

DOKUZ EYLÜL UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION
BUSINESS ADMINISTRATION PROGRAM
DOCTORAL THESIS
Doctor of Philosophy (PhD)

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

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İZMİR-2020

THESIS APPROVAL PAGE



DECLARATION

I hereby declare that this doctoral thesis titled as “**Organizational Learning Capability, Organizational Resilience, Organizational Performance, and Market Turbulence: A Moderated Mediation Model**” has been written by myself in accordance with the academic rules and ethical conduct. I also declare that all materials benefited in this thesis consist of the mentioned resources in the reference list. I verify all these with my honour.

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Signature

ABSTRACT

Doctoral Thesis

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Organizational Learning Capability, Organizational Resilience, Organizational Performance, and Market Turbulence: A Moderated Mediation Model

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Organizations need to achieve strong performance in order to obtain success for a long time. At this point, organizational learning capability and organizational resilience should be considered to strengthen organizational performance. In addition, dynamic developments concerning organizations requires evaluation of organizational performance considering market turbulence.

Because of these reasons, this study focuses mainly on development of a moderated mediation model which has direct effect of organizational learning capability on organizational performance and indirect effect of organizational learning capability on organizational performance through mediating effect of organizational resilience under moderation effect of market turbulence. Besides, it is aimed to determine the individual effects of organizational learning capability and organizational resilience on organizational performance. Except those, it is aimed to determine the effect of organizational learning capability on organizational resilience. Lastly, it is aimed to test the mediating effect of organizational resilience between organizational learning capability and organizational performance. In this study, a quantitative study was applied to test the conceptual model. Data were collected from 109 high level managers for analysis by survey method.

Results of the study shows that organizational learning capability has positive effects on organizational performance and organizational resilience. Also, the results of the study show that organizational resilience has a positive effect on organizational performance. In addition, this study shows the mediating effect of organizational resilience on the relationship between organizational learning capability and organizational performance. Also, this study shows the direct effect of organizational learning capability on organizational performance under the effect of market turbulence. Lastly, this study also shows the significant indirect effect of organizational learning capability on organizational performance through organizational resilience under the effect of market turbulence. This study, provides important inferences by supplying a comprehensive perspective to increase organizational performance.

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

ÖZET

Doktora Tezi

Örgütsel Öğrenme Yeteneği, Örgütsel Dayanıklılık, Örgütsel Performans ve

Pazar Türbülansı: Durumsal Aracılık Modeli

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Örgütlerin uzun süre başarı sağlamaları için güçlü performans elde etmeleri gerekmektedir. Bu noktada, örgütsel öğrenme yeteneği ve örgütsel dayanıklılık örgütsel performansı güçlendirmek için göz önünde bulundurulmalıdır. Ayrıca örgütleri ilgilendiren dinamik gelişmeler, örgütsel performansı pazar türbülansı ortamında değerlendirmeyi gerektirmektedir.

Bu sebeplerden dolayı öncelikle bu çalışma, örgütsel öğrenme yeteneğinin örgütsel performans üzerindeki direk etkisi ve pazar türbülansının moderatör etkisi altında örgütsel öğrenme yeteneğinin örgütsel performans üzerinde örgütsel dayanıklılık aracılığı ile olan dolaylı etkisi olan bir model geliştirmeyi amaçlamaktadır. Ayrıca, örgütsel öğrenme yeteneğinin ve örgütsel dayanıklılığın örgütsel performans üzerindeki ayrı ayrı etkilerinin saptanması amaçlanmıştır. Bunların dışında, örgütsel öğrenme yeteneğinin örgütsel dayanıklılık üzerindeki etkisini saptamak amaçlanmıştır. Son olarak, örgütsel dayanıklılığın örgütsel öğrenme yeteneği ve örgütsel performans arasındaki aracılık etkisinin test edilmesi amaçlanmıştır. Bu çalışmada kavramsal modeli test etmek için nicel bir çalışma uygulanmıştır. Analiz edilmek üzere 109 üst düzey yöneticiden anket yöntemi ile veri toplanmıştır.

Çalışmanın sonuçları, örgütsel öğrenme yeteneğinin örgütsel performans üzerinde ve örgütsel dayanıklılık üzerinde pozitif etkileri olduğunu göstermektedir. Ayrıca, çalışma sonuçları örgütsel dayanıklılığın örgütsel performans üzerinde pozitif etkisi olduğunu göstermektedir. Ek olarak, bu

alıřma rgtsel dayanıklılıęın rgtsel ęrenme yeteneęi ve rgtsel performans arasındaki iliřki zerinde aracılık etkisini gstermektedir. Ayrıca bu alıřma rgtsel ęrenme yeteneęinin rgtsel performans zerinde market trblans etkisi altında doęrudan anlamlı etkisini de gstermektedir. Son olarak, bu alıřma market trblans etkisi altında rgtsel ęrenme yeteneęinin rgtsel dayanıklılık aracılığı ile rgtsel performans zerindeki anlamlı dolaylı etkisini de gstermektedir. Bu alıřma, rgtsel performansı arttırmak amacı ile kapsamlı bir bakıř aısı saęlayarak nemli ıkarımlar saęlamaktadır.

Anahtar Kelimeler: rgtsel ęrenme Yeteneęi, rgtsel Dayanıklılık, rgtsel Performans, Pazar Trblansı

**ORGANIZATIONAL LEARNING CAPABILITY, ORGANIZATIONAL
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ABBREVIATIONS

CFA	Confirmatory Factor Analysis
COVID-19	The Disease Caused by 2019 Novel Coronavirus
DCV	Dynamic Capabilities View
EFA	Exploratory Factor Analysis
EX	Openness and Experimentation
MC	Managerial Commitment
MT	Market Turbulence
OLC	Organizational Learning Capability
OP	Organizational Performance
OR	Organizational Resilience
RBV	Resource Based View
SP	Systems Perspective
TR	Knowledge Transfer and Integration
KMO	Kaiser Meyer Olkin
WHO	World Health Organization

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INTRODUCTION

Nowadays, organizations have to strive in a compelling environment or in a workplace there are ambience of uncertainty. The uncertain environment in which organizations live forces organizations to learn to exist in turbulences. This kind of dynamism, globalization and rivalry directing organizations to search for new techniques to adapt turbulent environment. Especially, in high competition environments, organizations strive to increase their performance. Therefore, organizations need to be resilient to increase their performance against challenges. In the turbulent environment, constructing resilience in organizations appears to be of crucial significance to comprehend and respond to challenges (Lengnick-Hall and Beck, 2005). Organizational resilience makes organizations to response to challenging incidents and appear from challenges and unforeseen changes (Lengnick-Hall et al., 2011). Although there is a need for organizational resiliency, organizational resilience is still a concept which has little interest in the literature.

Achieving to resiliency necessitates a must to have organizational learning capability. Organizational learning capability simplifies the progress of the organizational learning process (Akgün et al., 2007). Organizations must demonstrate a great level of learning in every grade of the dimensions in common learning capability is advance. The dimensions of organizational learning capability called as managerial commitment, systems perspective, openness and experimentation, and knowledge transfer and integration. In summary, these dimensions are the fundamental elements that they are necessary for organizations to develop learning (Jerez-Gomez et al., 2005). Taken as a whole organizational learning capability, it can be demonstrated that organizational learning capability supports also organizational performance (Lei et al., 1996; Lahteenmaki et al., 2001; Mahoney, 1995; Crossan et al., 1999).

In general, aim of this study is to clarify how organizational learning capability affects organizational performance by applying organizational resilience as mediating variable under the moderation of market turbulence. With this thesis, it is attempted to contribute to the field of management and organization in several directions. First of all, it is proposed to examine possible effects of organizational learning capability on

organizational resilience and organizational performance. Also, effect of organizational resilience on the organizational performance is proposed to examine. In addition, the mediation effect among organizational learning capability and organizational performance of organizational resilience is tested. Above all, it is proposed to construct a model which examines the straight influence of organizational learning capability on organizational performance. In addition, indirect effect of organizational learning capability on organizational performance through organizational resilience with the moderation effect of market turbulence is investigated.

This study consists of four parts. In the first part review of the literature is handled. Definitions for each concepts are demonstrated in detail. In the second part, theoretical framework and hypothesis development of this study are featured. In the third part, research design and methodology are handled. In the last part data are analyzed and hypotheses are tested.

CHAPTER ONE

LITERATURE REVIEW

1.1. ORGANIZATIONAL LEARNING CAPABILITY

Organizational learning capability (OLC) regarded as organizational or administrative properties which simplify the learning process of organizations and authorize organizations to learn. That is, OLC can be a requisite effect in the process of organizational learning in terms of emphasizing the importance of the concept (Chiva et al., 2007). OLC emphasizes the simplifying elements for organizational learning (Goh and Richards, 1997; Hult and Ferrell, 1997).

The notion of OLC is stated within organizations and it stresses the specialty of easing elements of organizational learning (DiBella et al., 1996). It is emphasized that so as to create organizational learning capability, company managers shall indicate organizational commitment for learning, organizational systems perspective, organizational openness and experimentation, and organizational knowledge transfer and integration to employees who works at significant levels of the company (Jerez-Gomez et al., 2005).

Apart from these definitions, OLC can be defined as a capability to gain or transform information (Hsu and Fang, 2009). The progress of organizational learning capability cause to encourage knowledge exploitation which may form a resource for competitive advantage that it can cause superior performance for a stronger organizational strategy (Alegre and Chiva, 2008; DiBella et al., 1996). Briefly, OLC can be described as organizational features which ensure organizational learning and the learning processes. Also, it is an important notion to improve organizational performance so as to achieve competitiveness (Jimenez-Jimenez and Sanz-Valle, 2011).

1.1.1. General Evaluations on Organizational Learning

Organizational learning is the organizational adaptability that developed over time (Cyert and March, 1963). Organizational learning is the expansive understanding,

prosperous marking out of organizational issues (Simon, 1969). Learning facilitates organizations to make the organizational mentality and exposition of their environment and to commence to state prevailing tricks (Daft and Weick, 1984; Donaldson and Lorsch, 1983; Starbuck et al., 1978). Organizational learning is the operation of forming, retaining, or transplantation of knowledge. Therefore, knowledge temperament, containment, and transmission could be viewed as adaptable procedures which are responsibilities of tentative (Cyert and March, 1992).

A great effect in the expansion of organizational learning gives emphasis to the defending machines of individuals and organizations about learning. There are two sorts of learning which are single-loop and double-loop learning. Within single-loop learning, persons, groups, or organizations follow their conduct in train with the distinction between anticipated and acquired outcomes. It stands for that plenty of their study contains adjusting something which comes in sight to be passing in the incorrect way (Argyris and Schön, 1978). This situation is for this reason a frankly fixed transaction which purposes for equilibrium and steady. Conversely, in double-loop learning the significances, suppositions and principles which pioneer to a specific attitude are inquired. Individuals experiment to modify or improve an operation instead of just fixing it (Neve, 2015).

Organizational learning expresses the change in the organizational knowledge such as organizational rules, roles, traditions, strategies, structures, technologies, cultural applications, and skills. In addition, organizational learning expresses the addition, conversion or decrease in the subject knowledge. Also, theories of organizational learning try to understand the effect of organizational processes that lead to or prevent the exchange of information and learning and information on behaviors and organizational output (Schulz, 2002: 415).

Organizations should reach to sufficient internal and external learning which ideally complies their source format and strategic goals. Internal learning takes place when organizations create or deploy current knowledge in the organization (Bierly and Chakrabarti, 1996). This situation is attached to primarily on organizational culture elements (Hurley and Hult, 1998), managerial type (Lemon and Sahota, 2004). On the other side, external learning happens when current data arrives from externally the organization. It is capability to detect, absorb, or use knowledge (Lane et al., 2006).

Organizational learning is a service of absorptive capacity. Therefore, absorptive capacity takes learning talent then improves issue unrevealing abilities. From this point, learning capability is an ability to absorb knowledge for impersonation (Kim, 1998).

Organizational learning imputes to the working of learning processing of organizations so as to figure out or review other occurrences (Easterby-Smith and Lyles, 2003). Learning and organizing are involved concepts (Gherardi and Nicolini, 2001: 53). Over and above that learning and organizing aren't dissimilar actions inside of an implementation. Learning organization tries to sense organizational learning have enjoyed in latest years from a common modification apart from learning of individual inside of organizations to social, politic, and intercourse expositions of learning and organizing (Vince, 2014).

The learning organization can be considered a real exercise of knowledge. Learning organization alludes to a center on the relation between knowledge and acts. It is constructed on five fields that are systems thinking, personal mastery, mental models, shared visions and team learning (Neve, 2015). Fields like medicine, sociology, technology, and economics are contained by the system thinking. Systems thinking mentions a recent direction of thinking. That is, the talent in order to observe linkages on the contrary to the through aspect of cause and effect. Also, the talent in order to observe modify processing on the contrary to simply particular components (Senge, 1995).

Personal mastery is the sensing what is furthest substantial in a specific case. Personal mastery is on the other side stands for being able to enlarge and amplify a person's vision, energy, and patience. Also, it display the matters of people that they interact with (Norman, 1990). Therefore, a mental model conducts deepness of people and, in sequence, impacts activities of people. Whereby, wrong mental models decelerate and prohibit learning. Thirdly, shared visions touch on to the capability to form shared out targets. This form is a sensation of being interested in maintaining focus. Lastly, team learning assists people to move as single body and perform various attracts in an equal aspect (Neve, 2015).

Theoretically, there are three positions of learning which are individual, social, and pragmatist learning theories. The learning organization is lean on individual

learning theory (Elkjaer, 2004). Individual learning theory centers on learning as interior mental transactions. It is interested in the acquiring and process of information and knowledge. Individual learning theory is commented for omitting the ontological extent of learning, and solely concentrating on the epistemological extent to achieving knowledge. According to this theory learning equal to the increment of mental models of people. In addition, learning take place when people gain information and knowledge, which after can pilot their individual (Brandi and Elkjaer, 2011).

Social learning theory set forth from a comprehension of learning as attendance in social transactions underlying both matters of cognizant and matters of existence. This stand for that social learning theory contains epistemology and ontology stages of learning. In this way, social learning theory contemplates both the matter of human presence, growth, and socialization in means of ontology and the matter of people forthcoming to wise up concerning themselves and what it stand for to be component of the world in the concept of epistemology. Inside social learning theory, socialization and learning are, alias, fast processing. Also, they compose each other in a comprehension of learning as attendance in social transactions. In addition, pragmatist learning is another important perspective to learning. Within pragmatism, the learning extent can be stated as an improvement of individual experimentation that therewithal is being capable to move in the globe (Brandi and Elkjaer, 2011).

The hypotheses of organizational learning starts from 1960s. This time periods viewed intensive attention in the subject of organizational change. The note of those pertinent to organizations was focalized on the related act of the organization as a framework and the individuals who create the organization. Situation was surplus the usual labor and management effort. Within the 1970s, afterwards remaining a decade of social strains, the realm of organizational theory returned to testing to preferable figure out organizational learning and its stature to organizational stay in uncertain perimeters. A classical pattern of full transfers of organizational selection seriously connected on individualistic cognition, let for settlements of different pathologies which were indexes of the fracture in full transfers of selection. By this pattern personal faiths can be connected to behavioral organizations and notions of information surrender which are memory, resumption, or transmission constructions

(March and Olsen, 1975). This kind of pattern turned on the gate to search of learning, not just by persons, but also by collectives (Lewin, 2000).

Interests regarding organizational structure, training, and culture can be connected (Marsick and Watkins, 1996). A more illustrative approximation is taken during the 1980s. Four attempts of organizational learning are sustained. Firstly, adaptive learning is setting targets in order to encounter environmental change. Secondly, assumption sharing is acts ensue from common values. Thirdly, growing of knowledge is formed in the operation of checking activity with result. Lastly, institutional experience is learning owing to experimentation or observance (Shrivastava, 1983).

Organizational learning can be described with cognitive or behavioral alterations. During a consideration as a discrete function, cognitive change can be viewed similar to learning. This situation had the features of belong fact to process owing to shared plans and reflecting to the forthcoming. The behavioral alterations can be viewed as adaptation. These acts were graded as incremental within internal. In addition, these acts were much more an answer to short dated peripheral surges. Even though few grip was supplied as to the interrelationship between learning and adaptation, researcher's study submitted a look of organizational learning as a multidimensional and complicated series of activities (Fiol and Lyles, 1985).

A study is called as fifth discipline centers on five fields. First of all, systems thinking is a notional structure for the purpose of figuring out models of statuses and behaviors to modify. Secondly, personal mastery is field of incessantly explaining and increasing personal vision of people, of centering powers of people, of improving cases, and of viewing truth dispassionately. Thirdly, mental models are extremely established esteem to receive effects. Then, shared vision is the dexterities of constructing shared out images of the forthcoming which nourish true commitment and enrollment on the contrary subordination. Lastly, team learning set in dialogue that it is the strength of insiders of a team. In addition, team learning covers learning how to get to know the versions of coaction in teams (Senge, 1990: 7).

In terms of chaos theory organizational learning should be considered as a processing indicated in models of activities and properties of the social system; on the contrary, causal relationships between reserved variables (Lewin, 2000). Apart from

this, social action theory is significant in order to figure out organizational learning studies. This work, related with the social equilibrium and grand theory. Both performance and learning transactions have the capability to modify or break the balance in the organization and situation relation is recommended by social action system theory of Parson (Schein, 1992). Nevertheless, modifications in the social system happen owing to the learning operation. Also, these modifications are concerned to the latent pattern maintenance mission of the system (Shils and Bells, 1953). The rationale behind the organizational learning systems model is based on a sociological mood on which has improved throughout a hundred years. Therefore, social on the contrary individual, ideas within a society as a whole acting first. Collective representations should be worked as a social truth that external to every individual (Durkheim, 1893). The collective social behavior turn into more than only collection of personal attitudes (Lewin, 2000).

General theory of action is another theory which should be mentioned. Organizations are showed as orders of social interplays or orders of social actions by this construct. A social action is a feature that intercourses the actor with the perimeter (Lewin, 2000). Moreover, this theory has four sub containments which are the biological organism, personality, culture, and social. By bearing a particular duty which makes possible the system in order to transcribe to its perimeter, every subsystems of actions conduces to the staying of the aggregate framework of facts (Parsons, 1951).

In addition, there is an action system so as to transcribe to its environment. To begin with, adaption is the mixed of monad activities that services in order to set up relationships among the system and its outer perimeter. The complex occurs of the barter machinery took to get resources required by the system. Also, it required by the search of those works which assist to give shape the perimeter for the purpose of system. Secondly, goal attainment is the complex of acts that render service to portray the goals of the system. By the same token, it service to quicken and exploit resources and struggle to arrive goals and joy. Thirdly, integration is a composite of acts and the goal of which is to set up control, and protect order among pieces. Lastly, pattern maintenance is a complex of acts which save and deploys power in the shape of

motivation. This is the matter of touch among systems of act (Lewin, 2000). Also, this is the emblematic and cultural (Rocher, 1975).

Apart from these theories, organizational learning can be effected from definite psychological perspectives. The four quadrant framework shows the sentimental elements in learning at each grade. In quadrant one, learning is reactive to control or course which is the individual perspective. Learning is obtained by forming a medium which make strong appealing acts (Skinner, 1953). In terms of quadrant two, learning could be reactive to control or direction which is the group perspective. Scientists whose study is pass in reviewed in this quarter normally presume a transaction of opposing determinism. Whereby persons and case have a reciprocally strong impact (Bandura, 1997). This aims that personal businesses impress collective, deployed versions of knowledge and cognitions that one by one influence their self-thinking and attitude (Pea, 1999). The certain border among the person and the system is uncertain (Salomon, 1999).

In quadrant three, learning flourishes as a matter of course like group sights. Individual and surrounding interplay is significant. However, the person is unavoidably a yield of surrounding of people (Huysman, 2000). Case forms what is learnt viewed as a major. In this way, while learning covers essence reflation, it can covers studying with others (Lave and Wenger, 1991). Employees may form knowledge and sense in terms of activities, bustles, and positions (Gherardi et al., 1998: 274).

