



The Role of Organizational Agility, Perceived Support, and Culture in Shaping Social Sustainability

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Abstract

Purpose – The objective of this study is to evaluate the influence of organizational agility on social sustainability, organizational support, and organizational culture in credit union cooperatives. Furthermore, it examines how organizational support and organizational culture influence the connection between organizational agility and social sustainability.

Methodology – The study adopted a quantitative methodology, utilizing questionnaires distributed to 173 people associated with credit union (CU) Angudi Laras and credit union (CU) Lestari. The data analysis was performed with Partial Least Squares (PLS) methodology, employing Smart PLS 3.0 software. The study comprises the research design, data gathering methods, scheduling, and intervention sequence.

Findings – The results demonstrate a substantial and direct influence of organizational agility on organizational support, organizational culture, and social sustainability. The study emphasizes significant and positive results, which are substantiated by diagrams, graphs, and tables that depict the research findings.

Originality – This study enhances the understanding of the social aspect of sustainability in credit union cooperatives by highlighting the impact of organizational agility, organizational support, and organizational culture. This study explores the impact of organizational support and organizational culture on organizational agility and social sustainability.

1. Introduction

Credit unions are collaborative organizations in the financial industry that prioritize assisting members and their local communities in attaining economic and social objectives (McKillop & Wilson, 2012). These organizations were founded in Germany in the 19th century to assist individuals facing financial challenges. The strategy used was to foster shared asset ownership, control, and social transformation, as well as advance economic growth through solidarity (Pavlovskaya et al., 2019). In addition, credit unions play a vital role in promoting financial inclusion by offering credit, liberating members from predatory lenders, and promoting savings, which improves self-confidence and human potential (Power et al., 2012). In 2021, there were

87,000 credit unions worldwide, catering to a total of 393.8 million members across 118 countries (World Council of Credit Unions, 2022)

Credit unions in Indonesia are known to have experienced substantial expansion and autonomy, providing assistance to economically disadvantaged members and communities (Kusumajati, 2021; Tulus & Nerang, 2020). According to the World Council of Credit Unions, the members of these organizations have increased by more than 80% in the last 10 years. However, a shift towards a more profit-driven method has questioned the effectiveness of Indonesian credit unions in empowering and enhancing the well-being of their members (Junaedi et al., 2022; Kusuma et al., 2022). The Socio-Economic Commission of the Indonesian Bishops' Conference revealed that most of the organizations prioritize financial activities to the detriment of education, empowerment, and social solidarity initiatives (Kusuma et al., 2022)

Despite these shortcomings, Credit Union Angudi Laras (CUAL) and Credit Union Lestari (CUL) have placed a high priority on enhancing human empowerment. CUAL, established in 2011 in Purworejo Regency, prioritizes socio-economic empowerment by providing instruction on financial literacy and implementing community-building projects (Aditya & Wakhdan, 2017). In addition, CUL, founded in 1999 in Wonosobo Regency, offers comprehensive services that go beyond financial assistance, including business and social mediation (based on primary data obtained from interviews with CUL management and personnel).

Although CUAL and CUL showcase successful examples of members' empowerment and organizational growth, there is a lack of comprehensive studies on the factors contributing to social sustainability (SS) of credit unions, particularly in Indonesia. Existing studies primarily focused on financial and environmental sustainability, often overlooking the social dimension (Ashby et al., 2012; Čuček et al., 2012). Moreover, previous reports have not sufficiently examined the impact of organizational agility (OA), support, and culture on social sustainability in credit unions. Ashby et al., 2012 and Čuček et al., 2012) primarily focused on the financial and environmental aspects of sustainability. These reports indicate that credit unions have a significant impact on offering financial services and upholding environmental responsibility. However, there is a lack of studies on how credit unions improve their social sustainability by empowering individuals and promoting community development.

Based on previous results, there is limited literature exploring the topics of organizational agility, support, and culture, specifically in credit unions. The majority of existing literature on organizational agility primarily examined its influence on operational performance and competitive advantage in the broader business environment (Rafi et al., 2022; Ravichandran, 2018). Insufficient empirical studies also exist on the relationship between organizational agility and credit unions' capacity to enhance social sustainability, including their ability to be responsive to members' demands and engage in community development efforts.

Findings also show that there is a dearth of studies on the topic of organizational support and culture in credit unions. Previous studies primarily investigated the influence of perceived organizational support (POS) on employees' outcomes across various industries (Alnaimi & Rjoub, 2021). However, the role of organizational support and culture in promoting social sustainability has not been extensively explored. This indicates a lack of comprehension of how organizational agility, support, and culture might augment social sustainability of credit unions, specifically in developing countries, such as Indonesia. Therefore, the current study aims to address the deficiencies by examining these connections and offering valuable insights into how credit unions can enhance their support for members and communities while guaranteeing long-term viability.

This study proposes a new method for assessing social sustainability of credit unions in Indonesia, providing a fresh viewpoint. The results emphasize the significance of human resource interactions, organizational agility, support, and culture in attaining social sustainability. In addition, the findings offer new perspectives on these factors, which can assist credit unions and similar entities in implementing improvement tactics, providing benefits to their members and the wider community.

