

## BE AGILE OR BE GONE? A THREE-WAY INTERACTION OF GOAL CONGRUENCE AND KNOWLEDGE SHARING

Imanirrahma Salsabil<sup>1\*</sup>

Department of Management, Faculty of Economics and Business, Universitas Widyatama, Bandung, Indonesia, [imanirrahma.salsabil@widyatama.ac.id](mailto:imanirrahma.salsabil@widyatama.ac.id)

\*Corresponding Author

Mariah Rabiatul Qibtiyah<sup>2</sup>

Department of Management, Faculty of Economics and Business, Universitas Widyatama, Bandung, Indonesia, [mariah.rabiatul@widyatama.ac.id](mailto:mariah.rabiatul@widyatama.ac.id)

### Abstract

**Background** – Digital startups in Indonesia are starting to face decline within the last 2 years, faced by rapid technological changes and fierce competition, leading some of these startups to carried out employee layoff.

**Aim** – This study aims to identify and explore the drivers of employee agility in digital startups in Indonesia through the influence of intellectual capital. It also considers the moderating role of knowledge sharing and goal congruence.

**Design /Methodology /Approach** – With quantitative analysis, this study chooses 250 digital startups employees as respondents, determined using purposive sampling method. The data is obtained through survey with online questionnaire, and is analyzed using conditional process analysis with SPSS Macro-PROCESS.

**Findings** – Intellectual capital positively influences employee agility, and this influence is strengthened by the existence of knowledge sharing and goal congruence between employees in the digital startups.

**Conclusion** – The importance of intellectual capital as a strategic asset for organizations operating in dynamic and competitive environments, while highlighting some of the conditional factors underlying the relationship. In addition, the moderating role of knowledge sharing and goal congruence has provided new insights into this relationship.

**Research implication** – This study has implications for both academia and industry, emphasizing the significance of investing in and managing intellectual capital to foster a more agile workforce in this rapidly evolving sector.

**Limitations** – The present study is carried out within the specific context of digital startups in Indonesia with its own characteristics, thus the finding might not be able to be generalized to other settings.

**Keywords:** Intellectual, Knowledge, Sharing, Goal, Congruence, Employee

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### Abstrak

**Latar Belakang** - Startup digital di Indonesia mulai mengalami kemunduran dalam 2 tahun terakhir, dihadapkan pada perubahan teknologi yang begitu cepat dan persaingan yang ketat, menyebabkan beberapa startup tersebut melakukan PHK terhadap karyawannya.

**Tujuan** - Penelitian ini bertujuan untuk mengidentifikasi dan mengeksplorasi faktor pendorong *employee agility* pada startup digital di Indonesia melalui pengaruh *intellectual capital*. Hal ini juga mempertimbangkan peran moderasi dari *knowledge sharing* dan *goal congruence*.

**Desain /Metodologi /Pendekatan** - Dengan analisis kuantitatif, penelitian ini memilih 250 karyawan startup digital sebagai responden, ditentukan menggunakan metode *purposive sampling*. Data diperoleh melalui survei dengan kuesioner online, dan dianalisis menggunakan analisis proses kondisional dengan SPSS Macro-PROCESS.

**Temuan** - *Intellectual capital* berpengaruh positif terhadap *employee agility*, dan pengaruh tersebut diperkuat dengan adanya *knowledge sharing* dan *goal congruence* antar karyawan di startup digital.

**Kesimpulan** - Pentingnya modal intelektual sebagai aset strategis bagi organisasi yang beroperasi dalam lingkungan yang dinamis dan kompetitif, sambil menyoroti beberapa faktor kondisional yang mendasari hubungan tersebut. Selain itu, peran moderat dalam berbagi pengetahuan dan kesesuaian tujuan telah memberikan wawasan baru dalam hubungan ini.

**Implikasi Penelitian** - Studi ini mempunyai implikasi bagi dunia akademis dan industri, dengan menekankan pentingnya berinvestasi dan mengelola modal intelektual untuk mendorong tenaga kerja yang lebih tangkas di sektor yang berkembang pesat ini.