Quadrant four pay attention to theories which underline the implementation attributed contracture of learning. There are many distinct implementation attributed agencies. For instance, team attributed learning, personal developments, and skipping (Shipton and Defillippi, 2011). For example, project learning includes varied theoretical customs. There are degrees learning from experience such as reflation, discrete thinking and experimentation. Learners can be assistant to business owing to the diverse processes (Kolb, 1984; Lewin, 1946). Therefore, project learning covers quadrants three and four. Actuality is depend on the knowledge of learners. At the same time it produce chances ensured by the business surrounding (DeFillippi and Milter, 2009).

On the other side, organizational learning has been associated with different topics in many studies. To begin with, relations among learning and innovation is commonly studied in the literature. One of the reason which supports this relation is the diffusion of innovation theory. This theory looks for explaining how or why new impressions or technology pervade (Rogers, 2003). From this point, organizational innovation could be defined as an enforcement of opinions which are renewed for the organization. The grade of innovation projects a rank of renewed knowledge that buried in innovation (Dewar and Dutton, 1986; Ettlie, 1983). That is, OLC has a great importance to realize innovative attempts (Sinkula et al., 1997). There is a link among learning and innovation in terms of organizational side (Jimenez and Valle, 2011). The relation between organizational learning and innovation is related with attaining and spreading data of requisitions of customers, turbulence of market, and behavior of rivalries (Hurley and Hult, 1998; Moorman and Miner, 1998; Mone et al., 1998).

Subject learning orientation also shows great similarity to organizational learning. Learning orientation is argued as a notion which appropriate to knowledge capabilities of organizations (Sinkula et al., 1997). Also, learning orientation is the early index to create organization learning capability (Hult and Ketchen, 2001). There are some relations between learning capability and learning orientation. Learning orientation is a treatment which immediately impresses talent of an organization so as to defy former guesses concerning the market and how an organization could be lined up. It simplifies episodic innovation. Higher order learning such as generative or double-loop learning is necessary for organizations so as to forget old knowledge and norms of market (Nystrom and Starbuck, 1984). That is, learning orientation is an organizational feature which influences generative and double loop learning of organization (Sinkula et al., 1997). Lastly, the notion of learning orientation is attached to learning capability. At this stage, organizations have organizational learning capability. By this way, they can be learning oriented (Eris and Timurcanday-Ozmen, 2012).

In addition, learning orientation effects positively firm innovativeness (Calantone et al., 2002). Four sub statements of learning orientation are commitment to learning, shared vision, open-mindedness (Sinkula et al., 1997), and knowledge sharing among organizations (Moorman and Miner, 1998). Also, one of a dimension

of learning orientation is open-mindedness and it is found that open mindedness has a significant effect on organizational innovation (Hernandez-Mogollon et al., 2010). Additionally, there is an intercourse between cognition and behavior (Argyris and Schon, 1978; Duncan and Weiss, 1979; Miller, 1996). Learning contains both cognitive and behavioral change (Crossan et al., 1995). Organizational learning is the change in personal and common thinking and activity. Individual and group learning became institutionalized and then organizational learning originates (Crossan et al., 1999; Nelson and Winter, 1982; Walsh and Rivera, 1991).

Lastly, subject knowledge management also shows great similarity to organizational learning. First of all, knowledge can be acquired through the consciousness which is learning by reflection and anticipatory learning such as experimental learning. Secondly, knowledge is saved in the conscious which is declarative knowledge, knowhow, and procedural knowledge. Thirdly, knowing is implementation, it is something we make that is piece of activity (Cook and Brown, 1999). Finally, learning is the alteration in knowledge which includes alterations in cognition and behavior. Both knowledge and knowing are what we learn or about to know. However, the master difference between knowledge and knowing is important. That is, knowledge is primarily cognitive that contains a status and abilities we have. On the other side, knowing is primarily behavioral (Vera et al., 2011). Organizational learning and learning organization are focus on learning as a process but organizational knowledge and information management studies focus on information as an object. Knowledge management is a capability of organization so as to share out and keep the knowledge sources of the organization so as to achieve to competitive advantage. Nowadays, organizations improve and maintain the knowledge talents so as to achieve competitiveness (Yang and Chen, 2007; Chuang, 2004; Dawson, 2000; Gold et al., 2001).

1.1.2. General Definitions of Learning Capability

The long term performance of organizations appear to depend on their learning models in reply to internal and external changes. Inasmuch as, the world is often and quickly varies. Therefore, organizations should be conscious of how they learn to keep

up with the alterations in the surroundings and how they reach to procedures. As a result, so as to get over the arising complication of organizational surrounding, the modern literature on organizational theory has been progressively interested in the capability of organizations to learn (Lewin, 2000). Learning capability can be provided by experimentation, constant improvement, teamwork and group problem solving, watching what others perform, and participative decision making (Ulrich et al., 1993; Pedler et al., 1997).

OLC could be designated as a talent of organizations so as to carry out suitable managerial implementations, contractures, or procedures that ease organizational learning (Leonard-Barton, 1992; Popper and Lipshitz, 1998; Garvin, 1993; Goh, 1998). If all of these commons are encountered in a work place, a powerful learning capability can be achieved. OLC should be characterized as a qualities in terms of organizational or managerial factors that ease the operation of learning. In another saying, this capability provides learning in organizations (Dibella et al., 1996; Hult and Ferrell, 1997). Organizational learning capability provides easy adaptation of change so as to flit an organization from its current condition to an asked future position (Goh, 2003).

On the other side, OLC has four necessities (Jerez-Gomez et al., 2005). Firstly, management should support organizational learning (Stata, 1989). Secondly, organizations should take the being of a whole entity so as to achieve to a jolly effect (DeGeus, 1988; Senge, 1990). Thirdly, management necessitates organizational knowledge that based on the connection of pieces of knowledge (Nonaka and Takeuchi, 1995). Finally, organizations should simply transcribe the alterations (Hedberg, 1981).

1.1.3. Measures of Organizational Learning Capability

Measuring organizational learning shows difference according to researchers. To begin with, the learning curves takes important place. Learning curves demonstrates how as an organization manufactures and how can an organization raises prolificacy, efficiency, faithfulness or quality of producing. Learning curves show difference according to learning incidences. These incidences are influenced by

personal competence and recoveries related with the structure, programs or stages of system. Therefore learning can be measured with curves. A learning curve measures the incidence of learning as a metric related with experiences (Argote, 2013).

It can be stated that expenditures of employees may diminish by the help of learning from experience. There are four categories which influence progress of organizations. First two categories are exogenous and endogenous learning that are the origin of progress. Exogenous learning realizes in times of organizations gathers data from external origins which provide progress. Examples of external sources contain supplier, target market, and competitor. Endogenous learning realizes when employees learn inside the work place that is represented by technical alterations and rectifying management. Remaining two categories are called as induced and autonomous learning which subsume surroundings that improvement realizes. Induced learning occurs when management performs investment. Autonomous learning realizes when continuous production throws out developments in long term (Dutton, 1984).

When it comes to OLC dimension, learning capability is a mixed multidimensional establishment. Even though researchers have defined distinct dimensions and components, there has been slightly few essentially project a measurement scale depend on the dimensions of organizational learning capability. To begin with, there are five dimensions which are clarity of purpose and mission, leadership commitment and empowerment, experimentation and rewards, transfer of knowledge, teamwork, and group problem solving. This learning capability scale established with twenty one items. The scale outcomes provide the researchers to install varieties between the organizations on account of their learning talent (Goh and Richards, 1997).

On the other side, a scale formed by twenty three items is developed to measure the four dimensions of organizational learning capability. The defined dimensions are team orientation, systems orientation, learning orientation, and memory orientation. This study operates large sample organizations (Hult and Ferrell, 1997). In a different study, OLC divided into two which are absorptive capability and transformative capability in order to create compatibility (Hsu and Fang, 2009). Regarding absorptive capability, it stress the external component of capability (Cohen and Levinthal, 1990). According to them it is a capability to appraise and use outside knowledge is usually

a mission of prior knowledge. Prior knowledge gives a capability to know the importance of recent information, absorb it also implement it to profitable results. On the other hand, transformative capability concerning with the capability to select technologies and other necessary complications (Garud and Nayyar, 1994).

Apart from these researchers, in order to detect the easing elements of organizational learning an important scale is developed. There are five necessary easing factors of organizational learning. These are called as experimentation, risk taking, interaction with the external environment, dialogue, and participative decision making (Chiva, 2004; Chiva et al., 2007). Firstly, experimentation might be described as the rating to that current opinions and offers are joined and struggled in likeable. Experimentation is the furthest seriously promoted factor (Hedberg, 1981; Tannenbaum, 1997; Ulrich et al., 1993; Pedler et al., 1997). Also, it contains have stab at current opinions, being serious regarding how stuffs study (Nevis et al., 1995).

Secondly, risk taking is figured out as the toleration of uncertainty, vagueness, and mistakes. Thirdly, interaction with the external environment is described as an extent of interactions with firm surrounding. It is described as elements which are on the other side of straight control of effect of organizations (Chiva and Alegre, 2008). On the other side, dialogue is described as a maintained whole research in to operations, thoughts, and precisions which create daily experimentation (Isaacs, 1993: 25). Lastly, participative decision making touches on the grade of effectiveness of employees on decision making (Cotton et al., 1988). Organizations apply participative decision making so as to use the motivational impacts of improved employee involvement, job satisfaction and organizational commitment (Latham et al., 1994; Scott-Ladd and Chan, 2004).

OLC can be a hidden multidimensional establishment because its complete importance depends on the diverse sizes which front its order. In this way, a firm can demonstrate a great rating of learning in all of the sizes described to be able to exude that its great capability of learning. However, the definite dimensions are named as managerial commitment, systems perspective, openness and experimentation, and knowledge transfer and integration (Jerez-Gomez et al., 2005).

Under the dimension of managerial commitment, management can profess a strategic appearance of learning (Slocum et al., 1993; Hult and Ferrell, 1997). Also,

management can run the operation of change in order to form an organization which may revive itself (Lei et al., 1999). The other dimension is the systems perspective which provides a joint identification (Senge, 1990). The organization can be taken into account as a system which is made of variety pieces and every piece has its own self-mission (Stata, 1989; Kofman and Senge, 1993).

Thirdly, openness and experimentation takes a region of openness which meets the coming of recent opinions and internal and external matters that letting individual knowledge to be broadened, and developed (Senge, 1990; Slocum et al., 1994). Openness to new ideas reaches from inside to the outside of an organization. It supports experimentation which is a necessary for generative learning. Inasmuch as, openness to new ideas alludes to the exploration for innovative resilient remedies to new issues that depend on the feasible utilization of variety of processes and operations (Leonard-Barton, 1993). Lastly, knowledge transfer and integration touches on two important issues which are internal connection and knowledge integration. The effect of these operations stays on the former being of absorptive capacity (Cohen and Levinthal, 1990). It alludes to the deficiency of internal obstacles which hinder the transference of best applications inside the organization (Szulanski, 1996). By looking to whole literature, organizational learning capability dimensions can be analyzed with related factors.

Table 1: Dimensions of Organizational Learning Capability

Dimension	Related Factors
Managerial Commitment	Managerial backing (Stata, 1989)
	Shared vision and mental models (Senge, 1990)
	Personal efficacy (McGill et al., 1992)
	Leadership commitment (Garvin 1993; Goh and Richards, 1997)
	Strategic intent (Slocum et al., 1994)
	Leadership and intention (Nonaka, 1994)
	Involved leadership (Nevis et al., 1995)
	Facilitative leadership (Slater and Narver, 1995)
	Learning orientation (Hult and Ferrell, 1997)
Systems Perspective	Shared vision (Senge, 1990)
	Systems thinking (Stata, 1989; Leonard-Barton, 1992)

	Systemic thinking (McGill et al., 1992)
	Systems perspective (Nevis et al., 1995)
	Clarity of purpose and mission (Goh and Richards, 1997)
	Systems orientation (Hult and Ferrell, 1997)
Openness and Experimentation	Independent problem solving, continuous innovation and experimentation and integration of external knowledge (Leonard-Barton, 1992)
	Openness to new ideas (Stata, 1989)
	Openness and creativity (McGill et al., 1992)
	Continuous learning and experimentation culture (McGill and Slocum, 1993)
	Experimentation and learning from past experience and from others (Garvin, 1993)
	Continuous experimentation and learning from past situations (Slocum et al., 1994)
	Entrepreneurship (Slater and Narver, 1995)
	Operational variety, multiple advocates, climate of openness and experimental mind-set (Nevis et al., 1995)
	Experimentation (Goh and Richards, 1997)
Knowledge Transfer and Integration	Team work (Stata, 1989; Nonaka and Takeuchi, 1995)
	Team learning (Senge, 1990)
	Integration of internal knowledge (Leonard-Barton, 1992)
	Knowledge transfer (Garvin, 1993)
	Transfer of knowledge and teamwork and group problem solving (Goh and Richards, 1997)
	Team orientation and memory orientation (Hult and Ferrell, 1997)

Source: Adapted from Jerez-Gomez et al. (2005)

The table above shows that similar dimensions are used by several researchers in various studies. The preferred scale specialties for organizational learning capability is demonstrated in Table 1 in detail.

1.2. ORGANIZATIONAL RESILIENCE

Organizations often encounter with change. Alterations related with organizations reflect solely little piece of challenge. External alterations are progressively felt by individuals who have more charges to handle directly with

suppliers and target market. Whence, organizations are in a bind for understand being resilient; at the same time, draft positive adaptable behaviors mate with the sudden situation with minimal psychological disruptions (Mallak, 1998). Continuous changes in the environment force organizations to be resilient in order to overcome unforeseen challenges.

The phrase resilience arise from a Latin statement *salire* that stands for to multiply. Also, the phrase *resilire* stands for to bounce back (Resnick et al., 2011; Rochas et al., 2014). Besides, *resilio* stands for the talent to return or jump back (Pflanz and Levis, 2012). In ecological studies, resilience can be expressed to portray systems like ecosystem, gathering and organizing which keeps in a situation of stability beneath the extraordinary situations, or the path dynamic systems act when they are strained and move out from the situation of stability (Holling, 1973).

Resilience is an essential capability so as to handle unanticipated hazards (Wildavsky, 1988). Also, resilience is an adaptable course which may surge being attached to onto variable life conditions of an individual. Resilience is not a linear and persistent issue (Lester et al., 2006). In addition, resilience is the most significant defensive concept which opposite tension. Resilience is the capability to recoil from trouble by strengthen. Therefore, it places at the soul of positive reorganization (Sutcliffe and Vogus, 2003). Essentially, organizational resilience seen as a significant element makes possible an organization to achieve its facilities and capacities not only to solve valid quandaries but to use chances and construct a positive coming (Lengnick-Hall et al., 2011).

1.2.1. General Definitions of Organizational Resilience

Organizations have to compete in complicated environments firms try to compete in the past and present. For example, financial crises, political indecisions may create plenty of complications for organizations. Organizations which facing the unfavorable situations can give dissimilar reflexes. For example, some of them compete throughout crises but some of them miscarry (Luo and Shi, 2011: 2). As an important point, unstable market conditions or economic instabilities, chancing customer demands. Organizations require to test to transcribe themselves so as to stay

successful and compete with indefiniteness in their work environment. Inasmuch as, organizations generally face with fluctuations in terms of economic and social extents that can cause to problematic conditions. Due to competition, customer demands and complexities, mobile business environments become vulnerable to similar situations (Kantur and Say, 2012). Therefore, organizations must adopt the concept of organizational resilience to tackle all these challenges.

The issue of organizational resilience has been described in different fields. For instance, organizational (Burnard and Bhamra, 2011; Parsons, 2010; Somers, 2009; Cheng, 2007; Mallak, 1998), industrial (Biggs, 2011), and regional fields (Graugaard, 2012; Reich, 2006). To add, organizational resilience shows relations of cognitive, behavioral, and conditional elements (Lengnick-Hall and Beck, 2005). In terms of the organizational researches, there are a diversified studies considering resilience. Many of the researches portray resilience considering an organizational research (Madni and Jackson, 2009; Robb, 2000: 27). In addition, some of the researchers portray resilience in terms of an industry perspective (McCullough, 2008), some of them portray resilience in terms of a social perspective (Sapountzaki, 2007; Paton et al., 2001).

On the other side, resilience has welding in ecology. Essentially, resilience is firmly affiliated with the capability of a system to turn back to its ordinary statements subsequently a big modification (Gunderson, 2000: 426). Resilience in point of organizational concept is a comparatively a fresh notion. However, quantitative researches on resilience are not very extensive in terms of the business concepts. The initial researches issuing the resilience started with the late sixties. The researches about resilience are the consequences of the studies that organizations faced undesired scenes like encroach to characteristic (Lampel et al., 2014: 68). It can be observed that the literature about organizational resilience has been handled in many areas (Somers, 2009: 13). Resilience has been handled in variety of concepts with the inclusion of hospitals (Mallak, 1998), fire-fighting organizations (Weick, 1993: 631), and industries (Horne and Orr, 1998).

According to some of the researchers study the efforts of salvage from the September, 11th terrorist attacks from perspective resiliency (Somers, 2009: 12). Giving a specification to resiliency has been tight (Kendra and Wachtendorf, 2001). Therefore, it has been revolved what composes the concept of resilience (Klein et al.,

2002). The origin of the notion of organizational resilience depends on researches about engineering and ecosystems. Resiliency is an integrity of system parts which cause to the capability to resist to stresses created by environmental difficulties (Horne III and Orr, 1998). To add, resilience is a capability that convenient to heave barriers to modify and improve competitive advantage (Reinmoeller and Baardwijk, 2005; Cho et al., 2007).

The phrase resilience is getting wide interests in a diversity of fields like positive psychology (Luthans et al., 2006). Wildavsky (1988) exuded that resilience takes “improvement in overall capability, i.e., a generalized capacity to investigate, to learn, and to act without knowing in advance what one will be called to act upon” (P: 50). Organizational resilience is concerned to favorable adjustment in the surface of indomitable situations thanks to a reinforcement of a valid and future presence (Sutcliffe and Vogus, 2003). It can be defined that resilience is connected to the capacities to learn, adapt and self-organize of organization (Linnenluecke and Griffiths, 2010).

Resilience has been described as the capability to not only rescue later a reverse experimentation, but also to maintain a steady psychological location midst developing conditions (Seery, 2011). It has been implied that people with not enough level resilience have been thought to face more psychological agony behind a tantrum than these facing an enough level of resilience (Faircloth, 2017). In addition, resilience has been seen as a behavior, a vibrant organism, and outcome. Personal resilience is a process which worked owing to kinds of life stage experimentations. However, in particular, negative ones which moored in both motivation and prospect. Motivation consults to a positive road that a person senses distress. On the other side, prospect signs a faith in achievement in the conclusion of the fight. Some scientists have accounted resilience as talent of people to successfully do their works with existing organizational welding and encourage considering opposite terms (Cyrulnik, 2011).

It can be explained that the onset of the English word resilience might be based on the Latin word *resilio* (Linnenluecke and Griffiths, 2010: 482). Organizational resilience means the capability to recoil from unforeseen and hard-pressed situations (Bal, 2001). Even, organizational resilience associates the improvement of recent abilities, and it supports capabilities to maintain the speed of modifications (Coutu,

2002; Guidimann, 2002). Organizations acquire an adaptive capacity because of resilience. Therefore, this capacity cultivates organizational viability and sustainable improvements (Ortiz-Mandojana and Bansal, 2016).

Resilience is an important statement due to the vulnerability of social and technological systems that cannot be estimated absolutely. To add, everything could be preferable in resilient environments when facing hazards than in less supply environments for organizations (Godschalk, 2003). Resilience is important for organizations because they can get ready for the unpredictable situations (Kantur and Say, 2012: 765). Also, organizations can improve their abilities to respond in an effective and rapid way by the help of resilience (Wilson, 2010: 253).

Inasmuch as, organizational resilience should be considered for generating security towards uncertainty (Sullivan-Taylor and Wilson, 2009). The importance of resilience considers the competition of organizations. To achieve a continuous success, organizations should manage in undesirable situations. In order to develop capability to survive, being a resilient organization is one of the obligations for organizations. Being resilient to cope with possible modifications has become progressively crucial in order to be a successful organization. In addition, it is required to be talented to being prepared for the unforeseeable elements in their surroundings. Handling hazardous incidents ensure opportunities to organizations to struggle with unforeseeable situations (Seville et al., 2008: 260).