Social Sustainability

Brundtland Commission showed that sustainability is defined as meeting "the needs of the present without compromising the ability of future generations to meet their needs" (Hale et al., 2019). In addition, it is widely acknowledged as a multifaceted issue, which comprises three interrelated dimensions, including environmental, social, and economic. At present, the business community is formulating the most effective strategy for overcoming these three dimensions (Roca & Searcy, 2012). The social dimension of sustainability has received less attention than economic and environmental (Ashby et al., 2012; Čuček et al., 2012), but has become a subject of intensive study in recent years (Duvnjak & Kohont, 2021).

Social sustainability generates social well-being processes related to the health, safety, and quality of life of members of organizations. In this context, it shows the significance of the investments and efforts made by companies to obtain a competitive advantage by integrating employees and organizational interests (Florea et al., 2013; Rincon-Roldan & Lopez-Cabrales, 2022). Therefore, organizations must forsake approaches that focus solely on the performance of their employees and begin focusing on their concerns and well-being as a crucial factor in achieving social sustainability. (Salas-Vallina et al., 2020) suggested that when human resource practices are oriented toward the well-being of employees as opposed to focusing solely on organizations' objectives, a harmonious working relationship emerges that fosters positive attitudes, thereby influencing the search for more sustainability.

According to Sutherland et al., (2016), the social dimension of sustainability is associated with a wide range of issues, including safety, equity, diversity, governance, human health, labor rights, and justice. Due to the scope of the issues, attempting to internalize and implement social sustainability presents significant obstacles. In line with this result, Aris et al., (2018) and Hale et al. (2019) developed dimensions of social sustainability that included personal, interpersonal, and institutional factors.

Organizational Agility

Organizational agility is the capacity to respond to and proactively embrace unanticipated changes in dynamic environments by reconfiguring resources effectively and quick decisions. Proactivity is the capacity to identify emergent business opportunities in the context of change and to take actions that positively influence the changing environment (Alavi et al., 2014). According to Tallon et al. (2011), organizational agility is the "firm's ability to detect and respond to environmental opportunities and threats with ease, speed, and dexterity." In terms of ease, quickness, and dexterity with which organizations respond to external environment and market changes, agility is more of a capacity than a capability (Singh et al., 2013). Bahrami et al. (2016) stated that indicators of organizational agility included four dimensions, namely responsiveness, flexibility, competence, and velocity. Gong stated that when characterized in the form of indicators, these three dimensions also included operational, workforce, and network agility (Gong & Ribiere, 2023).

Under capability-driven outcomes for digital transformation, Gong & Ribiere (2021) identified "agile" or "agileness" as a defining attribute of peripherals. In establishing the relationship between organizational agility and other variables, it was discovered that it served as a predictor or mediator when the dependent variable was organizational performance or effectiveness. (Gong & Ribiere, 2023). Social sustainability, which is the dependent variable in this study, can be aligned with organizational performance due to their similarity, namely focusing on the sustainability of organizations. Therefore, Gong's statement can support this study, which places organizational agility as a predictor variable in influencing social sustainability. This is also supported by (Rafi et al., 2022), that the variable had a significant effect on business performance. (Yildiz & Aykanat, 2021) also concluded that strategic agility had a positive impact on performance. The results of (Zieba et al., 2022) revealed that agility had a positive and significant effect on sustainability.

H1: Organizational Agility positively affects Social Sustainability

Perceived Organizational Support (POS)

Perceived organizational support refers to the general belief, sensitivity, and opinion of employees that organizations pay attention to their contribution and welfare (Akgunduz & Sanli, 2017; Krishnan & Mary, 2012). It can also be described as employees' belief that organizations value their contribution by involving exchanges towards well-being (Simosi, 2012). High-performance work systems (HPWS) tend to increase the perception of organizational support (Paauwe et al., 2013; Tang et al., 2017). This is because HRM practices that emphasize investing in employees, participatory decision-making, and providing growth opportunities foster a feeling of support, leading to a perception of being part of a social exchange relationship. Stinglhamber et al. (2015) revealed that the perception of organizational support is likely to increase when leaders demonstrate a need for higher standards, expectations, and challenges, as well as promote subordinates to seek new opportunities creatively, deal with complex problems, and develop in a supportive environment. These transformational leaders are typically confident in the abilities of their followers and appreciative of their contributions. The climate of supportive leadership created among subordinates must be extended to other parts of organizations, leading to greater perceived organizational support (Suifan et al., 2018).

In an agile organization, HPWS implementation and a supportive leadership climate are required. Therefore, employees in agile organizational forms that emphasize responsiveness, competence, flexibility, and speed are more likely to perceive their organizations as supportive (Suifan et al., 2018; Tang et al., 2017). Perceived organizational support is strongly associated with assistance behavior, which in turn improves employees' well-being in the workplace. According to Akgunduz & Sanli (2017), it plays a crucial role in determining job engagement and the intention to leave. Ocampo et al. (2018) added that it positively predicted career adaptability and was one of the main drivers of successful organizational change. Gigliotti et al. (2019) found a positive correlation between perceived organizational support and change preparedness in a recent study on change management. Organizations that are prepared to confront change and have a positive perception are more likely to achieve sustainability (Huang, 2022).

