Management Decision

Unveiling the nexus of organizational intelligence, resilience capacity and financial performance

Halit Keskïn
Department of Management, Yıldız Technical University, Istanbul, Turkey
Ekrem Tatoglu
Department of Business Administration, Gulf University for Science and Technology, Hawally, Kuwait and
Department of Management, Ibn Haldun University, Istanbul, Turkey
Ali E. Akgün
Department of Management, Yıldız Technical University, Istanbul, Turkey, and
Dilek Balak
Department of Business Management, Beykent University, Istanbul, Turkey

Received 9 December 2023
Revised 22 August 2024
18 November 2024
Accepted 8 March 2025

Abstract

Purpose – This study synthesizes resource-based and knowledge-based theories with organizational learning principles to investigate the intricate relationships between organizational intelligence (OI), organizational resilience capacity (ORC) and financial performance (FP) within the technology-driven dynamics of modern organizations. By addressing the empirical gap, the research reveals the mediating role of ORC and explores the moderating impact of environmental turbulence.

Design/methodology/approach – Drawing on a sample of 318 manufacturing companies in Turkey, this study employs structural equation modeling (SEM) in AMOS to test the formulated hypotheses.

Findings – The study reveals a positive link between OI and ORC, with ORC significantly influencing FP and acting as a full mediator in this relationship. As a dynamic capability, OI notably contributes to financial success. However, when hypothesized to strengthen the OI-ORC link, environmental turbulence unexpectedly weakens this effect, clearly suggesting that heightened turbulence may constrain OI's role in fostering resilience.

Research limitations/implications – Limited by its cross-sectional nature, the study suggests the need for longitudinal research for deeper insights. Further exploration is warranted for industry-specific applications and understanding leadership's role in fostering OI and ORC.

Practical implications – Organizations are advised to prioritize the development of OI to enhance ORC. Strategies leveraging OI for ORC can improve decision-making, adaptability and overall financial outcomes.

Originality/value – Bridging gaps in the literature, the study presents a nuanced understanding of OI's role in fostering ORC and improving FP, presenting implications for organizational strategies in the dynamic landscape shaped by technology. Offering practical insights, it underscores OI as a strategic capability with implications for ORC in turbulent environments.

Keywords Organizational intelligence, Organizational resilience capacity, Financial performance, Environmental turbulence, Turkey

Paper type Research paper

1. Introduction

In the complex landscape of modern organizations, the concept of organizational intelligence (OI) has emerged as a guiding light that illuminates the path to competitiveness. OI encapsulates a profound understanding of the elements that influence an organization's performance and ranges from discerning customer dynamics to navigating economic fluctuations. It thus serves as an intellectual bedrock, strengthening strategic decision-making and ensuring an organization's successful continuity (Kahkha *et al*., 2015; Lopez and Rodriguez Cruz, 2019).

Data availability statement: The data offered in this paper are available from the authors. Data that supports the findings of this study are available from the corresponding author, [ET], upon reasonable request.

Management Decision

e-ISSN: 1758-6070
p-ISSN: 0025-1747
DOI 10.1108/MD-12-2023-2284

OI can be the cognitive reservoir of an organization that provides the foundational source from which that organization's performance derives sustenance. The correlation between OI and organizational learning is thus not coincidental; it demonstrates how organizations that are rich in OI, learning, and high performance excel in comprehending their business objectives, thriving in complexity, and making wise decisions in diverse contexts (Banisi and Ostadali, 2014). As the custodian of profound knowledge, OI endows organizations with enduring excellence that then bolsters their overall performance (Bazrkar and Hajimohammadi, 2021).

The influence of OI extends beyond isolated variables; it influences innovation, competitive advantages, efficiency, and overall performance (Caseiro and Coelho, 2019; Kiani *et al*., 2020). In contemporary organizations, improving financial performance (FP) indicates the achievement of the specific organizational goals related to that organization's profitability and growth in sales and market share. It is often pursued through the application of OI. Although some literature findings suggest that OI positively affects FP, that effect appears to be indirect (Chen and Lin, 2021; Chen *et al*., 2014; Vugec *et al*., 2020) and suggests the presence of a mediating factor in the relationship between OI and FP. For example, Caseiro and Coelho (2019) found that both innovation and network learning facilitate the relationship between business intelligence capability and organizational performance. Similarly, Alzghoul *et al*. (2024) indicated that business intelligence capacity indirectly affects organizational performance through both the speed and comprehensiveness of decision-making, while Khawaldeh and Amro (2024) demonstrated that organizational agility also mediates the relationship between business intelligence and firm performance.

Still despite these useful insights, the mediating role of organizational resilience capacity (ORC) in the relationship between OI and FP has been largely neglected in past studies. Resilience, which refers to an organization's capacity for transformation in response to both internal and external pressures –such as increased competition and heightened demands (Hillmann, 2021) – equips organizations with the adaptability and learning capabilities needed to endure and thrive during adversity (Mota *et al*., 2022). Thus, it translates into flexibility, rapid recovery, and effective responses to turbulent situations (Delladio *et al*., 2023; Florez-Jimenez *et al*., 2024; He *et al*., 2023; Hillmann and Guenther, 2021; Iftikhar *et al*., 2021; Trieu *et al*., 2024). While previous studies have demonstrated that resilience in entrepreneurial settings (Khan *et al*., 2023) and supply chains (Juan and Li, 2023) mediates the relationship between intelligence and financial performance, the role of ORC as a mediator in the context of OI has remained still unexplored.

