

# CULTIVATING RESILIENCE: A MULTI-LEVEL ANALYSIS OF ORGANIZATIONAL CULTURE AND BUREAUCRATIC AGILITY IN THE FACE OF SYSTEMIC CRISES

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2026**Abstract**

Organizational resilience has become an essential factor for navigating systemic crises, yet the interplay between organizational culture and bureaucratic agility remains underexplored. This study investigates how these two elements collectively contribute to an organization's ability to respond to and recover from crises. The main objective of the research is to examine the relationship between organizational culture, bureaucratic agility, and resilience, particularly during systemic crises. A multi-level analysis is conducted through a comparative study across public, private, and non-profit sectors, utilizing both qualitative (interviews and focus groups) and quantitative (surveys) methods. The results show that organizations with a strong, adaptable culture and flexible bureaucratic systems exhibit higher levels of resilience, enabling quicker adaptation and more effective crisis management. The private sector, with its emphasis on innovation and agility, demonstrated superior resilience compared to the more rigid structures found in the public and non-profit sectors. This study concludes that both organizational culture and bureaucratic agility are crucial in cultivating resilience, with their combined influence offering a more effective approach to crisis preparedness and response. The findings underscore the need for organizations to integrate cultural and structural flexibility to enhance resilience in the face of uncertainty.

**Keywords:** Bureaucratic Agility, Crisis Management, Organizational Culture, Resilience, Systemic Crises



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## INTRODUCTION

Organizational resilience has become an essential factor for organizations to navigate the complexities and uncertainties of systemic crises, such as economic downturns, natural disasters, and global pandemics (Abid et al., 2025). In recent years, the ability of organizations to respond to and recover from such crises has been increasingly linked to both their organizational culture and their capacity for bureaucratic agility. Organizational culture refers to the shared values, beliefs, and practices that influence how employees interact and make decisions, while bureaucratic agility pertains to the ability of an organization's structure to adapt to changing circumstances without compromising its efficiency or control. Together, these factors shape the overall capacity of organizations to respond effectively to external shocks (Adamu et al., 2026). The importance of understanding how these elements interact becomes even more critical as systemic crises grow in frequency and magnitude, challenging traditional organizational structures and decision-making processes. This study aims to explore the relationship between organizational culture and bureaucratic agility in fostering resilience in the face of such crises.

Recent studies on organizational resilience have primarily focused on individual organizational characteristics, such as leadership and strategic planning (Aloh et al., 2025). However, the complex interplay between organizational culture and bureaucratic agility has received limited attention, especially in the context of systemic crises. Organizations with strong, adaptive cultures and flexible bureaucratic structures tend to be more resilient and capable of responding to crises in innovative ways. On the other hand, those with rigid cultures or overly bureaucratic systems may struggle to adapt, leading to slower recovery and potential long-term damage (Alyasein et al., 2026). This research seeks to address this gap by providing a multi-level analysis of how organizational culture and bureaucratic agility can work together to cultivate resilience in organizations. By examining these elements in tandem, this study offers a more comprehensive understanding of what drives organizational resilience in the face of systemic crises.

Understanding the role of organizational culture and bureaucratic agility in crisis management is critical for organizations aiming to thrive in a rapidly changing world. This research is timely, as many organizations are grappling with the challenges posed by the COVID-19 pandemic, climate change, and economic disruptions (Alzeban et al., 2026). The study will provide valuable insights into how organizations can strengthen their resilience by fostering a culture of adaptability and flexibility within their bureaucratic frameworks. The findings will have implications for both academics and practitioners seeking to enhance organizational preparedness and recovery strategies.

Although organizational resilience is increasingly recognized as a key determinant of an organization's ability to withstand and recover from systemic crises, there remains a significant gap in the literature regarding how organizational culture and bureaucratic agility interact to influence resilience. (Ammirato et al., 2026) Existing studies have examined these two factors separately, but few have explored their combined impact on organizational performance during crises. The challenge lies in understanding the nuanced ways in which these elements work together or conflict, and how they influence an organization's overall ability to respond to and recover from crises (Anand et al., 2026). Furthermore, the current body of research lacks a clear framework that ties these two dimensions of organizational behavior to the concept of resilience, leaving a gap in both theoretical understanding and practical application.