H2: Organizational Agility positively affects Perceived Organizational Support

H4: Perceived Organizational Support mediates the effect of Organizational Agility on Social Sustainability

Organizational Culture (OC)

Organizational culture is an essential mechanism for disseminating messages and information that differentiate between acceptable and abhorrent behavior patterns through policies, decisions, and activities. Schneider et al. (2017) defined this term as "shared values and basic assumptions that explain why organizations do what they do and focus on what they focus on." Organizational culture is a set of shared values and perceptions that influence all aspects of organizations, such as their structure, strategy, leadership, and processes (Debata et al., 2020; Farashah & Blomquist, 2021). The concept of culture is derived primarily from the study of ethnic and national differences in various social science disciplines. Organizational culture influences employees' satisfaction, motivation, and productivity by making them feel "at home" at work. Canterino et al. (2020); Singla & Kaushal (2022) assert that organizational structures, management practices, company policies, and the work-life equilibrium of employees can either strengthen or weaken culture when neglected. This study considers organizational culture because it is one of the most important contextual factors in organizations. Farashah & Blomquist (2021) reported that it was regarded as a significant factor to examine in organizational life (Egitim, 2022).

Organizations have also been reported to have the potential to influence their culture. In an agile organizational culture, experimentation and integrated learning are highly valued. The combination of lean and agile principles in a systemic framework enables individuals to view and address critical issues in an adaptive and consistent manner. Consequently, empowerment, continuous development, radical transparency, knowledge sharing, and differential communication (horizontal conversation) become fundamental characteristics (Holbeche, 2019). Increasingly, organizational culture influences the achievement of objectives (Maak et al., 2021).

Kraśnicka et al. (2018) discovered a positive relationship between organizational culture and performance in Polish firms. This establishes a sufficient link between culture and performance (Aboramadan et al., 2020). Although products, production processes, services, technologies, and other organizational properties may be imitated, organizational culture is exceedingly difficult to replicate (Albayrak & Albayrak, 2014). Organizations need to be emotionally and culturally prepared for the new world (Singh et al., 2018) despite being technically prepared for abrupt changes. This is also one of the reasons why employees select to work for organizations as well as fosters their motivation and satisfaction for a long time, which impacts long-term viability.

H3: Organizational Agility positively affects Organizational Culture

H5: Organizational Culture mediates the effect of Organizational Agility on Social Sustainability

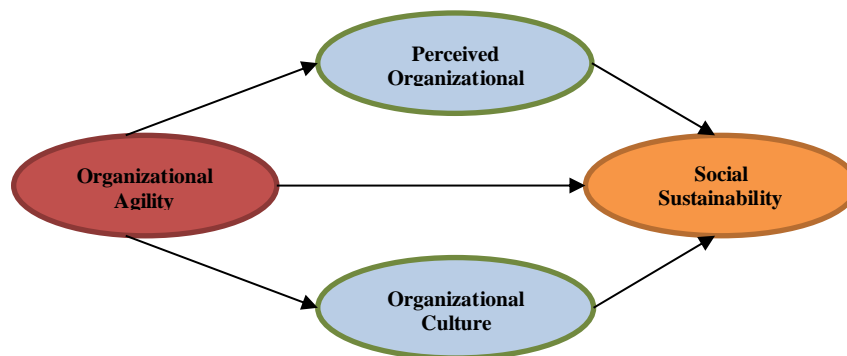


Figure 1. Study Framework

The following conceptual framework describes the relationship between organizational agility, perceived organizational support, organizational culture, and social sustainability, as

shown in Figure 1. This study aims to investigate several key impacts and relationships. Firstly, it examines the impact of organizational agility on perceived organizational support. Secondly, it explores how organizational agility influences organizational culture. Additionally, the study investigates the role of support in mediating the relationship between organizational agility and organizational sustainability.

2. Research Methods

The sample population comprised all members of CU Angudi Laras and Lestari for at least 2 years, and a total of 173 participants were obtained for analysis. The sample size surpassed Hair's (2022) benchmark, which established a minimum route coefficient of 0.11 to 0.20 for statistical significance. According to contemporary statistical norms, to have a significant impact of similar size at a 5% significance level, approximately 155 observations were required. Therefore, the selected sample size of 173 guaranteed adequate statistical power for the investigation.

Participants included in this study were selected using the purposive sampling method. The method was selected to ensure that the sample population comprised individuals with substantial expertise in organizations under consideration, had been members for at least 2 years, and were eager to participate in the report. This strategy guaranteed that participants accurately represented the population segment that was most pertinent to the study's aims.

