

The mediating role of organizational culture in the effect of VUCA on intention to stay at work

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CITATION

Öztuna Ö, Bayraktar O. (2024). The mediating role of organizational culture in the effect of VUCA on intention to stay at work. *Journal of Infrastructure, Policy and Development*. 8(14): 8951. <https://doi.org/10.24294/jipd8951>

ARTICLE INFO

Received: 2 September 2024

Accepted: 21 October 2024

Available online: 25 November 2024

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Abstract: Purpose: This study aims to assess the impact of VUCA (volatility, uncertainty, complexity, and ambiguity) on employees' intention to stay at work and to evaluate whether organizational culture serves as a mediating factor in this relationship, addressing an identified gap in the existing literature. **Design:** This is a cross-sectional observational study. The study population comprised 258 white-collar employees in service sector companies based in Istanbul, Turkey. Data were collected using an online survey (Google Forms) and face-to-face interviews from 7 April 2024 to 07 June 2024. Three scales were employed in this study: the VUCA scale, the Intention to Stay at Work scale, and the Organizational Culture scale. Organizational culture was examined as a potential mediator. **Methods:** Confirmatory factor analysis (CFA) was performed to validate the scales used. Correlation analysis and structural equation modeling (SEM) were applied to examine relationships between variables. Statistical analyses were conducted using SPSS 24.0 and AMOS 24.0 software. **Findings:** VUCA was found to have a negative effect on both the intention to stay at work and the organizational culture. Organizational culture had a significant positive impact on the intention to stay at work. Additionally, organizational culture partially mediated the relationship between VUCA and the intention to stay at work. All hypotheses were supported by the data. **Originality:** There is no study in the literature investigating the relationship between VUCA, intention to stay at work, and organizational culture variables. This study provides novel insights into the relationship between VUCA, organizational culture, and employees' intention to stay at work. It highlights the mediating role of organizational culture in the VUCA-intention to stay at work relationship, contributing uniquely to the literature.

Keywords: VUCA; intention to stay at work; organizational culture; adhocracy culture model

1. Introduction

The external environment, which refers to the basic factors outside the business that significantly affect the performance of an enterprise, is generally classified under two headings: “business environment” and “general environment” (Daft, 2016). Factors in the general environmental category, affect the survival, performance, and success of businesses more today, with the effect of globalization. Since the major changes and developments under this category occur outside the control of the enterprise, it makes it even more difficult for businesses to survive and manage the processes.

The concept of VUCA consists of four words: volatility, uncertainty, complexity, and ambiguity. It has a wide range of topics including the volatile environment that people face today, rapid technological changes, threats of terrorism and war, volatile financial markets, and uncertainties due to epidemics. It can be said that a global

VUCA environment has emerged, especially since the COVID-19 pandemic has affected the entire world.

In the VUCA world and global competition environment, it has become an important competitive advantage for businesses to retain talented, promising and successful employees (Goperma and Dolai, 2018). Since it is a cost element for businesses to employing candidates with the qualifications required by the VUCA environment and invest in these employees, it is undesirable for businesses to have their employees leave their jobs (Mehrez and Bakri, 2019).

In general, the intentions of employees to stay at work are affected by many factors in today's world, where conditions have changed greatly, employee and employer demands and expectations have been reshaped, working styles and overtime concepts have diversified, and traditional job descriptions and roles have been left behind.

It can be interpreted that the volatile, uncertain, complex and ambiguous situations present in the VUCA world directly affect individuals positively and/or negatively. In other words, whether or not they have the skills required by VUCA conditions (Teece et al., 2016), positive and negative perspectives against change (Türk, 2018); changing working conditions, the compatibility of the goals of the organization and the individual (Özpehlivan, 2015), economic and environmental factors (Okka, 2008), turbulent periods (Camps et al., 2016), etc. can be counted among the issues that affect them and their performance in their current jobs.

However, a strong organizational culture provides a social bond that firmly binds the employees in the organization to each other and the organization (Öztürk and Hazar, 2020). There are many studies in the literature showing that organizational culture positively or negatively affects many variables such as productivity, absenteeism, intention to quit, organizational citizenship behavior, organizational commitment, and job satisfaction (Cam, 2019; Güler and Gümüştekin, 2022; Kurt, 2022; Salvador et al., 2022; Sarıgül, 2022; Sanchez et al., 2022; Sökmen et al., 2016; Yücel and Koçak, 2014). Today, it has become a requirement for organizations to change/adapt their cultures to successfully combat the challenging situations that occur under VUCA conditions and to adapt to the conditions required by globalization.

In previous studies covering the topic of VUCA; the impact of VUCA on organizational agility (Habibi, 2024), the new competencies required by VUCA (Shet, 2024), the harmful effects of VUCA factors on employees (Hanine and Dinar, 2022), the impact of agile leadership (Setiawati, 2021) and transformational leadership (Mathende and Yousefi, 2021) on employees under VUCA conditions, the effects of VUCA conditions on job stress (Dima et al., 2021) and employee anxiety levels (Akdemir et al., 2021), and new leadership skills under VUCA conditions (Beytekin and Özkanlı, 2020; Yurdasever and Fidan, 2020) were examined. According to the, there is no study in the literature studying the relationship between VUCA, intention to stay at work, and organizational culture variables. Our study aims to investigate the effect of VUCA on the intention to stay at work, whether organizational culture plays a mediating role in this effect and to fill the existing gap in the literature.