It has been mentioned by several researchers as a notion that resilience is important on account of long term competition of organizations in incalculable and vibrant surroundings (Horne, 1997: 24; Mallak, 1999). In addition, organizations can regenerate their operations that it is one of the fundamentals of constructing an organizational resilience (Hamel and Valikanigas, 2003: 54). In order to gain sustainable business and advantages organizations should construct organizational capabilities to answer and focus on environmental alterations. In the times of enforcing solely a rescue based answer in adverse situations, organizations can face improper revolutions of alterations. Nevertheless, whenever experiencing turbulent situations like these, a resiliency may supply an organizational success to fit to the hazardous environment (Burnard and Bhamra, 2011). In addition, resilience supplies a capability

for desirable conclusions in spite of negative experimentations (Sutcliffe and Vogus, 2003: 96).

On the same way, resilient organizations may internalize the unfavorable effects in their business areas (Meyer, 1982). It can be suggested that resilient organizations may reflect significance of signs by incessantly refreshing their sign of situations. As a result of, resilient organizations realize signs faster due to having improved capabilities to give response to the environment (Vogus and Sutcliffe, 2007). In addition, resilience supports competitiveness of companies (Richtner and Lofsten, 2014: 137). To illustrate, resilient organizations have a positive arrangement inside the inexorable situations (Sutcliffe and Vogus, 2003: 95). Parallel to this situation, resilient organizations may become stronger in business life. Inasmuch as, they can tide over difficult conditions (Lengnick-Hall and Beck, 2005: 740). Therefore, resilience could be a capability which authorize organizations to compete in a turbulent work areas (Friga et al., 2003).

Moreover, resilience has the specialties of execution, alignment, renewal so it can provides organizational health (Loch and Schaninger, 2007). That is, resilience is important in terms of the addition to value of the organization and its competitive advantage (Smet et al., 2007: 4). The same, resilience comprehended as a favorable conduct which may supply outcomes like developed productivity and diminished turnover (Luthans, 2002: 696). Organizational resilience effects positively the organizational survival (Lengnick-Hall and Beck, 2009). Therefore, a crisis that producing employee displeasure and financial difficulties (Pearson and Clair, 1998) may damage both individuals and organizations if they aren't resilient (Sommer et al., 2016: 178). In addition, organizational resilience is a capability which makes easier the response of an organization to environmental modifications (Lengnick-Hall and Beck, 2005). Furthermore, resilience helps passing healthy during change times (Hamel and Valikangas, 2003).

Organizations are becoming more vulnerable to failure. Therefore, this situation realizes a requirement of resilience because it is the capability to be ready and successful to handle with environmental mobility (Stewart and O'Donnell, 2007: 239). This capability helps to prohibit breakdown of organizations (Scott, 2007). Also, the concept of the resilient organization has become popular because this notion can

help organizational survival (Riolfi and Savicki, 2003: 227). Organizational resilience is different from the concepts like flexibility and agility. Organizational flexibility is the capability to strategically switching across diverse situations (Woods, 2006). On the other side, organizational resilience arises at inverse and unimagined situations (Bhamra et al., 2011: 5379). Therefore, organizational resilience is diverse from flexibility, agility and adaptability (Richtner and Löfsten, 2014: 139). Resilience is initiated especially by unimagined events. Additionally, organizational resilience is also distinct from crisis management (Zhang and Liu, 2012).

In terms of organizational theory, resilience could be designated as a capability of an organization to retreat from a certain condition which causes security bug (Lengnick-Hall and Beck, 2003). In addition, it can be stated that resilience is the capability of answer to environment (Borekci et al., 2014a; Gallopini, 2006). Organizational resilience means the step back, adaptive specialty which provides organizations to keep alive and pertain in turbulent environment. Additionally, resiliency can be reflected as an ability to absorb movements with a minimum ratio of disruption (Home and Orr, 1998: 30). The resiliency is the capability to handle unprepared conditions (Wildavsky, 1988). In this respect, resiliency might be considered as a reflection to an alterations (Lengnick-Hall and Beck, 2003). Resilient organizations which might get their targets whenever opposed with reverse situations. This capability not only diminishing the side of these situations, but also increasing the capability of the organization to deal with crises (Seville et al., 2008).

Resilient individuals follow changes for continuous improvement to construct resilient organizations (Doe, 1994: 22). In addition, resilient organizations are being talented of concerning crisis times as opportunities for organizational success (Hunter, 2006: 44). Resiliency is an identification and concentration by an organization to accomplish the unforeseen complications (Woods, 2006). Same as, it can be described that resilience is the capability of organizations to handle problems and concentrate to the vibrant and complicated environments (Starr et al., 2003). It can be stated that resilience is an elasticity and capability to handle unforeseen situations (Hale and Heijer, 2006).

Resiliency is the capability to bear unforeseen changes and environmental changes (Meyer, 2009). To add, it can be seen as a capability to accomplish favorable

arrangements in problematic conditions (Sutcliffe and Vogus, 2003). Resilient organizations can sustain their strategies even if they encounter difficulties in their environments and react successfully to these difficulties (Borekci et al., 2015: 68). Farther, resilience can be realized as behaviors about desirable acts and improving recent capabilities (Kendra and Wachtendorf, 2003: 39).

Resilience can be described as the capability to dip into used activities and improve recent activities (Mark et al., 2009). Also, organizational resilience depends on the thought which companies with structural redundancy, requisite variety and resources (Glassop, 2007; Borekci et al., 2014b: 811). Resiliency is a capability to maintain a corruption out of being damaged (Kendra and Wachtendorf, 2003). In addition, resiliency can be defined as that it as a behavior which modifies the organization so as to be less inclined to unforeseen attacks (Valerdi et al., 2008). Resilience is a capability to fast focusing and responding to modifications and proceeding its mechanisms (Gaddum, 2004). Also, it can be described that resilient organizations successfully handle truth without griping (Coutu, 2002). Resilience can be examined as the capability of the complicated systems to diminish the effects of change (Nathanael and Marmaras, 2006). Organizational resilience is a changeable modification with regeneration and absorption of any negative situations by the organization (Kantur and Iseri-Say, 2012).

Specialties of resiliency are defined as physical and functional redundancies, redeployment, supporting people, man of cycle, predictability, involution avoidance, context stretching, gracious degradation, and drift correcting (Madni and Jackson, 2009). Furthermore, resilience can be considered as a survival whenever facing unfavorable and unpredicted situations concluded from violent crises (Linnenluecke and Griffiths, 2010; Vogus and Sutcliffe, 2007). According to literatures countless works have centered on resilience (Block and Kremen, 1996). Onwards it has been debated that resilience might be advanced or indicated when a personal encounters hassles. Others continue that resilience may not be a natural feature (Rutter, 2007). Another study has demonstrated the additives to resilience of outer protecting elements. For example, family, culture, and community (Bonanno and Mancini, 2008) that may assist lighten the hard sledding of trouble (Masten and Garmezy, 1985).

Resilience can be portrayed like a proactive element while others have underlined that it might be improved owing to the utilization of strategies which perform people more resilient and mentally powerful when submitted with change (Youssef and Luthans, 2007; Tugade and Fredrickson, 2004). It is devised that the progress of leadership is shaped by a centered touch to annoyance. Researchers presume that an individual efficiently constructs qualification by encountering defiance and detecting the handles to tide over them. Resilience admits of people to handle the impediments of pettiness, commit general annoyances, and leap reverse a big tantrum, and arrive to another individuals is to maximize the possible of all referred. Resiliency is a grave significance to the velocity of somebody in a leadership act on account of it is requisite to ongoing improvement and achievement (Reivich and Shatte, 2002). Resiliency symbolizes talents of organizations so as to improve condition definite reactions for coping with the devastating snaps (Kantur and Iseri-Say, 2012). It is not contains concurrence on a joint description of organizational resiliency (Coutu, 2002; Guidimann, 2002) and centered on newest conceptualization organizational resiliency (Christopher and Peck, 2004).

Both individuals and organizations may encounter failures that pending their life cycles. However, reactions of people to failures change broadly. Some of them rewinds after a short time; at the same time, remaining crack depression. Organizational learning from declines necessitates favorable behavior, feeling and the capability which can at last drive to organizational favor (Cartwright and Cooper, 2009). Due to its psychology view, resiliency is a talent to jumping back from distress situations (Fredrickson, 2001). Inside an organization resilience is a dexterity to be powerful below situations of huge stress arises from turbulences (Coutu, 2002).

Resilience is an ability to skipping back from regressions related with surviving efficient in the countenance of rigid and rough cases, and thriving robust during turbulences (Cooper et al., 2013). Also, resilient person with superior content emotions and the talent to run negative conditions may tide over hard pressed situations (Tugade and Fredrickson, 2004; Cooper, 2013). Resilient people are preferable for readiness to fight with a stressful cases or situations at work place (Avey et al., 2009). Inasmuch as, peremptory psychological investment has been defined as background of welfare

(Higgs and Dulewicz, 2014), and it can be a mediation of the correlation among leading and employee performance conducts (Gupta and Singh, 2014).

Not astoundingly, the notion of resilience has been intensely debated in the business area while in challenging dates. In as much as, resiliency has appropriately been defined as the capability to rescue from trouble (Wagnild, 2009). Further, it is comprehended as an assertive personality trait which increases personal capability to splash back from trouble and lighten the reverse impacts of stress (Wagnild and Young, 1993). Resilient people can live in positive emotions also in turbulent times (Tugade and Fredrickson, 2004). In addition, resilient people possess a duty for directional coping manner with a highly grip conviction in their talent to monitor the conclusions of their own experience (Reivich and Shatte, 2002). Also, there are properties which may aid people collimate an annoyance including positive self-respect, resilience, robust handle dexterities, a significance of coherence, self-impact, hopefulness, and so on (Patterson et al., 2002).

Resilient managers nourish an influential proficient business surrounding, great transmission, and reception at entire standards of the establishment (Hoffman, 2004). By nourishing resilient individuals, organizations form forthcoming resilient managers who are able to bearing indomitable provision making situations. Optimally, these managers may form a shiny forthcoming on account of their firm in the front of whichever attack. Firms finally may be defined as resilient if they work to bring rear to the statue later living trouble (Patterson et al., 2002). Since resiliency inside people, mirrors a capability to keep alive, splash rear, in fact succeeded in both excellent situations and worst. Dedicated the non-linear internal of the notion of resilience and the utilization of both nominative and practical elements to detect it. In addition, it is hard to detect the correlation between resilience results and operations. It might be debated that resilience symbolizes the capability to transcribe to specific situations. It is taken by the organizations that loud resourceful workers to get their goals (Sonnentag and Frese, 2005).

To add, capability of workers on account of resilience may majorly improve their performance because there is a positive relation among resiliency and performance (Kumari and Sangwan, 2015). Over and above, resilience has been based upon to diminish the unfavorable effect of comprehended job distrust on commitment

and satisfaction that are incorporated with delivery (Rus and Baban, 2013). Further, resilient workers have the talent to withstand a thrusting surrounding. It has been shown that resilience may increase performance and creativity. Also, it increases cognitive flexibility of a person to fit to change with calmness, achievement, and liability. In addition, there is an affirmative correlation among resiliency and performance, while pressing the stature of advancing resilient organizations (Luthans et al., 2005). Resilience related with improved benefit, satisfaction, and commitment (Luthans et al., 2007). Further, resilience joins price to main performance drivers (Varsney and Varshney, 2017).

To struggle with confusion in the business environment, organizations should be resilient, agile, and sensible (Lengnick-Hall et al., 2011). To add, resilience is the capability of organizations to handle with abrupt inconveniences (Christopher, 2005). Resilience is the capability to get rid of from an inconvenience owing to stretching and redundancy (Rice and Caniato, 2003). Robustness may be behaved as a specific situation of resilience. Inasmuch as it hint at the turn of the system to the straight condition after an inconvenience happens (Hansson and Helgesson, 2003). In addition, resilience is a significant psychological capability that assists the people to encounter the requisition due to flexibility, conformation, and improvisation in conditions defined by change and ambiguity (Youssef and Luthans, 2007). However, resilience also symbolizes the requirement to discover obscure inner powers to deal with successfully (Ganor and Ben-Lavy, 2003).

By the same token, there are variety of resources to construct resiliency in organizations (Richtner and Lofsten, 2014: 138). Organizational resilience supports the improvement of current capabilities or abilities to keep going dynamic modifications (Coutu, 2002; Guidimann, 2002). Also, resilient organizations move fast and they can construct flexibility (Kantur and Iseri-Say, 2012). Constructed on the theory of social cognitive (Bandura, 1982) some organizations may show confidence in their abilities to influence their surroundings. Also, they may prevent from diverse kinds of chances (Kantur and Iseri-Say, 2012). Over and above, resilient organizations are tends to bear unjust transactions so they hope to make preferable hedges into the relations (Luthans, 2002). Considering these discussions, it can be underlined that

resilience of some organizations is a significant factor in order to evaluate riskiness of organizations (Borekci et al., 2014).

Constructing on the composition of two perspectives, organizational resilience mirrors the some organization's capability to stay across reverse situations while improving definite answers and reducing hazards (Kantur and Iseri-Say, 2012; Freeman et al., 2004). Organizations requires to be resilient to tide over external threats so that they can achieve their targets. Onward the work environment may not be entirely audited, organizations should implicate resilience in their philosophy to facilitate them make ready for any opposite impact (Seville et al., 2008). It can be explained that organization which has a resilient culture bear to live growing and develop more than the one which does not have resilient in its mission and vision (McManus et al., 2008). Resilient brings in stakeholders jointly to communicate and plan a favorable route of act pending (Seville et al., 2012). Because of all these reasons, organizations which request to keep alive in the dynamic business environment should hug the soul of resilient to be able to rest the upcoming threats (Burnard and Bhamra, 2011).

Organizational resilience has three dimensions which are resourcefulness, dynamic competitiveness and learning and culture (Pal et al., 2013). In addition, there are seven notions behind leading to the resilience which are community, competence, connections, commitment, communication, coordination and consideration (Horne and Orr, 1998). There are different opinions suggested by researchers that resilience has two fundamentals. First of all, recovery based operational resilience which is an antidote for unforeseen crisis. Secondly, the renewal based strategic resilience which saving the organization from any kind of crisis (Lengnick-Hall et al., 2011: 249; Hamel and Valikangas, 2003).

The term of resilience capacity is the capability to move efficiently in reply to unclear, astonishing, and corruptive situations which can disturb the competitiveness. To add, resilience capacity assists organizations to rescue from interruptions and sustain regular operations which makes possible an organization for robust transformation (Lengnick-Hall and Beck, 2009). Moreover, resilience can be considered as a capacity to go back to a stable state and this capacity ensures to maintain its processes through an important crisis (Paries, 2006). Organizational

resilience is a capacity which equips organizations to successfully organize unforeseen changes (Lengnick-Hall and Beck, 2009). This situation enables organizations to connect resources (McCann, 2009). In addition, resilience perspective centers on three fundamental properties of organizational resilience which are the capability of attacking disturbances, the capability of self-managing, and the capability to learn in change (Zhang and Liu, 2012).

Organizational resilience can be regarded from a perspective including the improvement of capability to stand by the movements (Lengnick-Hall et al., 2011; Riolli and Savicki, 2003; Reinmoeller and Van Baardwijk, 2005: 61; Freeman et al., 2004; Gittell et al., 2006: 305). That is, organizational resilience is a kind of capability to return from unforeseen and unfavorable situations. Organizational resilience not only protects current benchmarks of organizations, but also utilize the opportunities to maintain its performance (Borekci et al., 2014b). Furthermore, organizational resilience might be realized as a capability to maintain the changes to make continual survival (Kantur and Iseri-Say, 2012).

From a different perspective, resilience is depended on operations and applications carrying competence, effectiveness, and improvements (Vogus and Sutcliffe, 2003). That is, resilience is the capability which adds to answer to the protests of crises. Resilience is a character of an organization (Horne and Orr, 1998). Also, resilience can be defined as a duration (Brodsky et al., 2011: 219). Resilience is an adaptability-based view (Sullivan-Taylor and Wilson, 2009: 254; Dervitsiotis, 2003: 258). On the other side, resilience can be reffered as the potential to overcome everything (Somers, 2009).

Resilience can be stated as a capability to make variety of grades of decompositions (Cho et al., 2007). The capability for organizational resilience is depend on the crucial resources like financial resources (Gittell et al., 2006). In addition, there are four diversions of organizational resources to make sure the resilience capability are structural, relational, cognitive, and emotional resources (Richtnér and Södergren, 2008; Sutcliffe and Vogus, 2003). The capability to achieve the resiliency is achieved through three organizational types which are cognitive, behavioral, and contextual (Lengnick-Hall and Beck, 2005; Lengnick-Hall et al., 2011). On the other side, there are two views for resilience which are static and

dynamic (Richtner and Loftsen, 2014). First of all, in terms of the static views the resilience like a capability so as to get rid of from negative situations afterwards an undesirable situations (Dutton, 2003). Secondly, the dynamic views centers more than a basic renewal afterwards crises that underlines the capability to sustainable incensement with alterations and compose recent occasions (Inkpen and Tsang, 2005). The capability for resiliency is improved by contextual, behavioral and cognitive specialties (Lengnick-Hall and Beck, 2005).

Further, there are four aspects of resilience growth that anticipation, absorption, reconfiguration, restoration (Madni and Jackson, 2009). Additionally, there are four resilience strategies which resistance, reliability, redundancy and flexibility (Gibson and Tarrant, 2010: 6). It is recommended that to response by the organization to its environment, resilience is a necessary capability (Sutcliffe and Vogus, 2003). Resilience is customarily considered for providing the people and organizations to handle and save from subversive events (Mc Manus et al., 2008; Horne, 1997; Pelling and Uitto, 2001).

1.2.2. Measures of Organizational Resilience

In general studies, it is observed that resiliency is considered as talent of an organization that develops over time. Measuring resilience is an important content for organizations so as to foreseen and criticize the organizational position in its business area (Dalziell and McManus, 2004). A common method to see organizations' assess is the organizational resilience (Mc Manus, 2008; Dalziell and McManus, 2004; Marais et al., 2004; Starr et al., 2003: 3). Organizational resilience is important to be talented to realize the objectivity (Coutu, 2002). In addition, it is important for prospect and optimism (Flach, 1988). Resilient organizations organize their resources so as to answer to the unforeseeable corruptions (Vogus and Sutcliffe, 2007). Resilient organizations behave oppose to the rigidity aspect which recommending the limitation on effectiveness of resources of companies (Staw et al., 1981).

Organizational resilience has six dimensions which are goal-directed solution seeking, risk avoidance, critical situational understanding, ability of team members to fill multiple roles, degree of reliance on information sources, and access to resources

(Mallak, 1998). There are three reflections of organizational resilience which are the wideness of alteration that system might bear by holding the identical structure, the wideness of the organization that is talented of organization itself, and the wideness of which the organization might construct focused capacities (Linnenluecke and Griffiths, 2010; Carpenter et al., 2001). In addition the features of resiliency organizations are redundancy, capacity surplus that provides the organization to compete even though one of the components miscarries, robustness, supporting the mental goodness of company workers, flexibility, trying recent methodologies, reliability, sounding substructures to operate and widening the information (Denhardt and Denhardt, 2010). Also, there are three sub contents of organizational resilience which are situation awareness, management of keystone vulnerability and adaptive capacity (McManus et al., 2008: 84).

Resilient organizations may show changes from not resilient organizations with the process of pressuring their monetary and organizational allocations (Chewning et al., 2012). Apart from these there are certain allocations which an organization may utilize so as to improve its resilience capability (Cho et al., 2007; Lengnick-Hall et al., 2011). There are four sorts of resilience capability which are structural, cognitive, relational and emotional (Richtner and Soderger, 2008: 258). Resilience can be measured with five specialties that common questions, important risks fronting insurance industry, resilience definitions, elements and practices of resilience, and resilience objectives (Sawalha, 2015). The antecedents of resilience depends on flexibility, redundancy, robustness and networking with taking the economic crises into reputation (Pal et al., 2014). To sum, there is a complex establishment of resilience (Somers, 2009).

