

-RESEARCH ARTICLE-

ORGANIZATIONAL LEARNING CAPABILITY, ORGANIZATIONAL RESILIENCE, ORGANIZATIONAL PERFORMANCE, AND MARKET TURBULENCE: A MODERATED MEDIATION MODEL*

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Abstract

Achieving successful performance is an important goal for companies. However, in turbulent market environments, this goal can be quite difficult to achieve. Therefore, today organizations should have the necessary skills, such as learning capability and resilience, to have successful performance indicators, especially in turbulent market conditions. This study suggests that the antecedent effect of organizational learning capability and the moderating effect of organizational resilience should be considered in order to strengthen organizational performance in turbulent markets. Moreover, this study aims to develop a moderated mediation model that measures both the indirect effect of organizational learning capability on organizational performance, and the direct effect of organizational learning capability on organizational performance, with the mediating effect of organizational resilience under the moderation of market turbulence. In this study, a questionnaire study was applied to the high level managers of 109 manufacturing organizations. According to the findings of the research, it is seen that organizational learning capability has a direct positive effect on organizational performance and organizational learning capability has an indirect effect on organizational performance through mediating effect of organizational resilience. In addition, it has been found that market turbulence moderates the direct effect of organizational learning capability on organizational performance. Also, it has been found that the indirect effect of organizational learning capability on organizational performance through organizational resilience is moderated by market turbulence. Considering the data obtained as a result of this study, it is seen that organizational learning capability plays an important role in order to have strong organizational performance in turbulent markets, with the help of the mediating effect of organizational resilience.

Keywords: *Organizational Learning Capability, Organizational Resilience, Organizational Performance, Market Turbulence.*

JEL Codes: *M10, M13.*

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ÖRGÜTSEL ÖĞRENME YETENEĞİ, ÖRGÜTSEL DAYANIKLILIK, ÖRGÜTSEL PERFORMANS VE PAZAR TÜRBÜLANSI: DURUMSAL ARACILIK MODELİ³

Öz

Başarılı performans elde etmek şirketler için önemli bir hedeftir. Fakat türbülanslı pazar ortamında bu hedefe ulaşmak oldukça zor olabilir. Bu sebeple, günümüzde organizasyonlar özellikle türbülanslı pazar koşullarında başarılı bir performans göstergelerine sahip olmak için öğrenme yeteneği ve dayanıklılık gibi gerekli becerilere sahip olmalıdır. Bu çalışma, türbülanslı pazarlarda örgütsel performansı güçlendirmek için örgütsel öğrenme yeteneğinin öncül ve örgütsel dayanıklılığın moderatör etkilerinin dikkate alınması gerektiğini önermektedir. Ayrıca, bu çalışmada pazar türbülansının ılımlaştırıcı etkisi göz önünde bulundurularak hem örgütsel dayanıklılığın aracılık etkisi ile örgütsel öğrenme yeteneğinin örgütsel performans üzerindeki dolaylı etkisini hem de örgütsel öğrenme yeteneğinin örgütsel performans üzerindeki doğrudan etkisini ölçen bir durumsal aracılık modeli geliştirmek amaçlanmaktadır. Bu çalışma kapsamında 109 imalat organizasyonunun üst düzey yöneticilerine yönelik bir anket çalışması uygulandı. Araştırmanın bulgularına göre, örgütsel öğrenme yeteneğinin örgütsel performans üzerinde doğrudan pozitif bir etkisi ve örgütsel öğrenme yeteneğinin örgütsel performans üzerinde örgütsel dayanıklılık aracılığı ile dolaylı bir etkisi olduğu görülmektedir. Ek olarak, pazar türbülansının örgütsel öğrenme yeteneğinin örgütsel performans üzerindeki doğrudan etkisini ılımlaştırdığı tespit edilmiştir. Ayrıca, örgütsel öğrenme yeteneğinin örgütsel dayanıklılık aracılığıyla örgütsel performans üzerindeki dolaylı etkisinin pazar türbülansı tarafından ılımlaştırıldığı bulunmuştur. Çalışmanın sonucunda elde edilen veriler dikkate alındığında, çalkantılı piyasalarda güçlü örgütsel performansa sahip olmak için örgütsel dayanıklılığın aracılık etkisi yardımı ile örgütsel öğrenme yeteneğinin önemli rolü olduğu görülmektedir.

Anahtar Kelimeler: *Örgütsel Öğrenme Yeteneği, Örgütsel Dayanıklılık, Örgütsel Performans, Pazar Türbülansı.*

JEL Kodları: *M10, M13.*

“Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.”

1. INTRODUCTION

Today's business conditions require that organizations should strive in a turbulent environment that there are atmosphere of uncertainty. The unclear environment that organizations try to survive forces organizations to acquire a knowledge of enduring in turbulent market. This kind of dynamism, globalization and competition, which leads organizations to look for new techniques, encourage them to take into account

³ Genişletilmiş Türkçe Özet, makalenin sonunda yer almaktadır.

the turbulence of the market under vague conditions. Mainly, in excessive competitive markets, organizations scramble to boost their performance. For this reason, organizations are in need of to get the capability of resiliency to boost their performance in opposition to challenges.

In turbulent markets, setting up resilience for organizations comes in sight a crucial importance to figure out and reply to confrontations. Moreover, organizational resilience helps organizations to reply to compulsory incidents and unforeseen complexities (Lengnick-Hall et al., 2011: 244). Considering all the needs for organizational resilience, organizational resilience is a concept that has not get enough care in literature. Trying to evaluate the issue of organizational resilience within a large model is one of the importance this study brings to the literature. Reaching to resilience requires an obligation to obtain organizational learning capability. This happens because organizational learning capability helps to ease the learning process (Akgün et al., 2014: 890). In addition, the ability of organizational learning provides a strong organizational performance (Alegre and Chiva, 2008: 316).

