness to new ideas and responsiveness to challenges. Previous research confirms this: (Fitriana et al. 2025) Found that organisational culture has a significant positive effect on employee agility in higher education institutions. Organisations with a strong culture (e.g., the BerAKHLAK culture in government agencies) are more adaptable because their employees are agile and proactive in facing change (Fitriana et al. 2025).

Organisational culture can also influence human resource resilience. A supportive cultural environment – for example, one that emphasises learning and self-development – will enrich employees' psychological capital, including their resilience. Malik & Garg (2017) applied the broaden-and-build theory and found that a *learning culture* has a significant positive effect on employee resilience (Wardjianto, Purwana, et al. 2022). This means that when organisations adopt cultural values that encourage continuous learning from experience and mistakes, employees become more mentally resilient. They view change as a learning opportunity (growth mindset) rather than a threat, thereby increasing their resilience. Similar findings were reported by Mandal (2017) and Suryaningtyas et al. (2019) in different contexts, where most dimensions of organisational culture have a positive effect on *resilience* at both the supply chain and managerial levels (Wardjianto, Purwana, et al. 2022). Thus, the literature indicates that a

conducive organisational culture (e.g., external orientation, innovative, collaborative) will shape employees who are more resilient and agile.

Job Insecurity

Job insecurity refers to employees' perceptions of concerns about the continuity of their jobs in the future (Salvador et al. 2022b). This is a psychological stressor that arises when workers feel there is a real threat of involuntary job loss. Unlike the actual condition of job loss, *job insecurity* is a subjective phenomenon – that is, the feeling of insecurity felt by employees, whether the threat is real or not (cognitive and affective aspects) (Salvador et al. 2022b). Greenhalgh & Rosenblatt (1984), who first popularised this concept, stated that *job insecurity* encompasses two components: concern about losing one's job (quantitative insecurity) and worry about losing valuable aspects of one's job, such as status or career opportunities (qualitative insecurity). In practice, *job insecurity* is triggered by various factors, ranging from macroeconomic crises, organisational restructuring, temporary employment contracts, to individual characteristics (Salvador et al. 2022b).

Many studies have documented the negative impact of job insecurity on employees. (De Witte et al. 2015) Linked *job insecurity* to a decline in mental well-being and health. Employees who are constantly overwhelmed by uncertainty tend to experience stress, anxiety, and even symptoms of depression. Organisationally, this contributes to counterproductive behaviour: decreased affective commitment, decreased *performance*, reduced *organisational citizenship behaviour* (OCB), psychological contract violations, and loss of trust in management (Ma et al. 2019). (Piccoli, Reisel, and De Witte 2021) Even found that *job insecurity* correlates with a decline in employee work performance. Another impact is an increase in turnover intention; employees who feel that their future is uncertain are more likely to seek new job opportunities for security (Övgü Çakmak-Otluoğlu and Ünsal-Akbiyik 2015).

1660In the context of adaptive behaviour, job uncertainty can hinder employee agility. A threatened psychological state can make employees reluctant to take initiative or participate in organisational change, as any change can be perceived as increasing the risk to their position. A study in Ghana reported that *job insecurity* increases resistance to change and psychological distress, which in turn encourages the intention to leave (Piccoli et al. 2021). (Obeng, Quansah, and Boakye 2020) Shows that *job insecurity* has a positive effect on the intention to leave through the mediation of *psychological strain* and resistance to change among banking employees. This resistance to change runs counter to the spirit of *agility*, as resistant employees are reluctant to adapt to new ways of working or new technologies. In addition, prolonged job insecurity can deplete employees' *psychological capital* – such as hope and optimism – leaving them with less psychological energy to be agile. Conversely, employees with high *psychological capital* are better able to cope with the effects of *job insecurity* (Darvishmotevali and Ali 2020b). Thus, *job insecurity* is expected to have a negative relationship with employee agility: the higher the sense of insecurity, the lower the agility and proactive responsiveness of employees in their work.

Employee Agility

Employee agility is the dynamic ability to adapt and respond to changes in tasks or the work environment quickly and effectively (Salmen & Festing, 2022). This concept is gaining attention in the digital age because successful organisations are generally supported by

individuals who are agile learners and adapters (learning agile). *Employee agility* encompasses proactive, adaptive behaviour and flexibility in performing various roles. The three main dimensions of agility often mentioned in the literature are *proactivity* (initiative and foresight), *adaptability* (flexibility in dealing with changing situations), and *resilience* (the ability to withstand difficulties) (Lai et al. 2021). In fact, some researchers view agility not only as a technical skill but also as a resilient mental attitude and a willingness to learn new things (Lai et al. 2021). In other words, agile employees usually also have strong personal resilience to cope with the pressures of change.

Employee agility is essential for modern organisations to navigate market and technological changes. A systematic literature review by (Salmen and Festing 2022) Shows that *employee agility* is influenced by various factors, including challenging job demands, a work environment that supports learning, and HR management practices that encourage flexibility (e.g., multi-skill training, empowerment). Organisations need to create an ecosystem that encourages agility, for example, through an innovative culture and transformational leadership. Menon & Suresh (2020) found that a combination of emotional intelligence, continuous learning, and an innovative climate can significantly increase employee agility (with employee vitality as a mediator). Meanwhile, the use of technology such as *enterprise social media* has also been proven to strengthen agility by facilitating collaboration and knowledge sharing, provided it is balanced with strong digital capabilities.