1.3. ORGANIZATIONAL PERFORMANCE

Nowadays, firms in an increasingly competitive state. The thickness of rivalry growing each year. Thus, the materiality to gradually raise organizational performance has never been greater (Harel and Tzafrir, 1999). Organizations should form economic value and utility because they should make their assets sustainable. Therefore, organizations gives importance to performance appraisals (Çetenak, 2012). In

organizational science, business performance is a fast developing research subject. Therefore, it is on the focus of both academicians and practitioners (Marr and Schiuma, 2003: 680). In addition, many researchers mentioned about organizational performance (Venkataraman and Ramanujam, 1986; Walker and Ruekert, 1987). They gave meaning to this concept like degree to which an organization like a conversable system that meets its goals by not doing incapacitate its resources (Sawner, 2000).

Several studies related with organizational performance has been in the major grade of consultations (Hannan and Freeman, 1977). Some other studies that overlap organizational performance has centered on micro plane functions. Gaps in competition or achievement depend on talents of entities so as to adapt inner structures to the prospects united with technic or assignment (Pfeffer and Salancik, 1978). Performance is an ultimate dependent factor. Organizational performance is required for survival or achievements of up to date works. Thus, this concept achieve a strong part in terms of the assumed aim of contemporary industrial business (Richard et al., 2009). Performance of a firm has effects on the concern of economists, managers, scientists, and practitioners. Inasmuch as, distinct paradigms, discrepancies, and opposing competing demands can be impediment for a universal theory to performance of organizations (Lewin and Minton, 1986).

Performance either quantitatively or qualitatively defines what is reached at the end of a business activity (Akal, 1992). The grade of accomplishment of a business according to a prearranged criterion is the ratio of achieving to an aim (Dicle, 1982). Performance is a capability of an organization to utilize its entities well to its economic activities to make gains (Çetenak, 2012). Over and above, performance should be separated from effectiveness also from productivity and efficiency (Campbell et al., 1993). Effectiveness applies to assessments of conclusions of performance like financial worth of selling. In collation, productivity demonstrates rate of effectiveness to expense of reaching to result. For instance, ratio of hours study in terms of input in relationship with produces amalgamated in terms of outcome means productivity. The word success can be preferred in place of performance (Porter, 1991).

Behavioral aspect; on the other side, interested with what people do when they are in their organization (Campbell, 1990). Performance includes a certain attitude like sales interviews with target market and software development. Over and above, the

notion of performance clearly defines behavior that is achievement oriented like attitude that the organization keeps the employee to accomplish good qua performance (Campbell et al., 1993). On the other side, a process and outcome perspective of performance are the most distinguished views (Borman and Motowidlo, 1993; Roe, 1999). The outcome aspect touches on to the conclusion of the attitude of a person. Acts which defined above can be the result of contracts and selling figures and software products. Experimentally, both behavioral and outcome aspect are connected but there is not a full similarity because the outcome aspect is moved by other factors according as the behavioral view. For example, think that a car retail dealer that gets into touch the choices of a produce in terms of behavioral aspect perfectly; yet he or she still gets nominal sales results in terms of outcome aspect. This is because of nominal requisition of a certain kind of vehicles (Borman and Motowidlo, 1997; Motowidlo and Schmit, 1999).

1.3.1. General Definitions of Organizational Performance

Many note has been given care on task; at the same time, contextual performance. To begin with, contextual performance acts are can be compared in order to achieve nearly entire works but task performance is job private. Task performance can be estimated primarily with capability but contextual performance can be primarily estimated by motivation. Also, task performance related with role behavior also piece of the official meaning of job but contextual performance is additional role behavior and optional (Motowidlo and Schmit, 1999).

To begin with, task performance handles contribution of individuals to organizational performance and expresses acts which are section of a formal reward regime like technical kernel. Also, it sends the necessities because it exuded in job definitions (Williams and Karasu, 1991). In common, task performance contains acts which convert ingredients in to the products or services manufactured by the entity (Motowidlo et al., 1997). In this way, task performance copes with establishment of the necessities which are section of an agreement between employer and employee. The canon to survey organizational performance changes according to organizations' goals. Organizations have generally divergent goals so no unique model may work as

a measure for performance of organizations. In place of this, it can be recommended that plural constituency model that multiple performance measures can be utilized to appraise the rating that all constituent achieves objectives which are divergent (Zammuto, 1984).

Secondly, contextual performance contains behavior which doesn't straightly conduce to organizational performance. However, it promotes organizational, social and psychological surrounding. Also, it is dissimilar to task performance because it adds activities which are not officially piece of the job description. Contextual performance indirectly conduces to performance of organizations by easing task performance. Additionally, contextual performance has some examples which are showing extra endeavor, tracing organizational rules and policies, serving or cooperating with others and warning colleagues regarding issues about work (Borman and Motowidlo, 1993).

Contextual performance contains organizational citizenship behavior. It defines optional behavior that isn't coercible to be known and crowned by an official reward regime. Optional behavior which is discretionary purports that the behavior isn't enforceable and it isn't component of the state part in terms of an employee's agreement with the entity. Additionally, all discrete instance of organizational citizenship behavior isn't waited to make a distinction in organizational outcomes. However, it promotes the efficient working of organizations (Organ, 1988: 1997). More proactively, views on contextual performance contains notions like personal attempt (Frese et al., 1996), taking demand (Morrison and Phelps, 1999) or proactive treatment (Crant, 1995).

Thirdly, adaptive performance is another important performance type (Hesketh and Neal, 1999). On the other side, there is a resilience (Murphy and Jackson, 1999), and competence of amalgamating recent learning experimentations (London and Mone, 1999). Apart from these, there are eight conservative taxonomy of adaptive performance as handling exigencies and attack situations, dealing with work stress, solving issues creatively, handling uncertain or unforeseen situations, mastering work issues, technologies and operations, showing interpersonal suitability, showing strong cultural adaptableness, and showing physically oriented adaptableness (Pulakos et al., 2000).

In addition, there are several performance determiners that have been used in the literature for a long period. For example, organizational performance is a multidimensional structure (Venkatraman and Ramanujam, 1986). There are some accounting standards like return on Assets (ROA), return on sales (ROS), and return on equity (ROE) that they could be instruments to measure the performance of organizations (Parker, 2000). Over and above, there is also return on investment (ROI) (Lee, 1987). Measurement items such as ROA, ROR, ROI and ROS assist managers to manage how effectively their organizations utilize company sources and company abilities. These measurement items are also useful to reach economic achievements of organizations (Gentry and Shen, 2010).

According to review of the literature it can be realized that the measurement preferences shows difference. Several researchers measure performance of an organization like task performance which is a micro perspective (Kirkpatrick and Locke, 1996). On the other side, some other researchers operate a macro perspective so they judge performance of the organization as a whole. Many of these measures depends on objective data that shows variety about ROI (Kelly and Flores, 2002), ROA (Brown et al. 2006), and growth in sales (Bartel, 2004). Apart from these, there are also both micro and macro focus like the goal achievement that is a sign of performance of organizations (Hill and Hellriegel, 1994).

In several researches it can be seen that there are usage of measures which are multivariate. To begin with, a subjective appraisal of performance of entities which depends on the growth of sales, cash flow, and content of employees (Denison and Mishra, 1989). All of a piece, ROA, research and development expenses, production innovations, and motivation of employees should be considered (Gilley et al., 2004). Conversely, a balance score card is a subjective appraisal of answering are questioned about financial, purchaser, internal work stages, and learning or incensement. In this scale, measures of financial perspective are operating income, return of employed capital, growth of sales, cash flow generation, and economic value added. Measures of customer perspective are pleasure, containment, acquirement, and response time of customer. On the other side, measures of internal business process are design, development of product, after sale service, and manufacturing of efficiency and quality. Eventually, measures of learning and growth view are employee capability,

information system, organizational system, and change adaptation (Hoque and James, 2000).

There are several examples to financial performance indicators. For instance profitability and activity ratios. Profitability ratios demonstrate how profitable organizations are (White et al., 1998). On the other side, activity ratios demonstrate how long a firm to accomplish specific activities and how many times these activities occur in a definite time period. For example, asset turnover, payable turnover, and receivable turnover (Bruns, 1996). Financial performance determines success of an organization with quantitative accounting terms. Mainly utilized financial performance items are ROA, ROI, and profitability (Zhou et al., 2005; Jeong et al., 2006). In addition to all measurement tools, financial performance can generally be measured with certain types of criteria. To define the level of financial performance sales, market share, quality of manufacturing, and etc. should be handled (Morgan, 2012).

1.3.2. Measures of Organizational Performance

There are several factors to measure organizational performance which are utilized for different aims. Measurement of performance has always been the issue of discussion (Beal, 2000). Therefore, the exact and suitable definition of performance turns into important issue so as to debate organizational performance. In order for strong strategic plans and organizational goals, performance has an importance. Firm performance contains two main categories that are financial and non-financial performances (Benson, 1988). Financial performance depends on accounting information. Measures are obtained from the income table and the balance sheet. In order to measure firm performance, definite financial indexes are utilized such as sales, profit or cash. These measurements offers some advantages, with the inclusion of the importance of auditing, public disclosure and well defined methods (Reilly and Campbell, 1990). Some of the financial performance measures are defined below;

Return on equity, refers to the profitability of a unit of funds allocated by the partners as a source of business (Ross et al., 1990). It is found by dividing the net income of the period by equity capital. Return on assets is a ratio that firms use this to

measure the size and yield (Saldanlı, 2006). Return on assets demonstrates the rate of how advantageous an organization. Return on assets that over 5% are generally regarded as good (Crosson, 2008). It is counted by dividing the net income of the period by total assets.

Net margin is used to measure the profitability of sales (Ross et. al., 1990). It is counted up by dividing the net income of the period by net sales. Earnings per share is the earnings created by the entity for the shareholders during a specified period. (Van Horne and Wachowicz, 1995). It is found by dividing net profit by number of shares. Net sales is made by an entity to vend its yields and provide functions (Berk and DeMarzo, 2007). They are also called as revenues (Hawkins, 2001).

There are three dimensions of organizational performance. One of these dimensions is effectiveness. Effectiveness is an achievement in terms of products and programs about its rivalries. Mostly, effectiveness is measured by items like sales growth by comparing with competitors and changes in market share. Second dimension is efficiency. Efficiency is a result of programs related with the sources used. Widely used measures of efficiency are profitability or return on investment (ROI). Third dimension is adaptability. Adaptability is a success considering changing situations and chances in the work area. The most preferred measures are new product introductions and the percentage of sales (Walker and Ruekert, 1987: 19).

There are two main conditions to measure performance. The first condition is the difference among primary and secondary data resources. The primary data is ensured by respondent organizations. However, the secondary data is ensured by other sources like annual and industry expert reports. The second condition is the objectivity and subjectivity of the performance measurements (Venkatraman and Ramanujam, 1987). In addition, there are distinction between financial and operational measurement of organizational performance. Financial measures are about accounting that index economic performance of the company. However, operational measures about the operational success indicators like customer satisfaction, market share and product improvement (Santos-Vijande et al., 2005). Lastly, there are market side notions like market share, growth, diversification, or product development to measure organizational performance (Gray, 1997).

1.4. MARKET TURBULENCE

Environment of an organization may join in stable or turbulent (Danneels and Sethi, 2011). Turbulent environment is the result of uncertainty considering coming conditions of the surrounding (Buganza et al., 2009) that limits capability to guess changes in strategies of competitors, new product necessities of target market, technology, outbreak of new competitive, and new organizing limitations on yield performance of an organization (Gupta et al., 1986: 9).

Turbulence intends to flightiness and unpredictable subtractions in surrounding (Dess and Beard, 1984). Environments which are turbulent improve exterior connections and modifications of entities (Emery and Trist, 1965). Whenever the external environment turns into more turbulent and less presumable, organizations set to welcome the defiance or arrange their internal resources with external requisition in a venture to increase opening and survival of organization. For example, in fast changing environments, adaptable organizations can examine their close environment (Garg et al., 2003).

Market turbulence put in for the grade that customer profile or preferences of change of target market. Because markets that turbulent display fast altering customer choices, comprehensive requisitions and wants, continuing customer introduction and ascent from the market, and fixed accent on presenting fresh products, organizations in turbulent markets should continuously set yields and services to meet needs of customers (Hult et al., 2004: 436). On the contrary, in strong markets in which the rate that demand of target market is nominal, product and service of an organization portfolio can stay generally stable without disrupting expectations of customers (Jaworski and Kohli, 1993). Because markets that turbulent are featured by fast altering target market needs, available yields become unused and further products join to market fast. Also, they are accepted by altering target market (Hult et al., 2004).

1.4.1. General Definitions of Market Turbulence

Market turbulence is level of variations in the choices of buyers. Entities that operate in turbulent markets should modify their yields or functions in a steady way

for conclusive factor elections of buyers. On the other side, in stable markets that selections of buyers may not vary a lot so yields and functions of entities may necessitate not much alterations (Jaworski and Kohli, 1993). Market turbulence echo speedily verifying buyer choices, widening requirements and wants, continuing customer stationary point on presenting different products (Hult et al., 2004). Turbulent markets are thought as it evaluates level of alteration in the compound of buyers and their choices (Slater and Narver, 1994). Market turbulence experiments to possess the vibration in the customer dynamism, the requirements and the market ambiguity in the ratio of variation of the rivalries (Santos-Vijande and Alvarez-Gonzalez, 2007). Market turbulence is connected with estimating the future of the market choice, condition of the rivalry and other market forces (Milliken, 1987).

In this respect, market turbulence experiments alterations which the organizations face in their customer compound and rivalries that it efforts to set by the organizations to handle recent competitive status (Santos-Vijande and Alvarez-Gonzalez, 2007). Market turbulence forms chances to be enterprising. On the other side, organizations are strike in surrounding that they are affected by market elements such as culture, dynamism, and rivalry (DiMaggio and Powell, 1983).

Market turbulence is an extent to which the combination or preferences of customers' alterations overtime (Jaworski and Kohli, 1993: 59). Assimilating a contingency view studies of market turbulence as a clue environmental case which centralizes the effects of dynamic capabilities. In addition, it supplies a boosted understanding of complication of capability, collaboration, and performance correlation (Wang et al., 2015). Contingency theory emphasizes that it is a suitability among strategy and business environment, rather than simply a strategy so it defines organizational performance (Donaldson, 2001). Environmental agents provides opportunities, restrictions or threats. Therefore, they impress attractiveness, practicality or uncertainty united with associations. Market turbulence improves indefiniteness or risk of business processes of an organization. Also, it improves causal connection among strategy and performance so it is a tight factor for outside associations. Market turbulence is described as frequent or unpredictable alterations in buyer preferences or buyer needs in product or production applications (Atuahene-Gima et al., 2006).

Companies strive for understanding the changing market attitudes and they achieve renovated crops in turbulent markets. Consequently, organizations are pretty much motivated to call profitable opinions from diversified partners that can be concluded in cooperation (Jap, 2001) but a united risk can increase qua organizations under force to call innovative opinions to utilize themselves that they are inclined to exalt beneficence (Williamson, 1994). Turbulence of market is commonly sustained by severe rivalry or incalculable timing of technological developments. Circulation of technological or product improvement are commonly insufficient, ensuring technology pertinent talents more attractive, and pushing organizations to fund more in technological proficiencies in so as to cope with a rivalry (Song et al., 2005). When the market becomes active, associations will be focused more on innovativeness. Opinions for recent bids, cost decreasing, or facilitating operations or logistics are thoroughly requested. Innovation depended on market clutch which is one pace ahead of rivalry can be an important element to achievements because of the hassle in following up customer demand or choices (Wang et al., 2015).

On the other hand, a requirement for information can rise many times in noisy markets because managers opposing high ambiguity necessitates more information for taking determinations (Jaworski and Kohli, 1993). Influential data gathering and distributing relief decision making for each sides included to specify market opportunities or develop influential responses. In this way, association achievement is more presumably to be influenced by information in vibrant markets than in consistent markets. In another direction, in turbulent markets in which rivalries readily look for recent opinions from different resources, hazard of opportunism or damage of protection rises. Organizations can expand attentive for reliability of their opinions and processing that can rise them to be in excess of preventive of their literate characteristics (Williamson, 1994).

Market turbulence touches on to the ratio of alteration in the compound of buyers and their choices (Lee, 2010). This kinds of buyer connected changes are because of incalculable demands and personifying demand incalculability together with environmental unpredictability in turbulent markets where organizations struggle to improve intends to cope with several market ambiguities. Environmental ambiguity

related with demand uncertainty that organizations struggle to decrease indefiniteness by improving intends to estimate market activities (Germain et al., 2008).

An environment is thought turbulent manufactures many swift alterations (Vorhies, 1998: 5). Empirical discoveries demonstrates that environmental range affects strategy (Hrebiniak and Joyce, 1985). Contingency theory disputes that environment is a weld of difference in performance. Therefore, management should construe and react to alterations in surrounding (Morgan and Hunt, 2002). Contingency approach commits that the environment trills strategy of organizations (Porter, 1980). In addition, the environment presents the external data flow with care or faith (Sharfman and Dean, 1991: 682). Demand in external environmental uncertainty, such as market turbulence, change in target market demand, preferences and actions, is linked to unpredictable results (Lee, 2010).

1.4.2. Measures of Market Turbulence

Market turbulence can be measured by using a small number of scales. The most known of them is developed by Jaworski and Kohli (1993) is the commonly preferred in significant studies (Danneels and Sethi, 2011; Paladino, 2008). Also, this scale was used in this study. To mention certain scales used outside of this scale, it should be mentioned that certain environmental turbulence scales include market turbulence. To begin with, an environmental turbulence's measure that adapted to export contexts (Cadogan et al., 2001). Later this scale recomputed and presented with seven items (Jantunen et al., 2005). Besides, turbulence can be measured by utilizing a continuous scale that has dimensions called technological and market (Calantone et al., 2003). Although the reliability of market turbulence is low in this scale, it is accepted to measure with a cutoff of at the border has been accepted by several researchers (Bstieler, 2005; Thomas, 2014).

Except those scales there is also a scale that responsive people were asked to state the turbulence level in the health benefits industry (Morris et al., 1995). The study centered on three basic sides of turbulence which are changing technology, competition between firms in the industry, and industry growth rate. These dimensions were measured by asking the fundamental marketing officers of each entity so as to

rate the grade of comprehended turbulence in the industry that their organization contests. At the end of the study, it was observed that the sample represented an adequate grade of turbulence concerning the three dimension (Morris et al., 1995; Davis et al., 1991).

The environment portrayed by its level of dynamism due to knowledge saving or dissipation because they show alterations constantly (Achrol, 1991; Glazer, 1991; Glazer and Weiss, 1993). Further, a complicated and exhaustive framework that combining various dimensions of environmental conditions in order to examine the defiance that faced (Achrol and Stern, 1988). The similar attempt is adopted in another scale (Beinhocken, 1999). Also, a model stated to search out the issues connected to regional economic development (Botchway et al., 2002). On the other side, grades of inter period changes of factors portraying the surrounding were utilized to handle turbulence (Liao et al., 2008).

In some studies actors were demanded to assess the rank of alteration for dissimilar features of task environment which are technology, rivalry, market, and sales persons (Stoica, 1995; Glazer et al., 1993; Sinkula, 1994). In addition, some studies arrange measures that refer to the volatility of organizational outputs. For instance, there are comparatively lofty alteration signals that organizations are managing in vibrant surrounding (Power and Reid, 2005: 419; Boyne and Meier, 2009).

CHAPTER TWO

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

2.1. THEORETICAL FRAMEWORK

In this session of the dissertation a theoretical framework is provided. The framework contains four concepts which are organizational learning capability, organizational resilience, organizational performance, and market turbulence. It is proposed to provide theoretical statements for the relationship between organizational learning capability and organizational performance which is mediated by organizational resilience. In addition, it is proposed that there is a moderated mediation effect between the variables that organizational learning capability is waited to have a positive influence on organizational performance when market turbulence moderates the relationship between organizational learning capability and organizational performance which is mediated by organizational resilience. In sum, the hypothesis and theories which are based on the literature review and models of this study will be offered in this chapter. To begin with, subsequent research questions are offered before hypothesis development;

- What is the effect of organizational learning capability on organizational performance?
- What is the effect of organizational learning capability on organizational resilience?
- What is the effect of organizational resilience on organizational performance?
- Do organizational resilience mediates the link between organizational learning capability and organizational performance?
- Do market turbulence moderates the direct effect of organizational learning capability on organizational performance?
- Do indirect effect of organizational learning capability on organizational performance through organizational resilience is moderated by market turbulence?