Table 1. Construct Measurement

Construct	Measurement Items	Adapted from
Organizational Agility	I possess comprehensive knowledge and comprehension of the strategic vision held by CU. As a member of CU, I observe that organization employs technology that is pertinent to members' current needs. I feel that CU is oriented towards empowering people (specifically members) work systems and problems that exist in CU can be managed in a flexible way. New products/services owned by CU are delivered quickly to members and other related parties. The prompt delivery of newly introduced products and services offered by CU is efficiently extended to the members and other relevant stakeholders.	Bahrami et al. (2016)
Perceived Organizational Support	CU always provides clear, accurate, and transparent information to all of the members before decisions are implemented. CU always treats members with dignity and respect. Help is available from CU when I have problems. CU is very concerned about the welfare of members. CU is willing to help me when I need special assistance.	Sun (2019)
Organizational culture	In dynamics at CU, people in CU have a spirit of building together and are willing to accept criticism. CU respects members. There is an atmosphere of mutual trust in CU organization. CU motivates members to be efficient and productive. When changes are made by CU, the reasons for the changes are clearly stated.	Upadhyay & Kumar (2020)

Construct	Measurement Items	Adapted from
Social Sustainability	I got the information I needed to properly carry out my duties at CU. Most people around me can be trusted. I easily discuss my interests and aspirations with administrators, supervisors, management staff, activists, and other CU members. I can work with other members who have different backgrounds from mine. I can express my views and thoughts adequately to the wider community around me. CU provides quality education according to my needs. CU facilitates members and staff to get opportunities for self-development through education and training in a fair manner. CU provides opportunities for minority groups to be involved in organizational management or CU activities.	Aris et al., (2018); Hale et al. (2019)

Source: processed data

This study procedures were carried out using a variable measurement scale, specifically the Likert scale. In this study, the Likert scale was used to assess the behaviors, opinions, and perspectives of individuals and groups regarding social events. This scale was used to determine whether CUAL and CU Lestari members concurred or disagreed with the statements provided, with scores ranging from 1 Strongly disagree to 4 Strongly agree. The four variables used in this study were latent, and each was explained by several reflective indicators derived from previous reports.

Partial least squares (PLS) method and SmartPLS 3.0 software were used to analyze the study model. PLS was a multivariate method that minimized the variance of endogenous variables that could not be explained. Tan et al., (2017) proposed a two-step procedure for analyzing the validity and reliability of measurement models, followed by predictive power in a sample of structural models and predictive capacity outside of samples. In the evaluation phase of the measurement model, also known as the inner model, the dependability or internal consistency must be evaluated first. When the loading value was greater than 0.70, the composite reliability was considered reliable. Similarly, when Cronbach's alpha was greater than 0.60, this study indicated adequate internal consistency. The second stage was investigating convergent validity, which determined the degree to which the measures were positively related to other measures of the same construct (Hair et al., 2019). Examining the outer loading and Average Variance Extracted (AVE) values allowed for the evaluation of convergent validity. When the outer loading value was greater than 0.70 and AVE value was greater than 0.5, then it could be concluded that the construct explained more than 50% of the indicator variance, or that convergent validity was acceptable. To analyze the value of HTMT, Discriminant Validity test determined the extent to which a construct was genuinely distinct from other constructs according to empirical standards. At the stage of structural model evaluation, R-value must be considered. However, after assessing the inner and outer models to ensure compliance with the rules of thumb, a test hypothesis was developed (Fridayani et al., 2023).

3. Results and Discussions

According to Table 2, the output analysis was all constructed with reflective indicators of loading factor that generated values greater than 0.70. The reliability indicator obtained from the square of the outer loading also showed a number above 0.5, indicating that all constructed items in this study were valid. Similarly, AVE value generated by all reflective constructs must be greater than 0.5 to satisfy the convergent and reliability requirements. Cronbach's Alpha value for each construct was above 0.7, denoting that all signals of the reflexive construct were reliable and passed the test. All reflective constructs had a value above 0.7, and the reliability test using the composite value also yielded positive results. Table 3 provided information about tests of convergent validity and reliability.

Table 2. Convergent Validity and Reliability Results

Indicators	Convergent Validity			Internal Consistency Reliability		
	Loadings	Indicator Reliability	AVE	Cronbach's Alpha	Reliability (rh0_A)	Composite Reliability
	> 0,70	> 0,50	> 0,50	0,60-0,90	0,60-0,90	0,60-0,90
OA1	0,756	0,572				
OA2	0,702	0,493				
OA3	0,718	0,516	0,560	0,804	0,811	0,864
OA4	0,814	0,663				
OA5	0,748	0,560				
POS1	0,709	0,503				
POS2	0,770	0,593				
POS3	0,790	0,624	0,610	0,839	0,840	0,886
POS4	0,834	0,696				
POS5	0,798	0,637				
OC1	0,756	0,572				
OC2	0,753	0,567				
OC3	0,759	0,576				
OC4	0,734	0,539	0,561	0,844	0,846	0,885
OC5	0,743	0,552				
OC6	0,749	0,561				
SS1	0,726	0,527				
SS2	0,752	0,566				
SS3	0,735	0,540				
SS4	0,755	0,570	0,554	0,866	0,866	0,897
SS5	0,751	0,564				
SS6	0,720	0,518				
SS7	0,768	0,590				

Source: processed data

The subsequent phase was to examine the discriminant validity of HTMT. As shown in Table 3, the *Confidence Intervals* menu showed the original HTMT values (column *Original Sample (O)*) for each combination of constructs in the model. The average HTMT values were also computed from 10,000 bootstrap samples, as shown in column *Sample Mean (M)*. The columns labeled 5% and 95% demonstrated the lower and upper bounds of the 95% one-sided bootstrap confidence interval (or the 90% two-sided bootstrap confidence interval, respectively). The statistical test focused on the right tail of the bootstrap distribution to show that HTMT value was significantly lower than the corresponding threshold value of 0.90 (because of the conceptual similarity for each variable), with a 5% probability of error (Hair et al., 2022).