An empirical study in Indonesia by (Fitriana et al. 2025) Emphasises the importance of *agility* for the performance of educational institutions: agile employees help universities adapt to volatile situations, enabling them to achieve their vision and mission. Conversely, if employees are slow to change or reluctant to innovate, organisations will find it difficult to compete. Therefore, various authors emphasise agility as a core competency of the current era. (Wei et al. 2020) Refer to agility as a crucial second-order construct in organisational change, and provide evidence that increasing employee agility through digital interventions can drive innovation and performance. Conceptually, employee agility is also linked ly to an organisation's ability to deal with crises. For example, a study during the pandemic in South Africa noted the level of *agility* and resilience of employees as indicators of an organisation's readiness to deal with COVID-19 disruption (Lotfi and Sodhi 2024). Agility and resilience are often considered a pair of important qualities for modern human resources, which some experts refer to as *resilient agility*, an ambidextrous ability that combines adaptability with resilience in the face of shocks (Gölgeci et al. 2020). The concept of *resilient agility* is considered an important capability for change, as organisations need employees who are both agile and resilient in turbulent economic situations (Gölgeci et al. 2020).

Resilience as a Mediating or Moderating Variable

Employee resilience is an individual's capacity to cope with, recover from, and even strengthen themselves through experiences of change or work difficulties (Hao et al. 2025b). Resilient employees are not only able to "survive" when under pressure, but also thrive in new conditions after adversity. For example, when an organisation implements new technology, resilient employees will learn quickly, adapt their work methods, and not become easily frustrated when encountering obstacles. Various benefits of resilience have been documented: resilience helps employees cope with a changing and challenging work environment, reduces stress and anxiety levels, prevents burnout due to work pressure, and increases *work*

engagement. Resilient employees tend to be more enthusiastic and productive even in less-than-ideal work environments, so organisations also benefit from having this "resilient" workforce. It is not surprising that companies have recently paid great attention to developing employee resilience, especially after the COVID-19 pandemic, which has caused many new pressures in the workplace (e.g., changes in work systems, the threat of layoffs, etc.) (Hao et al. 2025b).

Both individual and contextual factors influence employee resilience. (Kuntz, Naswall, and Malinen 2016) Emphasise that resilience results from the interaction between individuals and their environment, so that the workplace context can strengthen or weaken a person's resilience. Organisational support, a fair climate, and positive social relationships in the office are known to help employees develop resilience. (Caniëls and Hatak 2022) Found that good leader-follower exchange relationships (both social and economic) contribute to increased employee resilience, especially when superiors manage the dark side of their subordinates' personalities. Conversely, a *toxic* or conflict-ridden work environment can erode resilience, as employees are constantly drained of mental energy to survive.

In relation to organisational culture, resilience can serve as a mechanism that explains how culture influences various *outcomes*. Research (Wardjianto, Purwana, et al. 2022) Shows that employee resilience mediates the influence of organisational culture on affective commitment to organisational change. An externally oriented organisational culture (e.g., competitive, innovative) will encourage employees to develop *adaptive coping* skills, making them more resilient and ultimately more willing to commit to change initiatives. Similarly, Suryaningtyas et al. (2019) and Wardjianto, Purwana, et al. (2022) Report that organisational resilience can mediate between organisational culture and organisational performance, implying that a strong culture fosters collective resilience, which then positively impacts performance. In line with this, we can assume that employee resilience mediates the relationship between organisational culture and employee agility: a supportive and adaptive culture will increase individual resilience (through support, a sense of security, and learning), and these more resilient employees will then appear more agile in their work. Without resilience, positive cultural values may be difficult to actualise into agile behaviour, especially when organisations face stressful situations.

Resilience can also act as a moderator, influencing the strength of a factor's impact on a particular *outcome*. In terms of job uncertainty, resilience is expected to *buffer* against the adverse effects of *job insecurity*. Highly resilient employees are believed to be able to withstand the psychological pressure caused by insecurity, so that their performance or adaptive behaviour does not decline dramatically. Research (Aguiar-Quintana et al. 2021) reinforces this idea: in the Spanish hospitality industry, employee resilience was found to reduce the negative impact of job uncertainty on employee depression levels during the pandemic. In other words, the resilient group of employees did not experience as much of an increase in depression as the less resilient group, even though both faced the threat of job loss. A similar buffering effect is likely to apply to agility: highly resilient employees will remain agile at work even if they feel uncertain about their jobs, while those with low resilience may become passive or withdrawn. Theoretically, this is consistent with *the Conservation of Resources (COR) Theory* (Hobfoll, 1989), which states that individuals with more personal resources (in this case, resilience is included as a *personal resource*) are better able to cope with stressors, thereby reducing the destructive effects of stressors (*job insecurity*) on work behaviour. Conversely, individuals with low resilience capital will be more affected, for example, by becoming

anxious and reluctant to change, causing their agility to decline sharply when they feel threatened. Based on the theoretical foundation and empirical findings above, this study formulates a conceptual model that positions resilience as a key variable in the relationship among organisational culture, job insecurity, and employee agility. It presents a framework of thought and proposed research hypotheses.

Conceptual Framework and Hypotheses

Based on the literature review, a conceptual framework of the relationship between variables can be constructed as shown in Figure 1 (conceptual framework).