2. Conceptual framework

In this section, the conceptual framework of VUCA, intention to stay at work, and organizational culture will be examined.

2.1. VUCA

The concept of VUCA consists of four English words: volatility, uncertainty, complexity, and ambiguity (Chauhan et al., 2020; Wouter, 2019).

2.1.1. Volatility

Volatility is defined as frequent changes that are predictable but unstable (Bennett and Lemoine, 2014). Volatility refers to the speed of change in the global market and the world in general in both the short and long term and here, the elasticity of demand in market conditions is linked to uneasiness and instability (Sinha and Sinha, 2020).

Questions that can be used to identify volatile situations can be listed as follows: What are the changes that are likely to occur in a business? How will these changes affect employees and their performance? At what pace will volatility occur? How long will it take? (Porkodi, 2022).

2.1.2. Uncertainty

Uncertainty refers to a lack of information about the frequency and importance of environmental change. It includes the difficulty of predicting the future, the lack of objective information about a particular environment, and the inability to predict the outcome of the decisions made/to be made (Hanine and Dinar, 2022). In an uncertain environment caused by constant changes, traditional methods and solution proposals are insufficient. Uncertainty is generally defined as the perceived inability to predict something with certainty. It can be said that uncertainty arises from the inability to make a precise estimate due to the lack of sufficient information or the inability to distinguish which of the available data is adequate (Naktiyok, 1999).

Questions that can be used to describe uncertain situations can be listed as follows: What factors affect change? How well can changes be identified? When will the change take place? How quickly should you respond to change? (Porkodi, 2022).

2.1.3. Complexity

Complexity means the multiplicity, interdependence, and interaction of parameters that affect any situation (Hanine and Dinar, 2022; Koçel, 2020).

The world is becoming more complex every day. The problems and events that occur around us are multi-layered. Among the variables are a large number of networks and interdependences. The different layers blend, making it difficult or even impossible to get a general view of how and in what way things are related and to make the right decision and implement it (Sinha and Sinha, 2020).

Questions that can be used to describe complex situations can be listed as follows: Can the structure of events be understood? Is the incident connected to others? How much of a chain reaction can there be? Can these chain reactions be stopped? (Porkodi, 2022).

2.1.4. Ambiguity

Sullivan (2012) defined ambiguity as “the difficulty in revealing the who, what, where, when, how, and why behind uncertainty and hard-to-predict events”. Although uncertainty and ambiguity seem to be close concepts, there are some differences between them. While uncertainty refers to a state of existence in which relevant information is incomplete, ambiguity describes situations that are difficult to understand due to the structure and newness of the information and phenomenon, although relevant information exists (Sinha and Sinha, 2020). Ambiguity refers to the risk of misinterpretation of information and events.

Ambiguity is a concept associated with the blurring of reality and the confused meanings of various situations and conditions. This lack of clarity can lead to difficulties in decision-making and confusion and conflict in reaching the right decision and understanding events due to the risk of misreading events (Porkodi, 2022).

Questions that can be used to describe ambiguous situations can be listed as follows: How good do internal and external factors appear? Are there any misunderstandings, misinterpretations, and confusion? Is the information obtained sufficient to make a decision? (Porkodi, 2022).

2.2. Intention to stay at work

The intention to stay at work refers to the conscious and deliberate desire to stay in that business as a result of the reflection of the emotional reactions (trust, loyalty, etc.) of the employee towards the business and the officials in the enterprise (such as senior manager, supervisor) (Magner et al., 1996; Tett and Meyer, 1993). Rusbult et al. (1988) considered the intention to quit as a destructive and active action taken by employees when they are dissatisfied with their current employment conditions. While dismissal means the actual departure of employees from their businesses, the intention to quit is expressed as the behavioral attitude of the employees’ desire to leave the job (Telli et al., 2012). The intention to stay at work is the employee’s idea of maintaining their current job, which is the opposite of the intention to leave. Intention to quit is the cognitive process of making a plan to quit and desiring to quit a job while still in the thinking process (Çebi and Bayraktar, 2022). The intention to stay at work and the intention to leave the job are considered two opposite concepts in the literature.

Intention to stay at work refers to the willingness of employees to continue working at the current workplace for personal, organizational, and environmental reasons. In this context, the behavior of employees staying at work is largely influenced by a constant change in conditions, perceptions and expectations related to work or the work environment (Özel, 2014). The intention to stay at work mirrors the employees’ commitment to the business and their willingness to continue as employees in their current workplace.

Factors such as age, gender, education level, marital status, and tenure are considered personal factors that affect employees’ intention to stay at work (Chen, 2001; Sukriket, 2014; Yarbrough et al., 2017), factors such as working conditions, salary, role clarity, rewards, and promotion opportunities are considered organizational factors that influence employees’ intention to stay at work (Armstrong,

2017; Demir, 2011), factors such as alternative job opportunities, unemployment rates, and general economic conditions are listed as environmental factors affecting the intention to stay at work (Mitchell et al., 2001; Seçkin and Çoban, 2017).