In this thesis, OLC is the independent variable. In addition, organizational resilience viewed as facilitators of the relationship between OLC and organizational performance. Further, market turbulence is the moderator variable of this study. Considering the variables, OLC can be regarded as a source of market turbulence which contribute to performance of organizations in point of organizational resilience.

Employee capabilities are conceptualized as not only a finite template of knowledge or skill, but also talents and behaviors which diversify from medial performances (Rodriguez et al., 2002). During turbulent times, capability improvement versus short period expense austerities emerges form difficult selection situations and intensities for organizations (Sheehan and Sparrow, 2012a). Organizational performance is generally plumbed with regard to profit that is the commonly offered accounting issue of earnings before interest or taxes. Hereafter, profit is an important gauge of organizations and expanding profit is one of the most significant goals of organizations in terms of strategy (Penrose, 1959).

Nevertheless, organizations' profit is dependent on several effects such as alterations in the market economy. Turbulences which are related with economic issues are regular events but surface with small notice (Kim and Ployhart, 2014). Turbulence in terms of economic has been came across to directly and indirectly make reverse effect on ability of organizations to satisfy financial performance outcomes (Bloom, 2014). As a result, organizations characteristically acquaint asperity measures in a venture to do more with smaller centralization against short-term success and performance (Sheehan and Sparrow, 2012b). Capabilities are significant measures directing an organization's performance so they have been discovered to reflect perception of skills, experience, system, and ability to reach results, or place for potential growth (Bontis and Serenko, 2007).

Furthermore, organizations which everlastingly add to capability improvement have been observed to outplay rivalries in the course of both before and after economic turbulences (Kim and Ployhart, 2014). Moreover, learning as a talent has been observed to exalt performance of an organization and resilience to deal with unclear situations and alterations (Wang, 2008). Capability of learning is depend on the resource based view (RBV). The supposition of the RBV is that whenever organizations have talents which are valued, unusual, unique, or unmatched. By this

way, organizations may obtain pure advantage in terms of competitiveness (Barney, 2001).

Learning capability has been contemplated on account of dynamic capability or absorptive capacity. The dynamic capability is exceptionally enamored via the capability of learning (Ambrosini and Bowman, 2009). The thought of dynamic capability lends assistance to account why organizations have a continuing must to attain ambidextrous or resilient talents. Furthermore, dynamic capability has been portrayed as a premise for organizational or strategic timetables that leaders replace their resource base to effectuate novel valuable strategies (Eisenhardt and Martin, 2000: 1107).

To add, dynamic capability is the ability of an entity to associate, construct, or configure whole qualifications to dispatch strongly with turbulent surroundings (Teece et al., 1997: 516). Dynamic capability subsumes resource development during turbulent times (Ambrosini and Bowman, 2009). Except those, dynamic capability is thought to subscribe for organizational success in intense turbulences (Andreeva and Ritala, 2016). Dynamic capability is affected by the modifications on operations, systems, or constitutions. Furthermore, dynamic capability might be disrupted by alterations which comes with economic turbulences (Teece, 2012).

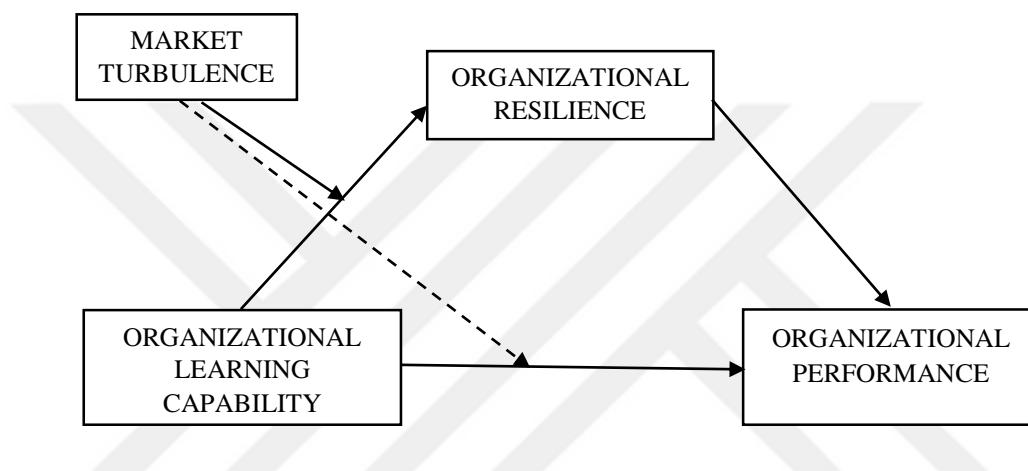
The effect of managers on their organization's capability for concentrating to further alterations has been determined as a crucial issue (Eisenhardt and Martin, 2000). Dynamic capability may not be constructed inside an organization (Teece, 2012), but the inquiry of what leaders may accomplish so as to improve them becomes crucial. In accordance with dynamic capability tenets, the proficiencies of people in the work place keep the main place in terms of capability to deal with turbulences (Andreeva and Ritala, 2016).

On the other side, absorptive capacity is the other resource of competitive advantage because it revives a moderate place for learning capability and it supports talent of knowledge constitution (Cohen and Levinthal, 1990). Absorptive capacity is related with organizational learning capability; inasmuch as, it complements the range of organizational strategic talents (Maley, 2018). Absorptive capacity of organizations covers being attaching to recent administrations. Hereby, people necessitate to get resilience to transcribe to administrations which are probably diverge from others

which previously exist (Cepeda et al., 2012). The notion of absorptive capacity is the talent of organizations to detect, absorb and utilize information from the surrounding (Cohen and Levinthal, 1989: 569). Actually, absorptive capacity is progressively being entrenched as an organizational dynamic capability (Easterby-Smith et. al, 2008).

In the light of reviewing the literature, the theoretical framework of this study is demonstrated below;

Figure 1: Theoretical Framework



2.1.1. Related Theories of the Study

This dissertation mainly depends on two theories. The first theory is RBV and the second is dynamic capability view (DCV). The RBV is portrayed as a bunch of resources. The development of an organization is both eased and restricted by management call the ideal utilization of suitable resources (Penrose, 1959). Resources contain assets, talents, processes, features, knowledge or know-how which are owned by an organization (Barney, 1991). Also, it can be accustomed to prepare and apply ambitious strategies. The RBV has a powerful concentration on performance as a main result variant (Russo and Fouts, 2014).

Why do organizations in similar industry handle their works differently? The RBV of an organization is the answer to this question (Zott, 2003). The RBV has turned out to be a key issue in creating strategies of organizations. The resource based view means a collection of valuable, uncommon, inimitable and non-substitutable

resources as a foundation of establishment competitiveness and economical fragmentation (Barney, 1986; Peteraf, 1993; Grant, 1991). Researchers getting the resource based view shall take into account the subjects in which diversified variation of resources may have the finest effect on performance; for example, checking predictable or unclear environments (Miller and Shamsie, 1996).

For considering the resource based view of an organization, this view supplies competitive advantage and successful performance owing to the acquiring and following utilization of strategic entities which are full of life for powerful financial performance (Wernerfelt, 1984). The RBV observes organizational resources as a fundamental urge behind organizational performance. These resources implicate both tangible and intangible assets which have been absorbed by an organization so as to enforce competitive or beneficial strategies (Mahoney and Pandian, 1992).

In addition, DCV could be considered as an additional point of view. Researchers of the DCV widen RBV to study the effects of dynamic environments (Helfat and Peteraf, 2003). In addition, the notion of DCV is to direct a significant place of talents to establish, associate or refigure resources so as to cope with the temporary markets. Nevertheless, the turbulent markers has changed ambitious establishments (Eisenhardt and Martin, 2000). Hereby, in conditions including high-pressure, DCV clarifies organizational rivalry more strongly than RBV. In accordance with some researchers, in dynamic or rapidly changing markets, dynamic capability view accounts organizational rivalry more strongly than RBV (Deeds et al., 2000; Makadok, 2001; Zahra et al., 2006; Zott, 2003). Dynamic capabilities theory is a kind of progression of RBV with a particular center that is stronger in turbulent markets (Golgeci and Ponomarov, 2013: 605; Teece, 2007).

Furthermore, DCV works contribute to attribute, origin, process, effect, or support of dynamic capabilities (Barreto, 2010; Loasby, 2010; Prange and Verdier, 2011; Wang and Ahmed, 2007; Zhou and Li, 2010; Zott, 2003). Intercalary, several researchers trust that dynamic capabilities positively affect competitive advantage. Further, dynamic capabilities can be seen like a converter for transforming resources into developed performance. Therefore, dynamic capabilities have relations with entrepreneurial resources and performance (Wu, 2007).

On account of this dissertation, the preference for consulting to RBV and DCV as the theoretical framework is because both theories implicate learning talents as a constituent of organizational resources which lending to the high performance and competitive advantage. Further, the poverty of dynamic capabilities as menace prevent from capability to sustain their performance in floating markets (Gnizy et al., 2014: 481). The successful performance is stayed generally up organizational learning. Therefore, learning is a main statement for organizational competitiveness to be successful organization (Ho, 2008: 1236). Some other studies commit that organizational learning can be a solely capability to compose permanent customer value. Inasmuch as, learning supplies dynamic capability as a sustained focus to unstable environmental musts (Kao and Lee, 1996; Santos-Vijande et al., 2012).

Apart from these theories, real option theory buries capability of an organization to range, phase, or oppose engagement during turbulences (Bhattacharya and Wright, 2005). Furthermore, real option theory allows administrative resilience for strategic hedges (Driouchi and Bennett, 2012). Real option theory possesses the ability so as to alter the bed situations of turbulences through its marked acknowledgement of necessitation for avoiding bad effects of conscious charges. Real options theory is integral for the RBV in terms of accounting the stature of organizational facilities or talents (Leiblein, 2003). In this way, real option theory is the investment in physical or intangible resources which supply the course of activity for the gleam of novel information which is valued (Pandza et al., 2003: 1025).

Besides, real options theory stores options for defer, let out, contract, shut temporarily, switch, and abandon the capital good (Trigeorgis, 1996). Go for the worth of real options theory, it is beneficial to check up on an elementary antecedent of traditional investment theory that prognosticates the organization may place for opportunities when a net present value (NPV) of a waited for cash trends from the private occasions that even to or bigger than zero (Foote and Folta, 2002). Financial researchers have been troubled with this issue because they have worries which certain plans that might not be received by NPV (Ragozzino et al., 2016). Consequently, the doctrines of real option theory refer that organizations may advance capabilities with pro-activeness so that they may reply to turbulences. From the perspective of real

option, talents might be considered as alternatives as they diminish the charge of gauges during turbulences eventuate (Kogut and Kulatilaka, 2001).

Organizations searches for to cope with turbulences via constructing talents which supply efficient resilience so as to achieve to a dynamic sight in a proactive way (Kogut and Kulatilaka, 2001). Real option theory; besides, supports that by effectuating capabilities, organizations shall stimulate performance in an affirmative way. Both conserving current capabilities and at the same time creating recent ones can cause a complexity (Kogut and Kulatilaka, 1994). Furthermore, this complexities may be intensified by turbulences. At this stage, real option theory can lend assistance to attempt this unbalance by demonstrating a strong balanced objective of performance on capabilities especially in tempestuous processes (Driouchi and Bennett, 2012).

2.2. HYPOTHESIS DEVELOPMENT

Learning is a course of supplying operations of organizations in a more effective way owing to iteration. On account of product development, learning capabilities authorize organizations to prevent recurrent faults by using examples depends on past experimentations (Yalcinkaya et al., 2007). Organizations may enhance successful performance by learning ability (Mody, 1993).

The long time accomplishment of organizational learning might be specified by organizational performance (Sinkula et al., 1997; Pralahad and Hamel, 1990). There are significant researches which demonstrates relations among organizational learning and organizational performance. There has been a vigorous exhibition that organizational learning may prevail firm performance. (Easterby-Smith and Lyles, 2011). In addition, it is found that learning is reconciled with the improvement of recent information that is very important in order to supply firm performance (Hurley and Hult, 1998).

Some researchers explain how the learning notion effects to get successful performance outcomes (Jacobs, 1995; Kaiser and Holton, 1998). Additionally, researchers state that taking up seriously the learning strategies can support organizational learning. Therefore, the learning capabilities can provide strong performance outcomes (Day, 1994; Pettigrew and Whipp, 1991). That is,

organizational learning is related with the strategies or operations of detecting, capturing or pressuring organizational knowledge with a focus of achieving organizational performance. It is noted that many scholars assume that organizational learning supplies mainly strong performance utilities (Dong-Qin, 2006).

Organizational learning is a course that organizations can get capability to learn. Organizational learning is an alteration in the organizational frameworks whichever sustains and develops performance of entities (Cyert and March, 1963; Dibella et al., 1996). Based upon prior meanings of capability, it can be figured out that organizational learning capability (OLC) can reach to recent shapes of competitive advantage. Therefore, these kinds of capabilities provide the course of organizational learning (Zander and Kogut, 1995).

Performance dimensions are considered to be sign of successful learning in the extended period (Sinkula et al., 1997). Learning is a transcendent concept over others. Inasmuch as, it serves organizations to sustain in the extended time period competitiveness by incessantly building up information work bustles at a quicker rate than competitors improve (Dickson, 1996). Researchers have also empirically demonstrated the direct connection between learning and organizational performance (Calantone et al., 2002; Kharabsheh et al., 2014). Therefore, the first hypothesis of this study is constructed as;

H1: Organizational learning capability significantly predicts organizational performance

Some analyses demonstrates the connections between learning and resilience. Learning progress of entities has significance to deal with turbulences and so as to facilitate resilience by raising adaptive behavior to actualize an environmental liveliness or for carving out knowledge (Walker et al., 2006). It could be significant to be arranged for negative attacks or being proactive to turn out to be sensible of early admonitions (Weick et al. 1999, Weick and Sutcliffe, 2007).

Last theoretical improvements on human relations, organizational learning or emotional intelligence conduced to formation of management; therefore, they can promote organizational resilience (Denhardt and Denhardt, 2010). Resilient

organizations have a common notion that they are tainted. However, they can be successful in course of time by learning from experimentations (Vogus and Sutcliffe, 2007).

Cyert and March related organizations as an adaptable orders which can learn from past experimentations. In addition to this, they can modify; at the same time, concentrate on their general attitudes considering the surrounding by leaning on defined codes (Starkey et al., 2004). Apart from these, several organizational molds which support collective learning and alteration of organizational structure in reply to alterations of surrounding (Appelbaum and Gallagher, 2000: 42).

What an organization should center during the consideration of its attitude prior to and pending difficult situations is called as generative learning (Senge, 1996; Stead and Smallman, 1999: 2). That is, organizations may develop their talents by trying to find recent directions for their administration. As a result, organizational learning admits organizations to foresee and keep pace with the exhilaration of their turbulent surrounding (Bates and Khasawneh, 2005). Therefore second hypothesis is constructed below;

H2: Organizational learning capability significantly predicts organizational resilience

There are relations between resilience and performance. Firm resilience is so advantageous to diminish potency stress. Task related distension can be cutting and terrifying issue. Therefore, programs intended to raise resilience could reflect a viable means to foreclose the unfavorable psychosocial consequences of work related distensions and increase performance of entities (Vanhove et al., 2015). Firm resilience influences conclusively organizational performance. In addition, organizational resilience is a mobile concept which contributes to performance in the time of ordinary and stressful situations of work environment (Mitroff, 2005).

At the beginning of the twenty-first century, the concept of resilience has spawned a seminal or significant issue which connected with the callings for adaptability, well-being or organizational performance. Several studies about resilience has looked at considering how organizations condition, sustain or utilize

resilience so as to administer experimental situations though ensuring the permanence of well-being, performance or efficiency inside organizations (Biron and Bamberger, 2011; Edgar et al., 2015; Gittell et al., 2010; Hitt and Ireland, 2002; Southwick et al., 2014).

From the other side, resilience can be related with organizations that are in heavy cases. Whence, an ordinal presentment of resilience is connected to a trend to consider resilience as an event fundamentally fasten to extreme and huge cases. Huge cases are akin to modernistic comprehensions of social events that head for to describe or study organizational cases mainly by using a methodological road of positivism (Youssef and Luthans, 2007: 792). At the same time, fitting of organizational resilience provides efficacy and strong performance for entities (Clegg et al., 2011; Stokes, 2011). An extent within a data which exemplifying an exploitative molding of resilience and performance could be an act of strong moderator driven by overpowering aureoles (Stokes et al, 2018).

Organizational resilience influences performances of entities (Mallak, 1998; Lengnick-Hall et al., 2011). Improving the performance is important and it is supported by researchers have argued that firms reproduce competitiveness and build up their performance by directing resources and values into the raising of prolificacy (Akgün and Keskin, 2014). Capacity of organizational resilience connected factors and then tried the effect of these factors in organization performance. In addition, there is a finite connection among resilience and cash flow, ROI, and profitability. That is, resilient organizations own preferable financial statements (Stephenson et al., 2010). Therefore, they are good players in economic circumstances and last more competitive. Also, resilience has an importance to develop success and performance (Martin, 2005). The third hypothesis is provided below;

H3: Organizational resilience significantly predicts organizational performance

Resilience decreases organizational errors in performance of product development. In this point, learning from past activities after they happen is a healing bustle which diminishes coming faults, or the results of coming errors, during the new

product development (Carroll et al., 2002). Depend on the relationships debated and hypothesized in the former parts, the implicit hypothesis of mediation is proposed as;

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

Prominent alterations in the work surrounding can be seen in this century. Organizations claims to switch themselves into rivalry to satisfy the dynamic requirements in the turbulent environment and more rigorous targets by advancing the talent to anticipate alterations or supplying novel products, operations and services (Mirkamali et al., 2011). In order to be successful, managers had to realize the requirement to diversify and improve their product and service bids so that they can pair expanding requirements of their foundations (Shortell et al., 1990). Act and performance connections can take place owing to the improvement of evident proficiencies in turbulent environments (Snow and Hrebiniak, 1980).

Successfully encountering market turbulence necessitates learning (Williams and Anderson, 1991: 606). In turbulent market, both researchers and business people emphasize organizational performance as an important concept so as to acquire competitive advantage (Banker et al., 2006). The capability to learn quicker than rivalries can be a solely permanent competitive advantage. This capability provides an adaptation quickly to new business cases in turbulent markets (Vargas-Hernandez and Jimenez, 2017). The connection among learning and organizational performance becomes powerful in high turbulence while it is weaker in low turbulence (Hanvanich et al., 2006). An important study have indicated that turbulence favorably moderates the correlation between exploratory learning and performance of entities (Jansen et al., 2006). Market turbulence influences significantly the organizational performance so this emphasizes the importance of dynamic capabilities under turbulent conditions (Teece, 2007). The hypothesis 5a is provided below;

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

Learning capability is very significant particularly for organizations in turbulent environments (Prokesch, 1997: 149). The relation between environmental high-pressure and organizational learning has been researched by several researchers since early times of the relation (Fiol and Lyles, 1985; Dodgson, 1993). In quest of the stillness in the past years and the encounter of sustained market alterations, organizations should scramble in a turbulent market, nowadays. In such turbulent market situations, constructing resilience in organizations appears to be a crucial matter to sense and reply to difficult cases (Lengnick-Hall and Beck, 2005; Kantur and Iseri-Say, 2012).

Organizations should focus on to adaptations for strategies (Miller, 1988). To illustrate, the level of information processing is advanced in a turbulent surrounding (Daft and Huber, 1987). Assisting this opinion, within a turbulent market, managers are at a push of more information to achieve resiliency (Menon and Varadajaran, 1992; Vorhies, 1998). Resilience may not be considered as a constant behavior of people because whenever the conditions shows modifications resilience keeps up with those modifications (Rutter, 1987). The prior debates backing the thought that resilient employees can show stronger performance in the cases of high turbulence. Environmental turbulence contains high dynamism, chaos or indefiniteness (Ansoff, 1965). Thus, organizations which include learning capabilities might be considered as demonstrators of strong performance in turbulent markets.