**Batasan Penelitian** - Penelitian ini dilakukan dalam konteks spesifik startup digital di Indonesia yang memiliki karakteristik tersendiri, sehingga mungkin belum dapat digeneralisasikan pada konteks lain.

**Kata Kunci:** *Intellectual, Knowledge, Sharing, Goal, Congruence, Employee*

## INTRODUCTION

Today, the business world is amid the fourth industrial revolution, often referred to as industry 4.0. In this era, the use of digital technology is a necessity and a must for companies, so that they are not left behind by their competitors. Technologies in Industry 4.0 range from simple ones such as the use of social media and digital platforms, to the Internet of Things (IoT), big data analytics, machine learning, and cloud computing. This allows companies to carry out digital transformation and become more responsive, flexible, and able to integrate their technology and resources with existing systems (Kamble *et al.*, 2018; Lemstra & de Mesquita, 2023). Industry 4.0 helps companies develop business models by prioritizing digitalization, value-added services and businesses, to better data exchange and communication (Galati & Bigliardi, 2019). In Indonesia itself, the use of technology in industry 4.0 is mostly used by digitalization and technology-based startups in various sectors that have continued to grow in recent years. However, this condition is seen to have started to decline over the past year. Startup

companies, from those in the online shopping platform provider sector such as Tokopedia and Shopee, to the education sector such as Zenius and Pahamify, as well as various other sectors, have laid off their employees throughout 2022 to 2023 (Lestari, 2023). This is done by companies to maintain and run their business as efficiently as possible. Aside from layoff, employees in startup companies in Indonesia also face other challenges that can hinder their development and implementation. These employees face problems such as skill mismatch, lack of digital literacy, disparities in access to IT, to the complex labor laws and regulation within the country.

This problem becomes the trigger for authors to raise the issue of employee agility. So far, research on agility has been conducted from a corporate perspective, such as organizational agility, or an operational perspective, such as supply chain agility. The concept of agility itself refers to the ability to identify and respond to opportunities in the environment efficiently, so that they can survive and succeed (Chen & Siau, 2020; Ahmed *et al.*, 2022). This concept is



considered relevant for companies in a volatile, dynamic, and uncertain business environment, so that they can respond quickly and flexibly (Shams *et al.*, 2021). Several researchers consider that organizational agility cannot be achieved without employee agility (Das *et al.*, 2022). Employee agility is the ability of employees to run to face dynamic changes in the business environment, as well as to get the right solution (Munteanu *et al.*, 2020; Muduli, 2016).

What employees should do or have so that they can become valuable human capital for the company through their agility is the main question underlying this study. In Industry 4.0, it is important for companies to have capital that they can use to gain competitive advantage. In this case, intellectual capital (human capital, relational capital, and organizational capital), which is an intangible resource for companies (Liu & Jiang, 2020), is predicted to play a crucial role in helping companies achieve success through their employees' agility. In addition, contextual conditions that exist in organizations such as knowledge sharing and goal congruence between employees and leaders are also predicted to affect the level of interaction between intellectual capital and employee agility. Several studies have urged the need to consider the moderating role of goal congruence and knowledge sharing in different context (Arefin *et al.*, 2022; Halisah

*et al.*, 2020), and this study is carried out to address the issue.

By combining three important constructs of intellectual capital, knowledge sharing, and goal congruence, thus study brings out a comprehensive understanding of the factors that influence employee agility, mainly in the context of rapidly changing business environment. In this study, we also consider the double moderating role and the interaction between of knowledge sharing and goal congruence, bridging the gap of most studies which typically explore single moderating factors (Halisah *et al.*, 2020; Choi & Cho, 2019; Arefin *et al.*, 2022). It highlights the complexity of the relationships and offers a more nuanced perspective of how intellectual capital impacts employee agility.