2.3. Organizational culture

Organizational culture plays an important role in organizational success by directing how people within the organization interact with each other, and how the organization interacts with the external environment. In the literature, organizational culture has been defined and studied in a wide variety of ways. In general, organizational culture is defined as the set of core values, beliefs, understandings, and norms shared by the members of an organization (Daft, 2016). Organizational culture ensures that the organization is recognized in the environment and reflects the values of the organization, its social standards, and the forms of mutual relations with other organizations and individuals (Eren, 2015). Schein, who has numerous works on organizational culture and is one of the pioneers of the subject, defines organizational culture as “the basic assumptions that a group creates and develops to solve the problems of internal integration and external adaptation, proven to be valid” (Schein, 2004). A strong organizational culture is a strong social bond between the individuals in the organization and between the individuals and the organization. It guides employees on how to behave in that organization (Öztürk and Hazar, 2020). Organizational culture is an important factor for organizational success and growth, as it positively or negatively affects many variables such as productivity, absenteeism, intention to quit, organizational citizenship behavior, job satisfaction, etc. (Mohsen et al., 2020).

In this study, the adhocracy dimension of Cameron and Quinn’s (2006) Competitive Values Model was used to measure employees’ perceptions of organizational culture. Cameron and Quinn; identify four types of organizational culture: clan, adhocracy, hierarchy, and market culture (see **Table 1**).

Table 1. Cameron and Quinn’s model of competitive values.

Flexibility and Discretion	
Inner Focus and Integration	<p>CLAN Dominant Qualities: Solidarity, cooperation, teamwork and family awareness. Leader Style: Advisor, facilitator, parent role. Values: Commitment, traditions, interpersonal communication and harmony. Strategy: Emphasis on human resource development, commitment and morale.</p>
	<p>ADHOCRACY Dominant Qualities: Entrepreneurship, creativity and adaptability. Leader Style: Entrepreneurial, innovative, risk-taking, forward-thinking. Values: Entrepreneurship, creativity, innovation, transformation and agility. Strategy: Emphasis on creativity, innovation, growth and new resources.</p>
	External Focus and Differentiation
	<p>HIERARCHY Dominant Qualities: Orders, rules, regulations and procedures. Leader Style: Coordinator, organizer, administrator. Values: Rules, procedures and uniformity. Strategy: Emphasis on control, efficiency, stability and predictability.</p>
	<p>MARKET Dominant Qualities: Competitiveness and goal of achievement. Leader Style: Determined, competitive, success-oriented. Values: Target orientation, competitive advantage, profitability and market superiority. Strategy: Emphasis on competitive advantage and market superiority.</p>
Stability and Control	

Source: Cameron and Quinn (2006).

Organizations with a hierarchy culture are focused on stability. Official rules and policies are the elements that hold the organization together (Cameron and Quinn, 2006; Karaca, 2022; Özdemir, 2015). In market culture, the element that holds the organization together is the desire to achieve its goals. For efficiency and profit, goals need to be set and strategies need to be aggressive (Cameron and Quinn, 2006; Karaca, 2022; Özdemir, 2015). Organizations with clan culture resemble extended families and the organization is managed like a family. Loyalty, commitment, tradition and common shares are the elements that hold the organization together (Cameron and Quinn, 2006; Karaca, 2022; Özdemir, 2015). The adhocracy culture is focused on experimentation and innovation. In this type of culture, it is important to be ready for change, adaptability, and flexibility and seize new opportunities in an environment dominated by uncertain, ambiguous and excessive information density. Producing or exhibiting the unique and different, reaching new resources and growing rapidly stand out in this type of culture (Cameron and Quinn, 2006; Karaca, 2022; Özdemir, 2015).

2.4. Formulation of hypotheses

2.4.1. VUCA and the intention to stay at work

Intention to stay at work refers to the willingness of employees to continue working at the current workplace for personal, organizational, and environmental reasons. In this context, employees' staying behaviors are largely influenced by a continuous change in conditions, perceptions and expectations related to work or the work environment (Özel, 2014). According to Mitchell et al. (2001), even if an employee's decision to leave his current job seems to be the best decision for the employee at that moment, moving or intending to switch to another job brings uncertainty and confusion about the future with it. The main determinants of the intention to stay at work are seen as job satisfaction and job alternatives. Given dissatisfaction, people with more job alternatives will be more likely to leave that workplace than those with fewer alternatives (Mitchell et al., 2001). For example, even if an employee is satisfied with the current wage level, if they believe that they have better job opportunities outside their institution, this employee's intention to stay in their current job will be relatively less. On the other hand, if the employee thinks that they do not have many alternatives other than their current job, as wage satisfaction increases, the intention to stay in the job will increase as well (Seçkin and Çoban, 2017). If the gain is more than the loss in the case of leaving their job, employees intend to continue in their current job (Çini et al., 2021; Steel and Lounsbury, 2009).

Moving from the issues mentioned above, since the VUCA environment contains a high degree of volatility, uncertainty, complexity and ambiguity, it also affects the intentions of employees to stay in their current jobs. The hypothesis prepared in this direction is given below.

H1: There is a significant relationship between VUCA and intention to stay at work.

2.4.2. VUCA and organizational culture

In the VUCA environment, organizations are faced with a multitude of environmental factors that can change frequently. The mutual influence of factors causes organizations to operate in an extremely uncertain and complex environment.

