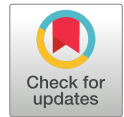


International Journal of Environment and Geoinformatics**Review Article****Open Access****The Future of Organizations Under Changing Environmental Conditions: Resilient Organizations From A Resilience Perspective**Dilek Balak¹  ¹ Beykent University, Vocational School, Management and Organization Department, İstanbul, Türkiye**Abstract**

This study presents a conceptual framework that reveals that organizational resilience plays a central role in building the foundation of resilient organizations by considering the effects of changing environmental conditions on organizations. Unexpected events and sudden environmental changes can significantly surprise organizations. For example, natural events, political upheavals, epidemics, socio-cultural transformations and workplace accidents can lead to major ecological and economic consequences. This situation forces organizations to be resilient. Based on this, the aim of the study is to conceptualize the concept of resilience based on the resource-based approach and to reveal that organizational resilience capacity (ORC) has a central role in building the foundation of resilient organizations (RO). Because the ability of organizations to take specific, strong and transforming actions when faced with unexpected and challenging situations that may endanger their long-term survival is the expression of organizational resilience. Organizations that can use this potential are defined as resilient. In this context, a literature review on ORC and RO was conducted and the relationship between ORC and RO was explained at a conceptual level. This also constitutes a limitation of the current study. In the study, it was concluded that ORC is critical in building RO. It is thought that addressing ORC with different dimensions in future studies will enrich the literature.

Keywords

Organizational resilience capacity • Resilient organization • Environment



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Introduction

The concept of resilience was first popularized by Holling in his pioneering work titled 'Resilience and Stability of Ecological Systems' in 1973. Working definitions subsequently used by many authors were developed following Holling's (1973) original research on ecosystem stability. As such, the construction of resilience has obtained widespread regard in disciplines as diverse as positive psychology, ecological systems, engineering, crisis management, risk analysis and supply chain management (Gunasekaran, 2015; Munoz and Dunbar, 2015; Koronis and Ponis, 2018). Although the concept of resilience is increasingly used across disciplines, there are differences between fields in terms of what resilience means and how it is operationally defined. In this study, the concept of resilience is addressed at the organizational level.

Every day, countries, societies, organizations, and individuals are subject to diverse and ever-changing environments. While this environment offers important opportunities for success and growth to some organizations, it can also present important threats and challenges to others. For instance, ecological events, pandemics, terrorist incidents, political distress, and economic unstableness can all pose important threats to organizational performance (Annarelli and Nonino, 2016; Burnard et al., 2018). Unexpected events and sudden environmental changes can significantly surprise organizations. For example, natural events, political upheavals, epidemics, socio-cultural transformations and workplace accidents can lead to major ecological and economic consequences. This situation forces organizations to be resilient. Therefore, it is interesting to wonder what makes some organizations more successful in coping and responding to unprecedented events (Vogus and Sutcliffe, 2007; Do et al., 2022). At this point, this study tries to explain how resilient organizations can be created from a resilience perspective.

Therefore, it is necessary to understand the causes of resilience and how they are achieved. In this context, there are also concerns about whether resilience occurs as a result of designed processes or spontaneously and by chance (Boin and Van Eeten, 2013; Mitsakis, 2020). For example, while an organization's outcome may be partly due to chance and causality, its response to a threat or disruption may depend on various internal and external factors. As a result, some organizations are better equipped to respond to large-scale events than others are. For example, on March 17, 2000, a lightning strike on a high-voltage power line in New Mexico caused a fire on a production line at the Royal Philips Electronics radio-frequency chip manufacturing facility in Albuquerque. A worker at the facility

responded quickly to the fire and extinguished it within ten minutes. However, Philips engineers and managers realized that the fire recovery process would take some time. This means that customers are affected, at least temporarily. During this time, the Nokia did not receive the routine input required from Philips. In response, Nokia launched an advanced monitoring process, checking the status of chips produced in the factory daily. Nokia's managers began to regularly urge their Philips colleagues to take stronger action. Ericsson's planners and managers, on the other hand, did not sense any inconsistencies in Philips' performance. Ericsson management, therefore, believed Philips's explanations and saw no need to worry about or take further action. Realizing that the Philips problem could affect the production of several million mobile phones, Nokia took three important steps: one team of managers and engineers focused on Philips and played a major role in developing alternative plans. Philips tried to manage this situation by reorganizing its plans at remote factories. A second intercontinental team redesigned some chips so they could be manufactured at other facilities. Where appropriate, it consulted Philips to assess the potential impact of its actions. The other group started looking for alternative producers. Ericsson, on the other hand, did not realize the seriousness of the problem until early April. As Nokia sensed the problem in time and responded quickly, its global market share increased to 30% and its profit increased by 42%. However, Ericsson reported that fires and component shortages caused the mobile phone division to lose \$200 million in the second quarter. It also announced that mobile phone production had been transferred to Flextronics, eliminating several thousand jobs. Nokia has a set of capabilities that enables it to meet challenging business challenges. These capabilities are built into strategy, processes, and values, and are supported by technology. Such capabilities are critical because we live in a networked world where every company partners with several other companies. A company's network extends from the customer-facing side to the product and technology development functions, and to the supply side. While such networks are critical to modern businesses, they also allow changes in market or business conditions to spread rapidly, far beyond their origins. If a company fails to recognize and respond effectively to such a change, it can lose tremendous value, see the reputations of its top executives damaged, and destroy the thousands of livelihoods. Companies such as Nokia, which can adapt intelligently to major changes in the market or business conditions, are resilient organizations. As this example highlights, managing the aftermath and developing effective learning mechanisms can provide a firm with an important competitive advantage and make it resilient (Burnard et