This study seeks to fill this gap by investigating how ORC mediates the relationship between OI and FP. Managers will better understand that OI is a conduit to resilience and ultimately enhances FP. They will realize that the interplay between OI and ORC leads to a symbiotic or mutually beneficial relationship where resilience empowers OI through adaptation, learning capabilities, and overall performance enhancement. This finding implies that organizations must nurture resilience to fulfill their objectives, enhance their performance, and effectively and successfully navigate the complex demands of the modern business landscape.

The strength of the relationship between OI and ORC may vary depending on external factors, particularly environmental turbulence. Environmental turbulence refers to frequent and unpredictable changes in industry, technology, and markets. Even under such challenging conditions, an organization's ability to positively adapt to its environment is possible through organizational resilience (Weick, 1993). In highly competitive environments where technology evolves rapidly and customer needs are constantly changing, organizations must adapt to such environmental changes (Bughin, 2024; Desarbo *et al*., 2005; Wei and Zheng, 2024). Despite this awareness, the research on how market and technology turbulence influence the relationship between OI and ORC remains limited, indicating a significant empirical gap that necessitates further investigation. Understanding how external environmental factors affect internal organizational dynamics will help managers better foster adaptable and resilient organizational structures that enhance their firm's information processing, adaptation, and emotional capabilities.

To address these gaps, this study empirically examines the nomological relationship between OI, ORC, and FP, with a focus on the contingent role of environmental turbulence. Leveraging gathered data from the Turkish manufacturing sector –a context characterized by rapid technological advancements and market fluctuations– this research provides crucial insights into the role of OI and ORC in sustaining financial performance amidst turbulence. The Turkish manufacturing industry, a key sector in an emerging market, presents the ideal setting to explore these dynamics, given that sector's exposure to high levels of environmental turbulence and the strategic importance of resilience in navigating such challenges (Keskin *et al*., 2021).

In summary, this study contributes to the literature by identifying and empirically testing the mediating role of ORC in the OI-FP relationship and highlighting resilience as a critical pathway through which OI can enhance organizational outcomes. It also explores the moderating impact of environmental turbulence, offering new insights into how external factors can either strengthen or weaken the effectiveness of OI and ORC. Moreover, it emphasizes the importance of fostering adaptable and resilient organizational structures, particularly in turbulent environments, thereby offering practical implications for managers and organizational leaders. These contributions not only advance the theoretical understanding; they also offer practical frameworks for organizations that are seeking to leverage OI and ORC for sustained financial success in a rapidly changing world.

2. Theoretical background and hypotheses development

Our study is anchored in the robust theoretical foundations of resource-based view (RBV) and knowledge-based view (KBV), and key insights from organizational learning. These theoretical underpinnings offer a comprehensive framework for understanding the intricate relationships between OI, ORC, and FP. By integrating these theories, we can highlight how organizations can leverage internal resources and capabilities to enhance their adaptability and secure long-term success.

The RBV suggests that variations in organizational performance, leading to competitive advantages, significantly rely on an organization's unique internal resources and capabilities (Barney and Clark, 2007). Within this framework, intangible assets, such as cognitive, emotional, and behavioral capacities, become critical. These capacities support adaptive and strategic responses to external challenges and uncertainties, further emphasizing the role of OI as a central resource that encapsulates the organization's ability to perceive, interpret, and respond to complex information (Barney, 1991; Teece *et al*., 1997). By focusing on internal capabilities like OI, RBV posits that organizations can achieve sustained competitive advantage, particularly when these capabilities are rare, valuable, and difficult to replicate. As an intangible asset, OI represents a firm's collective cognitive base, enabling it to interpret shifts in external environments and make informed, adaptive decisions that enhance performance.

Expanding on RBV, the KBV identifies knowledge as a strategic asset and a unique source of competitive differentiation that is particularly relevant in complex and rapidly evolving markets (Grant, 1996). Organizations with advanced knowledge capabilities can harness information flows, interpret trends, and mobilize insights to foster resilience and agility. KBV highlights the importance of knowledge accumulation and transfer within organizations and argues that organizations that systematically build and utilize knowledge resources perform better than their competitors by fostering innovation, adaptability, and strategic flexibility (Grant, 1996; Idrees *et al*., 2023; Nonaka, 1994). In the context of our study, OI serves as the foundation for this knowledge-driven adaptability by equipping organizations to capitalize on their knowledge assets and thereby make timely and effective strategic decisions.

Similar to OI, ORC is instrumental in enhancing organizational performance and conferring a competitive advantage. Extensive empirical evidence reinforces the positive relationship between ORC and FP (Lee *et al*., 2013; McCann *et al*., 2009; Melville *et al*., 2004; Rodríguez-Sánchez *et al*., 2021; Ruel and El Baz, 2023). In parallel ways, ORC is increasingly

recognized as a vital factor for enhancing performance and securing competitive advantage, especially in environments marked by turbulence and uncertainty (Bughin, 2024; Florez-Jimenez *et al*., 2024). Resilience allows organizations to respond proactively to market disruptions and environmental shifts, thus reinforcing their capacity to achieve sustainable performance (Ciasullo *et al*., 2024). ORC lets organizations both adapt and recover in the face of challenges, thereby supporting the transformation of OI into tangible financial outcomes. This capacity aligns with the dynamic capabilities view (DCV), which emphasizes the role of adaptive processes and learning mechanisms in maintaining competitiveness (Teece, 2007). As a dynamic capability, ORC enables organizations and lets them adjust their strategies, realign their resources, and build on their existing intelligence to navigate all changes effectively.