Organizations must adapt to change to continue their activities and survive. When it is necessary to respond quickly to situations that occur under VUCA conditions, the organizational culture should be of such a nature that it provides sufficient flexibility and the necessary coordination (Naktiyok, 1999). Today, it has become a necessity for organizations to change/adapt their cultures to successfully combat the difficult situations that occur under VUCA conditions and to adapt to the conditions required by globalization. Indeed, in the adhocracy culture type, the importance of being ready for change, adaptability, flexibility, and seizing new opportunities is emphasized in an environment dominated by uncertainty, ambiguity and excessive information density (Karaca, 2022; Özdemir, 2015) Any change and development in the external environment directly affects the business, as well as indirectly creating a need for change in the subsystems of the enterprise due to the necessity of keeping up with change and development. At this point, businesses must analyze the reasons that force them to change, implement certain practices, develop continuously, progress and realize the necessary change to maintain their existence and profitability. Businesses that resist change, do not compromise on traditionalism, do not digitize, and insist on adhering to the status quo have difficulty in responding properly to the situations encountered in the VUCA world. The hypothesis prepared based on the aforementioned issues is given below.

H2: There is a significant relationship between VUCA and organizational culture.

2.4.3. Organizational culture and intention to stay at work

According to Miner (1994), when the employees of the organization match the values and goals of the organization with their values and goals and understand that the organizational goals are compatible with their ideals, they challenge their abilities to maximize their performance levels and to be more efficient in their organizations. A strong organizational culture is a strong social bond between the individuals in the organization and between the individuals and the organization. It guides employees on how to behave in that organization (Öztürk and Hazar, 2020). Organizational culture positively or negatively affects many variables such as productivity, absenteeism, intention to quit, organizational citizenship behavior, and job satisfaction (Mohsen et al., 2020). When the studies on the intention to stay at work were examined, it was seen that the intention to stay at work was generally handled by associating it with the organizational culture (Cam, 2019; Salvador et al., 2022; Sarıgül, 2022; Sanchez et al., 2022; Tepeci, 2015). The hypothesis prepared based on the aforementioned issues and research is given below.

H3: There is a significant relationship between organizational culture and intention to stay at work.

2.4.4. The mediating role of organizational culture

A culture that values innovation, agility and continuous learning, and that adapts to changing conditions, develops innovative strategies is required in the VUCA environment. Organizations must create an environment that allows employees to adapt to changing circumstances, improve their ability to manage risk and uncertainty, respond quickly and effectively to change, and support risk-taking, information sharing, and collaboration (Boikanyo, 2024; Wibowo et al., 2023). The existence of a

positive and strong organizational culture under VUCA conditions has a positive effect on employee performance (Wibowo et al., 2023).

When the literature is examined, it is seen that organizational culture is considered an intermediary variable in many studies. In these it was stated that organizational culture plays a mediating role in the effect of human resources practices on organizational commitment (Iqbal et al., 2020), the effect of job dissatisfaction on turnover intention (Faeq and Ismael, 2022), the effect of innovative business behavior and organizational citizenship behavior on employee performance (Hong and Zainal, 2022), the effect of autocratic leadership on turnover intention (Alkharabsheh and Alias, 2018), the effect of sustainable talent management practices on employees' job satisfaction (Saleh and Atan, 2021), the effect of employer brand on employee retention (Goyal and Kaur, 2023), the effect of strategic human resources management practices on crisis management (Mirzapour et al., 2019), the effect of human resource management practices on organizational commitment (Güney et al., 2024), the effect of leadership styles on workplace incivility (Çelik and Gül, 2022).

Considering the above-mentioned issues and studies, organizational culture was determined as the mediating variable in the relationship between VUCA and intention to stay at work in our study, and the hypothesis prepared in this direction is given below.

H4: Organizational culture plays a mediating role in the effect of VUCA on the intention to stay at work.

The research model, which was created by considering the variables of VUCA, intention to stay at work, and organizational culture, is shown in **Figure 1**. In the model, VUCA was determined as the independent variable, the intention to stay at work was determined as the dependent variable and organizational culture was determined as the mediating variable.

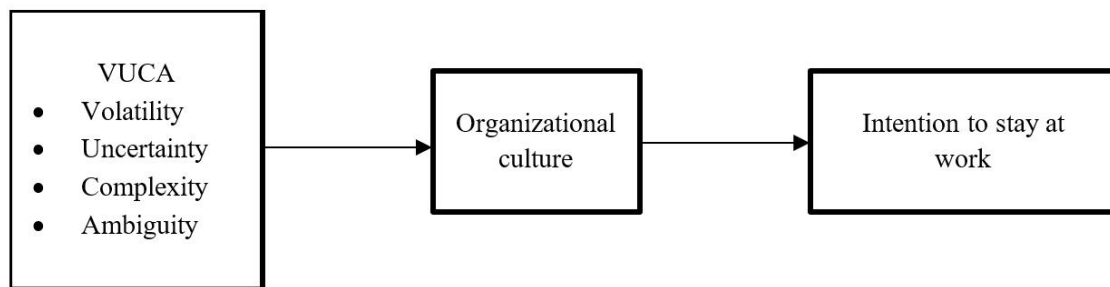


Figure 1. Conceptual model of the research.