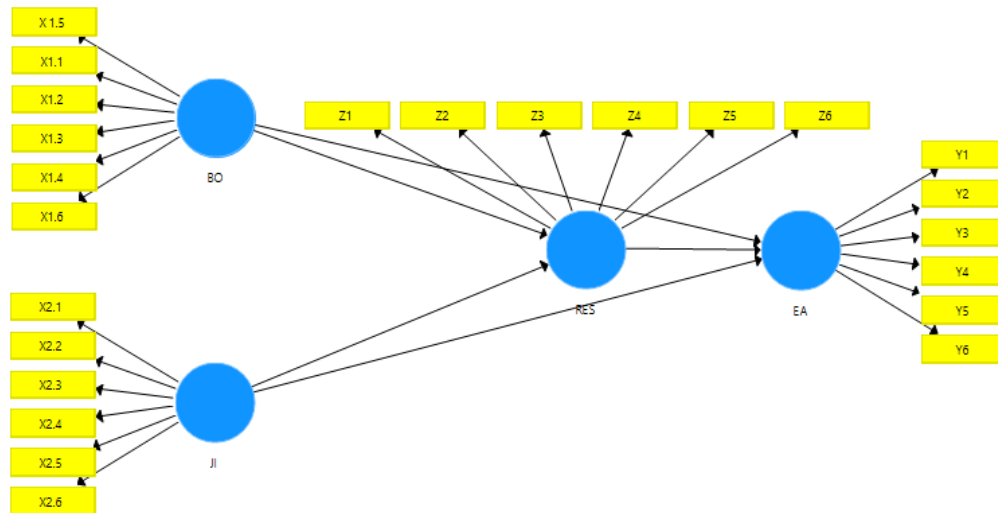


Figure 1. Conceptual Framework.

Organisational culture and job uncertainty are treated as independent variables that influence *employee agility*. Employee resilience serves as a mediating variable that links the independent and dependent variables. Simultaneously, resilience can also act as a moderating variable, particularly in the pathway through which job uncertainty influences *agility* (the dotted line in the framework indicates a possible moderating effect).

The following hypotheses are proposed in accordance with the conceptual framework:

H₁: *Organisational culture has a positive effect on employee agility*

H₂: *Job uncertainty negatively affects employee agility.*

H₃: *Organisational culture positively affects employee resilience.*

H₄: *Job uncertainty negatively affects employee resilience.*

H₅: *Employee resilience positively affects employee agility.*

H₆: *Employee resilience mediates the relationship between organisational culture and employee agility.*

H₇: *Employee resilience mediates the relationship between job uncertainty and employee agility.*

RESEARCH METHODOLOGY

This study uses a quantitative, survey-based approach to examine the influence of Organisational Culture and Job Insecurity on Employee Agility, and the moderating role of Resilience. Facing the pressures of changing work environments and organisational adaptation demands. The research population consists of permanent employees in the accessories division of the garment industry in Semarang Regency, totaling 600 people. The unit of analysis in this study is individual employees. The sampling technique used is *purposive sampling*, with the following criteria: (1) permanent employees, (2) minimum one year of

service, (3) experiencing changes in the work system or environmental pressures, and (4) willing to participate in the study. Based on these criteria, 220 respondents who met the requirements were selected as the research sample.

Variable measurements were conducted by adapting standardised instruments from previous studies. Organisational culture was measured using an organisational culture perception scale that emphasised the dimensions of support, innovation, consistency, and results orientation. (Salvador et al. 2022a). *Job insecurity* was measured using an eight-item *Job Insecurity Scale* covering quantitative and qualitative aspects (De Witte et al. 2015). Employee resilience was measured using *the Employee Resilience Scale* (Kuntz et al. 2016). *Employee agility* was measured using the dimensions of proactivity, adaptability, and learning speed, adapted from Salmen and Festing (2021). All items used a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Data analysis was performed using *Structural Equation Modelling* with a *Partial Least Squares (PLS-SEM)* approach. This method was chosen because it is suitable for predictive models with latent constructs and medium sample sizes, and because it is effective for testing direct relationships and moderating effects simultaneously. The measurement model evaluation (*outer model*) included convergent validity tests ($AVE > 0.50$), discriminant validity (Fornell-Larcker Criterion and cross loading), and construct reliability (*Cronbach's Alpha* and *Composite Reliability* > 0.70) (Hair et al., 2019; (Fitriana et al. 2025). Furthermore, the structural model (*inner model*) was evaluated through path coefficients, *t-statistics*, and *p-values* from *bootstrapping*, and *R-square* values to assess the model's explanatory power.

RESULTS AND DISCUSSION

Results

Evaluation of the Measurement Model (Outer Model)

The results of the measurement model evaluation show that the instruments used meet the validity and reliability requirements, making them suitable for testing the structural relationships between constructs. To assess convergent validity at the indicator level, the evaluation was based on the outer loadings. Based on Table 1, all indicators used in this study show outer loadings above the minimum threshold of 0.70, indicating they meet the convergent validity criteria. The outer loadings for the X1 variable indicators range from 0.919 to 0.937, indicating that each indicator represents the construct very strongly. This shows high internal consistency in the X1 construct in explaining the variance of its indicators. The indicators for variable X2 also show adequate outer loading values, ranging from 0.816 to 0.864. These values exceed the required threshold, so all X2 indicators are declared valid and make a strong enough contribution to reflect the latent construct being measured. Although the values are relatively lower than X1, all indicators still show good measurement quality and can be maintained in the model.