Table 3. Discriminant Validity Result with Heterotrait–Monotrait Methods

Paths	Original Sample (0)	Sample Mean (M)	5%	95%
OA → OC	0,712	0,710	0,589	0,818
POS → OC	0,864	0,863	0,787	0,931
POS → OA	0,837	0,836	0,750	0,911
SS → OC	0,871	0,872	0,800	0,935
SS → OA	0,826	0,825	0,749	0,893
SS → POS	0,823	0,822	0,748	0,888

Organizational Agility (OA); Organizational Culture (OC); Perceived Organizational Support (POS); Social Sustainability (SS)

Source: processed data

The lower and upper limits of the 95% confidence intervals for HTMT for organizational agility and organizational culture were 0.589 and 0.818, respectively. However, because the upper limit of 0.818 was lower than 0.90, the value of 0.712 for organizational agility and organizational culture was significantly lower than the more conservative threshold value of 0.90. Although there was a threshold above 0.90, namely at perceived organizational support and organizational culture, perceived organizational support and organizational agility, social sustainability, and organizational culture with values of 0.931, 0.911, and 0.935, respectively, HTMT value was still below the threshold criteria. In summary, the bootstrap confidence interval results of HTMT criteria showed that the discriminant validity of all constructs was met.

3.1 R² Values

To assess R² value, the path coefficient, and the t value from 10,000 bootstraps resamples, the structural model of the report was evaluated. R² value results are shown in Table 4, and the value was the degree to which the influencing variable could explain the variation in the value of the affected variable. According to Table 4, the adjusted R² on the variables organizational culture, perceived organizational support, and social sustainability were 0.356%, 0.486%, and 0.663%, respectively. R² value on the relationship between organizational culture and perceived organizational support was deemed to be of weak magnitude since it fell below the threshold of 0.50. In the context of social sustainability, it fell in the moderate range since it exceeded 0.5 but remained below 0.75 (Hair et al., 2019).

Table 4. R² Values

Variables	R Square	R Square Adjusted
Organizational Culture	0,359	0,356
Perceived Organizational Support	0,489	0,486
Social Sustainability	0,669	0,663

Source: processed data

The study utilized Smart PLS 3 software to examine the correlation between variables and evaluate the proposed hypotheses. Smart PLS 3 is a robust and versatile statistical analysis software, particularly adept at managing variance-based structural equation models (SEM). The output displayed in Figure 2 illustrates the data processing results, specifically depicting the relationship between variables, the path coefficient values, and the significance level of each association. The output image facilitates understanding the impact of independent variables on the

dependent variable and the role of the mediating variable, as well as enabling the evaluation of the constructed research model.

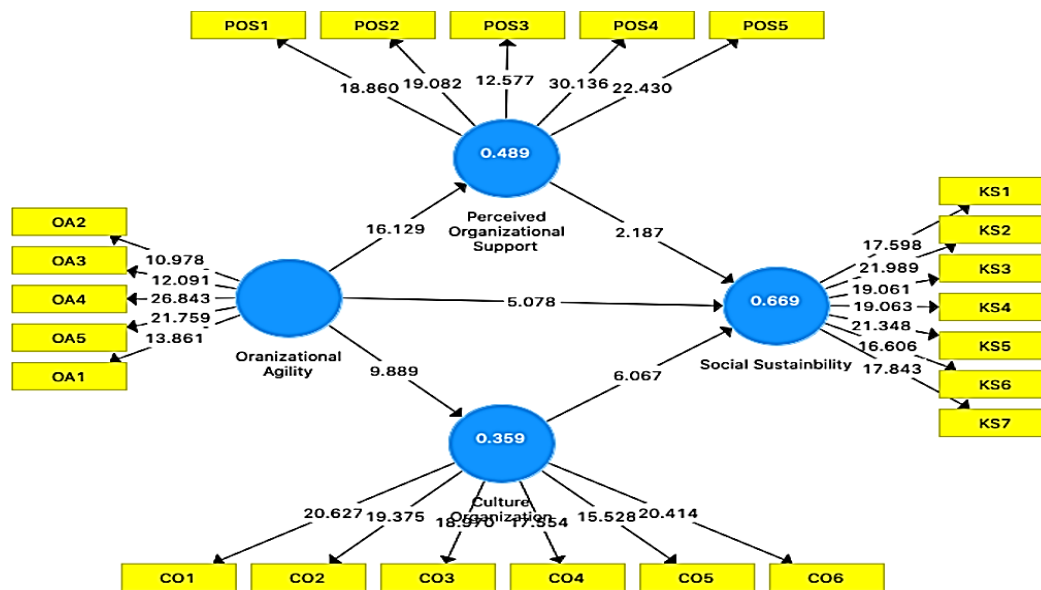


Figure 2. PLS Output

3.2 Hypothesis Testing

After executing the structural model tests, the bootstrap test values for each sample were examined to assess the hypotheses (Hair et al., 2019). The results for the direct impact of hypotheses H1, H2, and H3 were displayed in Table 6 in the section dedicated to direct paths. The null hypothesis (H0) was rejected in favor of the alternative hypothesis (H1) due to t-statistic value of 5.078 and P value of 0.000. This indicated that organizational agility had a statistically significant and beneficial direct impact on social sustainability. Hypothesis H2 was validated with t-statistic value of 16.129 and P value of 0.000, demonstrating a direct, positive, and statistically significant relationship between organizational agility and perceived organizational support. Similarly, H3 was supported, denoting a substantial and positive relationship between organizational agility and culture, as evidenced by t-statistic value of 9.889 and P value of 0.000.