3. Methodology

3.1. Sample group and collection of data

This is a cross-sectional observational study. A sample group was formed by selecting 30 businesses registered with the Istanbul Chamber of Commerce, each employing 250 or more personnel, with operating in the service sector. In the next phase, the human resources managers of the selected companies were contacted and asked to assist in having 20 white-collar employees complete a survey created on

Google Forms. As a result, 258 complete responses were obtained. The data were collected between 7 April 2024 and 7 June 2024.

It is recommended to have a minimum of 200 data in SEM analyses (Gürbüz, 2024). The amount of data collected according to this criterion is sufficient for analysis.

Regarding the research scales, approval was obtained from the Ethics Committee of Istanbul Commerce University with a letter dated 03.04.2024 and numbered E 65836846-044-316250.

3.2. Demographic characteristics of the participants

The data on the distribution of the employees participating in the study according to their demographic characteristics are given in **Table 2**.

Table 2. Demographic characteristics of the participants.

Variable		Frequency	Percentage	Cumulative Percentage
Gender	Male	116	45.0	45.0
	Female	142	55.0	100.0
Age (years)	18–24	19	7.4	7.4
	25–34	92	35.7	43.0
	35–44	99	38.4	81.4
	45–54	44	17.1	98.4
	55–64	4	1.6	100.0
Marital Status	Single	95	36.8	36.8
	Married	163	63.2	100.0
Education	Doctorate	3	1.2	1.2
	Master	70	27.1	28.3
	Graduate	143	55.4	83.7
	Undergraduate	18	7.0	90.7
	High school and below	24	9.3	100.0
Business Seniority	Less than 1 year	41	15.9	15.9
	1–5 years	68	26.4	42.3
	6–10 years	54	20.9	63.2
	11 years and above	95	36.8	100.0
Work Experience	Less than 1 year	10	3.9	3.9
	1–5 years	46	17.8	21.7
	6–10 years	61	23.6	45.3
	11 years and above	141	54.7	100.0

When **Table 2** is examined, it is seen that 45% of the participants were male ($n = 116$) and 55% ($n = 142$) were female. 38.4% of the participants were 35–44 years old ($n = 99$), 35.70% were 25–34 years old ($n = 92$), 17.1% were 45–54 years old ($n = 44$), 7.4% were 18–24 years old ($n = 19$), 1.6% were 55–64 years old ($n = 4$). In terms of marital status, 63.2% were married ($n = 163$) and 36.8% were single ($n = 95$). In terms of education level, 55.4% had a bachelor’s degree ($n = 143$), 27.1% had a

master's degree ($n = 70$), 7.0% had an associate degree ($n = 18$), 9.3% had a high school degree or less ($n = 24$), 1.2% have a doctorate degree ($n = 3$). In terms of business seniority, 36.8% had spent 11 years or more ($n = 95$), 20.9% 6–10 years ($n = 54$), 26.4% 1–5 years ($n = 68$), 15.9% less than 1 year ($n = 41$) in the company. In terms of total work experience, it is seen that 54.7% of the participants had 11 years or more ($n = 141$), 23.6% 6–10 years ($n = 61$), 17.8% ($n = 46$) 1–5 years of work experience, and 3.9% had less than 1 year of work experience ($n = 10$).

3.3. Data collection tools

To measure the variables related to the model discussed in the study and to test the hypotheses, 3 scales: VUCA Scale, Intention to Stay at Work Scale and Organizational Culture Scale were used.

The scale developed by Yurdasever (2019) was used to measure the participants' perception of VUCA. The scale is divided into four dimensions (there are 20 statements). The scale developed by Gellatly et al. (2006) and adapted to Turkish by Karadeniz (2010) was used to measure the intention to stay at work. The one-dimensional scale consists of three expressions. The organizational culture scale was developed by Cameron and Quinn (1999) and adapted to Turkish by Karakılıç (2019). In the original scale, there are 16 expressions from four dimensions (clan, hierarchy, adhocracy, market). In this research, considering the number of statements in other scales used in the study, the length of the survey and VUCA conditions, only five statements related to Adhocracy culture were used. Each of the scales is designed in a 5-degree Likert style.

In addition to the scales, a total of six questions related to the demographic characteristics of the participants (age, gender, marital status, education level, business seniority and total work experience) were included in the questionnaire.

3.4. Data analysis process

Structural Equation Modelling (SEM) is a statistical analysis method used to explain multiple statistical relationships simultaneously, usually through visualization and model verification. SEM has two different methods: Covariance-Based SEM (CB-SEM) and Variance-Based Partial Least Squares Method (PLS-SEM) (Hair et al., 2017). Which method to choose depends on the purpose of the research. If the goal is to test and validate an existing theory, it is appropriate to choose CB-SEM (Dash and Paul, 2021). In this study, the CB-SEM method was preferred because it was aimed to confirm an existing theory. SPSS AMOS 24 package program developed for this purpose was used for SEM analysis. The Maximum Likelihood (ML) option is generally required as the estimation method. For the ML method to be marked, there should be no missing data in the data set and the conditions for multiple normality distribution should be met (Morrison et al., 2017). These conditions were met in our study.