In addition, organizational learning plays a crucial role by emphasizing the continuous development of knowledge and adaptive capabilities within an organization. This approach posits that organizations thrive when they engage in ongoing learning, as it enables them to refine and reconfigure their resources and processes to meet evolving demands (Argote and Miron-Spektor, 2011; Senge, 1990). Through organizational learning, firms can enhance both OI and ORC by fostering a culture of knowledge sharing, innovation, and adaptability that fully supports their resilient responses to environmental challenges.

This study aims to extend these foundational theories by examining the interactive effects of OI and ORC within a cohesive framework and proposing that OI is not only a driver of informed decision-making and strategic foresight, but also a catalyst for resilience in the face of disruptions. Specifically, we contend that OI facilitates the development of ORC by allowing firms to translate cognitive resources into adaptive actions, thereby enhancing their capacity to weather turbulence while still maintaining operational effectiveness. This study thus builds on and enriches the discourse on dynamic capabilities by illustrating how OI and ORC collectively empower organizations to adjust, renew, and reconfigure their resources to sustain their performance over time.

Further still, by empirically exploring how these constructs impact financial outcomes, we contribute a nuanced understanding of the actual mechanisms through which OI and resilience reinforce one another to drive organizational success. This research not only fills a critical gap in the existing literature by addressing the overlooked mediating role of ORC, but also provides valuable insights for practitioners who want to cultivate these strategic capacities in pursuit of competitive differentiation. The subsequent sections here delve into the individual roles of OI and ORC, dissecting how they interact and complement each other in shaping financial performance to offer both a theoretical and practical roadmap for fostering adaptability and resilience in today's increasingly volatile markets.

2.1 Organizational intelligence

The literature on OI is rooted in individual intelligence theory and draws on knowledge management and organizational learning theories (Glynn, 1996; Kiani *et al*., 2020; Yolles, 2005). According to the KBV, organizations are also viewed as social entities that preserve, integrate, and harness in-house knowledge, skills, and competencies that are critical for their survival, growth, and success (Grant, 1996). Thus, organizations must not only acquire and generate knowledge, but also apply and employ it, a practice that requires coordination among their members (Kogut and Zander, 1992). Organizational learning theory encompasses the creation, assimilation, retention, transfer, and application of knowledge within an organization (Antunes and Pinheiro, 2020), emphasizing its relevance for thriving in dynamic environments. The maintenance and enhancement of organizational performance, especially in the face of dynamic conditions, thus will hinge on that organization's learning capabilities (Virany *et al*., 1992).

In the literature, numerous studies have explored OI from various perspectives and dimensions, particularly within the frameworks of organizational learning and knowledge

management theories. These studies investigated OI epistemologically by considering its cognitive, behavioral, and emotional/social dimensions (Akgün *et al*., 2007; Degraves and Marquina, 2012; Lefter *et al*., 2008; Malekzadeh *et al*., 2016). This study classifies OI into three dimensions: (1) the cognitive dimension which consists of information processing capacity, (2) the behavioral dimension that emphasizes adaptability, and (3) the emotional/social dimension that focuses on collective emotional intelligence.

2.2 Organizational resilience capacity

The central idea of organizational resilience revolves around an organization's efforts to maintain its existence. For instance, Weick (1993) defines organizational resilience as the capacity to transform adverse situations into opportunities and proactively address challenges, thereby signifying a solution-oriented and creative approach. Resilience encompasses not only adaptation, but also creativity, proactive problem-solving, and collective understanding, thereby reducing the adverse impact of any unexpected events. In general, the term "resilience" is often used to describe the capacity of individuals or organizations to absorb or mitigate stress in the face of challenges. Thus, resilience is viewed as a capability that enables individuals, groups, and organizations to thrive in dynamic environments (Richtner and Löfsten, 2014).

Resilience is a multifaceted concept, with various definitions across different studies. Different research streams, such as positive psychology, ecological systems, engineering, and organizational management, have formulated their own interpretations, theories, and understandings of resilience (Hillmann and Günther, 2021). Consequently, each discipline offers its own unique perspective on defining and understanding resilience, leading to multiple variations in conceptualization and operationalization in these studies (Linnenluecke, 2017). This research incorporates ORC and its components, as discussed in theoretical studies by Lengnick-Hall *et al*. (2011). ORC has three primary dimensions, namely, cognitive, behavioral, and contextual resilience, and each has ten subcomponents. However, in this current research, ORC was considered as having just four sub-dimensions. The cognitive dimension includes constructive sensemaking, which encourages effective actions at every organizational level and enables employees to make judgments that foster positive feedback loops. The behavioral dimension encompasses exceptional agility, representing the organization's ability to execute unconventional actions more rapidly than already established norms (Lengnick-Hall and Beck, 2009). The contextual dimension encompasses psychological safety and broad resource networks. Psychological safety pertains to individuals' perception of their work environment and their willingness to take interpersonal risks. Broad resource networks include both material and intangible resources, thereby fortifying organizations against disruptive changes (Akgün and Keskin, 2014). Consequently, ORC is recognized in this study as a multi-dimensional dynamic capability that is critical to organizational success in today's dynamic environments.