Table 6. Hypotheses Testing

Paths	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Direct Paths					
OC → SS	0,445	0,447	0,073	6,067	0,000
OA → CO	0,600	0,602	0,061	9,889	0,000
OA → POS	0,700	0,704	0,043	16,129	0,000
OA → SS	0,318	0,317	0,063	5,078	0,000
POS → SS	0,160	0,160	0,073	2,187	0,014
Specific Indirect Effects					
OA → CO → SS	0,267	0,269	0,051	5,266	0,000
OA → POS → SS	0,112	0,113	0,052	2,137	0,016

Source: processed data

To analyze the mediating role, the statistical significance of both direct and indirect effects, as outlined in Hypotheses 4 and 5 was evaluated. The observed outcome was the notable and affirmative impact of organizational agility on social sustainability, as presented in Hypothesis 1. In Table 6, focusing on the specific indirect effects, t-statistic value for the effect of organizational agility → perceived organizational support → social sustainability and the corresponding P value indicated that Proposition 4 was accepted. This suggested that perceived organizational support mediated the relationship between organizational agility and social sustainability, with partial mediation. For Hypothesis 5, the results confirmed that culture served as a mediator between agility and social sustainability. T-statistic value and p value validated this mediation effect, thereby supporting the hypothesis.

Organizational Agility Positively and Significantly Affects Social Sustainability

The results derived from the hypothesis testing conducted indicated a significant relationship between organizational agility and social sustainability, and the influence of agility on social sustainability was substantial. Organization ability to swiftly and efficiently adapt to social, economic, and environmental changes that affected the long-term viability of society was enhanced by a significant degree of agility. Organizations that possessed a high degree of flexibility demonstrated the capacity to discern emerging social issues and devise inventive approaches to tackle challenges related to social sustainability. In the scope of this study, the adaptable organizational structures possessed by CUAL and CUL contributed to the promotion of social sustainability by facilitating the adjustment to societal transformations. Organizations characterized by high agility possessed the capacity to swiftly respond and adapt to societal changes, enabling this method to devise innovative and efficient strategies to address emerging social challenges.

Organizational adaptability that CUAL and CUL possessed also promoted collaboration with various stakeholders who had a vested interest in social sustainability. The involvement of government, civic society, and the commercial sector in collaborative efforts allowed groups to collectively develop sustainable solutions for intricate socioeconomic issues. Furthermore, agility also promoted innovation, with a specific emphasis on sustainability. Both CUAL and CUL consistently exhibited a flexible and inventive mindset, enabling these methods to produce novel concepts that contributed to the achievement of social sustainability objectives. This phenomenon was seen in the emergence of corporate models that prioritized environmental sustainability, the creation of products that promoted ecological balance, and the implementation of impactful social activities. Organizations with a high level of agility, such as CUAL and CUL, were capable of promptly adapting to changes in social preferences and demands, and this enabled social sustainability initiatives to be more effectively aligned with current needs.

Numerous studies collectively demonstrated that organizational agility had a substantial and favorable influence on social sustainability. The correlation between agility and manufacturing practices was apparent across multiple dimensions (Sun et al., 2022). The impact of customer flexibility on manufacturing had been observed (Sun et al., 2022). This had been found to contribute to the improvement of environmental knowledge (Rabal-Conesa et al., 2022). Furthermore, a positive relationship had been identified between strategic agility and environmental innovation, particularly within supply chains (Bouguerra et al., 2023). Additionally, this played a crucial role in adapting to uncertainty and facilitating responsible innovation (Cha and Park, 2023). Organizations that placed a high priority on this method were more likely to embrace sustainable practices, effectively tackling environmental concerns and promoting sustainable development.

Organizational Agility Positively and Significantly Affects Perceived Organizational Support

The results derived from the process of hypothesis testing demonstrated that there existed a statistically significant and positive relationship between organizational agility and perceived organizational support. The concept of this method had gained significant attention in the fields of strategic policy and organizational management. Furthermore, it referred to the ability of organization to adapt and respond to changes in the external environment effectively and efficiently. The empirical study highlighted the concept that this method possessed the capacity to yield noteworthy consequences for the support encountered by individuals inside organization. In addition to the expression as the capacity to navigate ambiguity, this method cultivated a fundamental cultural foundation that promoted personal growth, inclusive decision-making processes, and acknowledgment of individual contributions. Furthermore, the presence of adaptive and proactive behavior in organizational agility fostered a perception of stability and assurance in the relationships among individuals and organizational entities. The ability to effectively implement planned and durable adaptive measures also had a significant role in shaping employees' impressions of the support offered by organizational units.