4. Findings

4.1. Validity analyses

Confirmatory factor analysis: CFA provides information about whether the predetermined factors have sufficient relationships, which variables are related to which factors, and whether the factors are sufficient to explain the model (Özdamar, 2004). Due to the normal distribution of the data, ML calculation is marked. Since the number of samples was greater than 200, the factor load threshold value was determined as 0.40 (Hair et al., 2017), and the three items below the limit (v1, v9, and v12) were removed from the scale. The factor loads calculated after confirmatory factor analysis (CFA) are shown in **Table 3**. As a result of CFA analysis; χ^2 (CMIN) = 537.238; Degree of Freedom (df) = 260; $\chi^2/df = 2.07$; Comparative Fit Index (CFI) = 0.93; Standardized Root Mean Square Residual (SRMR) = 0.06, Root Mean Square Error of Approximation (RMSEA) = 0.06. These values are within the limits accepted in the literature (Hwang et al., 2020).

Table 3. Validity analyses.

Variable	Subdimension	Item	Factor Loading	CR and AVE
VUCA	Volatility	VU1	Omitted	AVE = 0.489
		VU2	0.900	CR = 0.776
		VU3	0.849	
		VU4	0.478	
		VU5	0.425	
	Uncertainty	VU6	0.462	AVE = 0.418
		VU7	0.672	CR = 0.779
		VU8	0.668	
		VU9	Omitted	
		VU10	0.691	
		VU11	0.735	
	Complexity	VU12	Omitted	
		VU13	0.630	AVE = 0.537
		VU14	0.803	CR = 0.852
		VU15	0.751	
		VU16	0.744	
		VU17	0.735	
	Ambiguity	VU18	0.877	AVE = 0.731
		VU19	0.869	CR = 0.891
		VU20	0.845	
Organizational culture	ÖK1	0.819	AVE = 0.760	
	ÖK2	0.889	CR = 0.940	
	ÖK3	0.909		
	ÖK4	0.907		
	ÖK5	0.903		
Intention to stay at work	İKN1	0.851	AVE = 0.665	
	İKN2	0.759	CR = 0.856	
	İKN3	0.846		

Note: AVE: Average Variance Extracted; CR: Composite Reliability.

Normality distribution: If the skewness and kurtosis values are between -1.5 and 1.5 , this is a normal distribution (Tabachnick and Fidell, 2007). Skewness values range from -0.166 to -0.783 , kurtosis values from -0.690 to 1.13 . Although it is a widely accepted practice to have a multivariate kurtosis value below 10, some opinions indicate that this value is accepted up to 20 and generally does not pose a problem. The multivariate kurtosis value was calculated as 19.653.

Assessment of Validity: Structure validity was evaluated in two dimensions, convergent and discriminant validity. Convergent validity means that indicators measuring the same conceptual structure are at least moderately related to each other. Discriminant validity, on the other hand, is the low relationship between related but different structures (Şencan, 2005). Factor loads and AVE values were examined for convergent validity. For a sample of more than 200, factor loads are expected to be above 0.40 (Hair et al., 2009). As it can be seen in **Table 3**, all factor loads are above 0.40. As a general rule, the $AVE > 0.50$, $CR > 0.70$, and $CR > AVE$ conditions must be fulfilled for factor validity (Gürbüz, 2024). In our study, as seen in **Table 3**, the AVE values of the volatility and uncertainty dimensions remained below 0.50. However, Fornel and Larcker (1981) state that if the CR value is greater than 0.70, the validity of the convergent validity will be ensured even if the AVE value is less than 0.50. According to this assessment, the convergent validity was ensured.

Discriminant validity was evaluated according to the Heterotrait-Monotrait (HTMT) criterion. There are two validity criteria in this approach: strict and liberal. All values must be less than 0.85 for strict criterion of validity. According to the more liberal approach, the threshold of 0.90 is also acceptable (Henseler et al., 2015). As can be seen in **Table 4**, only one value in our analysis is greater than 0.85. According to the liberal HTMT criterion, the discriminant validity has been ensured.

Table 4. HTMT analysis results of factors.

Variable	1	2	3	4	5	6
1 Volatility	1					
2 Uncertainty	0.370	1				
3 Complexity	0.374	0.804	1			
4 Ambiguity	0.357	0.790	0.874	1		
5 Intention to stay at work	0.039	0.165	0.204	0.278	1	
6 Organizational culture	0.107	0.088	0.179	0.216	0.562	1

4.2. Testing of hypotheses

After the confirmation of the measurement model, the research hypotheses were tested on the implicit variable structural model. The results of the analysis are shown in **Figure 2**. First, to test the H1 (VUCA → Intention to stay at work) hypothesis. the implicit variable structural model in which VUCA is an extrinsic variable and the intention to stay at work is an intrinsic variable was tested. According to the results of the YEM, VUCA predicts the intention to stay at work ($\beta = -0.26$; $p < 0.01$). In this case, the H1 hypothesis was supported.