Organizational resilience is the capability of giving answer to business environment (Borekci et al., 2014: 6). It represents the leaping back from unfavorable situations. In addition, organizational resilience related with adaptable characteristics and talents which supplies organizations to maintain alive throughout turbulent sessions (Gallopın, 2006). In addition to this organizational resilience can be considered as an ability so as to absorb changes with a minimal grade of disruption (Sutcliffe and Vogus, 2003: 95). Organizational resilience allude to the capability to cope with systematical modifications (Starr et al., 2003). Also, it is an ability to comply with hazardous environments (Aleksic et al., 2013: 1239). Further, resilience is described as a sociotechnical idea touching on to how individuals cope with turbulences (Lee et al., 2013: 32). The same, ensured descriptions for resilience shows that it is a constant restatement of sources (Hamel and Valikanigas, 2003).

Resilience has growingly turn into a multidimensional and multidisciplinary notion (Ponomarov and Holcomb, 2009). Nevertheless, it still insufficiently theorized (Sutcliffe and Vogus, 2003). Organizational resilience is a capability of an organization to either continually wait or react quickly to the currents and turbulences. Organizations require to energetically rediscover or modernize their business frameworks and strategies because conditions modify to reach zero shocks. Therefore, this situation creates the self in order to build resilience of an organization. Lastly, organizations should develop a capability to learn successfully to concentrate on turbulent markets (Hamel and Valikangas, 2003). Therefore, learning can be an important competitive advantage for stronger performance (Senge, 1990). As a result, the last hypothesis is provided below;

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

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. RESEARCH DESIGN

In this portion of the thesis, the methodological subjects will be debated. That is, this part includes the design and methodology which are used in this thesis. In detail, data collection, sampling plan, and measurements are handled. To begin with, both primary and secondary data are accumulated for this thesis. Primary data is collected by a questionnaire. The questionnaire is completed by high level managers. On the other side, secondary data covers the academic literature review related with the study subjects. The literature mainly gathered from articles and books. Also, this study contains descriptive questions as it is concerned with describing the attitude of organizations (Churchill and Iacubucci, 2005).

3.1.1. Sample of the Study

Population of this study was defined as manufacturing organizations in the city of Elazığ. The reason of choosing the city of Elazığ is the great contribution from the point of view of industry of this city. The economy of this city based on manufacturing, agriculture and animal husbandry, underground resources, and industry and trade. In addition, Elazığ province is geographically located at a crossroads connecting the East, Southeast and Central Anatolia (Orhan and Unsaldı, 2005). The questionnaires were applied between June 2018 and December 2018. The sample based on the 318 companies registered to Elazığ Chamber of Commerce and Industry. 130 companies in the city center were interviewed and they were asked to participate in the study. 21 companies did not want to participate due to work intensity or unwillingness to work. Finally, 109 out of 130 companies acknowledged to participate in this study. With this return rate, 34,28% of the population is represented. Questionnaires are filled by high level managers from each company.

The number of sample takes important place in literature. In this context, the number of a sample should be at least 100 (Tanaka, 1987). Furthermore, in order to

test chi-square statistics, 100 numbers of sample can be considered as satisfiable number (Jackson, 2003). Some of the researchers supports that it can be made a research model even if the sample number is below 100 (MacCallum and Austin, 2000). However, the models should not be tested when the sample number below 50 (Chen et al., 2001). As a result, with these supports the results obtained from 109 companies are quite competent for the analysis of this research. In terms of the sector selection of the study, a wide range of industries should be researched so as to be an agent of all economic view (Borekci et al., 2014a). Therefore, this thesis explored organizations from manufacturing organizations in different sectors. For example, food, textile, machinery, mine, furniture, and so on.

Considering the working time of managers, 32,1% of the managers are working between 1-5 years, 29,4% of them are working between 6-10 years, 16,5% of them are working between 11-15 years, 14,7% of them are working between 16-20 years, and 7,3% of the managers are working more than 20 years in their organization.

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 terms of the company ages, 6,4% of the companies are at the age of between 1-5 ages, 19,3% of them between 6-10 ages, 13,8% of them between 11-15 ages, 25,7% of the between the ages of 16-20, 34,9% of them at the age of more than 20. Most of the enterprises are older than the twenty.

Table below shows the sample specialties of demographic information by considering frequencies:

Table 2: Demographic Specialities

		Number of Participants	Percentage (%)
Position of Participator	High Level Manager	109	100
Year-Based Total Working Time	1-5	35	32,1
	6-10	32	29,4
	11-15	18	16,5
	16-20	16	14,7
	More than 20	8	7,3
	TOTAL	109	100
Work Area	Automotive/Chromium	16	14,7
	Chemistry/Plastic/Rubber	6	5,5
	Energy/Conditioning	5	4,6
	Food	29	26,6
	Furniture	10	9,2
	Machinery/Trailer	8	7,3
	Medical Industry/Glass/Molding	7	6,4
	Mine/Stone/Gravel	13	11,9
	Textile/Printing	6	5,5
	Other (constructing, 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	1-5	7	6,4
	6-10	21	19,3
	11-15	15	13,8
	16-20	28	25,7
	More than 20	38	34,9
	TOTAL	109	100
Education Level	High School	13	11,9
	Vocational School	32	29,4
	Faculty	58	53,2
	Master	6	5,5
	TOTAL	109	100

Lastly, in terms of the personal data, education levels of the managers are also demonstrated. 11,9% of the managers are high school graduates, 29,4% of the managers are vocational school graduates, 53,2% of the managers are faculty graduates, and 5,5% of the managers have the degree of masters. According to the results, more than half of the population are the faculty graduates.

3.1.2. Measurements of the Study

The measures used in this thesis are widely preferred scales in this stream of research and they depends on theoretical basis. To measure concepts, 5-likert scale is preferred and in this scale 1 is strongly disagree and 5 is strongly agree. In order to measure organizational learning capability the 16 items scale of Jerez-Gomez and colloquies (2005) is used. This scale is preferred because it is one of the most common used scale to measure the concept. Because organizational resilience is a relatively new concept by comparing the several organizational studies, there are few studies that improved measurement the concept. On the other side; in this thesis, the 12 items scale which developed by Kantur and Iseri-Say (2015) is used to measure organizational resilience. This scale is preferred for this study because its items have already been empirically tested within the Turkish business market. Organizational performance is measured by using the the 4 items scale of Calantone and colloquies (2002). Lastly, market turbulence is measured by using the 3 items scale of Jaworski and Kohli (1993).

CHAPTER FOUR

DATA ANALYSIS AND HYPOTHESIS TESTING

4.1. DATA ANALYSIS

All necessary analysis was performed in an order. To begin with normality tests are handled for each of variables. In following, exploratory and confirmatory factor analysis and reliability analysis are done for calculating the reliability and at the same time validity of the scales. These analyses are handled because not all variables and data collections may be appropriate for factor analysis. Therefore, the fundamental tests should be applied for the suitability (Kalaycı, 2006: 321; Hair et al., 2010: 95-96). In the next stage, in order to test hypotheses 1, hypotheses 2, and hypotheses 3 linear regression analysis is done. Then, in order to test hypothesis 4 mediation analysis is done. Lastly, in order to test hypotheses 5a and 5b moderated mediation analysis is applied.

4.1.1. Exploratory Factor Analysis

The intent of realizing factor analysis is to create dimension reduction. One of the most preferred dimension method is exploratory factor analysis (EFA). The object of EFA is the minimizing the data set so as to create more explanatory data (Brown, 2009). When the Kaiser-Meyer-Olkin (KMO) value equals to 1 there is no error margin. In addition, when the values are bigger than 0,80 it can be assumed that there is a perfect fit (Buyukozturk, 2002). In order to make an in-depth interpretation, it is necessary to look at the suitability of the each variables. KMO values which below 0,50 should be excluded from the research and factor analysis should be continued in that way (Yaşlıoğlu, 2017). The first variable of this study is organizational learning capability (OLC) and EFA of the 16 items scale for OLC was governed so as to observe whether it is suitable for the sample to analyze upwards analyses.

Table 3: KMO Value and Bartlett's Test Results for Organizational Learning Capability

KMO		0,732
Bartlett's Test	Chi-Square	1032,196
	df	120
	Significance	,000

***: $p < 0.001$

The table above demonstrates the KMO value as 0,732. This result shows that the recent survey data is convenient. Bartlett test results shows that there are prominent relationships among the items and the data that is convenient with factor analyses. In addition, total variance explained for OLC is demonstrated with the table provided below;

Table 4: Total Variance Explained for Organizational Learning Capability

Component	Initial Eigenvalues			Total Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,428	27,678	27,678	4,428	27,678	27,678
2	2,971	18,566	46,244	2,971	18,576	46,244
3	2,166	13,540	59,783	2,166	13,540	59,783
4	1,735	10,841	70,625	1,735	10,841	70,625

According to total loadings of variance loadings, the organizational learning capability scale explains 70,625% of the total variance. Also, considering eigenvalues there are four factors that their eigenvalues exceed 1. Factors that their eigenvalues bigger than 1 accepted as significant (Yaslioglu, 2017). On the other side, rotation methods has important role in factor analysis. The principle purpose of rotation methods is to make them understandable by combining rows and columns in factor matrices (Coan, 1959).

Table 5: Factor Loadings of Organizational Learning Capability

Item	Factor 1	Factor 2	Factor 3	Factor 4
11	0,890			
12	0,798			
9	0,748			
10	0,713			
8		0,955		
7		0,938		
6		0,935		
14			0,961	
15			0,941	
13			0,749	
16			0,570	
3				-0,835
1				-0,787
5				-0,723
4				-0,706
2				-0,600

Rotation Method: Oblimin with Kaiser Normalization.

Consequences of exploratory factor analysis results demonstrates that all of the items are above the 0,50 so all of the items can be accepted. Factor loadings which are more than 0,50 can be accepted as a strong item (Costello ve Osborne, 2005: 4).

The second variable of this study is organizational resilience and EFA of the 12 items scale for organizational resilience was applied so as to observe whether it is suitable for the sample to analyze upwards analyses.

Table 6: KMO Value and Bartlett's Test Results for Organizational Resilience

KMO		0,974
Bartlett's Test	Chi-Square	2134,872
	df	66
	Significance	,000

***: $p < 0.001$

The table above demonstrates the KMO value of the scale of organizational resilience as 0,974. This result shows that the recent survey data is convenient and significant. Bartlett test results shows that there are strong relationships among the items and the data that is convenient with factor analyses. In addition, the table below provides information on total variance explained for organizational resilience;

Table 7: Total Variance Explained for Organizational Resilience

Component	Total Loadings	
	Total	% of Variance
1	10,482	87,354

By considering the total loadings and percentages of variance it can be said that the organizational resilience scale explains 87,354% of the total variance.

Table 8: Factor Loadings of Organizational Resilience

Item	Factor
2	0,960
7	0,959
11	0,953
4	0,951
8	0,944
6	0,935
12	0,934
5	0,927
3	0,926
10	0,924
1	0,924
9	0,876

So as to set down the principal relationships among measured variables EFA was done. According to the factor loadings of organizational resilience it can be said that all of the factors are above the 0,50 so all of the items can be accepted.

On the other side, the third variable of this dissertation is organizational performance and EFA of the scale organizational performance which is measured with the 4 items is tested. Because EFA is centralized on the common factor model (Norris and Lecavalier, 2009), factor analysis of organizational performance is handled.

Table 9: KMO Value and Bartlett's Test Results for Organizational Performance

KMO		0,861
Bartlett's Test	Chi-Square	321,628
	df	6
	Significance	,000

***: $p < 0.001$

The table above demonstrates the KMO value as 0,861. This result shows that the recent survey data is convenient and significant. Bartlett test results shows that there are considerable relationships among the items and the data that is convenient with factor analyses. In addition, table below provides information on total variance explained of organizational performance;

Table 10: Total Variance Explained for Organizational Performance

Component	Total Loadings	
	Total	% of Variance
1	3,259	81,483

The proportion of variance explains the percent of total variance counted for by each factor and the organizational performance scale explains 81,483% of the total variance in this study.

Table 11: Factor Loadings of Organizational Performance

Item	Factor
2	0,919
1	0,902
4	0,902
3	0,888

Factor loadings are quantitative values which demonstrate both power and sense of a factor on the measured variable. This loadings demonstrate the intensity of the factor influences (Fabrigar et al, 1999). In this dissertation, all of the factors of organizational performance scale are above the 0,50 so all of the items can be accepted.

The last variable of this study is the market turbulence and EFA of the scale of market turbulence which is measured with the 3 items scale is analyzed. EFA is requisite to adjust primary factors or constructs for a series of measured variables (Suhr, 2006).

Table 12: KMO Value and Bartlett's Test Results for Market Turbulence

KMO		0,759
Bartlett's Test	Chi-Square	327,396
	df	3
	Significance	,000

***: $p < 0.001$

The table above demonstrates the KMO value of market turbulence scale as 0,759. This result shows that the recent survey data is convenient and significant. Bartlett test results shows that there are substantial and powerful relationships among the items and the data that is convenient with factor analyses. On the other side, table below provides information on total variance explained for market turbulence;

Table 13: Total Variance Explained for Market Turbulence

Component	Total Loadings	
	Total	% of Variance
1	2,730	90,985

Total variance explained table is significant so as to clarify the number of significant factors (Yong and Pearce, 2013). The market turbulence scale explains 90,985% of the total variance in this study.

Table 14: Factor Loadings of Market Turbulence

Item	Factor
2	0,967
3	0,953
1	0,942

The factor loadings supplies information about how much the variable has contributed to each factor. In detail, the grander the factor loading the more the variable has subscribed to defined factor (Harman, 1976). All of the factors of market turbulence scale are above the 0,90 so all of the items can be accepted in this study.

4.1.2. Reliability Analysis

One of the most preferred method of testing reliability is internal consistency. In what amount combined statements measure the same structure is considered in this statement. In another saying, whether it is consistent in itself is tested (Churchill, 1979; Nunnally, 1979: 159). According to internal consistency is reliability analysis demonstrates the cronbach's alpha values. These values were attributed in order to test reliability for each construct. Also, these values can varied between 0,75 and 1,00 so these values are found valuable for reliability (Barclay et al., 1995: 288). Furthermore, the most commonly used method for examining reliability coefficient is cronbach's alpha value (Cortina, 1993; Haladyna, 1999) and it is generally expected to be over 0,70 (Eymen, 2007).

Table 15: Reliability Results

Variables	Number of Items	Cronbach's Alpha
Organizational Learning Capability (OLC)	16	0,799
Organizational Resilience (OR)	12	0,987
Organizational Performance (OP)	4	0,923
Market Turbulence (MT)	3	0,950

According to the reliability analysis results of variables, cronbach's alpha value of OLC is 0,799, OR is 0,987, OP is 0,923, and MT is 0,950. In line with this analysis, alpha values are greater than the brink of 0,70 as a whole. Therefore all of the values are found reliable.

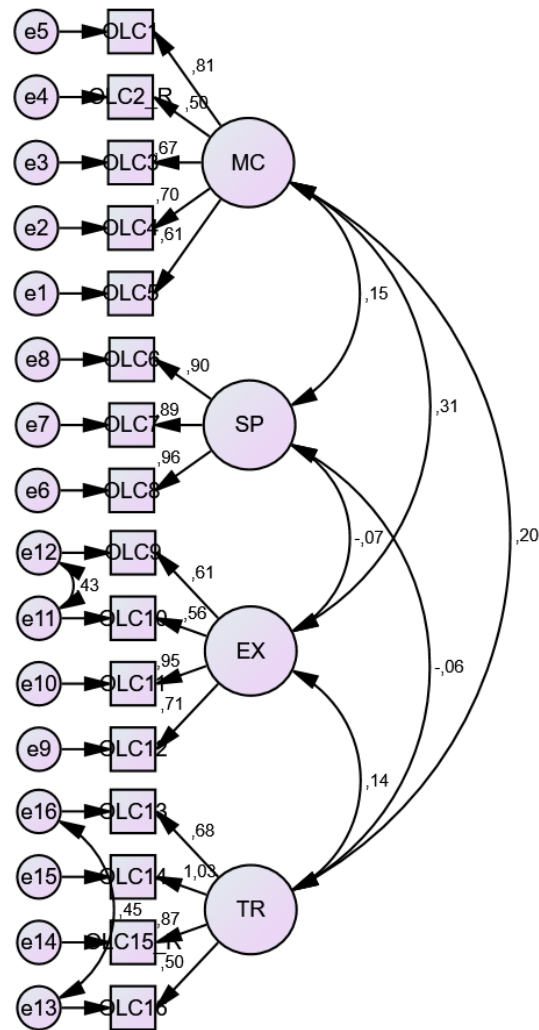
4.1.3. Confirmatory Factor Analyses

A confirmatory factor analysis (CFA) was gathered so as to appraise the validity of the subjects. CFA ensures the validation of factor structures carried inside the exploratory factor analysis. For forward controlling the results of EFA, CFA are directed. Furthermore, so as to approve the dimensionality acquired by exploratory factor analysis, and to accent on the reliability and validity of the scales, CFA was directed. CFA can be put in for to as structural factor analysis or a kind of measurement model. CFA analysis whether a previously used scale complies with the original factor utilized in a viable study and it defines the degree of suitability (Suhr, 2006).

More than thirty index were developed to measure goodness of fit (Mc Donald, 1990). However, because all of the indexes give consistent results all of the time, there are different opinions about them (Thompson and Daniel, 1996). For this reason, in studies involving model estimation at least three indexes (Jaccard and Wan, 1996) or

at any rate four cursors should be declared (Kleine, 1998). Firstly, CFA results for the OLC scale is demonstrated on a measurement framework.

Figure 2: Confirmatory Factor Analysis of OLC

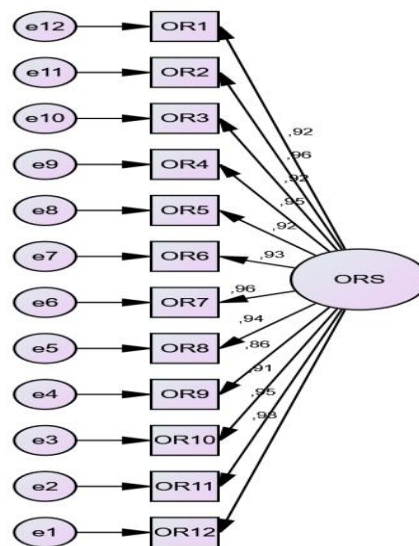


The form above provides the sixteen items and four sub-factors of the measurement model and their factor loadings. The sub-factors are managerial commitment (MC), systems perspective (SP), openness and experimentation (EX), and knowledge transfer and integration (TR). It can be observed that all of the item

values are bigger or equal to 0,50. In addition, after examining the values of goodness of fit indices for this framework are calculated, it could be seen that results bring to light good and acceptable fit. χ^2/df value should be less than or equal to 2 (Tabachnick ve Fidell, 2007: 285) and in this study this value is 1,62; CFI is the least affected by the sample size so it is used in almost all package programs (Fan et al., 1999) and this value is 0.94 for organizational learning capability scale; GFI value is the proportional comparison of the model with the reality (Maiti ve Mukherjee, 1991) and this value is 0.86 for OLC; IFI value is 0,94. Accordingly, the suggested scale for OLC can be used in this study.

Further, CFA is a specific condition of factor analysis and it is the furthest applied in social research by a majority (Kline, 2010). For this reason, CFA was also applied in this study. CFA results for the organizational resilience scale is demonstrated below;

Figure 3: Confirmatory Factor Analysis of Organizational Resilience

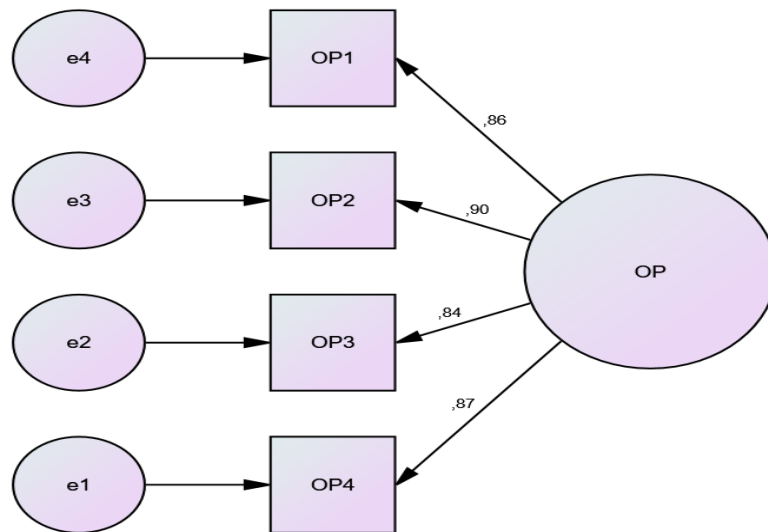


The figure above provides the twelve items of the measurement scale of organizational resilience. When factor loadings are examined, it is observed that the all of the item values are bigger than the 0,85. In addition, by examining the values of goodness of fit indices for this framework are calculated, it can be seen that results

bring to light good and acceptable fit. χ^2/df value is 1,48; CFI is 0.99; GFI value is 0,88, IFI is 0,99. Accordingly, the suggested scale for organizational resilience can be used in this study.