This study aims to explore the interconnectedness of intellectual capital and employee agility in the context of employees of digital startup companies, while examining the moderating role and three-way interaction of knowledge sharing and goal congruence. Specifically, the three-way interaction model is used to explore more deeply the conditions underlying the strong or weak relationship between two constructs, in this study intellectual capital and employee agility. The use of this method also tries to bridge the methodological gap that exists in previous research (Das *et al.*, 2022; Munteanu *et al.*, 2020). This study is expected to answer the question of what are the optimal conditions needed by

organizations to achieve employee agility, which has so far received less attention.

## LITERATURE REVIEW

### Intellectual Capital and Employee Agility

Intellectual capital is an intangible asset owned by an organization, which includes human capital, relational capital, and organizational capital. Companies that have put forward their intellectual capital, both from organizations and individuals, realize that this aspect is needed to deal with developments in a very fast environment, such as technological change. In some literature, intellectual capital has been proven to be able to help companies achieve success (Al-Omoush *et al.*, 2022; Hussinki *et al.*, 2019; Nisar *et al.*, 2021). This is because organizations with intellectual capital are able to generate innovation, make accurate predictions and forecasts, and direct the organization to continue to grow (Bhatti *et al.*, 2020; Ahmed *et al.*, 2021).

At the individual level, intellectual capital owned by employees is predicted to be a driving factor for agility. Employee knowledge, skills, experience, and abilities are human capital which is one of the components of intellectual capital (Baima *et al.*, 2021; Mahmood & Mubarik, 2020). In addition, the ability of employees to establish quality relationships with stakeholders, both internal and external, is also relational capital. This component emphasizes collaboration and understanding, trust, and

better relationships with partners or stakeholders (Ahmed *et al.*, 2022; Mahmood & Mubarik, 2020). Finally, employees' ability to manage and develop resources to adapt to change becomes organizational capital (Liu & Jiang, 2020). All components of intellectual capital can become job resources for employees to be more responsive, flexible, and adaptive in facing changes in the environment, both internal and external. Based on this explanation, the hypothesis proposed.

*H<sub>1</sub>. Intellectual capital positively correlates with employee agility*

### The Moderating Role of Knowledge Sharing

Knowledge sharing is a voluntary employee behavior that is carried out to provide the knowledge and experience they have to others (Ahmad & Karim, 2019; Halisah *et al.*, 2020). According to Ganguly *et al.* (2019), knowledge sharing can also be interpreted as a process and activity of spreading and transferring knowledge between individuals, groups, or the organization as a whole. Although using the term knowledge, what is shared in this process also includes information, ideas, suggestions, and individual experiences related to the organization or their work. Wang *et al.* (2022) mentioned that if knowledge is created and stored in the organization, but not necessarily the knowledge will be shared. In fact, when individuals share knowledge with

each other, this allows organizations to manage individual experiences or knowledge, respond to problems more quickly, develop new ideas, encourage innovation, understand consumer needs, and build competencies (Singh *et al.*, 2021; Ahmad & Karim, 2019). Conversely, when knowledge sharing does not work in organizations, this can lead to inaccurate, incomplete, and incorrect information (Ahmad & Karim, 2019). Consequently, the organization is not able to run effectively.

In this study, intellectual capital owned by employees is expected to affect workforce agility more strongly when employees share knowledge in their work. Intellectual capital owned by employees can be further optimized when they also share and get new information, ideas, input, or knowledge related to work, so that they are able to be more agile. The more employees often share knowledge, the stronger the relationship between intellectual capital and workforce agility. On the contrary, intellectual capital will have weaker influence on employee agility when the level of knowledge sharing in the organization is lower. As employees contribute new knowledge and insights, the intellectual capital of the organization grows, and employees are more likely to collaborate on problem-solving, which can have a positive impact on employee agility, and vice versa. Based on this explanation, the hypothesis proposed.

**H<sub>2</sub>.** *The positive influence of intellectual capital on workforce agility is moderated by knowledge sharing, where the relationship will be stronger when the level of knowledge sharing is high.*

### **The Moderating Role of Goal Congruence**

In principle, an organization exists to achieve goals, so the compatibility of goals between individuals in the organization and the organization itself is important to have. Goal congruence is the consistency between individual goals and organizational goals (Ding *et al.*, 2017; Jensen *et al.*, 2019). Goal congruence is able to encourage employees to show positive behavior and attitudes that are in line with the organization itself (Werner & Milyavskaya, 2019).

