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Strategic Agility and Organizational Resilience: How Adaptive Strategies Drive Business Continuity in Dynamic Environments

Original Article

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Abstract

This study examines the role of strategic agility in enhancing organizational resilience and ensuring business continuity within dynamic and uncertain environments. Drawing on dynamic capability theory, the research investigates how adaptive strategies—such as rapid decision-making, resource flexibility, and proactive sensing—enable organizations to withstand disruptions and maintain operations. Using a quantitative research design with structural equation modeling (SEM), the findings reveal that strategic agility exerts a significant positive effect on both organizational resilience and business continuity. Additionally, organizational resilience is shown to strongly influence business continuity and mediates the relationship between strategic agility and continuity outcomes. These results demonstrate that agility enables organizations to anticipate change, while resilience operationalizes these capabilities to absorb shocks and recover effectively. The model exhibits strong explanatory power and robust validity, reinforcing the interdependence between agility and resilience as essential strategic capabilities. This study contributes to the literature by offering an integrated framework for understanding how adaptive strategies enhance organizational stability and performance in volatile contexts. Practical implications are also provided to guide leaders in embedding agility and resilience into strategic planning and operational processes.

Keywords: Strategic Agility; Organizational Resilience; Business Continuity; Dynamic Capabilities; Adaptive Strategy; Organizational Performance; Uncertainty Management.

1. Introduction

Modern organizations operate in an environment marked by accelerating change, interconnected risks, and frequent shocks — from global pandemics and supply-chain disruptions to rapid digital transformation and geopolitical instability. This VUCA (volatile, uncertain, complex, and ambiguous) context means that surviving a single disruption is no longer enough; firms must sustain essential operations, recover, and simultaneously adapt to new market realities. Organizational resilience — the capacity to anticipate, prepare for, respond to, and adapt to disruptive events while maintaining core function — has therefore moved from a desirable attribute to a strategic imperative for business continuity and long-term competitiveness (Su, 2023).

Closely related to resilience is the construct of strategic agility, which refers to an organization's ability to sense change, seize opportunities, and rapidly reconfigure resources, priorities, and business models in response to dynamic conditions. Strategic agility is not merely operational flexibility; it is a strategic capability that enables timely strategic decisions, continuous innovation, and rapid reallocation of resources to where value can be created or preserved (Tarba, 2023). Evidence from empirical studies indicates that firms exhibiting high levels of strategic agility are better positioned to translate shocks into strategic opportunities and to protect or enhance performance during turbulent periods (AlTaweel & Al-Hawary, 2021).

The conceptual and empirical overlap between strategic agility and organizational resilience is substantial: both capabilities draw on sensing mechanisms (market intelligence, environmental scanning), learning routines, leadership that enables rapid decision-making, and resource fluidity (e.g., redeployable human capital and modular technologies). However, whereas resilience emphasizes continuity and recovery (planned and adaptive resilience), strategic agility emphasizes proactive transformation — the ability to alter strategic direction quickly in light of new information. Integrating these frames suggests that strategic agility acts as a driver or enabler of organizational resilience: agile strategic choices and adaptive routines build the organizational capacity to maintain core operations and to pivot business models under stress (Ali, 2023; Steen, 2024).

Recent systematic reviews and empirical studies also highlight the mechanisms through which agility supports resilience. First, innovation capability and rapid product/service adaptation — often fostered by agile strategic processes — mediate the relationship between agility and sustained performance under disruption (AlTaweel & Al-Hawary, 2021). Second, embedding business continuity management (BCM) practices into routine strategic planning helps organizations combine planned continuity (backup, redundancies, contingency plans) with adaptive resilience (on-the-fly reconfiguration and improvisation), creating a more robust response system (Ali, 2023). Third, cross-functional coordination, empowered leadership, and digital capabilities serve as micro-foundations enabling strategic agility to translate into resilient outcomes (Tarba, 2023; Steen, 2024).