In light of these perspectives, a literature review is conducted to determine spaces within the scope of literature. Thus, a research model is introduced to define clue constructs which clarify the causal relationships between variables. Then, empirical tests were analyzed within the scope of data collected from high level managers of manufacturing organizations. To begin with, it is intended to test possible influences of organizational learning capability on organizational resilience and organizational performance, separately. Also, influence of organizational resilience on the organizational performance is intended to test. Further, the mediating effect of organizational resilience between organizational learning capability and organizational performance was examined. Above all, it is intended to establish a model that examines both direct influence of organizational learning capability on organizational performance and indirect effect of organizational learning capability on organizational performance through organizational resilience with the moderation effect of market turbulence. In conclusion, research findings and discussion is presented. Briefly, the aim of this research is to clarify how organizational learning capability affects organizational performance by taking organizational resilience as a mediation by considering the moderation of market turbulence.

1.1. Literature Review

Organizational learning capability (OLC) can be took into account as administrative characteristics which facilitate the process of learning in organizations. Therefore, to stress the stature of the notion, OLC contributes greatly to the learning course (Chiva et al., 2007: 225). That is, OLC is a value that emphasizes the elements which facilitate organizational learning (Dibella et al., 1996: 371). Apart from these specifications, OLC can be explained as the ability to have up-to-date information and to run the information obtained (Hsu and Fang, 2009: 673). Since OLC is an important view that enhances organizational performance, it can be described as an organizational feature that enables learning in work area (Jimenez-Jimenez and Sanz-Valle, 2011: 408). Moreover, OLC encourages the flow of information that it is an important resource

for competitive advantage which can lead to superior performance for a stronger organizational strategy (Alegre and Chiva, 2008: 315).

Learning capability is a multidimensional establishment (Jerez-Gomez et al., 2005: 717). In terms of the dimension that is called managerial commitment, management can adopt a strategic learning style. (Slocum et al., 1994: 41). Secondly, the dimension of systems perspective supplies a common perspective. To elaborate on this issue, an organization can be considered as a whole system consisting of various parts and each part that makes up this system has its own mission. (Kofman and Senge, 1993: 9). Thirdly, the dimension of openness and experimentation guides the development of individual knowledge within the organization (Senge, 1990: 139). The other dimension of knowledge transfer and integration addresses important issues that can be called internal connectivity and information integration (Cohen and Levinthal, 1990: 130).

The inevitable changes happening in the environment of organizations require their organizations to learn to be resilient in order to overcome unforeseen challenges. Organizations tend to learn to be resilient in a constantly changing environment (Mallak, 1998: 149). In an environment of unstable market conditions and changing customer demands, organizations need to be flexible to succeed and cope with uncertainties. In addition, organizations often need to be resistant to fluctuations that can cause problems in the economic and social sphere. Due to competition, customer demands, and market complexities, organizations can become vulnerable to challenges (Kantur and Say, 2012: 769). Organizations should absorb the concept of resilience to tackle the challenges affecting the future of their organizations.

Organizational resilience, an essential skill, enables organizations to harness their capacity to build a positive future. Resilience is an important defensive ability that counteracts tension because resilience is the ability to overcome difficulties by strengthening with a flexible structure. Organizational resilience creates strong situations for organizations because it contributes to the development of current and future capabilities. Organizational resilience is about being able to learn from past experiences, comply with alterations in business market, and keep the organization up-to-date. Organizational resilience is the ability not to be affected by unforeseen difficult situations (Munoz et al., 2022: 181). In fact, organizational resilience strengthens the development of skills and gives the ability to maintain the pace of adapting to changes (Coutu, 2002). Resilience is a skill that must be acquired due to the renewal of social and technological systems that cannot be predicted with uncertainty. When faced with difficult situations, it may be preferable for organizations to have a flexible structure (Godschalk, 2003: 138).

It has become increasingly desirable to be a successful organization to deal with possible challenges. Thus, organizations should be resilient to be prepared for the unforeseen conditions in their environment. Resilience in the face of difficult situations provides organizations the opportunity to successfully deal with unforeseen situations. Additionally, resilience helps companies increase their competitiveness.

For long-term success, organizations should respond accurately to environmental changes and develop organizational capabilities to keep up with those changes. Therefore, organizational resilience can provide organizational success when faced with turbulent situations (Burnard and Bhamra, 2011: 5590). It can be concluded that resilience is an important skill to be acquired in order to be successful in turbulent markets.

With the intensity of competition increasing every year, operations that will successfully improve organizational performance have never been more important. In order to survive successfully, organizations must strengthen their organizational performance (Richard et al., 2009: 719). Measurement of this concept shows difference in literature. The scales differ according to their scope. Some researchers measure organizational performance within the scope of task performance, which is a micro perspective. On the other hand, some researchers evaluate organizational performance in a macro perspective so that they can consider the organization as a whole. Examples to the macro perspective are return-on-investment (ROI) and return-on-assets (ROA) (Alam et al., 2008: 225). In detail, general financial indicators can provide information about organizational performance. For instance, there are some accounting indicators like ROA, ROI, return-on-sales (ROS), and return-on-equity (ROE) that they can evaluate the performance of organizations. Some financial indicators such as ROA, ROE, ROI and ROS help organizations manage their activities effectively by their managers. In addition, these indicators can help organizations achieve economic success (Gentry and Shen, 2010: 522). Financial performance items such as ROA and ROI determine the performance of organizations in quantitative accounting terms (Jeong et al., 2006: 353).

Environment can be either stable or turbulent for organizations (Danneels and Sethi, 2011: 1034). The turbulent environment is an indicative of uncertainty (Buganza et al., 2009: 312). Turbulence forces organizations to consider temporary structures or unpredictable changes in the market (Dess and Beard, 1984: 66). However, turbulent environments improve the necessity of adaptability to the environment (Emery and Trist, 1965: 28). Whenever the environment becomes more turbulent, managers make an attempt to increase the survival of the organization. Thus, organizations that can adapt to rapidly changing environments can survive for a long time (Garg et al., 2003: 730).