This is because employees who have goal congruence also understand the strategic goals of the organization, and they are willing to achieve them (Halisah *et al.*, 2021). Therefore, goal congruence is important in achieving these strategic goals, because it can maximize coordination and motivation from all parties in the organization. In previous literatures, goal congruence is known to lead to operational efficiency, service performance, employee satisfaction, to extra-role behaviors such as organizational citizenship behavior and agility (Arefin *et al.*, 2022; Zheng *et al.*, 2019). The work done by employees is certainly correlated with the work in the department or organization itself. So, employees who have

goal congruence are predicted to be more motivated in carrying out their duties or work, because they have the same understanding and view of what they will achieve (Raja *et al.*, 2018; Ding *et al.*, 2017). When organizations also face a dynamic environment, employees with goal congruence will also be able to adjust themselves to respond to these conditions. Conversely, employees who do not have goal congruence will have more difficulty adapting (Jensen *et al.*, 2019).

Employee goal congruence with the organization is predicted to strengthen the influence of intellectual capital on workforce agility. Employees who have goal congruence are expected to be able to follow the work rhythm, meet demands, and help achieve goals in the organization in an agile manner. The more employees have goal congruence with the organization, the stronger the relationship between intellectual capital and workforce agility. On the other hand, intellectual capital will have weaker influence on employee agility when the level of goal congruence between individual in organization is lower. When employees' goals align with organizational goals, the resources exist in the organization, including intellectual capital, can be allocated more effectively and efficiently toward achieving

desired outcomes, potentially enhancing agility. Goal congruence can also foster better communication and collaboration. Based on this explanation, the hypothesis proposed.

**H<sub>3</sub>.** *The positive influence between intellectual capital and workforce agility is moderated by goal congruence, where the relationship will be stronger when the level of goal congruence is high.*

Employees who have intellectual capital will be stronger in having agility when they share knowledge with each other in the organization. This knowledge sharing practice can be maximized if each member of the organization has the same goal congruence. Choi & Cho (2019) in their research stated that goal congruence can lead to extra-role behavior, which also includes knowledge sharing. If employees have an understanding of the common goals to be achieved, they will carry out knowledge sharing voluntarily to achieve these goals, thus facilitating the intellectual capital they have and directing it to the capability to be agile in the organization.

**H<sub>4</sub>.** *The positive interaction effect between intellectual capital and knowledge sharing with workforce agility is moderated by goal congruence, where the level of interaction will be stronger as goal congruence increases.*