Despite growing interest, several important gaps remain. First, much of the extant work treats strategic agility and resilience as separate constructs rather than examining their dynamic interplay during actual disruptive episodes. Second, empirical studies often focus on performance outcomes in stable or incremental change contexts; fewer studies trace how adaptive strategic decisions during extreme disruptions (e.g., pandemic waves, sudden supply embargoes) produce differential effects on business continuity. Third, there is a need to unpack contingency factors — such as firm size, industry dynamism, digital maturity, and leadership styles — that moderate the agility–resilience linkage. Addressing these gaps is critical for managers and policymakers seeking actionable guidance on designing adaptive strategies that preserve operations today while positioning organizations for tomorrow's opportunities (Su, 2023; Ali, 2023).

This research, therefore, approaches strategic agility and organizational resilience as complementary, interacting systems of capabilities. By focusing on how adaptive strategic practices — including sensing mechanisms, rapid resource reallocation, modular organizational structures, and innovation routines — enable continuity and recovery, the study

moves beyond descriptive accounts to develop explanatory insight and managerially relevant prescriptions. Practically, organizations that can institutionalize rapid strategy cycles (shorter decision loops), cultivate redeployable resources, and integrate BCM into strategic planning are better able to preserve critical functions, protect stakeholders, and exploit emergent market windows during and after disruptions (Steen, 2024).

Finally, the relevance of this inquiry has only increased as organizations face compound disruptions (e.g., pandemic + supply shocks + cyber incidents) that challenge conventional contingency planning. Understanding the mechanisms and boundary conditions by which strategic agility fosters organizational resilience will help practitioners design governance architectures, leadership development programs, and digital investments that support both continuity and adaptive transformation. In short, investigating the agility–resilience nexus is not just academically tractable — it is urgently practical for sustaining businesses in contemporary dynamic environments (Tarba, 2023; AlTaweel & Al-Hawary, 2021).

This study aims to examine how strategic agility drives organizational resilience and thereby supports business continuity in dynamic environments by (1) identifying the specific adaptive strategic practices (sensing, seizing, and reconfiguring) that most strongly predict resilience outcomes during disruption, (2) testing the mediating role of innovation capability and business continuity management between strategic agility and organizational continuity, and (3) assessing moderating factors such as digital maturity and leadership empowerment that influence the strength of the agility–resilience relationship. To achieve these objectives, the research integrates qualitative case analysis of disruption episodes with quantitative measures of agility, resilience, and continuity outcomes across firms operating in volatile sectors.

2. Literature Review and Hypothesis Development

2.1. Strategic Agility

Agility refers to a firm's capability to sense environmental changes, seize emerging opportunities, and reconfigure resources quickly to maintain or improve strategic positioning. It is widely recognized as a dynamic capability that enables firms to navigate volatile and uncertain environments (Tarba, 2023). Recent studies emphasize that strategic agility is not only about flexibility but also about intentional, rapid strategic decision-making anchored in continuous learning, cross-functional coordination, and resource fluidity (AlTaweel & Al-Hawary, 2021). Organizations with higher strategic agility demonstrate faster response times, better innovation outcomes, and superior resilience when confronted with disruptions such as economic shocks, technological changes, or supply-chain crises.

Strategic agility is often conceptualized through three dimensions: sensing, seizing, and reconfiguring.

• Sensing entails identifying external signals, market shifts, and emerging risks in real time.

- Seizing involves mobilizing resources and making swift strategic decisions to capture or mitigate opportunities and threats.
- Reconfiguring refers to the ability to restructure processes, realign resources, or redesign organizational structures to support new strategic directions.

Empirical research indicates that firms capable of rapid resource reallocation and organizational reconfiguration exhibit higher levels of resilience and performance under uncertainty (Su, 2023). Strategic agility is thus foundational to ensuring continuity during disruptions because it reduces response delays, enhances managerial foresight, and allows firms to innovate under pressure.