Market turbulence reveals the rating of alterations in the customer profile or target market. Therefore, organizations put emphasis on introducing new products to the market due to rapidly changing customer preferences in turbulent markets. Organizations operating in turbulent markets should steadily develop their functions. On the other side, in stable markets where buyer choices may not change much, organizations' functions may not require much change (Jaworski and Kohli, 1993: 57). Market turbulence requires tracking the future of customer choice and competition with other firms. Also, MT considers the conditions of change happening in the environment. Therefore, management should see the fluctuations in the environment and be able to act with these fluctuations (Milliken, 1987: 133). Considering the

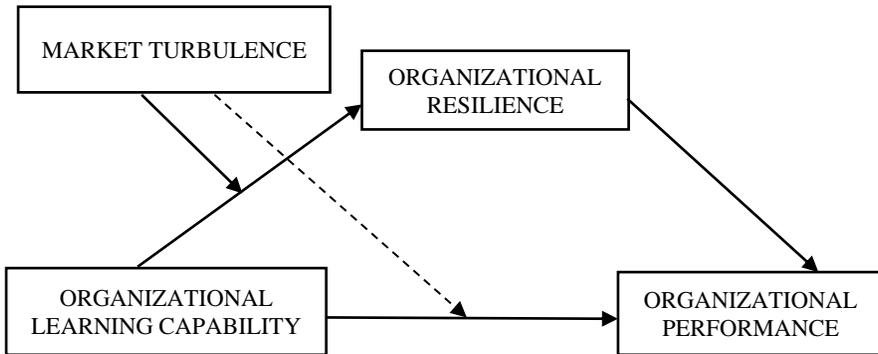
theory and important findings in the literature, it can be seen that organizations can strengthen their performance as long as they take into account market turbulence.

2. METHODOLOGY

2.1. Research Model and Hypothesis Development

A research model and related hypothesis was developed to understand how organizations can improve their performance in the turbulent market by the help of organizational learning capability through the mediation of organizational resilience (see Figure 1). The theoretical framework of this study contains four concepts which are organizational learning capability (OLC), organizational resilience (OR), organizational performance (OP), and market turbulence (MT).

Figure 1. Research Model



Organizations can improve their performance with their learning capability. There are many studies that reveal the link between OLC and OP. According to these studies, learning has a strong effect on firm performance. The success of learning capability can be determined by strong organizational performance because this capability provides learning from past experiences (Easterby-Smith and Lyles, 2011: 312). In addition, correlation among OLC and OP can be demonstrated empirically (Alegre and Chiva, 2008: 315). In line with the information obtained, the first hypothesis of this research is constructed as:

H1.Organizational learning capability significantly predicts organizational performance

Various studies demonstrates the relations between learning and resilience. The learning capability of organizations helps to strengthen organizational resilience by strengthening the abilities required to cope with environmental turbulence. Organizational learning capability strengthens organizational resistance (Denhardt and Denhardt, 2010: 342). Organizational learning capability is one of the important and supporting factors that provide growth for organizations (Ferreira et al., 2021:

633). According to the information obtained, the second hypothesis is demonstrated below:

H2.Organizational learning capability significantly predicts organizational resilience

There are relations between resilience and performance. Organizational resilience ability can improve organizational performance by preventing the negative consequences of work-related problems (Mallak, 1998: 150). Resilience capability of an organization is an important skill that contributes to performance in normal or stressful situations of the work environment. Also, resilient organizations are good players in economic circumstances. Therefore, organizational resilience has significant implications for improving success and performance (Howard and Johnson, 2000: 322). The third hypothesis is provided as:

H3.Organizational resilience significantly predicts organizational performance

Resilience reduces organizational barriers to improving organizational performance. In this point, learning from past experience is a healing skill that reduces the hassle of improving performance (Carroll et al., 2002: 111). Achieving a higher level of dynamic resilience provides access to better firm performance (Dovbischuck, 2022: 501). Depend on the relationships debated and hypothesized in the former parts, the implicit hypothesis of mediation is provided as:

H4.Organizational resilience mediates the relationship between organizational learning capability and organizational performance

Organizations must be able to compete with their competitors for their dynamic needs in turbulent environments by advancing capabilities to anticipate changes and provide new products and services that match those changes. Organizational learning skills are needed to successfully cope with market turbulence. Learning ability can be a permanent competitive advantage for organizations. This capability quickly adapts to the situations in turbulent markets. Correlation among organizational learning and performance gets stronger in a high turbulent environment and weakens in a low turbulent environment (Hanvanich et al., 2006: 601). The hypothesis 5a is provided as:

H5a.Market turbulence moderates the direct effect of organizational learning capability on organizational performance

Learning ability is particularly important for organizations trying to stay strong in turbulent environments. Organizations used to struggle in a stagnant organizational environment in the past years must nowadays struggle in a turbulent market. Building resistance in organizations in turbulent market conditions seems to be a very important skill to perceive difficult situations and to cope with these situations successfully (Kantur and Iseri-Say, 2012: 770). Over and above, it has been observed that learning ability increases the performance of organizations and also provides flexibility to deal

with uncertain situations. According to the information obtained, the last hypothesis is demonstrated below:

H5b. The indirect effect of organizational learning capability on organizational performance through organizational resilience is moderated by market turbulence.

2.2. Sample of the Study

A questionnaire method was preferred that allows researchers to test the relationships between different structures on the determined sample (Miller, 1992: 328). The integrity of analysis of this study is organizational extent. Population of this study was defined as manufacturing organizations in the city of Elazığ in Turkey. Elazığ was chosen because it is one of the industrially developed provinces. The economy of this city is based on manufacturing, agriculture, animal husbandry, underground resources, industry and trade. Further, Elazığ province is geographically located at a crossroads connecting the east, southeast and central Anatolia (Orhan and Ünsaldı, 2005: 183).