2.3 Development of the hypotheses

2.3.1 The relationship between OI and ORC. OI is a critical capability that enables organizations to systematically process information from external sources, foresee future trends, make sense of the present, and adapt to changing conditions (Anunciação and Peñalver, 2019). This adaptive capability is particularly crucial in today's dynamic and complex business environments, where the ability to interpret and respond to market signals can determine an organization's survival or its success (Glynn, 1996). OI, therefore, is not merely a passive accumulation of knowledge, but instead an active process that involves interpreting, integrating, and applying gathered information to navigate environmental challenges.

The role of OI extends beyond simple information processing; it also functions as the foundation for developing organizational resilience. OI facilitates the collective gathering and analysis of information necessary to understand and respond to environmental complexity.

This collective intelligence enables organizations to anticipate disruptions and prepare adaptive responses earlier (?), thereby enhancing their resilience. According to Kahn *et al*. (2018), the features and capabilities inherent in OI provide a resilience-building function by equipping organizations with the necessary cognitive, emotional, relational, and structural resources to avoid maladaptive tendencies and also recover from adverse events (Burnard and Bhamra, 2011; Dubey *et al*., 2021; Münch and Hartmann, 2023; Xie *et al*., 2022).

Resilience in organizations is their capacity to create situation-specific resources and reorganize knowledge and assets flexibly in response to different challenges (Chen and Zhang, 2021). The ability to reorganize resources effectively is a direct outcome of OI, as organizations with high OI are better equipped to mobilize and apply their knowledge bases in innovative ways during crises. This dynamic capability to reconfigure and adapt underscores the importance of OI in fostering ORC.

Empirical studies have further validated the positive relationship between organizational resources, such as social capital, and resilience. For instance, Chowdhury *et al*. (2019) found that social capital, a resource closely linked to OI, significantly impacts resilience. Similarly, behavioral integration, which enhances an organization's knowledge base, has been shown to increase resilience (Chen and Zhang, 2021). These findings align with the broader literature that connects the paradigms of knowledge management and organizational learning –indeed the foundational elements of OI– to enhance organizational resilience (Do *et al*., 2022; Umoh and Amah, 2013).

Moreover, Albrecht's model of OI, which includes such dimensions as strategic vision, shared destiny, and knowledge diffusion, directly links OI to improvements in ORC (Miidom *et al*., 2022). These dimensions of OI are crucial for building an organization's resilience, as they foster a collective understanding of goals, enhance the dissemination of critical knowledge across the entire organization, and strengthen the organization's ability to adapt to unforeseen and potentially immediate challenges.

The interrelationship between OI and ORC suggests that organizations that invest in developing their OI are better positioned to build and sustain resilience. OI enhances an organization's ability to process and apply knowledge effectively, so it directly contributes to the organization's capacity to withstand and recover from disruptions. Therefore, based on the theoretical and empirical evidence presented here, we hypothesize the following:

H1. Organizational intelligence is positively related to organizational resilience capacity.

2.3.2 ORC and FP. ORC is increasingly recognized as a critical factor in an organization's ability to navigate crises and sustain or even enhance its FP. ORC serves as a driving force that underpins organizational performance, both in routine operations and during times of crisis (Umoh and Amah, 2013). The capacity to adapt, respond, and recover from unforeseen challenges is not only essential for organizational survival, but also for maintaining competitive advantage and profitability in the long term.

The importance of resilience in organizations also extends beyond crisis management. ORC plays a continuous role in ensuring that organizations can withstand and thrive amid environmental turbulence. For instance, there is growing evidence that employee resilience –a component of ORC– positively impacts overall organizational performance. High-performance work systems (HPWS), which are designed to enhance employee engagement and productivity, can also be vital resources that bolster resilience at both the individual and organizational levels (Cooke *et al*., 2019). The effective utilization of these systems fosters an environment where resilience is cultivated, thereby contributing to both individual well-being and the organization's overall resilience, which in turn benefits FP (Cooke *et al*., 2019).

Resilience is thus a significant predictor of FP, as it equips organizations with the capability to manage risks, adapt to changes, and exploit opportunities that arise during crises. Empirical studies have consistently shown that resilience positively impacts FP by enabling organizations to maintain their stability and pursue growth even in the face of adversity (Prayag *et al*., 2018). This ability to sustain FP during unexpected changes is often attributed to

having strong leadership, effective information management, and a workforce that is capable of fulfilling diverse roles (Prayag *et al*., 2018).

Further still, ORC contributes to increased profitability and competitive advantage by enabling organizations to respond rapidly and effectively to external changes (Vargo and Seville, 2010). The speed and agility with which an organization can adapt to unforeseen circumstances often determine its ability to capitalize on new opportunities and mitigate potential losses. Consequently, FP, a fundamental criterion for a company's success, is closely linked to that organization's resilience capacity.

Numerous empirical studies provide evidence that supports the positive effects of ORC on FP. For example, McCann *et al*. (2009) and Melville *et al*. (2004) demonstrated that organizations with higher resilience capacities tend to exhibit better financial outcomes. The literature further indicates that resilience enhances both competitiveness and FP, primarily because ORC requires organizations to develop rapid and effective responses to unexpected external changes (Wong *et al*., 2020). As a result, many organizations invest significantly in developing their ORC, recognizing that doing so leads to improvements in FP (Yang and Hsu, 2018).

The relationship between ORC and FP suggests that resilience is not merely a defensive capability, but instead a strategic asset that drives financial success. By ensuring that organizations are well equipped to handle disruptions, ORC directly contributes to sustained profitability and long-term competitive advantage. Based on these theoretical and empirical insights, we hypothesize the following:

H2. Organizational resilience capacity positively relates to firm financial performance.