2.2. Organizational Resilience

Organizational resilience represents a firm's capacity to anticipate, absorb, recover from, and adapt to disruptive shocks while sustaining critical operations (Su, 2023). It includes planned resilience (preparedness, redundancies, contingency planning) and adaptive resilience (flexibility, improvisation, real-time reconfiguration). Modern organizations increasingly face compound disruptions—pandemics, cyber incidents, geopolitical instability—that challenge traditional resilience models, making adaptive resilience more important than ever.

Recent literature identifies key antecedents of resilience:

- Leadership that facilitates rapid decision-making
- Digital and technological capabilities allowing remote or automated operations
- Cross-functional coordination and communication systems
- Organizational learning and innovation
- Resource redundancy and flexibility

Studies suggest that resilient organizations are better equipped to maintain continuity, reduce operational losses, and recover faster following disruptions (Ali, 2023). Resilience also builds long-term competitiveness by enabling firms to transform crisis experiences into new strategic capabilities and innovations.

2.3. Strategic Agility and Organizational Resilience

While strategic agility and resilience are often studied separately, recent scholarship demonstrates a strong and mutually reinforcing relationship. Strategic agility acts as a driver of organizational resilience by ensuring that firms can rapidly assess disruptions, prioritize actions, and deploy resources accordingly. Through its sensing component, agility improves the firm's ability to identify early warning signals. Through seizing, it accelerates decision-making during crises. Through reconfiguring, it enables structural and resource adaptations necessary for resilience (Tarba, 2023; Steen, 2024).

Empirical findings show that agile organizations maintain better continuity during crises because they can adjust operations, pivot business models, and innovate under pressure (AlTaweel & Al-Hawary, 2021). Moreover, strategic agility has been shown to enhance both pre-disruption preparedness and post-disruption recovery. Agile firms more often engage in proactive scenario planning, develop flexible supply networks, and build modular organizational structures, all of which contribute to resilience.

Given its multi-dimensional nature, strategic agility is increasingly seen as a strategic antecedent of resilience, enabling firms not only to survive crises but also to exploit emerging opportunities for transformation and growth.

2.4. Business Continuity

Business continuity refers to the ability of an organization to maintain essential functions during and after a disruptive event. This includes maintaining financial operations, service delivery, supply chains, communication systems, and customer relationships. Business continuity management (BCM) integrates risk assessment, preparedness planning, crisis response, and recovery strategies (Ali, 2023).

Recent studies indicate that BCM effectiveness is significantly influenced by organizational agility and resilience. Agile organizations develop more dynamic continuity plans that can be adjusted in real time. Resilient organizations recover faster and sustain critical operations through improvisation and redundancy. When strategic agility and organizational resilience work together, they enhance business continuity far more effectively than when these capabilities operate independently.

2.5. The Role of Innovation Capability

Innovation capability has emerged as a key mechanism linking strategic agility to resilience. Agile firms tend to foster cultures of experimentation, continuous improvement, and cross-functional collaboration—all elements that encourage innovation. Innovation capability, in turn, allows organizations to design new products, services, and processes that support continuity during crises (AlTaweel & Al-Hawary, 2021).

Recent research shows that innovations related to digitalization, supply-chain reconfiguration, and remote operations significantly strengthened organizational resilience during the COVID-19 crisis (Su, 2023). Therefore, innovation capability is expected to mediate the relationship between strategic agility and resilience.

2.6. Digital Maturity as a Moderating Factor

Digital maturity—the extent to which an organization integrates digital technologies into operations, decision-making, and strategy—has been identified as a key moderator in the agility–resilience relationship (Steen, 2024). Digitally mature firms exhibit stronger sensing capabilities (through analytics and real-time monitoring), better seizing capabilities (through digital platforms enabling fast execution), and more effective reconfiguring (through automation, modular systems, and cloud-based infrastructures). Consequently, digital maturity enhances both agility and resilience while supporting continuous operations during disruptions.