The questionnaires were applied between June 2018 and December 2018. The sample based on the 318 companies registered to Elazığ Chamber of Commerce-Industry. Only 130 companies located at the city center border of 318 companies within the whole province were determined as the target audience. 130 companies in the city center were interviewed and they were asked to participate in the study. 21 companies did not want to participate because of workload or unwillingness to participate. Finally, 109 out of 130 companies agreed to participate in this study. 34.28% of the population is represented with the total number reached.

Since the items in the scales usually address the top management, only high level managers were asked to participate in this study. Therefore, questionnaires are filled by only high level managers from each company. A wide variety of industries must be explored to be a representative of all economic units (Börekci et al., 2014: 19). Therefore, the data of this study were obtained from manufacturing organizations in different sectors. For example, sectors such as food, textile, machinery, mining, furniture, etc. were included in this study. The demographic specialties of the organizations is demonstrated in Table 1. Database of this study demonstrates a nice blend of organizations because all the major sub-sectors within the manufacturing industry are included. The demographic specialties of the organizations is demonstrated in Table 1. Database of this study demonstrates a nice blend of organizations because all the major sub-sectors within the manufacturing industry are included.

Table 1. Demographic Specialties

Dimension	Category	Frequency	Percentage	
Participator	High Level Manager	109	100	
	Automotive/Chromium	16	14,7	
	Chemistry/Plastic/Rubber	6	5,5	
	Energy/Conditioning	5	4,6	
	Food	29	26,6	
	Furniture	10	9,2	
	Industry	Machinery / Trailer	8	7,3
		Medical Industry / Glass / Molding	7	6,4
		Mine / Stone / Gravel	13	11,9
		Textile / Printing	6	5,5
		Other (Construction, Ceramic, Insulation, Plaster)	9	8,3
		TOTAL	109	100
	Number of Employees	10 - 49	62	56,9
		50 - 249	39	35,8
250 and more		8	7,3	
TOTAL		109	100	
Age of the Company	>1 and <20 (years)	71	65,1	
	> 20 (years)	38	34,9	
	TOTAL	109	100	

With regard to sector of organizations, 26,6% of them are in the food industry, 5,5% of them are in the textile and printing industry, 7,3% of them are in the trailer and machinery industry, 11,9% of them are in the mine, stone, and gravel industry, 14,7% of them at the chromium and automotive industry, 6,4% of the in the medical, glass, and molding industry, 9,2% of them in the furniture industry, 5,5% of them in the chemistry, plastic, and rubber industry, 4,6% of the in the energy and conditioning industry, and lastly 8,3% of them are in the other classification which are constructing, ceramic, insulation, and plaster industry. The sample includes companies from large, medium and small. From 109 organizations 56,9% of them are small enterprises, 35,8% of them are medium-size, and 7,3% of them are large enterprises. It can be said that the results were mostly gathered from small enterprises. In addition, all of the firms are standing for more than one years. 65.1% has been in operation for less than 20 years and the remaining firms are more than 20 years.

2.3. Measurements of the Study

The measures used in this study are widely preferred scales on the subjects and all of them are based on a theoretical basis. 5-likert scale is preferred to measure the concepts and in this scale the numeral 1 represents the strongly disagree and 5 represents the strongly agree. In order to measure organizational learning capability the 16 items scale of Jerez-Gomez et al. (2005: 724) is used. Since the topic of organizational resilience is a relatively new concept compared to various organizational studies, there are few studies to measure the concept. In this study, the 12 items scale which developed by Kantur and Iseri-Say (2015: 466) is used to measure organizational resilience. Organizational performance is measured by using

the 4 items scale of Calantone et al. (2002: 520). Lastly, market turbulence is measured by using the 3 items scale of Jaworski and Kohli (1993: 68).

3. RESULTS

3.1. Data Analysis

Exploratory factor analysis (EFA) of the scales were tested to observe whether the sample is suitable for further analysis. KMO value of OLC is 0,732 and this result shows that the survey data is convenient. Also, OLC scale explains 70,625% of the total variance. KMO value of OR is 0,974 and this scale explains 87,354% of the total variance. Also, KMO value of OP is 0,861 and scale explains 81,483% of the total variance. Lastly, KMO value of MT is 0,759 and this scale explains 90,985% of the total variance. Eigenvalues of MT loads on one factor. According to the factor loadings of all variables, all of the factors are above the 0,50 so all of the items can be accepted. Considering eigenvalues there are four factors under OLC and there is one factor under remaining scales.

According to confirmatory factor analysis (CFA) results, all of the item values are bigger than or equal to 0,50. In addition, goodness of fit indices, results demonstrated good and acceptable fit for all scales. For OLC scale, χ^2/df value is 1,62; CFI is 0,94; GFI value is 0,86; IFI value is 0,94. In terms of OR scale χ^2/df value is 1,48; CFI is 0,99; GFI value is 0,88; IFI value is 0,99. In addition, OP and MT values goodness of fit indices results demonstrate good and acceptable fit. CFI is 1,00; GFI value is 1,00; IFI value is 1,00 and both of the variables has χ^2/df value that less than 0,50. In addition, correlation analysis was applied to specify the degree of the relationship between variables. Common method bias may endure in the case of correlations between the variables were exceed 0.90 (Hu et al., 2019) .Correlation of variables are less than 0,90 ($p < 0,01$).

Table 2. Correlation Analysis

Variable	OLC	OR	OP	MT
OLC	1			
OR	0,453	1		
OP	0,421	0,805	1	
MT	0,417	0,732	0,811	1

Also, normality test is handled in order to see distribution of variables. Generally, contents that are over -1.96 and under 1.96 are considered as normally distributed (Ghasemi and Zahediasl, 2012: 489). Depending of this finding, the results of skewness and kurtosis between -1,96 and 1,96 accepted as normally distributed in this study.