Additionally, the intent of CFA is to prove in what amount the data conform the hypothesized estimate model. Inasmuch as, the hypothesized model is depend on theories and previous quantitative researches (Preedy and Watson, 2009). For this reason, CFA is also important in this study. CFA results for the organizational performance scale is demonstrated below;

Figure 4: Confirmatory Factor Analysis of Organizational Performance

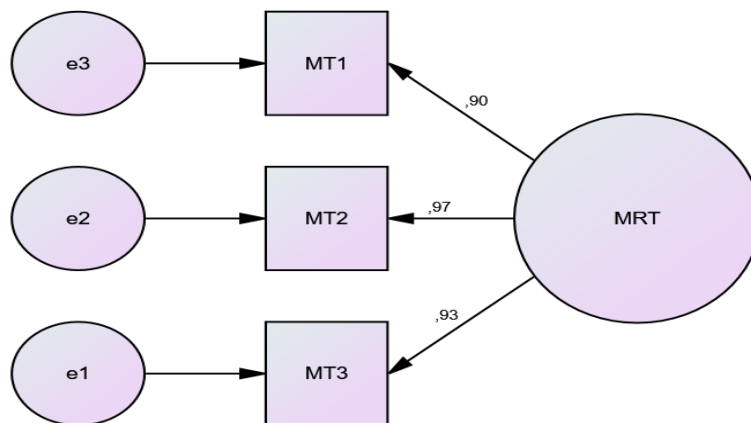


The figure above provides the organizational performance measurement scale and its factor loadings. When factor loadings are examined, it is observed that all of the item values are bigger than 0,80. In addition, goodness of fit indices for this framework are calculated, it might be seen that results demonstared a good and

acceptable fit. χ^2/df value is 0,03; CFI is above 1,00; GFI value is 1,00, IFI is 1,00. Accordingly, the suggested scale for organizational performance can be used in this study.

CFA authorizes for the estimation of eligibility among observed data and an antecedent conceptualized and theoretically set framework which ventilates the hypothesized causal connections between private factors and also their observed cursor factors (Hancock and Mueller, 2001). Lastly, confirmatory factor analysis results for the market turbulence scale is demonstrated below;

Figure 5: Confirmatory Factor Analysis of Market Turbulence



The figure above provides the three items of the measurement scale and its factor loadings. When factor loadings are examined, it is observed that all of the item values are bigger or equal to 0,90. Additionally, goodness of fit indices for this model are calculated and results demonstrated a great or acceptable fit. χ^2/df value is 0; CFI

is 1,00; GFI value is 1,00, and IFI is 1,00. Accordingly, the suggested scale for market turbulence can be used in this study.

4.2. HYPOTHESES TESTING

4.2.1. Correlation Analysis

To begin with, this analysis is completed so as to detect the degree of causeless relationship between independent variables. Correlation analysis is a statistical process applied to appraise the force of connection between two quantitative variables. Furthermore, a high correlation adds up to that two or surplus variables have a powerful interconnection with each other. However, a poor interrelation means that the concepts are scarcely related (Franzese and Iuliano, 2019). Results demonstrates that there is a 0,453 correlation among resilience and OLC. Also, there is a 0,421 correlation between organizational performance (OP) and OLC. There is a 0,417 correlation between market turbulence (MT) and OLC. There is a 0,805 correlation between OP and OR. There is a 0,732 correlation between MT and OR. Lastly, there is a 0,811 correlation between OP and MT.

Table 16: Correlation between Variables

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

**Correlation is significant at the 0.01 level in two-tailed.

Significantly, there is no high correlations among independent variables in this dissertation. Anyway, the high interrelation can be an indicator of collinearity problem and to detect if is there any this problem, collinearity test was applied. In addition, the table below demonstrates the collinearity test of independent variables. A value of

tolerance of less than 0.20-0.10; in addition, VIF equals to 5-10 and higher values creates multicollinearity cause (O'Brien, 2007).

Table 17: Collinearity Test

	Tolerance	VIF
CONSTANT	-	-
OLC	0,779	1,284
OR	0,437	2,286
MT	0,455	2,199

According to variance inflation factor (VIF) results which are less than 2,50, it can be said that there is no multicollinearity problem. In addition, tolerance values less than 0.10 shows collinearity (Daoud, 2017). Tolerance valuations are bigger than 0,10 and VIF valuations less than 2,50 in this study. That is, this result also provides that there is no collinearity problem between independent variables.

4.2.2. Normality Test

Normality test is handled in order to see distribution of variables. It is generally accepted that an exact value of the scores which more than -1,96 and less than 1,96 accepted as significant at $P < 0.05$ (Ghasemi and Zahediasl, 2012). Therefore, the results of skewness and kurtosis between -1,96 and 1,96 accepted as normally distributed.

Table 18: Normality Test

	Skewness	Kurtosis	Mean
OLC	-0,078	-0,532	4,02
OR	0,475	-1,287	3,77
OP	-0,360	-1,203	4,49
MT	0,192	-1,405	3,85

Normality results demonstrates that skewness of OLC is -0,078 and kurtosis of OLC is -0,532. Skewness of OR is 0,475 and kurtosis of OR is -1,287. In addition, skewness of OP is -0,360 and kurtosis of OP is -1,203. Lastly, skewness of MT is 0,192 and kurtosis of MT is -1,405. In this study normality values are between -1,50 and 1,50. Therefore, it can be accepted that values are normally distributed.

4.2.3. Hypothesis Testing

Hypothesis tests depended on statistical significance are another way of demonstrating confidence intervals. Each hypothesis test constructed on significance may be gathered by a confidence interval. Therefore, each confidence interval should be achieved by a hypothesis test depended on significance (Rice, 2007). In this study hypotheses 1, 2, 3 are tested by applying linear regression. On the other side, hypotheses 4 is tested by mediation analysis, 5a and 5b are tested by applying moderated mediation analysis. To begin with, the first hypothesis of this study is provided below;

H1: Organizational learning capability significantly predicts organizational performance

As a result of the simple-linear regression analysis which was tested to observe the influence of OLC on OP, regression model demonstrates that regression is statistically significant ($F=23,006$; $p<0.05$). In addition, 17,7% of a movement on OP is explained by OLC ($R^2=0.177$).

Table 19: Linear Regression Analysis of Hypothesis 1

Coef	B	Standard Error	Beta	t	P
Const	1,830	0,555		3,295	0,001
OLC	0,661	0,138	0,421	4,796	0,000

As a result of regression analysis regression formula is created like;

Organizational Performance = 1,830 + 0,661 x Organizational Learning Capability

According to this formula, one unit increase in OLC will cause 0,661 unit increase on OP. Therefore hypothesis 1 is accepted.

Table 20: Model Summary 1

Model	R	R ²	Adjusted R ²	F	P
OLC→OP	0,421	0,177	0,169	23,006	0,000

After the analysis of hypothesis 1, analysis for the hypothesis 2 is provided below;

H2: Organizational learning capability significantly predicts organizational resilience

According to the result of the simple-linear regression analysis, which was tested to observe the influence of organizational learning capability on organizational resilience, regression model demonstrates that regression is statistically significant ($F=27,635$). In addition, 20,5% of a movement on organizational resilience is explained by organizational learning capability ($R^2=0.205$).

Table 21: Linear Regression Analysis of Hypothesis 2

Coeff	B	SE	B	t	P
Cons	-0,420	0,800		-0,525	0,601
OLC	1,042	0,198	0,453	5,257	0,000

Table 22: Model Summary 2

Model	R	R ²	Adjusted R ²	F	P
OLC→OR	0,453	0,205	0,198	27,635	0,000

As a result of regression analysis regression formula is created like;
Organizational Resilience = $-0,420 + 1,042 \times \text{Organizational Learning Capability}$

According to this formula, one unit increase in OLC will cause 1,042 unit increase on OR. Therefore, hypothesis 2 is accepted. On the other side, analysis for the hypothesis 3 provided below;

H3: Organizational resilience significantly predicts organizational performance

The result of the simple-linear regression analysis, which was tested to observe the influence of organizational resilience on organizational performance, regression model demonstrates that regression is statistically significant ($F=196,871$). In addition, 64,8% of a change on organizational performance is explained by organizational resilience ($R^2 = 0,648$).

Table 23: Linear Regression Analysis of Hypothesis 3

Coeff	B	SE	B	t	P
Const	2,414	0,150	-	16,051	0,000
OR	0,549	0,039	0,805	14,031	0,000

Table 24: Model Summary 3

Model	R	R ²	Adjusted R ²	F	P
OR→OP	0,805	0,648	0,645	196,871	0,000

As a result of regression analysis regression formula is created like;

$$\text{Organizational Performance} = 2,414 + 0,549 \times \text{Organizational Resilience}$$

According to this formula, one unit increase in OR will cause 0,549 unit increase on OP. Therefore established hypothesis is accepted. Analysis for the subsequent hypothesis provided below;

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

To test the mediation impact of organizational resiliency on the link between organizational learning capability and organizational performance, a method for the determination of significant indirect effects paths recommended by Preacher and Hayes (2008: 15) was followed. According to this method, a mediation hypothesis is accepted when the indirect effect is significant, which implies that its empirical confidence interval doesn't involve zero (Zhao et al., 2010: 201).

So as to compute significant values and confidence intervals, a bootstrapping procedure with 5000 sub-samples was performed by using the approach of Preacher and Hayes (2008: 15).

Table 25: Model Outcomes 4

Model Summary-Outcome Variable: Organizational Resilience						
R	R ²	MSE	F	DF1	DF2	P
0,4531	0,2053	0,4362	27,6355	1,0000	107,0000	0,0000
Outcome Variable: Organizational Resilience						
	coeff	SE	t	P	LLCI	ULCI
CONST	-0,4200	0,7998	-0,5251	0,6006	-2,0055	1,1655
OLC	1,0423	0,1983	5,2569	0,0000	0,6493	1,4354
Model Summary-Outcome Variable: Organizational Performance						
R	R ²	MSE	F	DF1	DF2	P
0,4207	0,1770	0,2104	23,0062	1,0000	107,0000	0,0000
Outcome variable: Organizational Performance						
	coefficient	SE	t	P	LLCI	ULCI
CONST	1,8302	0,5555	3,2947	0,0013	0,7290	2,9314
OLC	0,6605	0,1377	4,7965	0,0000	0,3875	0,9335
Model Summary-Outcome variable: Organizational Performance						
R	R ²	MSE	F	DF1	DF2	P
0,8074	0,6518	0,0899	99,2214	2,0000	106,0000	0,0000
Model-Outcome variable: Organizational Performance						
	coeff	SE	t	P	LLCI	ULCI
CONST	2,0517	0,3635	5,6449	0,0000	1,3311	2,7724
OLC	0,1106	0,1009	1,0960	0,2756	-0,0895	0,3108
OR	0,5275	0,0439	12,0236	0,0000	0,4406	0,6145

Table 26: Total Effect Results of Mediation

Total-Effect of OLC on OP					
Effct	SE	t	P	LLCI	ULCI
0,6605	0,1377	4,7965	0,0000	0,3875	0,9335
Direct-Effect of OLC on OP					
Effct	SE	t	P	LLCI	ULCI
0,1106	0,1009	1,0960	0,2756	-0,0895	0,3108
Indirect-Effect of OLC on OP					
	Effect	BootSE	BootLLCI	BootULCI	
OR	0,5499	0,1074	0,3391	0,7680	
Completely Standardized Indirect-Effect of OLC on OP					
	Effect	BootSE	BootLLCI	BootULCI	
OR	0,3502	0,0703	0,2104	0,4913	

The indirect effect of OLC on OP showed significant effects because the 95% confidence-interval (CI) of the point-estimate do not has zero. There is a mediation effect of organizational learning capability on the link between organizational learning capability and OP ($\beta = 0.549$, $p < .05$). Also, SOBEL test results for this model is less than 0,05 ($p < 0,05$). Besides, mediation relationship demonstrated a full mediation on its associated link, since its direct effect turned to an insignificant effect. Therefore, the hypothesis 4 is accepted. In addition, analysis for the hypothesis 5a provided below;

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

To test the conditional direct-effect of OLC on OP with the moderation effect of market turbulence, a moderated mediation model was applied. So as to measure the conditional direct effects SPSS PROCESS makes the pick-a-point approach that it creates estimates along with standard errors, t, and p-values for the conditional direct effects.

Table 27: Model Summary

Model Summary-Outcome Variable: OP						
R	R ²	MSE	F	DF1	DF2	P
0,8808	0,7759	0,0589	90,0110	4,0000	104,0000	0,0000

Table 28: Direct Effect

	Coeff	SE	t	P	LLCI	ULCI
Const	-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
Int	-0,2739	0,0855	-3,2044	0,0018	-0,4434	-0,1044

The results showed the direct-effect of OLC on organizational performance (OP) was moderated by market turbulence (MT). The conditional direct effect of OLC was statistically significant ($P < 0,005$), because the 95% CI of the point-estimate did not concurrent zero. According to anaysis results, hypothesis 5a is accepted.

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

Table 29: Moderated Indirect Effect

Moderated mediation: Conditional indirect effect				
	Idex	Boot-SE	Boot-LLCI	Boot-ULCI
MT	0,1254	0,0482	0,0296	0,2235

The results showed conditional indirect effect of OLC on OP with the mediation effect of resilience under the moderation effect of market turbulence (MT). As a result, the conditional indirect effect of OLC was statistically significant ($P < 0,005$) because the 95% CI of the point-estimate did not pass by zero. Therefore, the last hypothesis which is the hypothesis 5b is also accepted.

CONCLUSION

Organizational learning is a complicated concept because dissimilar capabilities are entailed to form and comply with available notice in an entity (Wang and Ellinger, 2011). Furthermore, organizations which are interested with continuing a constant learning course come by a preferable mentality of the market, utilize their internal knowledge or event and improve the talent to reply rapidly to recent market requirements, resilience re-configuring their accumulations or decreasing the sense of ambiguity against the complication of business surrounding (Damanpour, 1991; Calantone et al., 2002; Gallouj and Savona, 2009).

The intent of this dissertation is to discover the way associations are able to build up their performance. In this dissertation, OLC and resilience are taken as variables which assist to explain organizational performance. Conditional direct-effect of OLC on OP and conditional indirect effect of OLC on organizational performance through organizational resilience are tested by market turbulence's moderation. Particularly, a moderated mediation model is aimed to create in this study. By this template, both direct and indirect effect of OLC on OP was tested.

The subject of performance has been mostly studied by researchers. However, technological or global alterations in the world force organizations to adapt inevitable changes. Therefore, the concept organizational performance is needed to be analyzed with more dynamic topics like resilience and turbulence. Significantly, it was thought at the beginning of this study that in order to apply these dynamic topics learning capability of organizations can make important contributions because learning capability of organizations can helps to overcome turbulent situations.

Even though the factors that figure out organizational learning are highly discussed (Broekema et al., 2017), it is an ongoing everyday practice for entrepreneurial arrangements (Antonacopoulou and Sheaffer, 2014). Furthermore, organizational leaning capability (OLC) is also highly interested in many areas of business. The recent attention in the OLC concept among academics and practitioners underlines a notion that organizations require to develop their performance so as to sustain their competitive advantage (Smith et al., 1996). Therefore, the notion of OLC might be appraised as a strategic ability for organizations (Grant, 1996).

OLC is a mixed or multi-dimensional concept. OLC is portrayed as a managerial feature or unit that encourage the learning transaction and facilitate organizational learning. In addition, OLC provides risk taking so as to tolerate ambiguity, indefiniteness and inaccuracies (Chiva et al., 2007). Moreover, work ambience in which significant chances has been pointed out as an important issue for a long time and this kind of environments necessitates organizational learning capability (Hedberg, 1981; Sitkin, 1996).

Prior studies recommend a considerable relationship among learning capabilities and preferable performance of entities (Tippins and Sohi, 2003; Jain and Moreno, 2015). To further support this relation, organizational learning significantly affects organizational performance (Wang and Ellinger, 2011). There is mighty demonstration by which learning might influence on performance of communities (Easterby-Smith and Lyles, 2011).

On the other side, OLC is a significant concept for firm performance in terms of both fiscal and non-financial issues (Camps and Luna-Arocas, 2012; Zhou et al., 2015). In addition, organizational learning is a system which immediately influences organizations observing turbulence (Baker and Sinkula, 1990) and it can circuitously advance performance (Moorman, 1995). Organizational learning is the authority in terms of organizational experimentations due to the aim of sustaining and developing organizational performance (Abubakar et al., 2019). That is, organizations which can learn become more resilient or agile and they can construe or reply in quite suitable way to environmental cases and propensities (Jimenez-Jimenez and Sanz-Valle, 2011).

There is an extended gap between the complexity of business surrounding and organizational capacity to get over with this complications. On account of keep pace with swiftness and turbulent markets, organizations should pay attention to target markets (Day, 2011). In dynamic environments, organizations continually front challenge of changing customer demands and intensive rivalry (Roberts and Grover, 2012). Nevertheless, failure to answer to agility or speediness to defiance may cause to considerable financial damages (Zhou et al., 2019).

Environmental turbulence is one of the RBV touch (Putjiarti and Darmanto, 2020). The fundamental acceptance of the RBV theory is that talent can be the primary welding to achieve strong performance (Barney, 1991). Environmental turbulence is

symbolized by some characteristics which are vibrant, complicated, fast, and unforeseeable (Volberda and Bruggen, 1997; Eisenhardt and Brown, 1998). These characteristics procure organizations to handle strategic processes. Some studies demonstrate that environmental turbulence may promote competitive strategies which can be the result of success of rivalry (Ward and Duray, 2000; Kuivalainen et al., 2009). Therefore, environmental turbulence can be interested with the rise of alterations and hard features of some modifications which probably make it difficult to assign reasons and give notice the result of initiatives (Bower and Christensen, 1995; D'Aveni and Gunther, 1995).

In times of firms face turbulences, they are encountering both improved threats and opportunities (Zhou et al., 2019). Environmental turbulence assists organizations to improve skills to handle with hazards and advance talent to realize chances in business surrounding so as to advance performance (Morris et al., 2002; Gonzalez-Benito et al., 2009). Environmental turbulence can be often seen as a ratio and volatility of modifications in external business life of organizations (Danneels and Sethi, 2011; Glazer and Weiss, 1993; Lyu et al., 2020). Environmental turbulence imputes to a considerable amount of changes in business environment (Dess and Beard, 1984). Environmental turbulence has two primary dimensions that called as market turbulence and technological turbulence. Market turbulence related to heterogeneity and instability in target market choices; on the other side, technological turbulence interests with a ratio of technological alterations in industries (Jaworski and Kohli, 1993).

The notion market turbulence has been portrayed as a proportion of alteration in terms of the composition of target markets and their options (Bowman, 2017). Additionally, market turbulence is a long-distance managerial event and connected to external market inducements (Abrar et al., 2019). Market turbulence is one of the stone environmental contingency. Therefore, this notion is a supreme organizational defiance (Anderson and Tushman, 2001). Turbulent markets request to create a major attention so as to replace resource groundwork with approaching oppression (Cannella et al., 2008). Market turbulence is an organizational environmental condition that compass market demands to generate unlike diversity in order to stay dynamic (Sung and Chui, 2019).

Market turbulence can be defined as a grade of ambiguity, imbalance, and deficiency of audit in the compound of target markets; at the same time, their choices (Liu et al., 2019). Turbulent markets requisite timely and appropriate information if the organizations perceive alignment of their common capabilities (Baum and Wally, 2003). Turbulence management activities are very important so as to devise solution to how organizations mitigate impacts of a future turbulences (Herbane, 2015). So as to manage turbulences, managers should correctly interpret and reply to turbulent cases that necessitate to take a chance (Kish-Gephart and Campbell, 2015).