One critical aspect that has not been fully addressed is the role of bureaucratic agility in crisis response (Arhin et al., 2026). While traditional bureaucracy has often been criticized for its rigidity and inefficiency, recent studies suggest that agile bureaucratic structures can provide organizations with the flexibility needed to adapt to changing circumstances while maintaining order and control. However, there is limited research on how organizational culture can influence or enhance this agility, especially in the context of systemic crises

(Charoensukmongkol, 2025). The lack of empirical evidence on this intersection means that organizations lack clear guidelines on how to build both a resilient culture and an adaptable bureaucratic framework that can withstand crises. This research seeks to fill this gap by investigating the relationship between these two factors and their collective impact on organizational resilience.

The problem addressed by this study is crucial for organizations seeking to improve their crisis management capabilities. As the frequency and complexity of global crises increase, understanding the mechanisms that drive organizational resilience will become increasingly important for ensuring business continuity and long-term success (Chen & Fan, 2025). This research will provide actionable insights into how organizations can cultivate resilience through a strategic alignment of organizational culture and bureaucratic agility, offering a comprehensive approach to crisis preparedness and recovery.

The primary objective of this research is to explore the relationship between organizational culture and bureaucratic agility in fostering organizational resilience in the face of systemic crises (Cojocaru, 2025). This study seeks to understand how these two elements interact at multiple levels within an organization to influence its ability to respond to and recover from crises. By examining organizations across different sectors, the research aims to identify key cultural and structural factors that contribute to resilience (Dai & Zhang, 2026). The study will also investigate the extent to which organizational culture and bureaucratic agility complement each other in enhancing crisis management capabilities, as well as the potential conflicts that may arise between the two.

Additionally, the research aims to develop a conceptual framework that links organizational culture, bureaucratic agility, and resilience. This framework will serve as a foundation for future studies and provide practical insights for organizations seeking to improve their resilience (Dawson & Pardo, 2026). The research will also evaluate how these factors contribute to various aspects of organizational performance during a crisis, such as decision-making speed, innovation, and employee engagement. By investigating these relationships, the study seeks to offer a more holistic understanding of organizational resilience and provide guidelines for fostering adaptive behaviors that promote long-term sustainability.

The ultimate goal of this research is to provide a comprehensive analysis of the factors that contribute to organizational resilience and to propose strategies for organizations to enhance their preparedness and response to crises (Emblemsvåg & Emblemsvåg, 2025). The findings will contribute to the broader academic discourse on crisis management and resilience, offering valuable insights for both scholars and practitioners in the field of organizational behavior, management, and public administration.

A significant gap in the existing literature is the lack of a comprehensive framework that links both organizational culture and bureaucratic agility to organizational resilience (Fontanari & Traskevich, 2025). Most studies tend to focus on one dimension at a time, either examining the role of organizational culture in fostering resilience or assessing the impact of bureaucratic flexibility on crisis management. This approach often overlooks the complex interactions between these two factors and fails to account for how they jointly influence an organization's response to systemic crises. Moreover, while bureaucratic agility has been recognized as an important factor in organizational flexibility, it has not been extensively studied in relation to crisis management (Goniewicz et al., 2025). This gap in research is particularly important as organizations face increasingly complex and unpredictable crises that require both strong cultural foundations and the ability to adapt bureaucratic processes quickly.

Additionally, existing research tends to focus primarily on private sector organizations, with limited exploration of how public organizations or non-profit entities navigate crises. The diverse nature of organizational structures in different sectors such as government agencies, healthcare institutions, and multinational corporations requires a more nuanced approach to understanding how organizational culture and bureaucratic agility function across various

contexts (Heo & Joseph, 2025). This study aims to address this gap by considering organizations from different sectors and exploring the unique challenges they face in building resilience. By doing so, this research will offer a broader perspective on how different types of organizations can cultivate resilience through the alignment of culture and agility.

The gap in literature also extends to the measurement and assessment of organizational resilience. While many studies highlight resilience as a critical factor for organizational success, there is no standardized method for evaluating the resilience of organizations in crisis situations (Herrera et al., 2025). This research will contribute to the development of such a framework, allowing organizations to assess their resilience and identify areas for improvement. By bridging these gaps, the study will offer a more integrated and comprehensive view of how organizations can effectively prepare for and recover from crises.