al., 2018). According to the resource-based approach, for a resource to create value by providing competitive advantage to organizations, it must be heterogeneous, valuable, and unique to the organization, and difficult to imitate or substitute by competitors. Therefore, performance differences between organizations arise from differences in resource portfolios (Obioma, 2017).

In this study, organizational resilience capacity and resilient organizations are discussed using a resource-based approach. In addition, it presents a conceptual framework that considers the possible effects of changing environmental conditions on organizations. When the relevant literature is examined, it is seen that there is insufficient work on organizational resilience capacity and resilient organizations. However, the fact that today's business world is in extreme competition and uncertainty and the difficulty of addressing all aspects of the changes caused by economic, political, technological, social, and cultural events reveals the importance of "resilience" for organizations. Organizations are faced with an increasingly dynamic and changing environment; they have to force themselves to adapt to these environmental factors, keep up with the speed of these environmental changes, and resist threats. In this respect, ORC is considered an important factor that helps organizations have the necessary preparations against environmental changes. In this sense, this study can make significant contributions to the literature by examining the relationship between the concepts of resilient organizations and ORC in line with the resource-based approach. The importance of organizations that can provide durability in the face of changing environmental conditions is their ability to maintain existence for a long time. In this way, the value of a durable organization increases in the market, its senior managers are respected, and the livelihoods of thousands of employees are protected.

Materials and Methods

This study, which includes a comprehensive literature review, provides a conceptual perspective that summarizes how organizational resilience capacity can be utilized in the creation of resilient organizations. Many studies provide both theoretical and practical insights into how organizations and their members create resilience capacity. However, in this study, Lengnick-Hall et al.'s (2011) theoretical proposition was chosen as the conceptual framework. The reason for choosing this method is that it is comprehensive of the studies conducted in this category.

ORC

In the literature, resilience has been associated with a large number of change phenomena, such as surprises, unexpected events, catastrophic events or more general types of change. In addition, resilience has been associated with the dynamism or complexity of the environment (Annarelli and Nonino, 2016; Hillmann and Günther, 2021). Therefore, economic recession, increasing competition and changes in customer expectations every day force companies to be resilient. Constructing resilience is a long-winded initiative. This initiative is based on companies that develop cognitive, behavioral, and contextual capacities. In existing research, OR has been defined in many ways as a talent, trait, process, attitude, type of performance or a combination of these (Sutcliffe and Vogus, 2003; Cho et al., 2007; McCarthy et al., 2017; Ishak and Williams, 2018; Duchek, 2020). However, developing resilience capacity in organizations is a dynamic process that includes preparation before adversity, adaptation during adversity, and recovery and growth after adversity. Therefore, in this study, resilience is addressed from a process perspective. Because the issue of how organizations can develop effective capacity before, during, and after environmental change seems to be a pragmatic research need.

There is a wide range of studies in the literature that provide both theoretical and practical insights into how organizations and their members build resilience capacity. At this point, it is useful to examine the components that constitute an organization's resilience capacity in detail.

Components of ORC

Studies on ORC in the literature have addressed this concept in many different dimensions (Hind et al., 1996; Burnard and Bhamra, 2011; Richtner and Löfsten, 2014; Balak, 2021; Chen et al., 2021). This research addressed the dimensions of ORC proposed by Lengnick-Hall et al. (2011). The dimensions and sub-components of ORC are given below.

Cognitive dimension

Cognitive dimension involves a conceptual orientation that enables a firm to recognize, interpret, and analyze environmental changes in ways that go beyond survival (Duchek, 2020). Organizations with cognitive resilience encourage practical intelligence. They also seek opportunities to develop new skills rather than emphasizing the need for standardization and control. Cognitive resilience enables a firm to respond to situations that develop in an unusual way. Thus, the cognitive dimension is explained by two components: conceptual orientation and constructive sense-making (Lengnick-Hall and Beck, 2009). A conceptual

orientation indicates that the organization has a strong sense of ideological identity. Resilient organizations are able to respond to attacks, motivate their employees, perceive opportunities despite disasters, receive external help, and unleash extraordinary physical and psychological resources thanks to conceptual orientation (Lengnick-Hall and Beck, 2005).