The literature extensively acknowledged the significance of perceived organizational support in shaping employee attitudes and behaviors in organizational setting. The concept of this method had garnered significant scholarly interest due to the perceived impact on a range of organizational outcomes. Organizational agility referred to the ability of entities to effectively adjust to changes in their external environment. The capacity of organization to rapidly respond to developing obstacles and capitalize on emerging opportunities could potentially impact employees' attitudes regarding the firm's dedication to their welfare and achievement. In the present study, this held particular significance during a period characterized by swift technical progress and market disturbances. Specifically, when members of CUAL and CUL perceived their organizations as possessing agility, adeptly navigating uncertain situations, and exhibiting a proclivity for innovation, these members were more inclined to construe organization as supportive. This perception, in turn, had the potential to enhance their level of engagement, satisfaction with organization, and inclination to endorse positive organizational behavior.

Multiple studies had provided evidence that underscored the substantial and favorable influence of organizational agility on the perception of organizational support. Significantly, a study carried out at PT PLN (PERSERO) revealed a robust positive correlation between agility and perceived support (Siddik et al., 2022). A report conducted in public sector firms emphasized the significance of perceived strategic agility in improving employee outcomes, including work engagement and well-being (Ludviga and Kalvina, 2023). Previous studies had also emphasized the correlation between perceived organizational support and workforce adaptability (Sameer, 2022). The existing analysis indicated that the ability of a workforce to adapt and respond quickly, known as workforce agility, played a crucial role in differentiating organizational performance and ensuring long-term viability (Sameer, 2022). The results of this study confirmed that the cultivation of organizational agility established a favorable atmosphere that enhanced employee outcomes and contributed to overall competitiveness and performance.

Organizational Agility Positively and Significantly Affects Organizational Culture

The results derived from the hypothesis testing conducted indicated a statistically significant and favorable relationship between organizational agility and organizational culture. The trait of this method held significant importance in organization operational framework, resulting in substantial and positive impacts on organizational culture. This phenomenon was evident in CUAL

and CUL firms, as this demonstrated the ability to promptly adjust to changing conditions. Consequently, these organizations established a cultural framework characterized by a dynamic nature that was closely aligned with traits such as innovation, flexibility, and responsiveness. Establishing a cultural framework that embodied these characteristics fostered an atmosphere where the cultivation and integration of novel concepts were highly esteemed, while inclinations towards instigating transformation and embracing ambiguity were embraced as collaborative pursuits. As a result, organizational agility of CUAL and CUL cultivated a cultural atmosphere that was distinguished by a propensity for ongoing learning, cooperation, and proactive involvement.

The significant support for employee engagement and independent decision-making was another illustration of the interdependent relationship between organizational agility and culture. This facilitated prompt and well-informed responses, thereby promoting enhanced transparency in communication channels and inclusiveness in decision-making processes. The inclusivity fostered a feeling of belonging in both CUAL and CUL while also emphasizing a cultural environment that placed importance on individual contributions and diverse viewpoints. Consequently, the incorporation of organizational agility contributed to the development of organizational culture that was characterized by adaptability, empowerment, and openness to change. This promoted an environment in which employees not only endorsed novel innovations and tactics but also actively participated in their generation and execution.

Multiple studies provided evidence that highlighted the favorable influence of agility on the overall culture. Reports had indicated the need for fostering an agility culture across all levels of a business, highlighting the potential for cultivating such a culture by emphasizing the value (Ludviga & Kalvina, 2023). Furthermore, previous studies had demonstrated a robust correlation between organizational agility and performance, suggesting that firms that prioritized agility were more likely to foster a culture that facilitated and sustained agility (Nethavhani, 2022). Scholarly investigation highlighted the significance of worker agility as a crucial determinant of organizational performance and long-term viability, emphasizing the imperative of cultivating a corporate culture that enabled flexibility to retain competitiveness and viability (Sameer, 2022). In conclusion, the results underscored the significance of organizational agility in shaping culture, emphasizing the importance of fostering a climate that valued and prioritized agility. This, in turn, had the potential to drive improved performance and long-term viability.

Perceived Organizational Support Mediates the Effect of Organizational Agility on Social Sustainability

The results of hypothesis testing suggested that the variable of perceived organizational support played a significant role in partially moderating the impact of organizational agility and social sustainability. In the framework of the intricate interplay between these two factors, the utilization of mediation mechanisms facilitated by organizational support assumed a pivotal position in elucidating how organizational agility impacted the attainment of social sustainability objectives. The concept of organizational support pertained to how employees perceived the level of acceptance, concern, and value that organization placed on their well-being. Additionally, it was more recognized as a significant factor that connected organizational agility with initiatives aimed at promoting social sustainability. The concept of this method, which entailed the capacity to adapt promptly and efficiently to shifts in the external environment, offered a structural basis that facilitated the incorporation of principles related to social sustainability into the operational activities of organization. Inside this framework, organizational support functioned as a mechanism through which the principles and dedication to sustainability could be effectively

transformed into tangible behaviors undertaken by individuals inside organization. CUAL and CUL, being agile organizations, possessed the capacity to foster an environment that effectively promoted participation, engagement, and acknowledgment of sustainability endeavors. This occurred through organizational support that the mechanism of organizational agility propelled transformative change toward the attainment of social sustainability objectives.