For construct Z, the outer loading values ranged from 0.726 to 0.859. Although several indicators had values close to the minimum limit, all indicators still met the convergent validity criteria because none had loadings below 0.70. This indicates that construct Z continues to adequately and consistently explain the variance in its indicators in the context of this research model. Meanwhile, the indicators in variable Y exhibit loadings of 0.810–0.858, indicating strong correlations with the measured endogenous construct. Thus, the indicators of variable Y are declared valid and suitable for representing the dependent construct in structural model analysis. The recapitulation of external loading values in Table 1 confirms

that all indicators in this study meet the convergent validity criteria, so no indicators need to be eliminated. With convergent validity established at the indicator level, the measurement model is deemed feasible, and the analysis can proceed to the structural model evaluation stage (the inner model).

Table 1. Recapitulation of Outer Loading Values

Indicator	Loading Factor Value	Description
X1.1	0.919	Valid
X1.2	0.922	Valid
X1.3	0.920	Valid
X1.4	0.929	Valid
X1.5	0.937	Valid
X1.6	0.923	Valid
X2.1	0.835	Valid
X2.2	0.858	Valid
X2.3	0.847	Valid
X2.4	0.832	Valid
X2.5	0.864	Valid
X2.6	0.816	Valid
Z1	0.859	Valid
Z2	0.833	Valid
Z3	0.799	Valid
Z4	0.726	Valid
Z5	0.820	Valid
Z6	0.853	Valid
Y1	0.826	Valid
Y2	0.848	Valid
Y3	0.827	Valid
Y4	0.810	Valid
Y5	0.858	Valid
Y6	0.812	Valid

Table 2. Recapitulation of Average Variance Extracted (AVE) Values

Variable	AVE	Criteria	Description
BO	0.856	> 0.50	Valid
EA	0.689	> 0.50	Valid
JI	0.709	> 0.50	Valid
RES	0.666	> 0.50	Valid

Table 2 shows that all constructs have met convergent validity because the Average Variance Extracted (AVE) value of each variable is above the minimum limit of 0.50. The Organisational Culture (OC) construct has an AVE of 0.856, indicating that OC indicators are explained by the construct to the extent of 85.6%, thus representing a powerful construct. The Employee Agility (EA) construct had an AVE of 0.689, indicating that 68.9% of the indicator variance is captured by the EA construct, suggesting that the indicators consistently measure agility. The Job Insecurity (JI) construct has an AVE of 0.709, indicating that the construct explains its indicators by 70.9% and confirming that the JI indicators are convergent. Meanwhile, the Resilience (RES) construct has an AVE of 0.666, indicating that it explains 66.6% of the variance in the indicator. Thus, the four constructs (BO, EA, JI, and RES) are declared convergent valid, making the measurement model suitable for use in the next stage of structural relationship testing.

Discriminant validity testing uses the Fornell-Larcker Criterion, which compares the square root of AVE (shown on the diagonal) to the correlations between constructs (values outside the diagonal). In general, discriminant validity is considered fulfilled if the diagonal value of each construct is greater than all correlations of that construct with other constructs. The results of the discriminant validity test are presented in the following table:

Construct reliability testing uses two leading indicators, namely Cronbach's Alpha (CA) and Composite Reliability (CR). Reliability indicates the extent to which indicators measure the same construct. A construct is considered reliable if the CA and/or CR values are above the minimum threshold of 0.70, indicating that the indicators are stable and consistent. The results of the construct reliability test are presented in Table 3.

Table 3. Summary of Reliability Testing

Variable	Cronbach's Alpha	Composite Reliability	Criteria	Description
BO	0.966	0.973	> 0.70	Reliable
EA	0.910	0.930	> 0.70	Reliable
JI	0.918	0.936	> 0.70	Reliable
RES	0.899	0.923	> 0.70	Reliable

Based on Table 3, the Organisational Culture (OC) construct has a Cronbach's Alpha value of 0.966 and a Composite Reliability of 0.973, indicating firm internal consistency. The Employee Agility (EA) construct also meets the reliability criteria, with a CA value of 0.910 and a CR of 0.930, confirming that the EA structure can measure the construct consistently. Furthermore, the Job Insecurity (JI) construct obtained a CA value of 0.918 and a CR of 0.936, indicating high reliability in the job insecurity indicator structure. The Resilience (RES) construct also showed good reliability with a CA of 0.899 and a CR of 0.923.

All constructs (BO, EA, JI, and RES) had CA and CR values above 0.70, indicating that the measurement model met the reliability criteria and was suitable for further analysis in the structural model.

Table 4. Summary of Fornell-Larcker Criterion Values

	BO	EA	JI	RES
BO	0.925			
EA	0.702	0.830		
JI	0.653	0.765	0.842	
RES	0.756	0.807	0.866	0.816

The results in Table 4 show that the Organisational Culture (OC) construct has a diagonal value of 0.925, which is greater than its correlations with EA (0.702), JI (0.653), and RES (0.756). The Employee Agility (EA) construct also meets the criteria because its diagonal value of 0.830 is greater than its correlations with OC (0.702), JI (0.765), and RES (0.807). In addition, the Job Insecurity (JI) construct has a diagonal value of 0.842, which is higher than its correlation with BO (0.653) and EA (0.765). However, there is a discrepancy in the relationship between JI and Resilience (RES), because the JI-RES correlation of 0.866 is higher than the diagonal value of JI (0.842) and the diagonal value of RES (0.816). This condition indicates that the discriminant validity between JI and RES has not been fully met, so the two constructs still show too high a conceptual proximity or potential overlap. Overall, the Fornell-Larcker condition has been met for the structural large construct pair. However, special attention is needed to separate the Job Insecurity and Resilience constructs before drawing more definitive structural conclusions.