The novelty of this research lies in its multi-level approach to analyzing organizational culture and bureaucratic agility in the context of systemic crises. While existing studies have examined these factors separately, few have explored their combined impact on organizational resilience (Indrayanti et al., 2025). By integrating the concepts of organizational culture and bureaucratic agility into a unified framework, this study offers new insights into how organizations can enhance their adaptive capacity in the face of uncertainty. The research also breaks new ground by addressing the often-overlooked role of bureaucratic agility in crisis management, highlighting how flexible bureaucratic structures can complement a strong organizational culture in fostering resilience.

The importance of this research is underscored by the increasing frequency and complexity of global crises, such as pandemics, climate change, and economic recessions. As organizations struggle to navigate these crises, the ability to cultivate resilience through a strategic alignment of culture and agility is becoming more critical than ever (Khan et al., 2026). The findings of this study will provide practical guidance for organizations seeking to enhance their crisis management capabilities, particularly in rapidly changing environments. By offering a comprehensive understanding of the factors that contribute to organizational resilience, this research will make a significant contribution to the fields of organizational behavior, public administration, and crisis management.

## RESEARCH METHOD

### *Research Design*

This study adopts a mixed-methods research design to explore the relationship between organizational culture, bureaucratic agility, and resilience in the face of systemic crises. The research integrates both qualitative and quantitative approaches to provide a comprehensive analysis of the multi-level interactions within organizations during crisis situations. A comparative case study approach will be employed, focusing on organizations from different sectors, including public, private, and non-profit organizations (Khorram-Manesh & Tin, 2027). The qualitative component involves in-depth interviews and focus group discussions with key organizational stakeholders, such as senior management, mid-level managers, and frontline employees. These interviews aim to capture the lived experiences and perceptions of individuals within organizations regarding the role of organizational culture and bureaucratic agility in fostering resilience. The quantitative component will utilize surveys to gather data on organizational culture, bureaucratic agility, and resilience metrics, which will be statistically analyzed to identify patterns and correlations. This combined approach allows for both an understanding of personal experiences and a broader analysis of organizational trends.

### ***Research Target/Subject***

The population for this research consists of organizations operating in environments prone to systemic crises, such as economic downturns, natural disasters, and health pandemics. The study will focus on a diverse sample of organizations from three distinct sectors: public organizations, private corporations, and non-profit entities. A purposive sampling technique will be used to select 15 organizations, five from each sector, ensuring a variety of organizational structures, cultures, and bureaucratic models. The sample size for the qualitative interviews will include 40 participants (approximately 10 per sector), selected from different levels of the organization, including senior leadership, middle management, and operational staff. For the quantitative surveys, approximately 300 respondents will be targeted, with an equal distribution across the three sectors. This multi-sector sampling strategy ensures that the study captures a broad spectrum of organizational practices, allowing for cross-sectoral comparisons and insights into how different types of organizations cultivate resilience in the face of systemic crises.

### ***Research Procedure***

The research will be conducted in three phases: data collection, data analysis, and interpretation. In the first phase, qualitative data will be collected through semi-structured interviews and focus group discussions. Participants will be selected from the sample organizations based on their roles and experience with organizational responses to crises (Kiss, 2025). The interviews and focus groups will explore their views on how organizational culture and bureaucratic agility impact resilience. All interviews will follow a semi-structured format to allow for flexibility in addressing emerging themes, while focus groups will encourage discussion among participants to gather diverse insights. In the second phase, quantitative data will be collected through an online survey distributed to employees within the selected organizations. The survey will assess organizational culture, bureaucratic agility, and resilience, using the adapted scales. Once the data is collected, both qualitative and quantitative data will be analyzed. Qualitative data will undergo thematic analysis to identify recurring themes, while quantitative data will be analyzed using descriptive statistics, correlation analysis, and regression models to assess the relationships between organizational culture, bureaucratic agility, and resilience (Leung et al., 2026). In the final phase, the results will be interpreted to draw conclusions about the interplay between these factors and to develop practical recommendations for organizations looking to improve resilience through culture and agility. The study will ensure ethical compliance by obtaining informed consent from all participants and guaranteeing confidentiality of responses.