2.3.3 OI and FP. OI plays a crucial role in enhancing organizational performance by enabling effective problem-solving and ensuring the achievement of strategic goals (De Angelis, 2013). In knowledge-based organizations, where intellectual capital is a key asset, OI becomes integral when maintaining and improving organizational performance. Intellectual capital, which encompasses the knowledge, skills, and intellectual assets of an organization, is closely linked to performance outcomes (Asiaei and Jusoh, 2015; Huang and Hsueh, 2007; Sharabati *et al*., 2010; Wang *et al*., 2014).

OI represents an organization's capacity to manage and leverage its intellectual capital effectively in a competitive environment (Rahimi and Mansouri, 2016; Soltani *et al*., 2020). By facilitating the efficient management of knowledge and strategic tools, OI enables s organizations, so they can navigate complex competitive landscapes, making OI a vital component of organizational success (Istudor *et al*., 2016; Rahimi and Mansouri, 2016). The ability of an organization to outcompete others within the same industry or maintain its competitive advantage is significantly bolstered by having a high level of OI. OI empowers organizations to transform raw data into actionable information, which is then utilized to drive performance and secure a competitive edge (Soltani *et al*., 2020).

In today's fast-paced and information-rich business environment, OI has become a prerequisite for achieving and sustaining organizational success. Organizations with high levels of OI are better equipped to develop their performance by effectively responding to internal and external challenges (Karami and Torabi, 2015). Such organizations gain substantial advantages over their competitors in several key areas. These include understanding organizational challenges, gathering and analyzing critical information, fostering innovation, promoting career development, and enhancing both individual and organizational performance (Halal, 2006; Kahkha *et al*., 2015).

Empirical studies have consistently demonstrated the significant relationship between OI and FP. For example, Banisi and Ostadali (2014) found that organizations with higher OI tend to achieve better financial outcomes. Similarly, Bhatiasevi and Naglis (2020) and Huang *et al*. (2022) provided evidence that supports the positive impact of OI on financial performance by highlighting that OI enables organizations to optimize their resources and capabilities to improve profitability and market position. Further still, research by Ruhan *et al*. (2009) and

Wang *et al*. (2014) reinforces the idea that OI is a critical driver of financial success, as it facilitates strategic decision-making, innovation, and efficient resource management.

The relationship between OI and FP suggests that organizations with higher OI are not only more capable of not only surviving, but also thriving in competitive markets. By leveraging their intellectual resources effectively, these organizations can enhance their financial performance, making OI a strategic asset that directly contributes to profitability and long-term success. Formulated in line with these explanations, our third hypothesis is as follows:

H3. Organizational intelligence positively relates to firm financial performance.

2.3.4 The mediating role of ORC. In today's rapidly changing business environment, organizations that are striving to enhance their competitiveness and resilience recognize that intelligence extends beyond merely processing data –it also involves transforming this data into actionable knowledge that can guide decision-making and resource allocation (López-Robles *et al*., 2019). OI serves as a critical compass in this process, directing how organizations collect, process, and apply information to adapt it to their environment and achieve superior performance (Kahn *et al*., 2018).

The role of OI becomes particularly vital in the context of ORC. OI, when combined with an organization's existing knowledge base, becomes the core mechanism for interpreting complex situations and efficiently directing resources to navigate unexpected or unfavorable circumstances (Catino and Patriotta, 2013; Duchek, 2020). As a hub where information is processed and strategic decisions are made, OI enables organizations and lets them respond effectively to disruptions, making OI a key contributor to resilience. Madni and Jackson (2009) emphasized that OI is central to the decision-making process regarding resource allocation, particularly in times of crisis, where resilience is most tested.

ORC, on the other hand, hinges on an organization's ability to acquire, process, and utilize resources effectively (Xie *et al*., 2022). It is not just a static capability, but instead a dynamic one that enhances an organization's flexibility and adaptability. ORC strengthens the organization's ability to process information, adapt to changes, and maintain collective emotional intelligence –all are crucial for sustaining high levels of performance (Sutcliffe and Vogus, 2003; Trigueros *et al*., 2020). By reinforcing these aspects of OI, ORC becomes a pivotal element in translating intelligence into tangible financial outcomes.

Cognitive resilience, a critical dimension of ORC, underscores the role of practical intelligence when responding to unusual and complex situations (Beuren and dos Santos, 2019). As organizations bolster their ORC, they further enhance their ability to interpret uncertain situations creatively, thereby improving their responses and overall performance. This cognitive resilience enables organizations to engage in double-loop learning where they not only solve problems, but also reframe them and expand their repertoire of adaptive actions (behavioral resilience). Such resilience also extends to the contextual level, where organizations learn to navigate both familiar and unfamiliar challenges more effectively going forward.

The emotional and social dimensions of resilience within an organization are also critical to its overall performance. Collective positive emotions shared among members significantly contribute to resilience, which in turn enhances performance (Meneghel *et al*., 2016). ORC fully mediates the relationship between these positive emotions and organizational performance, suggesting that fostering resilience within an organization is essential for translating emotional and cognitive intelligence into financial success.

Empirical studies support the significant impact of ORC on firm performance. For example, Chowdhury *et al*. (2019) found that ORC is a crucial determinant of an organization's ability to maintain high performance during challenging times. Additionally, research by Chen and Zhang (2021) demonstrated that team resilience plays a mediating role in the relationship between cognitive knowledge and team performance, further highlighting the importance of resilience as a mediator in performance outcomes.