Inner Model Evaluation

In the Inner Model Evaluation stage, the analysis focused on assessing how well the structural model predicted the endogenous constructs. Two leading indicators were the R-

square (R^2) and the adjusted R-square, which describe the ability of the predictor variables to explain the target construct. A summary of the evaluation results is presented in Table 5 – recapitulation of R^2 Values.

Table 5. Recapitulation of R^2 Values

Variable	R-square	Adjusted R-square	Criteria
EA	0.688	0.684	Moderate
RES	0.813	0.812	Strong

Table 5 presents the results of the inner model evaluation using R^2 and adjusted R-square values for the endogenous construct. The R^2 value indicates the ability of the predictor constructs to explain changes in the endogenous construct. In contrast, the adjusted R-squared provides a more conservative estimate by accounting for the number of predictors in the model. The higher the R^2 value, the stronger the model's ability to explain the predicted construct.

Based on Table 7, the Employee Agility (EA) construct has an R-square value of 0.688 with an adjusted R-square of 0.684, which is categorised as moderate. This means that the combination of exogenous variables in the model explains around 68.8% of the information that forms EA, indicating a relatively strong ability to predict employee agility. The Resilience (RES) construct shows an R-square of 0.813 and an adjusted R-square of 0.812, both classified as strong. This indicates that the predictor constructs explain approximately 81.3% of the information underlying resilience, suggesting the model has an excellent ability to predict respondents' resilience levels.

The R^2 values for both endogenous constructs indicate that the structural model has adequate to strong explanatory power, making it feasible to proceed with testing the path coefficients and significance of the relationships between constructs through the bootstrapping procedure. After assessing the model's predictive ability using R^2 and adjusted R-square for the endogenous constructs (Table 7), the next step is to evaluate the direction, magnitude, and significance of the relationships among the constructs in the structural model. This evaluation is carried out using path coefficient analysis (direct effects) with a bootstrapping procedure, with t-statistics and p-values used to determine significance. A summary of the results of the direct effect testing is presented in Table 6.

Table 6. Recapitulation of Path Coefficients Results (Direct Effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BO → EA	0.215	0.234	0.092	2.329	0.02
BO → RES	0.333	0.335	0.045	7.363	0.000
JI → EA	0.267	0.263	0.110	2.416	0.016
JI → RES	0.648	0.647	0.044	14.669	0.000
RES → EA	0.413	0.407	0.078	5.326	0.00

Based on Table 6, the relationship between Organisational Culture (OC) and Employee Agility (EA) shows a positive path coefficient of 0.215 ($t = 2.329$, $p = 0.020$), indicating a significant positive effect. These results confirm that strengthening organisational culture significantly improves employee agility in responding to change, although the effect is relatively moderate compared to other paths.

Furthermore, OC on Resilience (RES) shows a positive coefficient of 0.333 ($t = 7.363$, $p = 0.000$), indicating a strong, positive relationship. This finding indicates that a conducive organisational culture can build employee resilience, enabling them to endure better and recover when facing pressure and work dynamics.

For the Job Insecurity (JI) variable, the results show that JI has a significant positive effect on EA with a coefficient of 0.267, $t = 2.416$, and $p = 0.016$. This means that, in the characteristics of the respondents and the research setting, an increase in the perception of job insecurity is actually associated with an increase in agility, which can be understood as an adaptive drive—employees become more alert, quicker to adapt, and more proactive as a strategy to maintain their position.

The influence of JI on RES is most significant in the model, with a coefficient of 0.648, $t = 14.669$, and $p = 0.000$, indicating a positive, highly significant effect. This shows that job uncertainty can foster resilience, as employees are driven to strengthen their psychological resilience and coping skills to survive in unstable working conditions.

Finally, RES has a significant positive effect on EA with a coefficient of 0.413, $t = 5.326$, and $p = 0.000$. These results show that resilience plays an important role in increasing agility, as more resilient employees tend to recover more quickly from disruptions, are more flexible, and are better prepared to make work adjustments in changing situations.

Overall, all direct influence paths in Table 8 proved to be significant ($p < 0.05$) and positively directed, with the most significant influence shown by the $JI \rightarrow RES$ relationship, followed by $RES \rightarrow EA$, then $BO \rightarrow RES$, and a relatively minor influence on the $BO \rightarrow EA$ and $JI \rightarrow EA$ paths. The results of the path coefficients analysis (direct influence) are visualised in Figure 2:

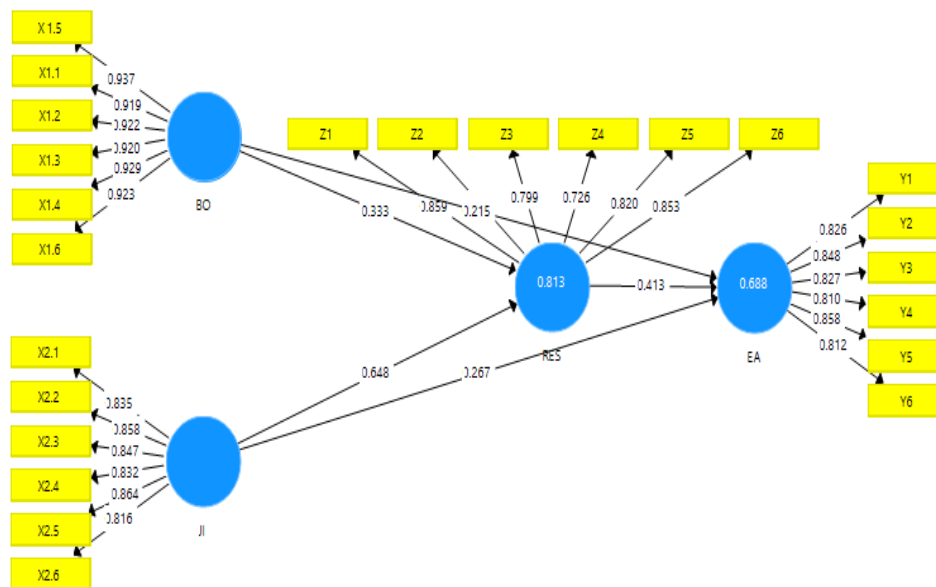


Figure 2. path coefficients (direct effects)

After confirming the direct effects between constructs through path coefficients (Table 8), the next step is to test the indirect effect mechanism (mediation). This testing used a specific indirect effects analysis with bootstrapping to confirm whether the mediator variable (in this study, Resilience/RES) truly served as a transmission pathway for the influence of exogenous variables on Employee Agility (EA). A summary of the indirect effect testing results is presented in Table 7—recapitulation of Specific Indirect Effect Results.

Table 7. Recapitulation of Specific Effect Results (Indirect Influence)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BO → RES → EA	0.138	0.136	0.028	4,888	0.000
JI → RES → EA	0.268	0.264	0.059	4.548	0.00

After confirming the direct effects between constructs through path coefficients (Table 8), the next step is to test the indirect effects (mediation). This testing used a specific indirect effects analysis with bootstrapping to confirm whether the mediator variable (in this study, Resilience/RES) truly served as a transmission pathway for the exogenous variable's influence on Employee Agility (EA). A summary of the results of the indirect influence testing is presented in Table 7 – recapitulation of Specific Indirect Effect Results.

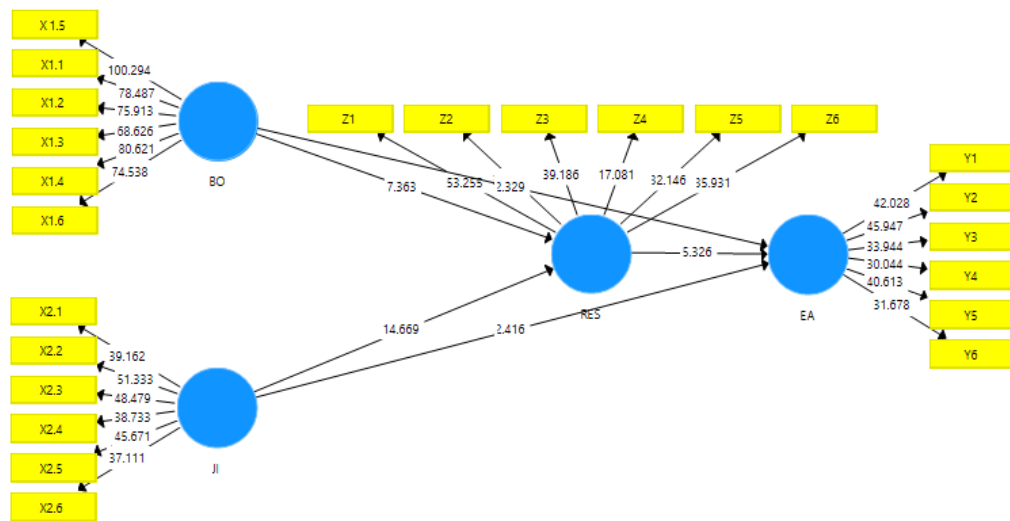


Figure 3. path coefficients (direct effects)

Based on Figure 3, the BO → RES → EA path has an indirect effect coefficient of 0.138 with $t = 4.888$ and $p = 0.000$, so it can be concluded that this indirect effect is positive and significant. This finding shows that Organisational Culture not only increases Employee Agility directly, but also indirectly through increased Resilience. In other words, a strong organisational culture first shapes employee resilience, which then drives greater agility in facing changes and work demands.

Furthermore, the path JI → RES → EA shows an indirect effect coefficient of 0.268 ($t = 4.548$, $p = 0.000$), which is positive and significant. These results confirm that Job Insecurity affects Employee Agility through the mediating role of Resilience. This means that when perceptions of job insecurity increase, employees tend to strengthen their resilience as a psychological adaptation, which ultimately contributes to greater agility.

Overall, both indirect influence paths in Table 9 are significant ($p < 0.05$), indicating that Resilience (RES) acts as a mediator in the relationships between Organisational Culture and Employee Agility, as well as between Job Insecurity and Employee Agility. Since the direct effects of OC → EA and JI → EA in Table 8 are also significant, the mediation pattern that emerges can be classified as partial mediation (complementary mediation), where both direct and indirect effects work together, and their directions are aligned (positive).