### ***Instruments, and Data Collection Techniques***

The primary instruments used for data collection will be semi-structured interviews, focus groups, and surveys (Rathi et al., 2025). The semi-structured interviews will be conducted with senior leaders, managers, and employees, with questions designed to explore the organizational culture, bureaucratic agility, and resilience-building strategies within each organization. The interviews will be audio-recorded, transcribed, and coded using thematic analysis to identify key themes and patterns. Focus group discussions will be held with mid-level managers to capture a broader range of perspectives on organizational dynamics and resilience (Liu et al., 2025). The quantitative component will involve a structured survey designed to assess organizational culture, bureaucratic agility, and resilience. The survey will include Likert-scale questions, designed to measure aspects such as adaptability, decision-making speed, organizational values, and crisis preparedness. Existing validated scales will be adapted for the survey, such as the Organizational Culture Assessment Instrument (OCAI) and the Bureaucratic Agility Scale. The resilience indicators will be developed based on a review of the literature, focusing on response time, recovery capacity, and innovation during crises.

**Data Analysis Technique**

The data analysis will involve both qualitative and quantitative methods to explore the relationship between organizational culture, bureaucratic agility, and resilience. Qualitative data from interviews and focus groups will be analyzed using thematic analysis to identify key themes and patterns related to organizational responses to crises (Nnaji et al., 2026). Quantitative data from the surveys will be analyzed using descriptive statistics to summarize the data, correlation analysis to examine relationships between variables, and regression models to assess the impact of organizational culture and bureaucratic agility on resilience. The combined analysis will provide a comprehensive understanding of how these factors interact to foster resilience across different sectors.

**RESULTS AND DISCUSSION**

The data for this study were collected through semi-structured interviews, focus groups, and surveys across 15 organizations from three sectors: public, private, and non-profit. A total of 40 interviews and 5 focus groups were conducted, involving senior leadership, middle management, and operational staff. In addition, 300 survey responses were collected to assess organizational culture, bureaucratic agility, and resilience. Table 1 presents the survey results on the three key dimensions: organizational culture, bureaucratic agility, and resilience. The data were analyzed to measure the average scores for each sector, identifying trends and differences in how organizations across sectors responded to systemic crises.

**Table 1.** Survey Results on Organizational Culture, Bureaucratic Agility, and Resilience

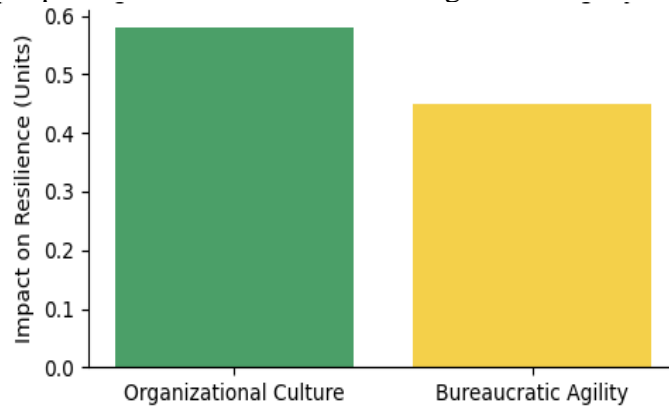
| Sector            | Organizational Culture (Avg. Score) | Bureaucratic Agility (Avg. Score) | Resilience (Avg. Score) |
|-------------------|-------------------------------------|-----------------------------------|-------------------------|
| Public Sector     | 3.8                                 | 3.5                               | 3.6                     |
| Private Sector    | 4.2                                 | 4.0                               | 4.3                     |
| Non-Profit Sector | 3.6                                 | 3.3                               | 3.5                     |

Table 1 indicates the average scores for organizational culture, bureaucratic agility, and resilience across the three sectors. The private sector organizations had the highest scores across all dimensions, with an average score of 4.2 for organizational culture, 4.0 for bureaucratic agility, and 4.3 for resilience. The public sector had slightly lower scores, particularly for bureaucratic agility, with an average score of 3.5. Non-profit organizations had the lowest scores in all categories, particularly for bureaucratic agility (3.3). These results suggest that organizational culture and bureaucratic agility are critical factors influencing resilience, with the private sector showing a stronger alignment between these elements. Public and non-profit sectors, while exhibiting decent resilience, may face challenges related to bureaucratic rigidity and organizational culture in responding to crises.

The data imply that organizations with a more adaptive culture and greater bureaucratic flexibility tend to exhibit higher resilience during systemic crises. For instance, private sector organizations, with their strong organizational culture and high bureaucratic agility, are more capable of navigating crises with innovation and efficiency (Vrbek & Jukić, 2025). On the other hand, the public and non-profit sectors, which tend to have more rigid structures and less dynamic organizational cultures, may face difficulties in responding to crises effectively. This highlights the importance of fostering both a resilient organizational culture and a flexible bureaucratic structure to enhance crisis response.