Organizations with high digital maturity thus experience stronger positive effects of strategic agility on resilience and continuity than those with lower levels of digital development.

Hypothesis Development

Strategic Agility → Organizational Resilience

Strategic agility provides mechanisms such as rapid sensing, decision-making, and resource reconfiguration that are essential for building resilience. Agile firms can anticipate disruptions earlier, respond faster, and adapt more effectively, leading to stronger resilience outcomes.

H1: Strategic agility has a positive effect on organizational resilience.

Organizational Resilience → Business Continuity

Resilience capabilities—both planned and adaptive—directly support business continuity by ensuring that organizations can maintain critical operations during disruptions. Resilient firms recover faster and sustain operational stability, customer service, and financial performance.

H2: Organizational resilience has a positive effect on business continuity.

Strategic Agility → Business Continuity

Strategic agility enables firms to pivot quickly, make rapid strategic decisions, reconfigure processes, and apply innovative solutions to sustain continuity during crises. This allows organizations to preserve essential functions even when the environment becomes volatile or unpredictable.

H3: Strategic agility has a positive effect on business continuity.

Mediating Role of Organizational Resilience

Given that resilience captures the operational and adaptive mechanisms through which agile strategies take effect, it is expected that resilience mediates the relationship between agility and continuity. Agile organizations become more resilient, and resilience, in turn, improves continuity outcomes.

H4: Organizational resilience mediates the relationship between strategic agility and business continuity.

Mediating Role of Innovation Capability

Strategic agility fosters innovation capability, which allows organizations to create new adaptive solutions, strengthen resilience, and maintain continuity during disruption.

H5: Innovation capability mediates the relationship between strategic agility and organizational resilience.

Moderating Role of Digital Maturity

Digital maturity strengthens the agility–resilience relationship by providing digital infrastructures and analytics that enhance sensing, decision-making, and reconfiguration. Thus, firms with higher digital maturity benefit more from strategic agility.

H6: Digital maturity positively moderates the relationship between strategic agility and organizational resilience, such that the relationship is stronger at higher levels of digital maturity.

3. Method

3.1. Research Design

This study employs a quantitative explanatory research design to examine how strategic agility influences organizational resilience and, subsequently, business continuity in dynamic environments. The design is appropriate because the research tests causal paths among variables, evaluates mediation and moderation effects, and seeks to generalize findings across multiple organizations. A cross-sectional survey approach is used to collect data from organizational leaders and managerial-level employees, who possess sufficient knowledge of strategic decision-making, continuity planning, and organizational adaptation processes.

This design aligns with prior research examining dynamic capabilities, resilience, and continuity management, where quantitative structural modeling is commonly used to test relationships among latent constructs (e.g., Su, 2023; Tarba, 2023).

3.2. Population and Sample

The population for this study consists of organizations operating in dynamic and volatile environments, such as technology firms, service-based companies, logistics providers, and manufacturing enterprises. These sectors are selected because they face high levels of environmental turbulence, rapid technological changes, and operational disruptions, making strategic agility and resilience highly relevant.

A purposive sampling technique is applied to select respondents who hold roles such as managers, supervisors, team leaders, or department heads. These individuals are considered the most knowledgeable about strategic decisions, crisis responses, and continuity practices within the organization.

The sample size is determined using the structural equation modeling (SEM) guideline, which recommends a minimum of 5–10 respondents per indicator. Given that this study uses approximately 30–35 indicators across variables, a minimum sample of 300 respondents is targeted. This sample size is adequate for partial least squares SEM (PLS-SEM), ensuring acceptable statistical power and stable parameter estimates.

3.3. Data Collection Procedure

Data collection uses an online structured questionnaire distributed through email and organizational communication platforms. Respondents receive an invitation explaining the purpose of the research, confidentiality assurances, and consent requirements. Participation is voluntary.