Discussion

The Influence of Organisational Culture on Employee Agility

The study's results confirm that a strong, adaptive organisational culture encourages employee agility. Theoretically, a culture that emphasises collaboration, learning, openness, and innovation creates a "safe climate" for employees to experiment, take initiative, and adapt quickly to changes. This aligns with the employee agility framework, which emphasises proactive-adaptive behaviour and readiness to learn in response to environmental dynamics (Salmen & Festing, 2021; 2022). Empirical support is also evident in findings from the Indonesian context, which indicate that organisational culture contributes to increased workforce agility (Fitriana et al., 2025).

However, some studies in specific contexts report that organisational culture does not automatically enhance adaptive behaviour when the existing culture is bureaucratic, rigid, or overly compliance-oriented. In such cultures, employees tend to avoid risk and focus more on procedures than innovation, thereby weakening agility. Such differences in results usually occur due to variations in the dominant culture type (e.g., consistency/rule-based culture vs. adaptability-based culture), levels of psychological safety, and the organisation's actual support for learning. Compared to previous research, this study adds the context of the garment accessories industry in Semarang Regency, which features production targets, changing demand, and pressure for efficiency – conditions that make adaptive culture more relevant for fostering agility.

The Influence of Organisational Culture on Employee Resilience

This study shows that OC contributes positively to RES. These findings are consistent with the view that resilience results from the interaction between individuals and their work environments (person–environment fit), in which organisational support and positive cultural norms enrich employees' psychological resources (Kuntz et al., 2016). A culture that encourages learning and social support enables employees to perceive difficulties as opportunities for growth rather than threats, thereby increasing their capacity to "bounce back." Previous studies have also shown the role of learning culture and organisational practices in strengthening individual resilience in the face of change (Malik & Garg, 2017; Wardjianto et al., 2022). More recent literature also emphasises that employee resilience develops more strongly when organisations provide leadership support and work patterns that enable psychological recovery (Hao et al., 2025).

Conversely, in organisations with an extreme competitive culture, toxic work relationships, or internal injustice, the culture can actually erode resilience because employees are constantly in "survival mode. These differences are typically influenced by the quality of tangible support (not just cultural slogans), consistency in applying cultural values, and organisational fairness. The uniqueness of this study lies in testing resilience as a key variable within a model that simultaneously incorporates BO and JI to explain agility. This combination is still relatively rarely tested in a post-disruption context.

The Influence of Job Insecurity on Employee Agility

The research findings show that JI is associated with increased EA. These results differ from the mainstream literature, which often positions job insecurity as a stressor that reduces well-being and weakens adaptive behaviour, as employees tend to withdraw, become more defensive, and resist change (De Witte et al., 2015; Salvador et al., 2022). In the hospitality

context, for example, job insecurity is often associated with decreased well-being and performance (Darvishmotevali & Ali, 2020). However, several studies emphasise that the relationship between job insecurity and work outcomes can be "mixed": it can be a hindrance or a challenge depending on how employees assess the situation and the resources they have (Piccoli et al., 2021). Under certain conditions, insecurity can actually trigger adaptive behaviour as a strategy to retain employment—for example, increasing learning speed, expanding skills, demonstrating proactivity, and improving performance to remain valuable. This explanation is very likely to occur among permanent employees in the garment industry who face target pressures and changes in the work system; employees may choose an "active" response (increasing agility) rather than a "passive" response (withdrawal). The difference from many previous studies may also be influenced by the post-pandemic, digital-disruption context, where rapid adaptation has become the norm, and employees feel the need to demonstrate their capacity to remain secure.

The Influence of Job Insecurity on Employee Resilience

This study found that JI is associated with increased RES. This finding contradicts the common assumption that job insecurity depletes psychological resources, thereby reducing resilience (De Witte et al., 2015; Salvador et al., 2022). From a Conservation of Resources (COR) perspective, the threat of job loss is often viewed as a threat to resource loss, which can trigger prolonged stress and weaken resilience. However, plausible explanations exist for why JI is positively associated with resilience in specific contexts. First, uncertainty can serve as an "adaptive trigger, encouraging employees to develop active coping (problem-focused coping), strengthen self-control, and develop survival strategies. Second, resilience can develop through repeated exposure to stress—when employees successfully overcome challenges, their confidence and capacity for recovery increase. Third, the industrial context and permanent employee status can make job insecurity perceived more as a signal to increase self-preparedness, rather than a paralysing threat. Recent literature also emphasises that resilience is influenced by leadership support and team dynamics; when organisations continue to provide support, stress can be "transformed" into strengthened resilience (Hao et al., 2025; Kuntz et al., 2016). Differences with studies that find adverse effects are likely due to variations in uncertainty levels, threat duration, and the presence of protective factors (supervisory support, fair climate, development opportunities). If job insecurity is too extreme and prolonged without support, the direction of the relationship is likely to turn negative due to psychological fatigue and burnout.

The Influence of Employee Resilience on Employee Agility

Research findings show that RES promotes EA. Conceptually, resilience makes employees better able to manage stress, maintain psychological energy, and remain focused on problem-solving when changes occur. Resilient employees recover more quickly from disruptions, are more flexible in adjusting their work methods, and are more prepared to learn new skills—all of which are central to agility. The literature also highlights the close relationship between agility and resilience, often discussed within the framework of "resilient agility" as an important capability in a volatile economic environment (Prieto & Talukder, 2023; Gölgeci et al., 2020). Recent studies also show that resilience is associated with work engagement and the ability to cope with complex work dynamics (Hao et al., 2025).