Table 3. Normality Analysis

	Skewness	Kurtosis	Mean	Cronbach's Alpha
OLC	-0,078	-0,532	4,02	0,799
OR	0,475	-1,287	3,77	0,987
OP	-0,360	-1,203	4,49	0,923
MT	0,192	-1,405	3,85	0,950

Unidimensionality was demonstrated through high Cronbach's Alpha that this value is in the excess of 0.7 for all constructs (Nunnally, 1978: 230). According to the values given above, it can be defended that not only do the scales expose solid compliance, but also they show great reliability and validity. As all of the hallmark required for measurement have strong results, the stage of testing the structural model was started.

3.2. Hypotheses Testing

Hypothesis 1 argued that organizational learning capability (OLC) significantly predicts organizational performance (OP). Results of this impact is gathered to be positive and significant ($\beta = 0.661$, $p < 0.001$). In addition, 17,7% of a movement on OP is explained by OLC. In addition, hypothesis 2 argued that organizational learning capability (OLC) significantly predicts organizational resilience (OR). The influence is gathered to be positive and significant ($\beta = 1,042$, $p < 0.001$). In addition, 20,5% of a movement on OR is explained by OLC.

Hypothesis 3 argued that organizational resilience (OR) significantly predicts organizational performance (OP). The impact is gathered to be positive and significant ($\beta = 0.549$, $p < 0.001$). In addition, 64,8% of a movement on OP is explained by OLC. Hypothesis 4 argued that OR has a mediating impact on the relationship between OLC and OP. So as to examine the mediation impact of OR on the link among OLC and OP, a method that determines the indirect effect paths was applied. In this case, the mediation effect hypothesis can be accepted because the zero is not between the confidence-interval (Preacher and Hayes, 2008: 886).

Table 4. Results of Mediation and Direct Effect

Total Effect of OLC on OP						
Effect	SE	t	P	LLCI	ULCI	
0,6605	0,1377	4,7965	0,0000	0,3875	0,9335	
Direct Effect of OLC on OP						
Effect	SE	t	P	LLCI	ULCI	
0,1106	0,1009	1,0960	0,2756	-0,0895	0,3108	
Indirect Effect of OLC on OP						
	Effect	SE		Boot-LLCI	Boot-ULCI	
OR	0,5499	0,1074		0,3391	0,7680	
Completely Standardized Indirect Effect of OLC on OP						
	Effect	SE		Boot-LLCI	Boot-ULCI	
OR	0,3502	0,0703		0,2104	0,4913	
	Coefficient	SE	t	P	LL-CI	UL-CI
Constant	-2,0562	1,3338	-1,5416	0,1262	-4,7012	0,5887
OLC	1,0566	0,3306	3,1960	0,0018	0,4010	1,7122
OR	0,3399	0,0490	6,9350	0,0000	0,2427	0,4371
MT	1,3724	0,3421	4,0119	0,0001	0,6940	2,0507
Interaction	-0,2739	0,0855	-3,2044	0,0018	-0,4434	-0,1044
Conditional Indirect Effect						
	Idex		Boot-SE	Boot-LLCI	Boot-ULCI	
MT	0,1254		0,0482	0,0296	0,2235	

The indirect effect of OLC on OP showed significant effects because the 95% confidence-interval (CI) of the point-estimate do not has zero. The mediating effect of organizational resilience on the link between OLC and OP was achieved ($\beta = 0,549$, $P < 0,005$). Besides, this mediation indicates a full mediation on its associated link, since its direct effect turned to an insignificant effect. Hypothesis 5a argued that market turbulence moderates the direct impact of OLC on OP. To test the conditional direct impact of OLC on OP with the moderation impact of market turbulence, a moderated mediation analysis was applied. In addition, the results show that the direct effect of OLC on OP is moderated by MT.

Also, it can be seen that the conditional direct effect of OLC is statistically significant ($P < 0,005$) because the 95% of the confidence interval does not contain zero. Lastly, hypothesis 5b argued that the indirect influence of OLC on OP through OR is moderated by MT. The outcomes of the examination demonstrated the conditional indirect influence of OLC on OP under the moderation effect of MT and through the mediating effect of OR. As a result, the conditional indirect effect of OLC is statistically significant ($P < 0,005$) because the 95% of the confidence interval does not contain zero (Boot-LLCI = 0,0296, Boot-ULCI = 0,2235). As a result of analysis, all of the hypotheses of this research are empirically supported.

4. DISCUSSION

This research aimed at examining how organizational learning capability (OLC) provides a successful organizational performance through organizational resilience in turbulent markets. First, it was observed that OLC predicts significantly the organizational performance (H1). OLC has influence on performance (Alegre and Chiva, 2008: 323). Second, it was observed that OLC significantly predicts the organizational resilience (H2). Organizational learning positively related to organizational resilience (Mousa et al., 2019: 172). Third, it was found that organizational resilience predicts positively the organizational performance (H3). Resilience is a kind of key element for strong performance. Therefore, it can be defined as an important ability of the workforce to adapt or evolve in a reply to the altering business life (Britt et al., 2016: 381). Fourth, it was demonstrated in the study that organizational resilience mediating the link among OLC and performance (H4). Organizations interested in continuing what they have learned use the knowledge they have and seek to improve their learning abilities to quickly respond to market needs (Calantone et al., 2002: 517).

In addition, it was observed that MT moderates the direct influence of OLC on organizational performance (H5a). Organizational learning is a system that can affect organizations that monitor turbulence and it can also advance performance of organizations. On the other side, resilience can be considered an advantageous capability for organizations as it enables them to cope with crises. Thus, resilience is a talent for organizations so as to foresee and answer to ambiguities in turbulent environments because this capability can enable correct strategic decision making in the turbulent market (Hamel and Valikangas, 2003: 60). The resiliency of the institutions facilitates their activities in the turbulent and threatening business area. Moreover, resilient organizations seize effective strategic positions, accurately diagnose environmental conditions, prepare themselves for long-term survival, and develop new capabilities (Lengnick-Hall et al., 2011: 243). Also, it was observed that indirect influence of OLC on OP through resilience is moderated by market turbulence (H5b). Resiliency is the talent to survive or grow even in the turbulent market. Also, resilience allows organizations to respond to tense events and unforeseen changes. Besides, it is one of the most important features for the performance of companies (Britt et al., 2016: 392). These findings show that organizational learning capability can reach strong performance thanks to the resilience of organizations, taking into account market turbulence.