In line with these findings, this study posits that ORC enhances the impact of OI on an organization's FP. By acting as a mediator, ORC not only strengthens the direct effects of OI on

FP, but also ensures that the organization's intelligence is effectively translated into resilience, which is crucial for sustaining financial performance in the face of adversity. Therefore, we hypothesize the following:

H4. Organizational resilience capacity plays a mediating role in the relationship between organizational intelligence and financial performance.

2.3.5 The moderating role of environmental turbulence. In today's volatile industrial landscape, organizations face both challenges and opportunities, and both demand a high degree of flexibility and adaptability to achieve and sustain resilience (Ivanov, 2023; Zeb-Obipi *et al*., 2019). Environmental turbulence, characterized by rapid changes in market dynamics, customer demands, and technological advancements, forces organizations to leverage their information and resources effectively to maintain a competitive edge (Matanda and Freeman, 2009; Yang and Meyer, 2015). The ability to adapt to such turbulent conditions is essential for organizational survival and success.

Environmental turbulence can swiftly render an organization's existing assumptions, strategies, and practices obsolete, making it crucial for organizations to continuously reassess and realign their operations with the evolving reality (Elliott and Macpherson, 2010; Ivanov, 2023). In such environments, ORC becomes a critical capability that equips organizations with the ability to proactively adapt, expand their knowledge base, develop new skills, and explore alternative strategies to navigate extreme turbulence successfully (Akgün and Keskin, 2014).

OI plays a pivotal role in this important process by providing the foundation for organizations to perceive and interpret environmental changes and thereby enable timely and effective organizational adjustments. Research by Oh and Teo (2006) highlights that organizations can enhance their ORC by accurately perceiving environmental changes and responding swiftly to innovations in products and services. This capability allows organizations to expand their repertoire of actions, which is essential to counter unforeseen threats and unexpected changes in turbulent environments.

Empirical evidence also suggests that organizations with higher ORC tend to perform better in turbulent environments. Those that invest significantly in IT and proactively enhance their ORC often do so with the belief that these investments will provide strategic advantages when new opportunities arise or crises unfold (Oh and Teo, 2006). This proactive approach underscores the importance of OI in building resilience, as it enables organizations to harness and apply their knowledge effectively in the face of environmental challenges.

Moreover, findings from a study that involved small and medium-sized enterprises (SMEs) in Vietnam demonstrate the enhancing effect of environmental dynamism on the relationship between organizational learning and ORC (Do *et al*., 2022). This study suggests that management practices and performance are deeply influenced by the environmental context. Organizations that consider environmental dynamics will tailor their learning processes to acquire the skills and knowledge necessary to cope with that complexity effectively. This tailored learning process is closely related to OI. It encompasses the organization's ability to process information, adapt to changing conditions, and maintain collective emotional intelligence.

In turbulent environments, ORC emerges as a critical factor that is closely associated with OI. The interaction between these two constructs becomes particularly significant when firms perceive higher levels of turbulence, which then drives them to make effective investments in OI to develop their ORC. This unique relationship reflects the practical reality that organizations must be resilient to be able to compete effectively in turbulent conditions, and indeed, turbulence management is largely dependent on an organization's adaptive capacity.

As environmental turbulence intensifies, the need for organizations to collect, process, and analyze information from their environment becomes more pressing. Resilience theory suggests that organizations with additional resources, capabilities, and practices are better equipped to respond to environmental adversities. Consequently, the effect of OI on ORC is expected to be more pronounced as levels of environmental turbulence increase. Organizations

that are more adept at managing turbulence are likely to exhibit higher adaptive capacity, which in turn, enhances their resilience and overall performance.

The literature further underscores the impact of environmental turbulence on organizational performance. When turbulence increases, organizations without sufficient adaptive capacity will struggle to meet new conditions, while those with high adaptive capacity seize opportunities to make assertive market moves, potentially displacing their less capable competitors (McCann *et al.*, 2009). This dynamic clearly highlights the critical role of ORC in enabling organizations to not only survive, but actually thrive in turbulent environments. Based on these theoretical insights and empirical evidence, we hypothesize the following:

H5. The higher the environmental turbulence, the higher will be the positive relationship between organizational intelligence and organizational resilience capacity.

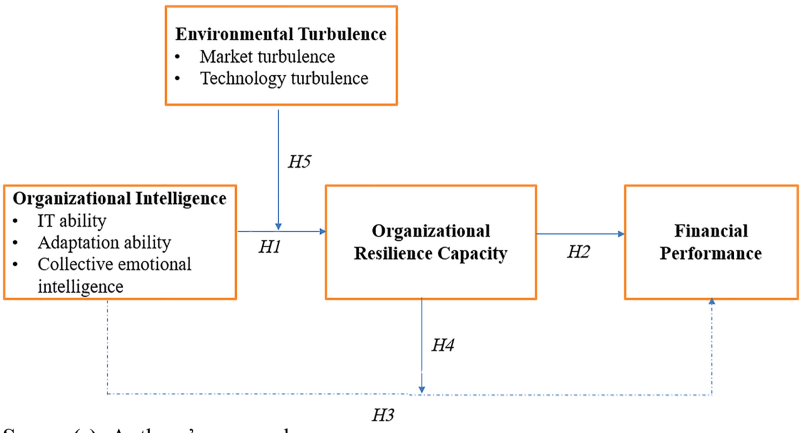
Figure 1 delineates our research model along with the hypothesized relationships.