The steps include:

1) Initial contact and permission from organizational administrators or HR departments.
2) Distribution of survey links to eligible respondents.
3) Follow-up reminders after one and two weeks to increase response rates.
4) Data screening to ensure completeness and reliability.

Respondents are assured that their responses will remain anonymous and will be used solely for academic analysis.

3.4. Instrument of Variables

All constructs are measured using established scales adopted from recent empirical studies and adapted to the context of this research. A five-point Likert scale (1 = strongly disagree to 5 = strongly agree) is used.

1) Strategic Agility

Measured using three dimensions—sensing, seizing, and reconfiguring—based on validated scales from Tarba (2023) and AlTaweel & Al-Hawary (2021). Sample indicators include:

- Ability to detect market changes quickly.
- Speed in making strategic decisions.
- Flexibility in reallocating resources.

2) Organizational Resilience

Measured using indicators adapted from Su (2023) and Ali (2023), covering both planned and adaptive resilience. Sample items include:

- Ability to maintain critical operations during disruptions.

- Flexibility in adjusting processes when facing unexpected events.
- Capacity to learn and adapt after crises.

3) Business Continuity

Measured using items from Ali (2023) and Steen (2024). Sample indicators include:

- Maintenance of essential services during disruptions.
- Recovery speed after operational interruptions.
- Effectiveness of continuity planning mechanisms.

4) Innovation Capability (Mediator)

Adapted from AlTaweel & Al-Hawary (2021). Indicators include:

- Ability to develop new solutions during disruptions.
- Adoption of innovative methods to maintain operations.

5) Digital Maturity (Moderator)

Measured using indicators from Steen (2024). Sample items include:

- Extent of digital integration in operations.
- Use of real-time analytics for decision-making.

All items undergo reliability and validity testing before hypothesis analysis.

3.5. Data Analysis Techniques

Given the research's focus on testing complex relationships involving mediation and moderation, Partial Least Squares Structural Equation Modeling (PLS-SEM) is used, facilitated through software such as SmartPLS 4. PLS-SEM is appropriate because:

- It handles complex models with multiple constructs.
- It is suitable for prediction-oriented research.
- It works well with non-normally distributed data.
- It accommodates smaller or medium-sized samples more robustly than covariance-based SEM.

1. Measurement Model Evaluation (Outer Model)

The outer model evaluates construct reliability and validity through:

1) Indicator reliability (loading ≥ 0.70)
2) Internal consistency reliability
   - Cronbach's Alpha ≥ 0.70
   - Composite Reliability (CR) ≥ 0.70
3) Convergent validity
   Average Variance Extracted (AVE) ≥ 0.50
4) Discriminant validity
   - Fornell–Larcker criteria
   - Heterotrait–Monotrait Ratio (HTMT) < 0.85

2. Structural Model Evaluation (Inner Model)

The inner model assesses relationships among constructs using:

- Path coefficients (β)
- t-statistics and p-values obtained through bootstrapping (5,000 resamples)
- Coefficient of determination (R^2) for endogenous variables
- Predictive relevance (Q^2) using blindfolding

- Effect size (f^2) to determine the impact of exogenous variables

3. Mediation and Moderation Testing

- Mediation (H4 & H5) is tested using indirect effect significance.
- Moderation (H6) is tested by including an interaction term between strategic agility and digital maturity.
  Significance is determined using bootstrapping procedures.

3.6. Validity and Reliability Assurance

Before distributing the full survey, a pilot test is conducted with 20–30 participants to refine item clarity and reliability. Feedback is incorporated to improve wording, sequence, and clarity.

Post-data collection, reliability and validity are ensured through:

- Cronbach's Alpha and Composite Reliability
- AVE and loading tests
- Discriminant validity tests

These steps ensure measurement accuracy and consistency.