The intent of this study is to investigate how organizational learning capability develop resilience to empower performance in turbulent markets. An empirical method to test determined hypotheses is handled. As a result of the empirical results a moderated mediation model that defines relations of key variables is provided. Also, results of this study ensure an expressive comprehension of the hypothesized relationships. In addition, this research presents both theoretical and managerial implications. This research contributes to the theoretical relations of the concepts discussed. To begin with, this study mainly depends on two theories. The first theory

is the resource-based view (RBV) and the second is dynamic capability view (DCV). RBV has a strong interaction with organizational performance. To add, RBV enables the acquisition and use of strategic assets for strong financial performance (Russo and Fouts, 2014). Conversely, the lack of dynamic capability may hinder the capability to sustain powerful performance in turbulences (Gnizy et al., 2014: 485). Dynamic capability is seen as a high level capability and can be defined as an extension of RBV to support a firm's sustainability and competitive advantage in a turbulent environment (Chatterjee, 2022). This study highlights that organizations with organizational learning capabilities demonstrates more strong performance through resilience in turbulent markets.

Additionally, it was aimed to create a moderated mediation model. It was demonstrated that organizational learning capability (OLC) significantly effects organizational performance (OP). Also, OLC has effect on resiliency of institutions. From the other way, organizational resilience has impact on OP. Further, resiliency performs a full mediation impact between OLC and performance. From a big picture it is observed that there is moderation impact of market turbulence on direct and indirect effect of organizational learning capability on organizational performance. This study also ensures some managerial implications. First of all, it will be useful for managers to focus on developing learning capability to empower the resilience and performance of their organizations. Managers can also evaluate their resilience and performance levels by taking into account the turbulence in the market. Study results demonstrates that there are both conditional direct efficacy of OLC on performance and conditional indirect efficacy of OLC on performance through organizational resilience under the moderation of market turbulence.

As with other empirical researches, this study also has some limitations. First, all participants within the scope of this research consist of high level managers working in the manufacturing sector. Nevertheless, service organizations did not included in this research so research outcomes may not be directly appropriate to the service industry. In addition, this study has been covered in only one city. As a future research direction, different cities or even countries can be comprised in this research. On the other side, this research examined the data obtained from different industrial areas on the basis of production sector. Therefore, working in a multi-industry environment may cause researchers to make some generalizations across industries.

CONCLUSION

In today's business environment, it is very difficult to achieve a strong resilience ability and, as a result, high performance. In order to achieve these values, which are of great importance for companies, companies should have organizational learning capability and be able to apply this capability successfully. These values, which are important for companies, have been tried to be brought together in this study. Therefore, in this study, under the influence of market turbulence, it was examined how organizational learning capability affects organizational performance through organizational resilience. The effects of these values are presented by developing a

research model. The research model was developed using the survey method data used in this study. Also, the survey instruments used in this study were tested statistically and high reliability and validity results were obtained.

This study handles a quantitative methodology to discover the links between organizational learning capability, organizational resilience, organizational performance, and market turbulence considering the form of hypotheses. In addition, this study highlights that, organizations can achieve high performance through organizational resilience in turbulent markets as long as they develop their learning capabilities. The results indicated that organizational learning capability is a powerful driver of organizational performance when mediated by organizational resilience under the influence of market turbulence.

The results of this study provide important information to both academic researchers and company managers. This study theoretically conduces the literature on organizational learning capability and organizational performance. In addition, this study is recent in its path as it provides empirical demonstration of the relationship between variables in the study. Also, this study ensures practical containments to assist the importance of capability of learning in organizations. This study suggests that organizations should be aware of the effects of organizational learning capability on organizational resilience and organizational performance. Therefore, organizations should give importance to build and develop learning capability. It is suggested that having organizational learning capability can be very important for organizations as learning ability can help to overcome turbulent situations. In addition, companies can achieve strong performance values thanks to organizational learning capability.

Although the issue of performance has been studied many times before, this study analyzed the concept with more dynamic issues such as resilience and turbulence. In this study, it is aimed to develop a research model by considering the concept of organizational performance together with the dynamic concepts mentioned. As a suggestion, similar models can be developed in later studies by considering different environmental factors. At the mediating level further studies should contain other variables, such as innovation, ambidexterity or environmental dynamism. Importantly, since the World Health Organization (WHO) attested Corona Virus Disease 2019 (COVID-19) as a pandemic problem, there has been massive turbulence in the global economic market and the business world has faced unexpected challenges (Araz et al., 2020: 1316). The latter studies should consider a feasible venture caused by the COVID-19 pandemic. Therefore, it is recommended to apply this study model on a global case, taking into account the effects of other dynamic values suggested in this study and the COVID-19 pandemic.

ÖRGÜTSEL ÖĞRENME YETENEĞİ, ÖRGÜTSEL DAYANIKLILIK, ÖRGÜTSEL PERFORMANS VE PAZAR TÜRBÜLANSI: DURUMSAL ARACILIK MODELİ

1. GİRİŞ

Türbülanslı pazar ortamında işletmeler performanslarını başarılı bir şekilde artırmak için örgütsel öğrenme yeteneğine ve örgütsel dayanıklılığa sahip olmalıdır. Örgütsel dayanıklılığa ulaşabilmek için işletmelerin örgütsel öğrenme yeteneğine sahip olmaları gerekmektedir. Ayrıca, örgütsel öğrenme yeteneği işletmelerin güçlü performans sergilemeleri açısından önemli bir yere sahiptir (Alegre ve Chiva, 2008: 316). Bu çalışmanın ilk aşamasında araştırma sorularına cevap bulabilmek için kapsamlı bir literatür taraması yapılmıştır. Ardından, üretim organizasyonlarının üst düzey yöneticilerinden toplanan veriler istatistiksel olarak analiz edilmiştir.