To test the other research hypothesis, a separate model was established in which organizational culture was the mediating variable (see **Figure 2**). According to the

results of the mediated structural model analysis, it was seen that VUCA predicted organizational culture ($\beta = -0.19$; $p < 0.01$). In this case, the H2 hypothesis was supported. Similarly, it was observed that the effect of organizational culture, a mediator variable, on the intention to stay at work was significant ($\beta = 0.55$; $p < 0.01$). In this case, the H3 hypothesis is supported. However, it is seen that the mediator of organizational culture is variable. Organizational culture along with VUCA explains 36% of the change in intention to stay at work. The fit values obtained in the path analysis are within the acceptable limits in the literature ($X^2 = 551.89$; $df = 268$; $p < 0.01$; $X^2/df = 2.06$; $CFI = 0.92$; $RMSEA = 0.06$; $SRMR = 0.07$). According to this result, it can be said that the model is compatible with the data.

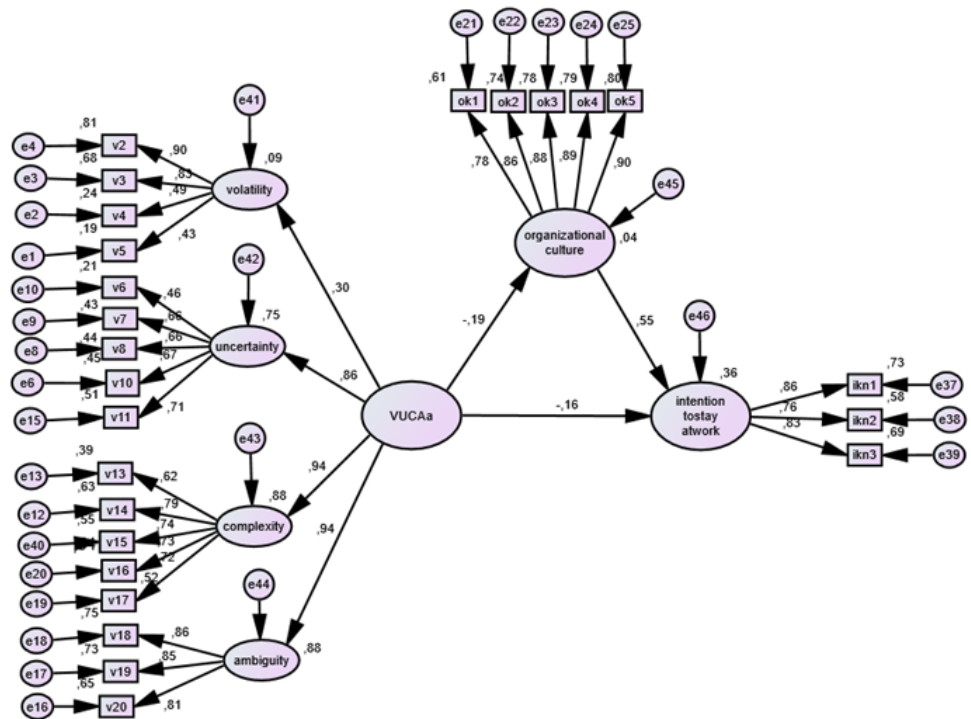


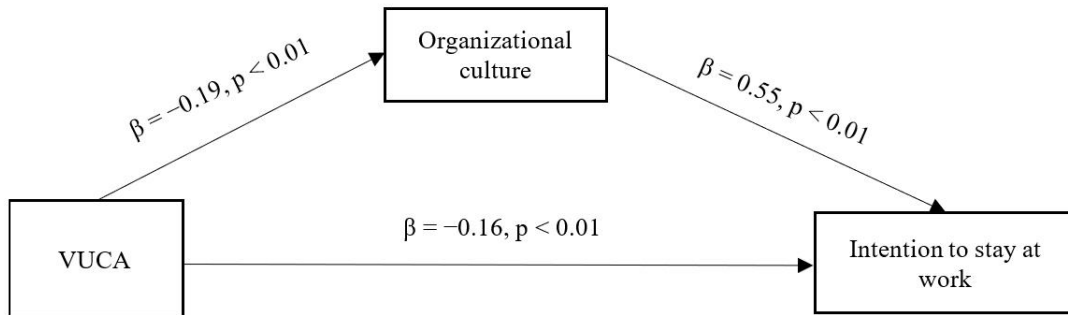
Figure 2. Standardized path diagram of the structural model.

A path analysis based on the bootstrap method was created to test whether organizational culture plays a mediating role in the relationship between VUCA and intention to stay at work (see Figure 3). In the Bootstrap analysis, 5000 resamples were preferred. In the mediation effect analyses performed with the Bootstrap method, the values in the 95% confidence interval (CI) obtained at the end of the analysis should not contain a value of zero (0) to support the research hypothesis. According to the Bootstrap results, the indirect effect of the VUCA on the intention to stay at work through organizational culture was found to be significant ($\beta = -0.108$; 95% CI (-0.187, -0.034)). Because the Bootstrap lower and upper confidence interval values obtained by the percentage method do not contain the zero (0) value (see Table 5). According to this result, the H4 hypothesis which suggests that organizational culture has a mediating effect on the relationship between VUCA and intention to stay at work is supported.

Table 5. Structural model analysis results ($N = 258$).