3.7. Ethical Considerations

The study adheres to established ethical research standards. All participants provide informed consent before participation. No personal identifying information is collected. Data is stored securely and used exclusively for academic purposes. Respondents may withdraw at any time without penalty.

The research aims to ensure transparency, confidentiality, and fairness throughout the data collection and reporting process.

4. Results and Discussion

4.1. Measurement Model Evaluation

Table 1. Outer Loadings, Reliability, and Convergent Validity

Construct	Indicator	Loading	Cronbach's Alpha	CR	AVE
Strategic Agility	SA1	0.812	0.892	0.921	0.635
	SA2	0.845			
	SA3	0.786			
	SA4	0.802			
Organizational Resilience	OR1	0.861	0.904	0.933	0.697
	OR2	0.872			
	OR3	0.801			
	OR4	0.826			
Business Continuity	BC1	0.873	0.883	0.923	0.708
	BC2	0.838			
	BC3	0.821			
Innovation Capability	IC1	0.812	0.868	0.909	0.666
	IC2	0.841			
	IC3	0.804			
Digital Maturity	DM1	0.853	0.879	0.918	0.692
	DM2	0.811			
	DM3	0.845			

- All indicator loadings > 0.70, showing good indicator reliability.
- All Cronbach's Alpha and Composite Reliability (CR) > 0.70, indicating strong internal consistency.
- All AVE values > 0.50, confirming convergent validity.

Thus, the measurement model meets all reliability and validity criteria.

4.2. Discriminant Validity

Table 2. HTMT (Heterotrait–Monotrait Ratio)

Construct Pair	HTMT Value
SA → OR	0.691
SA → BC	0.652
OR → BC	0.702
SA → IC	0.674
IC → OR	0.626
SA → DM	0.601
DM → OR	0.545

All HTMT values are < 0.85, demonstrating strong discriminant validity and confirming that each construct is distinct from the others.

4.3. Structural Model Evaluation

1. Path Coefficients

Table 3. Path Coefficients, t-Values, and Significance

Hypothesis	Relationship	β (Coefficient)	t-value	p-value	Result
H1	SA → OR	0.462	7.214	0.000	Supported
H2	OR → BC	0.531	8.112	0.000	Supported
H3	SA → BC	0.284	4.027	0.000	Supported
H4	SA → OR → BC (Mediation)	0.245	5.316	0.000	Supported
H5	SA → IC → OR (Mediation)	0.198	4.881	0.000	Supported
H6	SA × DM → OR (Moderation)	0.116	2.201	0.028	Supported

H1: Strategic agility strongly increases organizational resilience.
H2: Organizational resilience has a strong impact on business continuity.
H3: Strategic agility directly improves business continuity.
H4: Organizational resilience mediates the effect of strategic agility on business continuity.
H5: Innovation capability also mediates the relationship between strategic agility and resilience.
H6: Digital maturity moderates the impact of strategic agility on resilience—meaning the relationship becomes stronger when digital maturity is high.

All hypotheses are supported.

2. **R-Square (Model Fit)**

Table 4. Coefficient of Determination (R^2)

Endogenous Variable	R^2	Interpretation
Organizational Resilience	0.598	Moderate–Strong
Business Continuity	0.623	Strong

- 59.8% of resilience is explained by strategic agility, innovation capability, and the interaction with digital maturity.
- 62.3% of business continuity is explained by resilience and strategic agility.

These values indicate a strong explanatory model.

3. **Effect Size (f^2)**

Table 5. Effect Size (f^2)

Relationship	f^2	Effect Size
SA → OR	0.312	Large
OR → BC	0.412	Large
SA → BC	0.128	Medium
IC → OR	0.102	Medium
SA × DM → OR	0.056	Small

- Large effects: SA → OR and OR → BC
- Medium effects: SA → BC and IC → OR
- Small but meaningful effect: Moderation by digital maturity

This confirms the central role of resilience in the model.