Örgütsel öğrenme yeteneğinin örgütsel dayanıklılık ve örgütsel performans üzerindeki etkileri sırasıyla test edilmiştir. Ayrıca, örgütsel dayanıklılığın örgütsel performans üzerindeki etkisi test edilmiştir. Daha sonra örgütsel dayanıklılığın örgütsel öğrenme yeteneği ve örgütsel performans arasındaki aracılık etkisi test edilmiştir. Tüm bu etkiler dışında, pazar türbülansının ılımlatırıcı etkisi ile hem örgütsel öğrenme yeteneğinin örgütsel performans üzerindeki doğrudan etkisini hem de örgütsel öğrenme yeteneğinin örgütsel performans üzerindeki dolaylı etkisini örgütsel dayanıklılık aracılığı ile inceleyen bir model oluşturulmuştur. Bu çalışma yönetim alanında nispeten üzerinde fazla çalışılmamış olan örgütsel dayanıklılık konusu göz önünde bulundurularak yeni bir model oluşturulması bakımından bir öneme sahiptir. Bu çalışmanın amacı pazar türbülansının ılımlatırıcı etkisi altında, örgütsel öğrenme yeteneğinin örgütsel dayanıklılık aracılığı ile örgütsel performansı nasıl etkilediğini açıklığa kavuşturmaktır.

2. YÖNTEM

Örgütlerin türbülanslı pazar ortamında örgütsel dayanıklılık aracılığı ile örgütsel öğrenme yeteneğinin örgütsel performans üzerindeki etkisini gösteren bir araştırma modeli sunulmuştur. Bu çalışmanın örnekleme Elazığ il merkezinde faaliyet gösteren üretim şirketleri olarak belirlenmiştir. Çalışmada kullanılan anketler 109 şirketin üst düzey yöneticileri tarafından doldurulmuştur. Belirlenen örneklem üzerinde hipotezlerin istatistiksel olarak test etmesine olanak sağlayan anket yöntemi tercih edilmiştir. Örgütsel öğrenme yeteneğini ölçümlemek üzere 16 ifadeden oluşan Jerez-Gomez vd. (2005: 724) tarafından geliştirilen, örgütsel dayanıklılığı ölçümlemek üzere 12 ifadeden oluşan Kantur ve Iseri-Say (2015: 466) tarafından geliştirilen, örgütsel performansı ölçümlemek üzere 4 ifadeden oluşan Calantone vd. (2002: 520) tarafından geliştirilen, pazar türbülansını ölçümlemek için 3 ifadeden oluşan Jaworski ve Kohli (1993: 68) tarafından geliştirilen ölçekler kullanılmıştır.

3. BULGULAR

Örneklemin ileri analizler için uygun olup olmadığını gözlemlemek için ölçeklerin açıcı faktör analizleri(AFA) test edilmiştir. Örgütsel öğrenme yeteneği, örgütsel dayanıklılık, örgütsel performans ve pazar türbülansına ait KMO değerleri sırasıyla 0,73, 0,97, 0,86 ve 0,76'dır. Ayrıca doğrulayıcı faktör analizi sonuçlarına göre bütün ifadeler 0,50'nin üzerinde değere sahiptir. Ayrıca uyum indeksleri, sonuçlarına göre tüm ölçekler için iyi ve kabul edilebilir bir uyum göstermiştir. Ek olarak, bu çalışmada -1,96 ile 1,96 arasındaki çarpıklık ve basıklık sonuçları elde edilerek veriler normal dağılıma sahiptir.

Hipotez 1, örgütsel öğrenme yeteneğinin (OLC) örgütsel performans (OP) üzerinde önemli bir etkisi vardır. Bu etkinin sonuçları önemli ve pozitif bir etki göstermektedir ($\beta = 0.661$, $p < 0.001$). Ayrıca, örgütsel performans üzerindeki her %17,7 değişim OLC tarafından açıklanmaktadır. Hipotez 2, örgütsel öğrenme yeteneğinin (OLC) örgütsel dayanıklılık (OR) üzerinde önemli bir etkisi vardır. Bu etkinin sonuçları önemli ve pozitif bir etki göstermektedir ($\beta = 1,042$, $p < 0.001$). Ayrıca, OR üzerindeki her %20,5 değişim OLC tarafından açıklanmaktadır. Hipotez 3, örgütsel dayanıklılık (OR) örgütsel performans (OP) üzerinde önemli bir etkisi vardır. Bu etkinin sonuçları önemli ve pozitif bir etki göstermektedir ($\beta = 0.549$, $p < 0.001$). Ayrıca, OP üzerindeki her %64,8 değişim OR tarafından açıklanmaktadır. Hipotez 4, OR OLC ve OP arasındaki ilişki üzerinde aracılık etkisine sahiptir. Bu aracılık etki HAYES PROCESS yöntemi sonuçlarına göre önemli ve anlamlı bulunmuştur ($\beta = 0,549$, $P < 0,005$). OLC'nin OP üzerindeki dolaylı etkisi, %95 güven aralığının (CI) sıfır içermemesi nedeniyle önemli bulunmuştur.

Hipotez 5a, pazar türbülansı OLC'nin OP üzerindeki doğrudan etkisini ılımlaştırmaktadır. OLC'nin koşullu doğrudan etkisi istatistiksel olarak anlamlıdır ($P < 0,005$) çünkü güven aralığının %95'i sıfır içermemektedir. Hipotez 5b, OLC'nin OP üzerindeki dolaylı etkisi OR aracılığıyla MT tarafından ılımlaştırılmaktadır. Sonuç olarak, OLC'nin koşullu dolaylı etkisi istatistiksel olarak anlamlıdır ($P < 0,005$) çünkü güven aralığının %95'i sıfır içermemektedir (Boot-LLCI = 0,0296, Boot-ULCI = 0,2235). Analizler sonucunda bu araştırmanın tüm hipotezleri istatistiksel olarak kabul edilmiştir.