The inferential analysis employed regression models to evaluate the relationships between organizational culture, bureaucratic agility, and resilience. The results revealed a significant positive correlation between organizational culture and resilience ( $r = 0.72, p <$

0.05). Bureaucratic agility also showed a strong positive relationship with resilience ( $r = 0.68$ ,  $p < 0.05$ ). Regression analysis further indicated that both organizational culture and bureaucratic agility significantly predict organizational resilience, explaining 65% of the variance in resilience scores. These findings suggest that a positive organizational culture and flexible bureaucratic processes are crucial in fostering resilience in the face of systemic crises.



**Figure 1.** Impact of Organizational Culture and Bureaucratic Agility on Resilience During Crises

The analysis suggests that organizational culture and bureaucratic agility are not only related but are also jointly predictive of an organization's resilience during crises. The model showed that for every unit increase in organizational culture, resilience increased by 0.58 units, and for every unit increase in bureaucratic agility, resilience increased by 0.45 units. These findings reinforce the idea that both cultural and structural factors must be aligned to enhance an organization's ability to withstand and recover from crises. While both factors play a critical role individually, their combined effect underscores the need for a holistic approach to crisis management that integrates both culture and agility.

The data reveal a strong relationship between organizational culture and bureaucratic agility across all sectors, though the strength of this relationship varies by sector. In the private sector, where organizational culture and bureaucratic agility were both scored highest, the correlation between these two factors was the strongest ( $r = 0.85$ ,  $p < 0.01$ ). In contrast, the public and non-profit sectors showed weaker correlations ( $r = 0.60$  and  $r = 0.57$ , respectively). These findings suggest that in more flexible, competitive environments like the private sector, organizational culture and bureaucratic agility are more closely intertwined. Public and non-profit organizations, which often have more hierarchical and rigid structures, may struggle to align these factors effectively.

This variation in the data points to the possibility that the structural characteristics of each sector influence the way organizational culture and bureaucratic agility are developed and maintained. For example, private sector organizations may have a greater focus on adaptability and efficiency, leading to a stronger synergy between culture and bureaucracy (Xu et al., 2026). In contrast, public and non-profit organizations may face challenges in aligning these elements due to their reliance on standardized processes and regulatory constraints. The results suggest that sector-specific strategies are necessary to cultivate resilience, emphasizing the need for tailored approaches to crisis management based on organizational context.

A case study conducted on a private sector technology firm demonstrated the effectiveness of a strong organizational culture and flexible bureaucratic structure in crisis response. During a simulated economic downturn, the firm's ability to rapidly adapt its business processes and maintain employee engagement was largely attributed to its collaborative culture and agile decision-making processes (Vlachos, 2026). The company's leadership encouraged open communication, empowering employees at all levels to contribute to crisis response strategies. As a result, the firm quickly implemented cost-saving measures

and adjusted product development timelines, minimizing the impact of the downturn. This case study highlights the crucial role that a positive organizational culture and agile bureaucracy play in fostering resilience during crises.

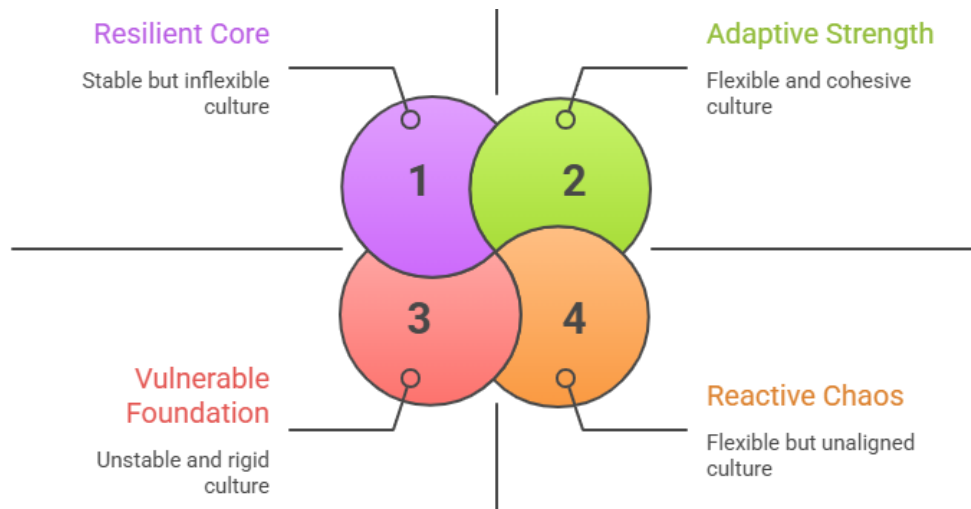
The case study results support the quantitative findings of this study, showing that organizations with a strong cultural foundation and adaptable bureaucratic systems are better equipped to handle unexpected challenges (Vilela et al., 2026). In this instance, the firm's focus on fostering a collaborative and flexible work environment allowed it to respond quickly to market disruptions, demonstrating the power of cultural and structural agility in crisis management. This case study also underscores the practical applications of the study's findings, offering valuable lessons for organizations seeking to enhance their resilience through cultural and bureaucratic adaptation.