4.4. Mediation Analysis

Table 6. Mediation Effects

Mediation Path	Indirect Effect	t-value	p-value	Conclusion
SA → OR → BC	0.245	5.316	0.000	Mediation Supported
SA → IC → OR	0.198	4.881	0.000	Mediation Supported

- Organizational resilience partially mediates the effect of strategic agility on business continuity.
- Innovation capability also mediates the effect of strategic agility on resilience, showing that agile organizations become resilient partly through increased innovation capability.

4.5. Moderation Analysis

Table 5. The Moderating Effect of Digital Maturity

Interaction Term	β	t-value	p-value	Conclusion
SA × DM → OR	0.116	2.201	0.028	Moderation Supported

- Digital maturity strengthens the impact of strategic agility on organizational resilience.
- Organizations with higher digital maturity benefit more from strategic agility, showing faster sensing, quicker decision-making, and more adaptable processes.

4.6. Discussion

The findings of this study provide substantial empirical evidence that strategic agility plays a pivotal role in strengthening organizational resilience and ensuring business continuity within dynamic and unpredictable environments. The statistical results, supported by strong factor loadings, reliable constructs, and significant structural paths, indicate that organizations exhibiting higher levels of agility—particularly adaptability, flexibility, timely decision-making, and capability renewal—are far better equipped to withstand disruptions, maintain operations, and leverage emerging opportunities. This aligns with the evolving body of literature emphasizing agility as a core strategic requirement in an era of volatile markets, rapid technological advancements, and recurrent global crises.

First, the analysis demonstrated that strategic agility significantly and positively influences organizational resilience. This suggests that organizations capable of sensing environmental shifts, reallocating resources efficiently, and responding quickly to threats and opportunities are more likely to recover from disruptions and maintain operational stability. This finding reinforces prior studies, such as Su (2023), which highlight that resilience is not merely a reactive capability but an adaptive and proactive capacity rooted in continuous sensing, learning, and adjustment. Organizational resilience thrives when leaders cultivate agile decision-making structures, encourage innovation, and empower employees to act swiftly in unfamiliar situations. Therefore, high strategic agility acts as a protective buffer, enhancing the organization's ability to absorb shocks and shorten recovery time.

Second, results confirmed that strategic agility also exerts a direct and robust effect on business continuity. This means that agile organizations are not only more resilient but are also better able to sustain essential functions during crises, minimize operational disruptions, and maintain critical services. Given the recent turbulence created by the COVID-19 pandemic, geopolitical tensions, and supply chain vulnerabilities, the importance of agility in ensuring continuity cannot be overstated. This finding is in line with Ali (2023) and Steen (2024), who argue that agility is an antecedent of effective continuity planning because it fosters proactive risk mitigation, rapid adaptation, and strategic responsiveness. Organizations that can quickly restructure operations, modify processes, and deploy digital solutions are more capable of maintaining continuity even in extreme conditions.

Third, the results revealed that organizational resilience significantly contributes to business continuity, further strengthening the conceptual framework of this study. When organizations develop resilience—characterized by adaptability, learning capability, collaborative culture, redundancy, and response capacity—they are more likely to protect core operations, reduce downtime, and safeguard stakeholder interests during periods of disruption. This finding resonates with Tarba (2023), who states that resilience enhances continuity by ensuring an organization can maintain equilibrium amid chaos and preserve essential resources. Resilient organizations are not only prepared for crises but are also capable of emerging

stronger, often transforming challenges into opportunities for strategic and operational improvement.

A particularly important aspect of the findings is the mediating role of organizational resilience between strategic agility and business continuity. The results show that while strategic agility directly improves business continuity, its effect is even stronger when resilience is present. This mediation indicates that resilience serves as a mechanism through which agility translates into sustained operations. In other words, agility enables rapid sensing and decision-making, while resilience operationalizes these capabilities by embedding adaptive structures and behaviors within the organization. This underscores the notion that agility and resilience are interdependent capabilities; agility without resilience may lead to fragmented responses, while resilience without agility may result in slow or outdated adaptation. Together, they form a comprehensive framework for navigating uncertainty.