3. Research methodology

3.1 Sample and data collection

This study employed a structured survey method to empirically examine the proposed hypotheses, utilizing questionnaires as the primary data collection tool. Sample firms were selected through stratified random sampling from the Istanbul Chamber of Industry's catalog, ensuring a representative array of firms within Turkey's industrial core and aligning with the study's focus on OI, ORC, and FP. From an initial pool of 500 companies that met the study criteria, we established contact, communicated the study's objectives, and invited participation. Upon receiving consent, email addresses were collected, and surveys were distributed electronically from February 1, 2021, to May 31, 2021, producing a final dataset of 318 responses. This rigorous approach provided a robust sample size and captured a cross-sectional representation of Istanbul's diverse business landscape.

Istanbul as the research site is particularly significant given its economic and strategic role. As Turkey's largest city and financial center, Istanbul is a hub for industries like manufacturing, finance, technology, and retail, which contribute approximately 30.7% of Turkey's GDP (Finance Office of the Presidency of the Republic of Türkiye, 2024). Strategically located at the crossroads of Europe, Asia, and the Middle East, Turkey ranks among the world's top 20 economies, which underscores its substantial geopolitical and



Source(s): Authors' own work

Figure 1. Research model

economic influence. Such strategic positioning enables Turkey to bridge diverse markets and cultures, enhancing its key role in global trade and diplomacy (Altay, 2024). Turkey's economy, with its blend of emerging and advanced market characteristics, provides a dynamic environment conducive to business growth and innovation, reinforcing its importance on the global economic stage (Kleiner-Schaefer *et al*., 2024). These factors make Turkey particularly relevant for studying OI, ORC, and FP, as this nation's economic, cultural, and geographic uniqueness offers valuable insights into strategic adaptability and resilience in any volatile environments.

Reflecting global market dynamics, Istanbul's business environment presents a complex and rapidly evolving landscape where firms must continuously adapt to shifting regulatory policies, technological advancements, and competitive pressures. Turkey's legislative and regulatory frameworks blend local policies with European Union standards, thereby creating a hybrid regulatory environment that requires high levels of organizational adaptability and intelligence to sustain competitiveness (Bouguerra *et al*., 2024). Istanbul, as a magnet for foreign direct investment, also attracts a broad array of industries and multi-national corporations (Ayden *et al*., 2018), making it an ideal context for exploring how OI and ORC function as strategic capabilities in diverse, challenging environments.

Istanbul's relevance is further amplified by Turkey's broader economic ambitions to become a leading regional business hub. The city's infrastructure, logistics network, and skilled workforce make it an attractive environment for undertaking studies on business innovation and resilience (Bayraktar *et al*., 2009). This setting enables an in-depth exploration of how firms in this dynamic metropolis leverage OI to navigate economic volatility, thereby offering valuable insights into the resilience-building processes vital for success in emerging markets that have high uncertainty.

The characteristics of the sample firms further underscore the diversity of Istanbul's business ecosystem. Here, 43.1% of the participants were female and 56.9% were male, with 63.2% occupying managerial roles across various organizational departments—15.7% in production, 23.6% in sales and marketing, 11.6% in accounting and finance, 11.9% in human resources, and 37.1% in other units. Educational attainment was notably high as well, with 80.5% holding at least an undergraduate degree and 56.7% of participants reporting over ten years of industry experience. All highlight the advanced expertise within the respondent pool. The detailed characteristics of the sample firms are summarized in Table 1.

3.2 Measurement of the variables

In our study, we rigorously assessed the hypotheses by using multi-item scales that were carefully adapted from previous research. Responses were measured on 5-point Likert scales, ranging from "strongly disagree" (1) to "strongly agree" (5). The exact wording of the questionnaire items that comprised the study's constructs is provided in the Appendix.

3.2.1 Organizational intelligence (OI). This construct was designed by Kalkan and Keskin (2007) and includes three underlying dimensions: *Information technology (IT) ability*, *adaptability*, and *collective emotional intelligence*. *IT ability* encapsulates the prowess found in IT, as firms increasingly rely on IT for their strategic processes. The scale demonstrates robust internal consistency, with a Cronbach's α value of 0.88. *Adaptability* is pivotal for ensuring continuous learning and growth, particularly in the face of evolving business dynamics. The Cronbach's α for the adaptability scale was 0.88, also substantiating its reliability. The Cronbach's α value for the c*ollective emotional intelligence* scale was 0.91, affirming its reliability.

3.2.2 Organizational resilience capacity (ORC). This construct, derived from Akgün and Keskin (2014) and informed by theoretical frameworks developed by Lengnick-Hall and Beck (2005), as well as Lengnick-Hall *et al*. (2011), was assessed using a battery of 43 items rated on 5-point Likert-type scales. It comprised four distinct multi-item scales: *Constructive sense-making*, *exceptional agility*, *psychological safety*, and *broad resource networks*. All four scales

Table 1. Characteristics of respondent firms

Characteristics		*N*	%
Gender	Male	181	56.9
	Female	137	43.1
Age (years)	21–30	50	15.7
	31–40	143	45.0
	41–50	101	31.8
	51–60	20	6.3
	More than 60	4	1.3
Education	High school	21	6.6
	Undergraduate	231	72.6
	Postgraduate	66	20.8
Marital status	Single	105	33.0
	Married	213	67.0
Position	Non-managerial	37	11.6
	Business owner	80	25.2
	Middle manager	113	35.5
	Senior manager	88	27.7
Department	Other	118	37.1
	Human resources	38	11.9
	Accounting/finance	37	11.6
	Sales and marketing	75	23.6
	Manufacturing	50	15.7
Experience (years)	1–5	44	13.8
	6–10	62	19.5
	11–20	119	37.4
	More than 20	93	29.3
	Total	*318*	*100*

Source(s): Authors' own work

exhibited strong internal consistency, as evidenced by Cronbach's α values of 0.95, 0.96, 0.94, and 0.89, respectively.