In detail, the provision of organizational support not only facilitated the execution of sustainable initiatives but also influenced the attitudes and motives of individuals affiliated with CUAL and CUL toward making contributions to social sustainability. In this particular framework, individuals who perceived a high level of support from their businesses were more likely to experience a sense of acknowledgment and appreciation for their contributions. Consequently, this heightened recognition served to enhance their inherent drive to engage in sustainability endeavors. Robust organizational support had the potential to mitigate resistance and opposition toward the necessary adjustments required to attain social objectives. Therefore, it could be argued that organizational support played a crucial role in not only facilitating the alignment between organizational agility and social sustainability initiatives but also enhancing the commitment of individuals and groups toward broader sustainability objectives.

Perceived organizational support had a great impact as a mediator in the relationship between organizational agility and social sustainability. Notably, previous studies had highlighted the mediating effect of perceived organizational support on the connection between employee agility and organizational sustainability, underscoring the facilitative influence (Prieto and Talukder, 2023). Furthermore, perceived organizational support had been found to have a positive impact on employee engagement and well-being, indicating the significance in promoting agility and yielding favorable employee outcomes (Ludviga and Kalvina, 2023). Lastly, it was important to recognize the significance of comprehending mechanisms for nurturing and maintaining agility, given the impact on organizational performance and sustainability (Sya and Mangundjaya, 2020). These results collectively emphasized the importance of cultivating a culture that valued both agility and perceived organizational support. Such a culture could create a conducive climate that enhanced the impact of agility on sustainability and social outcomes.

Organizational Culture Mediates the Effect of Organizational Agility on Social Sustainability

The results from the hypothesis testing suggested that there was a relationship between organizational culture and the extent to which agility affected social sustainability. The present analysis examined the relationship between this method and the achievement of social sustainability goals in CUAL and CUL sectors. Specifically, it explored the mediating role of organizational culture in elucidating the impact of organizational agility on the implementation of sustainability practices in this context. The concept of this culture encompassed shared values, conventions, collective behaviors, and identity. Additionally, it played a crucial role in linking the dynamic characteristics of organizational agility to their tangible effects on the pursuit of social sustainability objectives inside a Credit Union.

CUAL and CUL with a strong capacity for organizational agility demonstrated the ability to respond to dynamic shifts swiftly and effectively in their external environment, such as alterations in financial legislation or changes in member preferences. In this framework, organizational culture that fostered active engagement and inclusivity in the decision-making process on sustainability facilitated the formulation of sustainable policies that aligned with the goals and values of the constituents. For instance, when there existed a collective push from members to give precedence to sustainable investments, an inclusive organizational culture could facilitate

opportunities for members to engage in discussions and contribute to the decision-making processes about those investments.

The impact of organizational culture on employees was a significant determinant in extending the influence of organizational agility toward the attainment of social sustainability objectives. CUAL and CUL that fostered a culture characterized by a commitment to continuous learning, innovation, and social responsibility were likely to inspire their staff to develop and implement sustainable solutions. Organizational culture that fostered employee initiative in addressing sustainability-related issues could effectively enable these factors to tackle difficulties and capitalize on opportunities that aligned with their social and environmental context. In general, the notion of organizational culture mediation in the framework of CUAL and CUL elucidated how the facilitation of organizational agility, when manifested through a nurturing cultural environment, could effectively translate principles of sustainability into tangible initiatives. This, in turn, enabled both members and employees to actively contribute towards the attainment of social sustainability objectives.

Report results confirmed the mediating effect of culture in the relationship between organizational agility and social sustainability. This included its mediation of the link between this factor and the perception of sustainable quality, highlighting its supportive influence on sustainability (Özkan and Adil Salepçioğlu, 2022). Furthermore, the importance of cultural transformations in the implementation of agility underscored the crucial role of organizational culture in promoting agility and the favorable impacts on organization (Holbeche, 2019). Considering the acknowledged importance of organizational agility in distinguishing performance and long-term viability (Felipe et al., 2017), comprehending the processes involved in fostering and maintaining it became crucial. In conclusion, the evidence available emphasized the significant role that organizational culture played in mediating the connection between organizational agility and social sustainability. This highlighted the necessity of cultivating a culture that placed equal importance on agility and social sustainability. While achieving this, organizations could establish an environment that facilitated agility, leading to enhanced sustainability and social outcomes.

4. Conclusions

In conclusion, the results indicated a significant and positive relationship between organizational agility, organizational support, organizational culture, and social sustainability in the unique context of CUAL and CUL. The profound influence of organizational agility on organizational support, organizational culture, and societal sustainability emphasized the significance. Furthermore, the significance of organizational support and organizational culture in linking organizational agility to social sustainability was highlighted. The results aligned with theoretical models of organizational agility, emphasizing the attributes of adaptability, creativity, and responsiveness in intricate and uncertain situations. The report affirmed that agile organizations were more inclined to foster conditions that facilitated successful adaptation and ongoing innovation. This reinforced the idea that organizational agility was essential for attaining social sustainability.

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