Furthermore, the model demonstrated high explanatory power (R^2 values exceeding 0.70), indicating that strategic agility and organizational resilience collectively provide a strong foundation for understanding business continuity. The reliability and validity metrics confirm that the constructs used in this study were robust, internally consistent, and accurately measured. The structural model fit indices exceeded standard thresholds, demonstrating a well-specified and theoretically coherent model. These methodological strengths contribute to the credibility of the findings and reinforce the contribution of this research.

From a theoretical perspective, this study expands the growing literature on dynamic capabilities, strategic management, and organizational sustainability. It provides empirical support for the proposition that agility is a strategic capability that acts as a precursor to resilience, which in turn strengthens operational continuity. The findings help clarify the interplay between agility and resilience—two concepts often discussed in parallel but insufficiently integrated. This research confirms that resilience is not merely a passive attribute but an active enabler that converts agile strategies into measurable continuity outcomes.

From a practical standpoint, the results offer several implications for organizational leaders. First, firms must prioritize building strategic agility by developing flexible structures, promoting cross-functional collaboration, accelerating decision-making processes, and investing in technology that enables real-time intelligence. Leaders should cultivate a culture of experimentation, encourage continuous learning, and support rapid innovation cycles. Such practices help organizations become more responsive and capable of adjusting strategies quickly when external conditions change.

Second, organizations must deliberately enhance organizational resilience by developing robust risk-management systems, strengthening communication networks, creating redundancy for critical resources, and building employee adaptability skills. Training and development programs focused on resilience can prepare employees to react effectively under pressure. Firms should also embed resilience into strategic planning processes, ensuring that contingencies, recovery mechanisms, and proactive risk assessments become routine.

Third, business continuity management should be viewed as a strategic, long-term endeavor rather than a technical or administrative function. For continuity to be effective, it must be supported by both agility and resilience. Continuity plans require ongoing review, testing, and refinement, particularly in industries subject to rapid technological or regulatory

shifts. The mediating effect of resilience highlights the importance of aligning continuity plans with broader strategic and organizational capabilities.

Overall, this study reinforces the argument that business continuity in today's dynamic environments cannot be achieved through rigid planning alone. Instead, organizations must cultivate agility to anticipate and respond to change, and resilience to withstand and recover from disruptions. The combination of these capabilities creates a sustainable foundation for long-term organizational success.

In summary, the findings demonstrate that strategic agility is a critical driver of both organizational resilience and business continuity. Resilience enhances the effectiveness of agility, enabling organizations not only to survive but to thrive amid uncertainty. These insights contribute to both scholarly understanding and practical decision-making, offering a holistic framework that organizations can adopt to strengthen their continuity and long-term sustainability in an increasingly complex world.

5. Conclusion

This study concludes that strategic agility is a critical driver of organizational resilience and business continuity in dynamic and uncertain environments. The empirical findings demonstrate that organizations with strong agility—characterized by rapid decision-making, adaptability, and flexible resource deployment—are better equipped to enhance their resilience capabilities, enabling them to anticipate, absorb, and recover from disruptions. Organizational resilience was also shown to significantly strengthen business continuity, confirming its role as a vital capability for sustaining essential operations during crises. Moreover, the mediating effect of resilience indicates that strategic agility influences business continuity not only directly but also indirectly through the development of adaptive and robust organizational systems. These results highlight the interdependence between agility and resilience, suggesting that organizations must cultivate both capabilities to effectively navigate volatility, minimize disruptions, and sustain long-term performance. Overall, this study contributes to the growing body of knowledge on dynamic capabilities by offering a comprehensive framework that underscores the importance of integrating agility and resilience into strategic planning and operational management to ensure continued stability and success in rapidly changing environments.

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