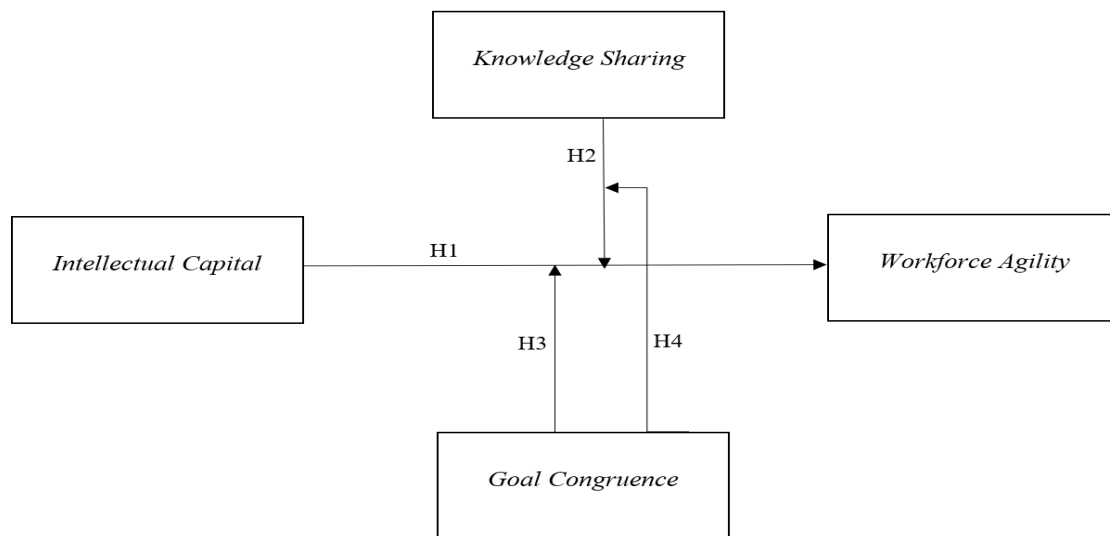


Figure 1. Research Framework

## RESEARCH METHODOLOGY

### Population and Sample

This study uses a quantitative approach with survey as a data collection tool to see how and under what conditions intellectual capital affects employee agility by considering the influence of knowledge sharing and goal congruence. The quantitative approach is chosen as it allows researchers to determine the magnitude of the causal relationship of each variable under study. To see the influence, this study is conducted on employees working at decacorn and unicorn level startups in Indonesia, which is determined by purposive sampling method. Purposive sampling is chosen as this study uses non-probability sampling; thus, the total number of populations is unknown. This study does not limit the population within certain areas, as employees working in the digital startup industry are not limited to one region. With purposive sampling, we determine several criteria for the respondents

of this study. Decacorn and unicorn startups are specifically chosen because they show a stable position in the industry. Furthermore, we also specifically targeted employees who have worked for at least 1 year in their company, to ensure that they can provide an assessment that is in accordance with what they have experienced during their work. Data collection is carried out with an online survey through the Google Forms platform.

### Measurement and Data Analysis

In the questionnaire used for data collection, respondents were asked to rate their perceptions of the four variables in the study using a 5-point Likert scale. The measurement of each variable in this study was adopted and modified from previous research.

1. Intellectual capital is measured by fifteen items developed from Liu & Jiang's (2020) research. An example of an item is "I have an education that suits my job."

2. Employee agility is measured by seven items adapted from the research of Jager *et al.* (2022). An example item is "I am able to give a positive response when in a negative situation".
3. Goal congruence is measured by 5 items adopted from the research of De Clerq *et al.* (2011). An example of an item is "My supervisor and I have the same vision of how a job should be done".
4. Knowledge sharing is measured by three items developed by Connely & Kelloway (2003). An example of an item is "I share my ideas with my colleagues openly".

From the data obtained, we firstly examined the validity and reliability of the research instruments. Once the instruments are deemed valid and reliable, we tested the hypothesis proposed using conditional process analysis with SPSS Macro-PROCESS to see the causal relationships that exist in the study.

## RESULTS AND DISCUSSION

### Respondents' Characteristics

There are 250 respondents involved in the study, dominated by male participants as much as 66%. In the age category, the average age of the respondents is 38.91 years with the highest age in the 31-40 age range as much as 33%, followed by the 41-50 age range as much as 32%. In length of service category, the average employee who works is 8.3 years, with the most length of service coming from employees with a length of

service of 6-10 years as much as 38%. Of the 10 major cities where the participants live, 26% of the employees live in Bandung, while the remaining 4%-13% live across Banjarmasin, Bekasi, Bogor, Denpasar, Depok, Jakarta, Medan, Samarinda and Yogyakarta. For job types, of the 12 types of jobs engaged in digital startups, with most respondents work in Software Development as much as 36%, while the remaining 2% - 11% are working as Security Auditors, Business Analysts, Computer Forensic Specialists, Content Creators, Data Scientists, Digital Marketers, Graphic Designers, Security Analysts, SEO Specialists, UI/UX Designers and Web Developers. For educational background, the participants involved are dominated by undergraduate education as much as 47%, followed by diploma as much as 36%.

### Descriptive Statistics

Table 2 presents the data from the mean value, standard deviation, and correlation that occurs between measurement variables. Intellectual capital (IC) has a positive correlation with employee agility (EA) of 0.538, goal congruence (GC) is positively correlated with employee agility (EA) of 0.607, knowledge sharing (KS) positively correlated with goal congruence (GC) of 0.556.