Prediction variables	Result variables			
	Organizational culture		Intention to stay at work	
	β	SE	β	SE
VUCA (<i>c</i> path)	-	-	-0.267**	0.26
R^2	-	-	0.06	-
VUCA (<i>a</i> path)	-0.195***	0.288		
R^2	0.04			
VUCA (<i>c'</i> path)	-		-0.159***	0.206
Org. culture (<i>b</i> path)	-		0.553***	0.052
R^2	-		0.36	
Indirect effect	-		-0.108. (-0.187, -0.034)	

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$. SE = Standard error. The values in parentheses are the upper and lower confidence interval values. Bootstrap resampling = 5000.



Direct effect, $\beta = -0.159, p < 0.01$
 Indirect effect, $\beta = -0.108, \%95\text{ CI }(-0.187, -0.034)$

Figure 3. Mediation model.

5. Discussion

5.1. Research implications

In this study, which aims to determine the relationship between VUCA, intention to stay at work and organizational culture, the collected data were analyzed to investigate how the VUCA environment affects the intention of employees to stay at work, and whether organizational culture has a mediating role in the interaction between VUCA and intention to stay at work. As a result of the analysis, it has been determined that VUCA negatively affects the intention to stay at work and organizational culture, the organizational culture positively affects the intention to stay at work, and the organizational culture plays a mediating role in the effect of VUCA on the intention to stay at work. Hence, all the hypotheses of the research were supported.

As a result of the research, it has been determined that when the employees evaluate the environment they are in as uncertain, volatile, complex and ambiguous, their intention to stay at work decreases, VUCA conditions negatively affect the organizational culture, the adhocracy culture present in the organizations positively

affects the intention of the employees to stay at work, and if there is an adhocracy culture in the organization, the negative effect of VUCA conditions on the intention to stay at work decreases. The finding pointing out that adhocracy culture positively affects the intention to stay at work is consistent with the findings of Aldhuwaihi and Shee (2015), Cam (2019), Mwita et al. (2023), and Uğur (2024) which indicates that adhocracy culture positively affects the intention to stay at work.

The loss of human resources, which are difficult to replace for any reason, causes businesses to be disadvantaged in VUCA conditions and an intensely competitive environment. Employees' intentions to stay at work vary depending on organizational and environmental reasons as well as personal reasons. The results of the research show that if VUCA conditions are present, the intention of employees to continue in their current jobs decreases. In other words, when employees describe the situations in their environment, sector or business as volatile, uncertain, complex and ambiguous, their desire to stay in their current jobs decreases.

VUCA conditions require new strategies to be determined and businesses to change their cultures following these conditions. The change in strategies leads to the need of cultural change. A flexible, creative, dynamic, entrepreneurial, and innovative organizational culture is required to operate effectively under VUCA conditions, and rigid hierarchies, traditionalism, and slowness can be described as properties detrimental to organizations in VUCA conditions. According to the results of the research, the importance of adaptation, flexibility, creativity and innovation in the organization they work for, and the presence of a dynamic and entrepreneurial working environment increase the intention of employees to stay at work. One of the important findings of the research is that organizational culture plays a mediating role in the effect of VUCA on the intention to stay at work. This result shows that when there is no adhocracy culture and employees describe the environment in which they operate as volatile, uncertain, complex, and ambiguous, their intention to stay at work is less, and if the adhocracy culture is dominant, the intention of the employees to stay at work increases slightly even if the VUCA conditions are present.

5.2. Practical implications

Any change and development in the external environment directly affect the business, and indirectly create a need for change in the subsystems of the business due to the necessity of keeping up with change and development. At this point, businesses must analyze the reasons that force them to change for better, implement certain practices, develop, advance, and realize the corollary changes to maintain their existence and profitability. Businesses that resist change, do not compromise on traditionalism, do not digitize, and insist on adhering to the status quo have difficulty in responding properly to the situations encountered in the VUCA world. The VUCA world requires the adoption of dynamic, agile, and adaptable strategies. For organizations and managers to maintain their competitive advantage, they must analyze the situations of stakeholders in the VUCA environment well, to evaluate the environment in which they operate and the relations they are in. In the VUCA world, organizations need to transform their organizational culture under VUCA conditions to achieve their goals and retain their trained and talented employees. The result of the

research showed that the adhocracy culture affects the intentions of employees to stay at work under VUCA conditions. The adhocracy culture has become even more important today because it includes readiness for change in the VUCA environment, through adaptability, flexibility, entrepreneurship, and seizing new opportunities. Under VUCA conditions, clearly stating strategic goals in organizations, and encouraging employee participation, risk-taking, cooperation, and teamwork can be considered as practices that will increase the intention of employees to stay at work.

In this study, only the adhocracy culture type was included in the scope of the study. In future research, other types of organizational culture can be determined as variables and their relationship with VUCA can be investigated. However, the research was carried out only in the service sector. Future research can be carried out in more than one sector to determine whether the findings to be obtained differ according to the sectors.

Author contributions: Conceptualization, OO and OB; methodology, OO and OB; software, OO and OB; validation, OB; formal analysis, OO and OB; investigation, OO; resources, OO; data curation, OO and OB; writing—original draft preparation, OO and OB; writing—review and editing, OO and OB; visualization, OO and OB; supervision, OB; project administration, OO and OB; funding acquisition, OB. All authors have read and agreed to the published version of the manuscript.

Conflict of interest: The authors declare no conflict of interest.

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