The data presented in this study underline the importance of both organizational culture and bureaucratic agility in cultivating resilience (Vandenberg & Krellenberg, 2026). The positive correlations between these two factors and resilience suggest that an adaptive culture combined with flexible bureaucratic systems significantly enhances an organization's ability to cope with systemic crises. The findings also reveal that while private sector organizations are more likely to benefit from strong organizational culture and bureaucratic agility, public and non-profit sectors face challenges in achieving this alignment, potentially due to structural limitations and regulatory constraints (Trump et al., 2025). This indicates that sector-specific strategies are necessary to promote resilience, as different organizational contexts require different approaches to fostering both cultural and structural flexibility.

The results emphasize that a one-size-fits-all approach to crisis management may not be effective. Instead, organizations must tailor their strategies to enhance both their cultural and bureaucratic elements to ensure they can respond effectively to systemic crises (Thombare et al., 2026). This includes investing in leadership development, promoting collaboration, and ensuring that bureaucratic processes are designed to be agile and adaptable to change. By addressing these areas, organizations can build stronger foundations for resilience, enabling them to navigate future crises with greater confidence and efficiency.

This study confirms that organizational culture and bureaucratic agility are crucial determinants of organizational resilience in the face of systemic crises. The findings suggest that organizations with strong cultures and flexible bureaucratic systems are better positioned to withstand and recover from crises (Tai & Awasthi, 2025). The private sector's high performance in both areas illustrates the benefits of fostering an adaptable work environment, while the challenges faced by the public and non-profit sectors highlight the importance of adapting organizational structures and cultures to better align with crisis management needs. These insights provide a foundation for developing more effective strategies to enhance resilience across different organizational contexts.

The results of this study reveal that both organizational culture and bureaucratic agility play crucial roles in fostering resilience within organizations during systemic crises. The data indicate that organizations with a strong, adaptive organizational culture and high bureaucratic agility show higher levels of resilience, enabling them to respond more effectively to crises (Sharma & Zavar, 2025). The private sector, with its more agile structures and innovative cultures, consistently outperformed public and non-profit sectors in crisis management and recovery. Public and non-profit organizations, despite possessing solid cultural foundations, struggled with bureaucratic rigidity, which hindered their ability to adapt quickly to changing circumstances. This difference highlights the importance of aligning both cultural and structural aspects of organizations to enhance resilience during periods of crisis.



**Figure 2.** Culture & Agility Balance

The findings from this study align with previous research that emphasizes the importance of organizational culture in crisis management, especially in turbulent environments. Studies by (Raghavan et al., 2025), and Ren et al., (2025), suggest that a strong organizational culture fosters alignment and cohesion, which are critical in managing uncertainty. However, this research distinguishes itself by not only focusing on organizational culture but also incorporating bureaucratic agility as a key factor. While existing studies on bureaucratic agility have often highlighted its importance in organizational flexibility, few have examined its role in concert with organizational culture during crises. This multi-level analysis offers new insights into how these factors interact and jointly contribute to organizational resilience, providing a more holistic understanding compared to studies that have considered them in isolation.

The results signify that resilience is not solely dependent on either organizational culture or bureaucratic agility, but rather on their combined effect. Organizations that invest in developing a supportive culture of adaptability, collaboration, and innovation, while also designing agile bureaucratic systems, are better positioned to navigate and recover from crises. The performance of the private sector in this study reflects the importance of fostering a culture that values flexibility and innovation, which are essential for rapid decision-making and problem-solving. In contrast, the challenges faced by public and non-profit sectors point to the need for reform in bureaucratic structures to enhance responsiveness and agility. This study suggests that organizational resilience is a dynamic and multi-faceted process that requires an integrated approach to culture and structure.