### Reliability and Validity Test

The reliability of the measurement model is examined using Cronbach's Alpha, composite reliability (CR), and average



variance extract (AVE). The recommended value for AVE is 0.5, while the minimum value for Cronbach's alpha and CR is 0,7. As presented on Table 3, the minimum value from each test is: Cronbach's Alpha (0.780), Composite Reliability (0,816), and AVE (0,554), thus exceeding the minimum value. It can be concluded that all constructs are reliable. In addition, the validity of the model is measured by comparing  $r$  count value with  $r$  table. If the  $r$  count value is greater than  $r$  table (1,9696), the measurement items can be said to be valid. The results of the validity test indicate that all  $r$  count value exceeds  $r$  table value, thus the measurement items are deemed to be valid.

### Determinant Coefficient

In the testing in Hayes Macro-PROCESS model 2 which involves goal congruence and knowledge sharing as variables that moderate the relationship between intellectual capital and employee agility, the R-square value obtained is 0,5245. This means that intellectual capital and employee agility as moderator variables together with intellectual capital as an independent variable can explain the employee agility variable by 52,45%. In Hayes Macro-PROCESS model 3, which involves the interaction between intellectual capital and knowledge sharing on employee agility moderated by goal congruence, the R-square value is 0,5746. meaning that employee agility can be explained by the interaction

between intellectual concepts and knowledge sharing moderated by goal congruence by 57,46%.

### Hypothesis Test

Based on tests that have been carried out with Hayes Macro-PROCESS model 2, it is found that intellectual capital has a significant influence on employee agility ( $t$ -statistic = 2,4085;  $p$ -value = 0,0168 < 0,05), meaning that  $H_1$  can be accepted. The magnitude of the influence of intellectual capital on employee agility is 0,5192, meaning that if intellectual capital increases by one unit, then employee agility will directly increase by 0,5192. For the interaction that occurs between intellectual capital and knowledge sharing on employee agility, based on the test results, it is known that the  $t$ -statistics value is 2,4156 and the  $p$ -value is 0,0000, meaning that the hypothesis regarding the positive influence of intellectual capital on employee agility moderated by knowledge sharing, where the relationship will be stronger when the level of knowledge sharing is high can be accepted. The amount of influence that can be caused by this interaction is 0,2976. For the interaction that occurs between intellectual capital and goal congruence on employee agility, based on the test results, it is known that the  $t$ -statistics value is 2,9819 and the  $p$ -value is 0,0052, meaning that the hypothesis regarding the positive influence of intellectual capital on employee agility

moderated by goal congruence, where the relationship will be stronger when the level of goal congruence is high, can be accepted. The amount of influence from the interaction is 0,3298.

Furthermore, based on the test results conducted using Process Macro Hayes Model 3, it is found that the interaction between

intellectual capital and knowledge sharing on employee agility moderated by goal congruence has a significant influence (t-statistics = 3,8543; p-value = 0,000), meaning that H<sub>4</sub> can be accepted. As for the amount of influence that can be generated from this interaction is 0,4020.

Table 1  
 Respondents' Characteristics

Respondents	Percentage (%)	Mean
<b>Gender</b>		
Male	66%	
Female	34%	
<b>Age (years old)</b>		
20 – 30	22%	
31 – 40	33%	38.91
41 – 50	32%	
> 50	13%	
<b>Length of Service/Work (year)</b>		
1 – 5	28%	
6 – 10	38%	8.3
> 10	34%	
<b>Location</b>		
Bandung	26%	
Banjarmasin	5%	
Bekasi	11%	
Bogor	13%	
Denpasar	4%	
Depok	10%	
Jakarta	16%	
Medan	4%	
Samarinda	4%	
Yogyakarta	7%	
<b>Job Type</b>		
Auditor Security	2%	
Business Analyst	6%	
Computer Forensic Specialist	2%	
Content Creator	3%	
Data Scientist	11%	
Digital Marketer	10%	
Graphic Designer	4%	
Security Analyst	5%	
SEO Specialist	7%	
Software Development	36%	
UI/UX Designer	6%	
Web Developer	7%	