Conversely, under certain conditions, high resilience does not always automatically translate into agility when the organisation limits autonomy, learning opportunities, or innovation space. This means that resilience is an important prerequisite, but it still requires a work ecosystem that allows agile behaviour to emerge (e.g., access to training, digital support, and empowerment).

Resilience as a Mediator in the Relationship between Organisational Culture and Employee Agility

This study shows that BO's influence on EA extends not only directly but also through RES. This means that a positive organisational culture first builds employee resilience, which then facilitates the emergence of agile behaviour. This mechanism aligns with the idea that an adaptive culture enriches psychological resources (optimism, coping, sense of security) that make employees better prepared to deal with change in an agile manner. These findings are consistent with research indicating that resilience can mediate the effects of organisational factors on change outcomes, such as affective commitment to change (Wardjianto et al., 2022). The main difference in this study is that the outcome tested is employee agility, not just attitudes/commitment, thereby expanding the understanding that resilience does not merely influence attitudes towards change but also actual adaptive behaviour.

Resilience as a Mediator in the Relationship between Job Insecurity and Employee Agility

This study also shows that JI influences EA through RES. This means that when employees feel uncertainty, part of the response that arises is the strengthening of resilience; it is this resilience that then drives agility. This pattern complements previous studies that often place resilience as a buffer or moderator against the psychological effects of job insecurity, such as depression and task performance (Aguar-Quintana et al., 2021). Other studies also show that psychological resources, such as psychological capital, mitigate the negative effects of job insecurity (Darvishmotevali & Ali, 2020). The contribution of this study is to demonstrate the role of resilience as a mediating mechanism that transforms the pressure of uncertainty into adaptive capacity, particularly in the garment industry.

CONCLUSION

The main conclusion of this study proposes a conceptual model of the strategic role of resilience in the relationship between organisational culture, job uncertainty, and employee agility. Based on the theoretical review and arguments presented, it can be concluded that: (1) a positive organisational culture tends to increase employee agility, while job uncertainty has the potential to decrease it; (2) a strong organisational culture also contributes to the formation of employee resilience, while high job uncertainty risks eroding resilience; and (3) employee resilience conceptually acts as a key variable that mediates the influence of organisational culture and job uncertainty on employee agility. Resilient employees drive the realisation of an adaptive culture in agile behaviour, while also functioning as a "shield" that helps individuals remain productive amid pressure and change.

This model enriches human resource management and organisational behaviour studies by integrating four important constructs into a unified framework. Previous research has tended to examine these relationships partially – for example, culture versus performance, job insecurity versus well-being, or resilience versus performance – while studies mapping simultaneous multi-variable relationships remain limited. The placement of resilience as a

mediator also offers the perspective that individual factors can bridge the influence of organisational and situational factors on work behaviour outcomes. Furthermore, the discussion of resilience as a moderator expands the analysis of work stress theory and Conservation of Resources (COR) by emphasising resilience as a strategic personal resource in an era of uncertainty. This framework can be empirically tested in various industrial contexts to assess its consistency and generalisability.

Managerial implications. These conceptual findings confirm that organisations seeking to improve employee agility need to manage both internal (cultural) and psychological (sense of security and resilience) aspects. In practical terms, management is advised to:

- Build an organisational culture that supports agility. Leaders need to instill the values of adaptability, innovation, and collaboration in daily work practices. Implementation can be achieved through agile culture programmes such as innovation sprints, cross-functional team formation, and the strengthening of a growth mindset. An inclusive culture that is open to new ideas will increase employees' confidence to act proactively and adaptively.
- Manage job uncertainty transparently and fairly. Although job insecurity cannot always be avoided, organisations can minimise unnecessary uncertainty through clear internal communication, openness about business challenges, and fair and consistent policies. Career development and upskilling programmes are also important indicators of the organisation's support for employees' career sustainability.
- Strengthen employee resilience through HR interventions. The HR department can design resilience-building programmes, such as stress management training, mindfulness, coaching, and employee assistance programmes, to strengthen coping skills. At the same time, building a supportive work community will increase collective resilience.
- Implementing aligned leadership styles and HR practices. Transformational or servant leadership that emphasises empowerment and empathy is relevant for strengthening a positive culture while fostering individual resilience (Hao et al., 2025a). HR practices such as job rotation, cross-functional projects, and mentoring are also effective in developing agility and resilience by exposing individuals to new challenges in a structured environment.

With these strategies, organisations are expected to strengthen themselves in the midst of turmoil, namely by remaining resilient and adaptive in the face of external challenges through agile, resilient employees. Employee agility without resilience risks becoming fragile under pressure, while resilience without agility risks being strong but less agile; the combination of the two is an important foundation for surviving and growing amid disruption.

This conceptual article has several limitations. First, the proposed model has not been tested with empirical data; further research should use quantitative designs (e.g., surveys) and ideally longitudinal or experimental designs to strengthen causal inferences. Second, the discussion remains general; future research could delve deeper into specific industry sectors (e.g., manufacturing vs. services), as cultural characteristics and job insecurity may produce different relationship patterns. Third, there is an opportunity to include other variables outside this model (e.g., perceived organisational support, personality type, leadership style, or

psychological safety) to enrich understanding. Future research is also recommended to test more comprehensive models, such as moderated mediation, and assess their implications for individual performance and aggregate organisational resilience.

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