4. TARTIŞMA

Bu araştırma, örgütlerin öğrenme yeteneği sayesinde türbülanslı pazar ortamında örgütsel dayanıklılık yoluyla nasıl başarılı bir örgütsel performans sağladığını incelemeyi amaçlamaktadır. Örgütsel öğrenme yeteneği örgütsel performansı pozitif etkilemektedir (Alegre ve Chiva, 2008: 323). Örgütsel öğrenme yeteneğinin örgütsel dayanıklılık üzerinde olumlu etkisi vardır (Mousa vd., 2019: 172). Ayrıca, örgütsel dayanıklılık örgütsel performans üzerinde önemli etkiye sahiptir (Britt vd., 2016: 392). Ek olarak, örgütsel dayanıklılık türbülanslı ortamlardaki belirsizlikleri öngörmek ve bu belirsizliklerin üstesinden gelebilmek için örgütler için bir yetenektir çünkü bu yetenek çalkantılı piyasada doğru stratejik karar vermeyi mümkün kılabilir

(Hamel ve Valikangas, 2003: 60). Bu çalışmanın sonuçları, varsayılan ilişkilerin anlamlı bir şekilde anlaşılmasını için durumsal aracılık modelinde incelenmiştir.

Bu çalışma hem akademik hem de yönetsel boyutta katkı sağlamaktadır. İlk olarak, araştırmacılar günümüz türbülanslı pazar ortamında bu çalışmada yer alan değişkenleri kullanılarak daha dinamik model yapıları oluşturabilirler. Yöneticiler açısından ise, yöneticilerin şirketlerinin dayanıklılığını ve performansını güçlendirmek için örgütsel öğrenme yeteneklerini geliştirmeye odaklanmaları şirketlerinin başarısına katkı sağlayacaktır. Birçok araştırmada olduğu gibi bu çalışmanın da bazı sınırlılıkları bulunmaktadır. Öncelikle bu araştırma kapsamındaki tüm katılımcılar imalat sektöründe çalışan üst düzey yöneticilerden oluşmaktadır. İleriki çalışmalarda servis sektörünü hedef alan daha geniş model bir oluşturularak yeni bir araştırma yapılabilir. Ayrıca bu çalışmada tek bir il üzerinde değerlendirme yapılmıştır bu sebeple ileriki çalışmalarda daha geniş örneklem üzerinde bir araştırma yapılabilir.

SONUÇ

Bu çalışmada, örgütsel öğrenme yeteneğinin örgütsel dayanıklılık yoluyla örgütsel performansı pazar türbülansı altında ne yönde etkilediği incelenmeye alınmıştır. Bu çalışmanın modelini test etmek için nicel bir yöntem ele alınmıştır. Araştırmanın sonuçları örgütlerin öğrenme yeteneklerini geliştirdikleri sürece çalkantılı pazarlarda örgütsel dayanıklılık yoluyla yüksek performans elde edebileceklerini vurgulamaktadır.

Öğrenme yeteneği çalkantılı durumların üstesinden gelmeye yardımcı olabileceği için örgütsel öğrenme yeteneğine sahip olmanın örgütler için oldukça önemli olabileceği öne sürülmektedir. Ayrıca, örgütsel öğrenme yeteneği sayesinde şirketler güçlü performans değerleri elde edebildiğinden, bu yetenek şirketler için büyük önem taşımaktadır. Performans konusu daha önce birçok kez çalışılmış olmasına rağmen, esneklik ve türbülans gibi daha dinamik konularla analiz edilmesi günümüz koşullarında önem arz etmektedir.

Sonraki çalışmalara farklı çevresel faktörler dikkate alınarak benzer modeller geliştirilmesi önerilmektedir. Çalışmanın modeli üzerindeki aracılık etkisi göz önüne alındığında sonraki çalışmalar, yenilik, örgütsel ustalık veya çevresel dinamizm gibi diğer değişkenleri içermelidir. Ayrıca, Dünya Sağlık Örgütü (WHO), Corona Virüs Hastalığı 2019'u (COVID-19) bir pandemi olarak değerlendirdiğinden beri, küresel ekonomik pazarda büyük bir türbülans yaşandı ve iş dünyası beklenmedik zorluklarla karşı karşıya kaldı (Araz vd., 2020: 1316). Bu nedenle, pandeminin etkileri dikkate alınarak bu çalışma modelinin küresel bir vaka üzerinde uygulanması önerilmektedir.

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KATKI ORANI / CONTRIBUTION RATE	AÇIKLAMA / EXPLANATION	KATKIDA BULUNANLAR / CONTRIBUTORS
Fikir veya Kavram / <i>Idea or Notion</i>	Araştırma hipotezini veya fikrini oluşturmak / <i>Form the research hypothesis or idea</i>	Gizem YILMAZ KOZCU Ömür Neczan TİMURCANDAY ÖZMEN
Tasarım / <i>Design</i>	Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i>	Gizem YILMAZ KOZCU Ömür Neczan TİMURCANDAY ÖZMEN
Veri Toplama ve İşleme / <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlenmek ve raporlamak / <i>Collecting, organizing and reporting data</i>	Gizem YILMAZ KOZCU Ömür Neczan TİMURCANDAY ÖZMEN
Tartışma ve Yorum / <i>Discussion and Interpretation</i>	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	Gizem YILMAZ KOZCU Ömür Neczan TİMURCANDAY ÖZMEN
Literatür Taraması / <i>Literature Review</i>	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	Gizem YILMAZ KOZCU Ömür Neczan TİMURCANDAY ÖZMEN