Respondents	Percentage (%)	Mean
<b>Education</b>		
Senior/ Vocational High School	5%	
Diploma	36%	
Bachelor	47%	
Master	12%	

Source: Data analysis, 2023

Table 2  
 Descriptive Statistics and Correlation

Variable	Mean	SD	1	2	3	4
IC	4.39	0.780	1			
EA	4.35	0.778	0.538	1		
GC	4.17	0.736	0.421	0.607	1	
KS	4.53	0.628	0.456	0.538	0.556	1

Source: Data analysis, 2023

Table 3  
 Reliability and Validity Test

Variable	r count	Cronbach's Alpha	Composite Reliability	AVE	
Intellectual Capital	IC1	0.347			
	IC2	0.569			
	IC3	0.585			
	IC4	0.606			
	IC5	0.715			
	IC6	0.792			
	IC7	0.817			
	IC8	0.784	0.912	0.924	0.554
	IC9	0.639			
	IC10	0.777			
	IC11	0.650			
	IC12	0.753			
	IC13	0.664			
	IC14	0.684			
	IC15	0.576			
Knowledge Sharing	KS1	0.905			
	KS2	0.742	0.780	0.816	0.601
	KS3	0.658			
Goal Congruence	GC1	0.433			
	GC2	0.732			
	GC3	0.858	0.801	0.867	0.578
	GC4	0.847			
	GC5	0.844			
Employee Agility	EA1	0.417			
	EA2	0.447			
	EA3	0.804			
	EA4	0.870	0.854	0.896	0.568
	EA5	0.838			
	EA6	0.860			
	EA7	0.869			

Source: Data analysis, 2023

Table 4  
 Determinant Coefficient

Model	R	R-Square	MSE	F	df1	df2	p
2	0.7242	0.5245	13.6156	53.8311	5	242	0.0000
3	0.7580	0.5746	12.2815	46.6994	5	242	0.0000

Source: Data analysis, 2023

Table 5  
 Results of Hypothesis Test

Variable	Coeff.	SE	T	p
IC → EA	0.5192	0.2156	2.4085	0.0168
IC x KS → EA	0.2976	0.1232	2.4156	0.000
IC x GC → EA	0.3298	0.1106	2.9819	0.0052
IC x KS x GC → EA	0.4020	0.1043	3.8543	0.0000

Source: Data analysis, 2023

## Discussion

This study was conducted to identify factors that predict the growth of employee agility in the context of the digital startup industry in Indonesia. From the test results that have been conducted, the findings of this study indicate that intellectual capital has a positive influence on employee agility ( $H_1$  accepted). This finding is in line with the theoretical framework and previous research (Ahmed *et al.*, 2022; Mahmood & Mubarik, 2020; Al-Omoush *et al.*, 2022) which emphasizes the importance of intellectual capital in improving performance, in this case the aspect of employee agility and their adaptability in the organization. The three components of intellectual capital, namely human capital, relational capital, and organizational capital, is proven to be important and relevant as initial capital to foster the agility of digital startup employees in the context of an environment that tends to be dynamic and rapidly changing. The ability of employees from these various

aspects can lead them to have agility, to be more responsive, flexible, and adaptive when facing various conditions that exist inside or outside their organization.

Digital start-up companies rely mostly on the knowledge and expertise of their employees. In this case, knowledge becomes one of the fundamental and critical aspects that companies and individuals must possess. In an environment of technological advancement and constant change, employees' capability to access, utilize, and share knowledge is important for companies to maintain their position. The results of hypothesis testing also prove that the influence of intellectual capital on employee agility is moderated by knowledge sharing, by which the influence will be stronger when the level of knowledge sharing is high ( $H_2$  accepted). This finding supports several previous studies which also position knowledge sharing as a moderator (Ahmad & Karim, 2019; Singh *et al.*, 2021). When knowledge sharing behavior among digital

startup employees is high, the positive influence of intellectual capital on employee agility is even higher. This behavior illustrates a positive culture of adaptation and continuous learning as a mechanism that can strengthen the relationship between intellectual capital and employee agility.