Market turbulence creates uncertainty in the environment of organizations. Thus, it can be considered as a potency which is intimidating. Strong business environments permits organizations to centralize on customs, uniform operations. Contrariwise, turbulent environments necessitates high compliance and resilience (Choi et al., 2010). In addition, unstable and obscure business environments confine resource effectiveness while presenting new chances to be ambidextrously successful (Bhide, 2000; Rindova and Fombrun, 2001). Hereby, turbulent markets can entail a broad and unforeseeable situations (Bunderson and Sutcliffe, 2002).

Market turbulence facilitates request ambiguity and preference alterations (Zhou et al., 2018). Market turbulence has potential to disturb limited business attention and organizational resources from inner strategic planning and effectiveness enhancing functions positively dealing with surrounding challenges or dynamics. In the times of market turbulence is elevated, leaders must take considerable notes for understanding incalculable market conditions and fast changing target market preferences (Katsikeas et al., 2016). Likewise, market turbulence ensures prospective opportunities for organizations to expand routines or qualifications (Jansen et al., 2006).

As a result, learning from external turbulences is a special presence that organizations can also learn from events which are experienced by the others through learning capability (Toft and Reynolds, 1997). Thus, organizations can get a strong performance. Managers' knowledges of turbulences of their organization or from upwards may impact their perceptions and functions related with the formalization of organizational resilience (Deverell, 2009). Along with resources and mindset, turbulence experimentation is connected to resilience (Doern, 2016).

The word resilience covers capability of certain systems like economic (Pal et al., 2014) social (Olsson et al., 2015; Rao and Greve, 2018) and organizational (Lay et al., 2015; Giustiniano et al., 2018) so as to stay in organized conditions following a disruptive case (Morales et al., 2019). Resilience is considered as an advantageous capability for organizations (Linnenluecke, 2017) due to it has a capability to cope with exigencies or crises (Lee et al., 2013; Mumby et al., 2014). Thus, resilience is a kind of key element for expansion and performance. Therefore, resilience could be described as a talent of workforces so as to utilize sources to adapt or thrive in reply to variable business life (Naswall et al., 2013).

The origin of resilience includes response, rescue and adaptation behind a sudden crisis. Additionally, organizational resilience is a statement for long-term strategic regeneration of organizations (Aldrich, 2012). Constructing the concept of organizational resilience as a kind of strategic reply it is recommended that resilience is an organizational attribute which mirrors the correlation between a special regular tract and the accountable perimeter of the framework (Burnard and Bhamra, 2011). Furthermore, resiliency is reached owing to favorable accuracies or raise of current or recent assets in reply to hesitant profitable situations (Suire and Vicente, 2014). Consequently, researchers highly giving care to integrity of resiliency from an absorptions of official reactivity, rivalry, ambiguity and renovation. Like a nature, organizations may front the similar natural hazard like flooding. Besides, organizations may share an identical critical substructures such as power and telecommunications that, if one of them is damaged potential conclusions may happens (Chewning et al., 2012; Coates et al., 2016).

Organizational resilience arise not only from the dynamic capability of employees which diminish stress, but also it arise from ability of learning and maintaining strength (Stephens et al., 2013). Additionally, organizational resilience can be considered as a capability so as to assimilate disruptions with maintaining current structure (Walker and Salt, 2006). This notion has been mediatized with enterprising responses which a consequence in strategic regeneration (Chan, 2011; Suire and Vicente, 2014). Organizational resiliency is a recent organizational concept and adaptable process and capability of organizations to focus major and strategic

defiance through responsiveness or reinvention for getting organizational renovation (Johnson and Elliott, 2011).

Resilience has been portrayed as a process that a performer such as individual, organization, and society set up and utilizes its talent endowments so as to cope with the surrounding that affirmatively adjusts or preserves functioning at the beginning, during, or following annoyance (Williams et al., 2017). On the other hand, resiliency is both a personal feature and at the same time it is a quality which can be analyzed from a corporate outlook such as group, society, and constitution (Horne and Orr, 1997). Hereby, resilience is an expression which has been enforced to managerial scholarship. In changeable economic periods a sight of resiliency of organizations has achieved to trendiness that may assist organizations to survive or improve in complicated perimeters (Rioli and Savicki, 2003). However, resiliency of organizations is entailed for daily activities as well so as to figure and reduce results of troubles (Van Der Vegt, 2015).

Resilience is a capability of organizations so as to foresee and answer to ambiguities in turbulent environments (Dahms, 2010: 27). Organizational resilience contains a capability of organizations to rest systematic absenteeism. In addition, it is a talent to adapt to recent formations which has emerged from dissimilar risk resources (Tadic et al., 2014). Resilience possesses a critical role in resisting traumatic events (Fredrickson et al., 2003; Ong et al., 2006; Ucbasaran et al., 2013). Resilience has positive impact on several outcomes and one of them is wellbeing (Athota et al., 2019). Resilience has been considered to ensure capability so as to apply strategic decision-making during turbulences (Hamel and Valikangas, 2003).

Organizational resilience is a major characteristic which positively impacts organizations in the long term since resilient organizations may able to live and develop in a progressively volatile, complicated and uncertain surrounding (Naswall et al., 2013). Resiliency of entities facilitates organizations so as to speed in turbulent and menace business area. Further, resilient organizations seize influential strategic positions, diagnose their peripheral conditions with a big accuracy, prepare themselves for long term survival, advance new talents, and form new occasions so as to focus on alterations (Lengnick-Hall et al., 2011). Moreover, resiliency of companies evokes continuous newness and transcription to floating conditions or unexpected cases in

incalculable business surrounding. Hereby, resilience of organizations refers that they enjoy a potent capability so as to reply successfully to continuous turbulences (Kantur and İşeri-Say, 2012). In short, resilience in organizations evokes close connections or relations with their surrounding (Rodriguez-Sanchez et al., 2019).

Organizational resilience is a talent to assimilate, survive, or grow during turbulences (Fiksel, 2006; Folke, 2006). Also, organizational resilience is a capability to diminish vulnerabilities (Nemeth et al., 2009). Furthermore, organizational resilience interested with identifying turbulences, defining precedence, or cope with unexpected situations (Starr et al., 2003). Furthermore, organizational resilience arises from an adaptation stage in order to deal with rivalries to promote expansion (Sutcliffe and Vogus, 2003). Overall, organizational resilience has a strategic aspect because it arises from strong potencies for effectiveness (Lee et al., 2013).

Organizational resilience is regarded as to be crucial for agility and performance. Therefore, engineering, ecosystem and ecological acts of resilience should be focused (Johnson and Elliott, 2011). Both engineering and ecosystem areas about resilience speaks out the bouncing back from an influence or pressure due to permanence or robustness. Conversely, socio-ecological explications of resilience states beyond improvement and stationary to incorporate dynamic learning, adaptation, change, and so on (Pimm, 1984).

To an illustrate, three hospitals rescued from an unfamiliar and abrupt corruption due to adaptive functions that stemmed from existing strategies, management activities, or objections (Meyer, 1982). In terms of turbulent business environment, developing resilience inside organizations appears to have vital significance so as to understand difficulties or respond to hazardous cases (Kantur and İseri-Say, 2012; Lengnick-Hall and Beck, 2005). Whence, the capability resilience enables organizations to response to strained events and unforeseen changes. Also, this situation is indicated in literature in detail that resiliency is a necessary organizational proficiency for contemporary organizations. Inasmuch as, it is any of the best significant characteristics for performance of companies (Naswall et al., 2013; Britt et al., 2016).

Organizational resilience contains a number of favorable outcomes and one of them is performance of firms (Coutu, 2002; Worline et al., 2002; Shatte et al., 2017).

Resilience may be intentionally nurtured by planning previously a corruption (Johnson et al., 2013). Therefore, the capability of an organization to assimilate the action of a menace and long-term adaptation is an ability of resilience (Sutcliffe and Vogus, 2003). Resilience can spans organization systems (Day 2014; Johnsonm et al., 2013).

In the fast modifying business environment, organizations struggle with the impressiveness of their functions so as to achieve to advanced organizational performance (Kim et al., 2019). Organizational performance is a fundamental statement in management area. Thus, organizational performance has got significant concern (Kirby, 2005). Performance of corporations regards three particular issues of fiscal results which are market efficiency, and shareholder capacities (Pierre et al., 2009). Importantly, fiscal end results are the materialization of organizational goals (Abubakar et al., 2019).

Enormous investments have been realized so as to improve welding of organizations to advance organizational performance (Franco-Santos et al., 2012). Nevertheless, business environment is started to be observed as unbalanced and turbulent. In this way, organizations required to incessantly develop their performance to handle with market turbulence; at the same time, compete with their rivalries (Taticchi et al., 2010). Moreover, performance is collaborated with operational actions that organizations may achieve balance among all of business functions (Uhrin et al., 2017).

To sum up, in this thesis it was demonstrated that OLC significantly effects OP. Also, OLC has effect on resiliency of institutions. From the other way, organizational resilience has impact on OP. To add, resiliency performs a full mediation impact between OLC and OP. From a big picture it is observed that there is moderation impact of market turbulence on direct; at the same time, indirect effect of OLC on OP.

From a different angle, there are some restrictions of this dissertation. To begin with, the research was conducted with manufacturing companies in a single city of a country. Even though participating organizations were tried to be picked up from different sectors, there can be still sectors which could not be covered especially in different cities. In addition, larger population might be handled in order to achieve more general information. Furthermore, choosing a multiple industry sample may

prevents gathering specific industry features. Nevertheless, as a benefit of this study adopting a multiple industry setting can also provide researchers to gain some generalizations across industries (Schmalensee, 1989: 955; Thomas and Venkatraman, 1988: 540).

Finally, some successions for forward studies are advised in the extent of this study. To begin with, it can be significant to apply this study in different cities with distinct environmental frame within the meaning of bigger business or different industry. In addition, similar models can be developed by considering distinct environmental factors different from market turbulence. In terms of managerial side, this dissertation provide several contributions. Firstly, managers can test their organization's capability of learning specialty to define resiliency and performance levels of their organizations considering the turbulent environment. By this way, managers can experiment the resiliency talent of their organizations during a complexity which might be related with choices of their target market, new product realization in the market, changing requirements of target market, and so on. By considering turbulence in the market, managers can also examine proactive and reactive attitudes of their organizations towards complications in business environment. Thus, the model that developed under the scope of this thesis may have considerable contributions in terms of managerial side. Quite importantly, from the day of the World Health Organization (WHO) announced that Corona Virus Disease 2019 (COVID-19) as pandemic issue, there was a great turbulence in the economic market worldwide and operations of business encounter unexpected challenges (Araz et al., 2020). Together with noteworthy turbulence of the worldwide fiscal arcades, the requirement to counterwork the universal fiscal attacks has acutely raised (Liu and Hu, 2020). It is recommended to apply this working model in this turbulent market environment or later. As a result, considering the compass of this dissertation, many studies might be produced by utilization of this study.

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APPENDIX

APPENDIX 1: The Questionnaire Form of The Thesis

SORU FORMU

Sayın Katılımcı,

Bu soru formu, Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü kapsamında yapılan bir doktora tezinin ölçümlenmesi için hazırlanmıştır. Cevaplayacak olduğunuz soru formunun sonuçları sadece bilimsel araştırmanın analiz kısmının oluşturulması ve teorik alt yapının sayısal veriler ile desteklenmesi amacı ile kullanılacak ve kesinlikle gizli tutulacaktır.

Katılımınız ve göstereceğiniz özen için teşekkür ederiz.

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Dokuz Eylül Üniversitesi

DEMOGRAFİK ÖZELLİKLER

A. Çalıştığınız şirketteki pozisyonunuz nedir?

- 1) Üst Düzey Yönetici
- 2) Orta Düzey Yönetici
- 3) Diğer (Lütfen belirtiniz)

B. Hangi bölümde çalışmaktasınız?

- 1) Lojistik
- 2) Üretim
- 3) Satın alma
- 4) Satış
- 5) Pazarlama
- 6) Muhasebe/ Finansman
- 7) İnsan Kaynakları
- 8) Diğer (Lütfen belirtiniz)

C. Eğitim düzeyiniz nedir?

- 1) İlköğretim Mezunu
- 2) Lise Mezunu
- 3) Meslek Yüksek Okulu Mezunu (Ön Lisans)
- 4) Üniversite Mezunu (Lisans)
- 5) Yüksek Lisans Mezunu
- 6) Doktora Mezunu

D. Şirketinizde tam zamanlı olarak çalışan sayısı kaçtır?

- 1) 0-9
- 2) 10-49
- 3) 50-249
- 4) 250 ve üstü

E. Şirketiniz ne kadar süredir faaliyet göstermektedir?

- 1) 1 yıldan az
- 2) 1-5 yıl
- 3) 6-10 yıl
- 4) 11-15 yıl
- 5) 16-20 yıl
- 6) 20 yıldan fazla

F. Şirketinizde ne kadar süredir görev yapmaktasınız?

- 1) 1 yıldan az
- 2) 1-5 yıl
- 3) 6-10 yıl
- 4) 11-15 yıl
- 5) 16-20 yıl
- 6) 20 yıldan fazla

G. Şirketinizin faaliyet alanı nedir?

- 1) Gıda
- 2) Tekstil/ Basım
- 3) Makine/ Römork
- 4) Maden/ Taş/ Çakıl
- 5) Krom/ Otomotiv
- 6) Medikal/ Cam/ Döküm
- 7) Mobilya
- 8) Kimya/ Plastik/ Kauçuk
- 9) Enerji/ İklimlendirme
- 10) Diğer (Lütfen belirtiniz).....

<p>Aşağıdaki durumlardan hangileri firmanızın örgütsel öğrenme yeteneği düzeyini göstermektedir? (Lütfen her soru için tek işaretleme yapınız)</p> <p>1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Kararsızım, 4-Katılıyorum, 5-Kesinlikle Katılıyorum</p>					
ÖRGÜTSEL ÖĞRENME YETENEĞİ					
YÖNETİMSEL BAĞLILIK	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1. Yöneticilerimiz çalışanlarını karar alma süreçlerine sık sık dâhil etmektedir.	1	2	3	4	5
2. Çalışanların öğrenmeleri yatırımdan çok masraf olarak ele alınmaktadır. (Ters ifadeli sorudur)	1	2	3	4	5
3. İşletmemizdeki yönetim kadrosu, herhangi bir alandaki değişiklikleri benimseyerek uygulamaya ya da yeni çevresel koşullara uyum sağlayabilmeye olumlu bakmaktadır.	1	2	3	4	5
4. İşletmemizde çalışanların öğrenme yeteneği, anahtar faktör olarak değerlendirilmektedir.	1	2	3	4	5
5. İşletmemizde çalışanlar, gerçekleştirilebilecek yenilikçi fikirleri için ödüllendirilmektedir.	1	2	3	4	5
SİSTEM BAKIŞ AÇISI	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
6. İşletme hedefleriyle ilgili bilgiler tüm çalışanlar tarafından benimsenmiştir.	1	2	3	4	5
7. İşletmemizi oluşturan tüm bileşenler (departmanlar, bölümler, çalışma takımları ve bireyler) genel hedeflerin başarılı bir şekilde gerçekleştirilmesine nasıl katkıda bulunabileceklerinin bilincindedirler.	1	2	3	4	5
8. İşletmemizi oluşturan tüm bileşenler beraberce koordineli bir biçimde çalışır ve birbiri ile bağlantılıdır.	1	2	3	4	5
AÇIKLIK VE DENEYLEME	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
9. İşletmemiz yeni yollar denemeyi ve yenilikçiliği iş süreçlerini iyileştirmenin bir yolu olarak görmekte ve desteklemektedir.	1	2	3	4	5
10. İşletmemiz, sektöründeki diğer işletmelerin neler yaptıklarını takip eder; ilgi çekici ve kullanışlı olduğuna inanılan uygulama ve teknikleri işletmeye uyarlar.	1	2	3	4	5

11. Dış kaynaklardan (danışmanlar, müşteriler, eğitim firmaları.. vb.) sağlanan deneyim ve fikirler, işletmenin öğrenmesi için yararlı birer araç olarak değerlendirilir.	1	2	3	4	5
12. İşletmemizin kültürünün bir parçası olarak, çalışanlarımız görevlerini başarıyla tamamlayabilmelerini sağlayan prosedür ve metotlarla ilgili önerilerde bulunup, fikirlerini ifade edebilmektedirler.	1	2	3	4	5
BİLGİ TRANSFERİ VE ENTEGRASYONU	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
13. İşletmemizin her düzeyinde her zaman hata ve başarısızlıklar tartışılır ve analiz edilir.	1	2	3	4	5
14. Çalışanlar, işletmemizin kullanabileceği yeni fikirler, programlar ve faaliyetler hakkında kendi aralarında konuşmaktadırlar.	1	2	3	4	5
15. İşletmemizde takım çalışması genellikle uygulanan bir çalışma değildir. (Ters ifadedir sorudur)	1	2	3	4	5
16. İşletmemiz; çalışanlarımız uzun süre aynı kalmasa bile, geçmişte öğrenilenlerin işletme içerisinde geçerli kalabilmesini sağlayan araçlara (el kitapları, veri tabanları, dosyalar, örgütsel rutinler...vb.) sahiptir.	1	2	3	4	5
<p>Aşağıdaki durumlardan hangileri firmanızın kurumsal dayanıklılık düzeyini göstermektedir? (Lütfen her soru için tek işaretleme yapınız)</p> <p>1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Kararsızım, 4-Katılıyorum, 5-Kesinlikle Katılıyorum</p>					
KURUMSAL DAYANIKLILIK	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
Çalıştığım kurum beklenmedik veya kötü durumlar karşısında...					
1. Dik bir duruş sergileyerek konumunu korumayı başarır.	1	2	3	4	5
2. Farklı çözüm yolları üretmeyi başarır.	1	2	3	4	5
3. Gereken her türlü kaynağı kullanabilecek güçte bir kurumdur.	1	2	3	4	5
4. Çabuk harekete geçer.	1	2	3	4	5
5. Alternatifler geliştirerek olumsuz koşullardan fayda sağlamaya çalışan bir kurumdur.	1	2	3	4	5
6. Yapılması gerekenleri hızlı bir biçimde yapar.	1	2	3	4	5

7. Yapılması gerekenleri tüm çalışanların kenetlenerek yaptığı bir kurumdur.	1	2	3	4	5
8. Tüm çalışanlarıyla bir bütün olarak hareket etmeyi başarır.	1	2	3	4	5
9. Kolaylıkla etkilenmeyen güçlü bir kurumdur.	1	2	3	4	5
10. Kaybetmemek için sonuna kadar direnç gösteren bir kurumdur.	1	2	3	4	5
11. Oluşabilecek her türlü durumu atlatabilecek güce sahip bir kurumdur.	1	2	3	4	5
12. Pes etmeden yoluna devam eden bir kurumdur.	1	2	3	4	5
<p>Aşağıdaki durumlardan hangileri firmanızın performans düzeyini göstermektedir? (Lütfen her soru için tek işaretleme yapınız)</p> <p>1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Kararsızım, 4-Katılıyorum, 5-Kesinlikle Katılıyorum</p>					
ÖRGÜTSEL PERFORMANS	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1.Yatırımlarımızın getirisi yüksektir.	1	2	3	4	5
2. Varlıklarımızın getirisi yüksektir.	1	2	3	4	5
3. Satışlarımızın getirisi yüksektir.	1	2	3	4	5
4. Şirketimizin genel karlılık derecesi yüksektir.	1	2	3	4	5
<p>Aşağıdaki durumlardan hangileri firmanızın pazar türbülansı düzeyini göstermektedir? (Lütfen her soru için tek işaretleme yapınız)</p> <p>1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Kararsızım, 4-Katılıyorum, 5-Kesinlikle Katılıyorum</p>					
PAZAR TÜRBÜLANSI	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1. Zamanla müşterilerimizin ürün tercihleri biraz değişti.	1	2	3	4	5
2. Müşterilerimiz her zaman yeni bir ürüne bakma eğilimindedir.	1	2	3	4	5
3. Yeni müşterilerin ürün ile ilgili sahip oldukları gereksinimler, mevcut müşterilerden farklı olma eğilimindedir.	1	2	3	4	5