Individual cognitive abilities, such as a positive perception of experience, realism, and tolerance of ambiguity, contribute to organizational perceptions. Thus, constructive sensemaking leads to effective actions at each activity level after organizational members reason. The resulting positive feedback encourages future sensemaking activities at the next level of analysis (Lengnick-Hall and Beck, 2005). Thus, resilience capacity enables an organization to respond to uncertainty by increasing the flow of information, initiating double-loop learning, and developing its repertoire of action.

Behavioral Dimension

This dimension of resilience capacity enables a firm to find out more about a condition. It also helps carry out new routines under conditions that are disruptive, uncertain, surprising, and have the potential risk the organization's long-term survival. It also includes established behaviors and activities that enable the organization to fully utilize its resources. These actions and activities enable organizational members to cooperate more powerfully and competently in the face of environmental threats. The behavioral dimension of ORC consists of four components: learned resourcefulness, exceptional agility, practical habits, and behavioral readiness (Balak, 2021).

Learned resourcefulness typically combines innovation and determination to take advantage of emergencies. Organizations that develop behavioral routines that foster resourcefulness and creativity can use the available resources and opportunities to move the company forward. This can lead to timing advantages such as the ability to respond quickly, to take advantage of opportunities, to do more with less, and to fully utilize all of an organization's assets (Lengnick-Hall and Beck, 2009). Exceptional agility is the ability to execute a different course of action more quickly than the current organizational norms (Lengnick-Hall and Beck, 2009). Practice habits refer to routines that have been previously implemented through learned practices aimed at providing a rapid response to sudden and threatening situations (Lengnick-Hall et al., 2011). Finally, the behavioral readiness component is the preparation and investments made before the organization is needed to enable it to benefit from unexpected events. Organizations that do not develop

the necessary preparations before they are needed also jeopardize behavioral resilience because they cannot benefit from unexpected changes in environmental.

Contextual Dimension

Contextual dimension provides an environment that integrates cognitive and behavioral dimension. Contextual dimension comprises connections and resources. Contextual dimension refers to networks of interactions and resources that provide the foundation for an organization's response to disruptive conditions. It also combines potential resource networks that expand the range of viable options and resource combinations that an organization can consider under uncertain, surprising conditions with interpersonal relationships that provide a foundation for rapid responses to emerging conditions (Lengnick-Hall et al., 2011).

Psychological safety refers to the degree to which people perceive their work environment and take interpersonal risk. When people feel psychologically safe, they are willing to learn, share ideas, and take risks. Deep social capital is ongoing communication that develops through relationships and interactions within an organizational community, based on honesty, trust, and respect (Lengnick-Hall et al., 2011). Distributed power and responsibility are important factors for building resilience. RO are not governed hierarchically. In place of, they are based on self-organization, distributed authority, and collective accountability. Thus, resilient organizations have widely shared decision-making. Therefore, an environment is provided that promote the cognitive and behavioral components essential for resilience. Broad resource networks refer to the material and non-material resources of an organization. Simultaneously, it provides the company with the ability to withstand disruptive changes. Broad resource networks refer to the ability to have resources that can withstand effective transformations, while at the same time increasing the ability to produce different options when necessary (Balak, 2021).

RO

Studies have shown that organizations must adapt to changes in the environment or face the risk of extinction. Organizations can adapt to changes in their environments by adjusting themselves. Namely, organizations can adapt proactively or intuitively, and react to future changes before they occur. At this point, an organization that can repeatedly adapt to changes in its environment is called a resilient organization (Teixeira and Werther, 2013).

Sutcliffe and Vogus (2003) emphasize that RO can sustain positive adjustments under disruptive conditions. On the



other hand, ORC provides the foundation for reconstruction after a severe shock, providing the organization with the opportunity to undergo a positive transformation by overcoming an extremely challenging experience (Lengnick-Hall and Beck, 2009). Thus, RO can reduce or eliminate the impact of environmental disruptions through their capacities. They can withstand all kinds of threats from the environment, and depending on their resilient capacity, they can respond effectively to disruptive shocks. Consequently, they are both more resilient and capable. Based on this, the characteristics of resilient organizations can be listed as follows (Boin and Van Eeten, 2013):

- High technical competence,
- Clear awareness of the key events that need to be prevented,
- A detailed set of procedures and practices to prevent catastrophic events from occurring,
- Decentralization,
- A 'culture of reliability' that instills and promotes the values of care and attention, vigilance and individual responsibility for the promotion of safety throughout the organization.