Furthermore, this study also explores the moderating role of goal congruence in the relationship between intellectual capital and employee agility. Goal congruence refers to the alignment or congruence between individual and organizational goals. Understanding how goal congruence interacts with the influence of intellectual capital and employee agility is important, as it can provide valuable insights into the conditions under which intellectual capital is most effective in enhancing agility.

The findings of this study confirm the moderating role of goal congruence, both in the influence of intellectual capital on employee agility, as well as in the interacting ability of knowledge sharing in the relationship (H<sub>3</sub> and H<sub>4</sub> accepted), supporting previous research that has been conducted (Choi & Cho, 2019; Raja *et al.*, 2018; Ding *et al.*, 2017). The existence of goal congruence amplifies the positive influence of intellectual capital on goal congruence. In other words, when employees' goals are aligned with organizational goals and objectives, the impact of intellectual capital in increasing employee agility will be more pronounced. This amplification effect can be explained by

the idea that when employees' personal goals and organizational goals are aligned, there is a high sense of motivation and commitment. Employees are more likely to use their intellectual capital to contribute to knowledge sharing and achieve organizational goals when they feel that their efforts are worthwhile.

## CONCLUSION

This study highlights the important role of intellectual capital in increasing employee agility in the specific context of digital startups in Indonesia. The findings support all the hypotheses proposed, where intellectual capital has a positive effect on employee agility, and the effect is stronger when there are knowledge sharing behaviors and goal congruence between individuals in the organization. This conclusion underscores the importance of intellectual capital as a strategic asset for organizations operating in dynamic and competitive environments, while highlighting some of the conditional factors underlying the relationship.

In addition, the moderating role of knowledge sharing and goal congruence has provided new insights into this relationship. Knowledge sharing was shown to strengthen the positive impact of intellectual capital on employee agility, emphasizing the importance of fostering a culture of collaboration and information exchange in digital startup firms. On the other hand, goal congruence, while

important for organizational alignment, also significantly strengthens the core relationship between intellectual capital and employee agility, while being supportive when this relationship is strengthened by knowledge sharing.

This study also has several limitations that needs to be addressed by future scholars. The first is the limited scope of the sample, which focuses exclusively on employees of startup companies in Indonesia. The findings may not be directly transferable to other industries, company sizes, or geographic regions, limiting the generalizability of the results. Second, as this study uses cross-sectional design, it may be limited in capturing the dynamic nature of intellectual capital, employee agility, and the moderating factors over time.

Longitudinal studies could provide a more comprehensive understanding of these relationships. Furthermore, this study has not yet considered any mediators in the relationship between intellectual capital and employee agility. Future research can delve deeper into the mechanisms by which intellectual capital exerts its influence and explore the potential of other mediating variables, such as psychological capital, organizational learning, or perceived organizational support to optimize the relationship for organizational success.

## RESEARCH IMPLICATION

This study provides practical and theoretical implications that can be considered by future researchers and practitioners in the field of digital startups, especially in Indonesia. Practically, companies need to understand the importance of intellectual capital and prioritize investment in employee knowledge, skills, and expertise. Companies can also build an environment that supports knowledge sharing among employees. Several mechanisms such as dedicated knowledge sharing platforms, mentorship programs, and collaborative projects can be implemented to facilitate the exchange of information and ideas. It is also important to ensure and continuously communicate the goals shared by the organization and employees.

Theoretically, this study contributes to the intellectual capital and agility literature by considering the specific context of digital startups in Indonesia. The existence of knowledge sharing and goal congruence as moderators enriches the understanding of the relationship between intellectual capital and agility. Future research can delve deeper into conditions where these moderators play a more significant role or interact with other variables. This research underscores the role of intellectual capital in empowering employees to face challenges in the digital startup context. By fostering intellectual capital development, encouraging knowledge exchange, and aligning organizational goals,



digital startups in Indonesia and other countries can position themselves for sustainable growth and adaptability in an evolving business environment.

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