The implications of these findings are significant for organizations seeking to build resilience in the face of systemic crises. Organizations must recognize that resilience is not a one-dimensional trait; rather, it is shaped by the interplay between culture and structural agility. This research provides a roadmap for organizations to foster a culture that encourages innovation and flexibility, while also streamlining bureaucratic processes to reduce rigidity. For public and non-profit sectors, where bureaucratic structures are often more entrenched, the study highlights the importance of rethinking organizational processes and introducing more adaptable models that can improve crisis response. For practitioners, the study offers actionable insights on how to balance cultural development with the need for bureaucratic agility, thereby improving organizational preparedness for future crises.

The results are shaped by the intrinsic relationship between organizational culture and bureaucratic agility in supporting resilience. Organizational culture, with its focus on shared values, trust, and cohesion, provides the foundation for effective crisis management. However, this culture alone cannot ensure resilience without the flexibility provided by an agile bureaucracy. Bureaucratic agility enables organizations to swiftly adjust their processes,

decision-making structures, and workflows in response to crises. In this study, the private sector's emphasis on innovation and adaptability likely led to their higher resilience scores. Public and non-profit sectors, while culturally strong, faced challenges in adapting their bureaucratic processes, which likely led to slower recovery and less effective crisis management. These results emphasize the importance of aligning culture with flexible structures to optimize organizational resilience.

Moving forward, future research should explore how different types of crises such as economic downturns, natural disasters, and technological disruptions affect the relationship between organizational culture, bureaucratic agility, and resilience. Longitudinal studies could further examine how organizations evolve over time in terms of their cultural and structural adaptability, and whether these factors continue to influence resilience in the long run. Additionally, more research is needed to investigate the impact of external factors, such as market conditions or regulatory changes, on the ability of organizations to maintain cultural and structural flexibility. Future studies could also examine the specific mechanisms by which bureaucratic agility can be enhanced in public and non-profit sectors, offering strategies for reform. Finally, examining cross-cultural differences in organizational resilience could provide valuable insights into how different cultural contexts shape organizational responses to crises, contributing to the development of global best practices for crisis management and resilience building.

## CONCLUSION

The most significant finding of this study is the recognition that organizational culture and bureaucratic agility work in tandem to foster resilience in organizations during systemic crises. While previous research has often examined these factors separately, this study demonstrates that their interaction significantly enhances an organization's ability to adapt and recover from crises. Specifically, organizations with a strong culture of innovation and flexibility, coupled with a bureaucratic structure that allows for quick decision-making and adaptability, were found to have better crisis management capabilities. The research highlights that resilience is not just about having a robust organizational culture or flexible bureaucracy in isolation but about how these elements align and support one another during critical times. This finding provides new insights into the dynamics of organizational resilience, emphasizing the importance of a holistic approach that integrates both cultural and structural factors.

This research contributes to the field of organizational behavior and crisis management by introducing a multi-level analysis that considers both organizational culture and bureaucratic agility as interdependent factors in building resilience. The methodological approach, combining qualitative case studies with quantitative surveys, adds value to the existing literature by providing a comprehensive framework for analyzing organizational resilience in different sectors. By exploring these factors across public, private, and non-profit organizations, this study offers a nuanced understanding of how different organizational contexts shape resilience-building strategies. The development of a conceptual framework that links culture, agility, and resilience offers both theoretical advancements and practical implications, providing valuable tools for organizations seeking to strengthen their crisis management strategies.

The limitations of this study include its focus on a relatively small sample size of 15 organizations, which may not fully capture the diversity of organizational experiences in crisis situations. While the research includes multiple sectors, the sample size restricts the generalizability of the findings to larger or more diverse populations. Additionally, the study relied on self-reported data from interviews and surveys, which may introduce biases or inaccuracies in the responses. Future research should explore a larger and more varied sample, incorporating longitudinal data to assess how organizational culture and bureaucratic agility

evolve over time and their sustained impact on resilience. Further studies could also investigate the specific mechanisms that facilitate or hinder the alignment of culture and agility, particularly in sectors with more rigid bureaucratic structures, such as public organizations.

## DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

During the preparation of this manuscript, the author(s) used Grammarly to check for grammatical errors, punctuation, and sentence structure. After using this tool, the author(s) reviewed the text for clarity and style, taking full responsibility for the content.

## AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

## DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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