As can be understood from the above characteristics, for a durable organization, organizations need organizational capacity to be aware of the events happening around them. This requires dynamic meaning making. Information needs to be collected, analyzed and shared within the organization at the right time (Tasic et al., 2020). Another key principle for promoting OR is power based on expertise and experience, rather than a hierarchical position. RO are not governed hierarchically. Therefore, each organizational member must have both discretion and responsibility to ensure that organizational interests are achieved (Duchek, 2020). When all members of an organization are empowered to take responsibility and initiative, they are more open to change. Thanks to the central distribution of power within the organization, employees are more willing to notice inappropriate behavior and find new solutions to a problematic situation (Andersson et al., 2019).

Finally, the ability to improvise is highly valued in RO. In this context, while some scholars see improvisation as the 'last 5%' to be used only when all else fails, others see it as an integral building block for an effective response to environmental change. Written rules may not always be enough for an organization to resolve a major crisis (Clarke, 1999). In urgent crises, an organization must bring together its resources and talent in creative ways to produce an immediate response to a unique problem (Boin and Van Eeten, 2013). This view infers that although an individual's

resilience can be a starting point for an organization's resilient, dynamic interactions among resilient individuals support the emergence of collective capacities for ORC (Kim et al., 2024). Thus, resilient organizations have both the capacity to cope with crises and the adaptability to make radical changes in their business models after the crisis (Garrido-Moreno et al., 2024). That is, as an organization develops (long-term adaptative abilities) its ORC, it is predicted that it will interpret ambiguous situations more creatively and, therefore, be better able to grasp unfamiliar activities by taking advantage of relationships and resources (Lengnick-Hall and Beck, 2005). For example, Chinese automaker BYD has built strong resilience against a number of environmental challenges. The company has managed to grow despite environmental crises by transforming its new energy business, establishing independent R&D, and emphasizing local supply chains (Liang and Li, 2024). Organizations that can achieve this are called resilient organizations.

Discussion and Conclusion

This research, based on resource-based theory, contributes to the relevant literature by revealing that the resilience of an organization under changing environmental conditions is determined by the resources and capabilities that constitute its resilience capacity. Although many studies have examined the relationship between ORC and various variables (De Carvalho et al., 2016; Tasic et al., 2020; Kim, 2021; Beuren et al., 2022; Xie et al., 2022; Yuan et al., 2022; He et al., 2023; Khan et al., 2023), very few studies have examined resilient organizations (Giustiniano et al., 2020; Nyaupane et al., 2020; Raetze et al., 2021). However, few studies have examined the relationship between resilient organizations and ORC. However, this study emphasizes that ORC is vital in creating resilient organizations.

Organizational resilience capacity is a measure of an organization's ability to interpret unknown situations. This involves designing new ways to face unique and complex events and mobilizing people and resources make these choices a reality. ORC is a learned characteristic. It consists of organizational subroutines that develop over time as an organization encounters unexpected challenges. One outcome of ORC is the ability of a firm to succeed and perform better in overcoming challenges it faces (Lengnick-Hall, Beck, 2005). In the strategic management literature, performance differences between firms have been explained from a resource-based perspective. Firms with unique and inimitable resources are believed to survive and perform better in competitive markets (Dayan, 2006). Therefore, for organizations to be resilient, their capability to cope with risks is crucial. From a resource-based perspective, organizational



capacities are considered as important building blocks for organizations to advance their internal resources in response to external environmental press (Do et al., 2022).

However, because of constantly changing environmental conditions, organizational success can sometimes become fragile. This requires the development of adaptive systems that enable higher responsiveness levels. Therefore, for an organization to stand on its own two feet, it must develop its resilience capacity and adapt to the changing environment. The potential to develop a competitive advantage depends on the firm's ORC. In order for a RO to respond positively to changes in the environment, it must strengthen individual psychological capital factors, overcome the challenges that come with being resilient, and adapt to the consequences of organizational transformation (Koronis and Ponis, 2018). To achieve this, the organization must be able to blend cognitive, behavioral, and contextual processes. Leaders must facilitate these processes and encourage the necessary organizational changes. Business leaders and employees require agility, adaptability, and flexibility to succeed in the face of changing environmental conditions. Therefore, a resilient organization is used to describe organizations that demonstrate operational capabilities under a wide range of environmental conditions and emerge successfully from such failures.

Based on this, it is recommended that the role of leadership in creating RO be examined in future studies. In addition, empirically investigating the relationship between ORC and RO will provide significant contributions to the literature. In this study, the connection between ORC and resilient organizations is addressed at a conceptual level. This constitutes a limitation of the present study. Another limitation of this study is that Lengnick-Hall et al. (2011) included components of ORC. The literature shows that ORC is addressed with different dimensions in different areas. Therefore, it is thought that addressing ORC with different dimensions in future studies will enrich the literature.



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