3.2.3 Environmental turbulence. Drawing from the works of Jaworski and Kohli (1993) and Moorman and Miner (1997), this construct has two underlying dimensions: *Technology* and *market turbulence*. Technology turbulence, reflecting unforeseeable technological advancements and environmental disruptions, has demonstrated strong reliability with a Cronbach's α value of 0.92. Market turbulence, representing market fluctuations and evolving customer preferences, also has exhibited excellent internal consistency, as indicated by a Cronbach's α value of 0.91.

3.2.4 Financial performance (FP). This construct was assessed using seven items that evaluate various aspects of financial performance relative to competitors. These items include return on equity, market share, annual turnover, profitability, market growth rate, cost of goods sold, and company market value. The items were carefully adapted from Ellinger *et al*. (2002) and York and Miree (2004), with further refinement by Akgün and Keskin (2014). The construct also demonstrated robust internal consistency, with a Cronbach's α value of 0.90.

4. Data analyses and results

4.1 Validity and reliability of the measures

Following the data collection phase, we applied a rigorous evaluation process to confirm the validity and reliability of the measures employed and focused on reliability, uni-dimensionality, discriminant validity, and convergent validity. Following the methodology of Akgün and Keskin (2014), who used exploratory factor analysis (EFA) for assessing ORC, we conducted EFA on this current construct. The evaluation of the reliability and validity of the

variables incorporated both EFA and confirmatory factor analysis (CFA), clearly adhering to the guidelines of Anderson and Gerbing (1988) and Fornell and Larcker (1981).

For the analysis, we initiated the process with an EFA for ORC, uncovering four distinct factors: Constructive sense-making, exceptional agility, psychological safety, and broad resource network. Subsequently, CFA was conducted separately for OI, composed of three variables, and for ORC, consisting of four variables. By eliminating questionnaire items with low factor loadings and cross-loads, CFA confirmed the' strong data fit of the models.

For OI, the fixed indices were $\chi^2(87) = 195.94$, CFI = 0.96, RMSEA = 0.06, signifying a robust model fit. Similarly, ORC exhibited favorable fit indices: $\chi^2(371) = 1064.66$, CFI = 0.92, RMSEA = 0.08. This rigorous analysis also reaffirmed the significance and convergent validity of each item within its respective construct.

Subsequently, a comprehensive CFA was performed that incorporated all variables within the research model, including market and technology turbulence, FP, IT ability, adaptability, collective emotional intelligence, constructive sense-making, exceptional agility, psychological safety, and broad resource networks ($\chi^2(1385) = 3148.23$, CFI = 0.89, RMSEA = 0.06). Within their respective structures, each item demonstrated substantial loadings, thereby confirming convergent validity.

Discriminant validity was assessed using the two-factor models proposed by Bagozzi *et al.* (1999). We calculated and compared the correlations between all the factors in both constrained and free models, resulting in 45 models in total. Notably, in each model, the chi-square change ($\Delta\chi^2$) was statistically significant ($\Delta\chi^2 > 3.84$), whether the factors were constrained or free, thereby underscoring the discriminant validity of the variables.

To further assess the potential for common method bias, we conducted the Harman single-factor test (Podsakoff and Organ, 1986). An unrotated principal component analysis revealed that 73.15% of the total variance was accounted for by several factors, dispelling concerns regarding common method bias. The highest single variance extracted was 44.6%, indicating there were minimal issues related to standard method bias.

Table 2 provides correlation coefficients for the variables, along with descriptive statistics from the sample. The results seen in Table 2 robustly support the discriminant validity of the scales used in this study.

4.2 Hypothesis testing

In our study, the research hypotheses within the model were rigorously tested using structural equation modeling (SEM) in AMOS 20.0. This SEM analysis considered OI and ORC as constructs, with the OI structure encompassing IT ability, adaptability, and collective emotional intelligence. Similarly, ORC was evaluated as a structure that was comprised of constructive sense-making, exceptional agility, psychological safety, and broad resource networks variables. The results of the analysis concerning the relationships between OI, ORC, market and technology turbulence variables, and financial performance, along with the support for each hypothesis, are presented in Table 3.

Model 3 in Table 3 demonstrates a positive association between OI and ORC ($\beta = 0.81$, $p < 0.01$), thereby providing support for H1. For the relationship between ORC and FP, it is evident that ORC is positively associated with FP ($\beta = 0.80$, $p < 0.01$), confirming H2. Notably, this model explains 48% of the variance in FP and 65% of the variance in ORC.

To explore the mediating role of ORC in the relationship between OI and FP, we followed the steps proposed by Baron and Kenny (1986). These steps involve assessing the correlation between the variables and establishing mediation, where the mediator (M) should reduce the effect of the independent variable (X) on the outcome (Y). Accordingly, three SEM models were employed. Model 1, including OI and FP, revealed a positive association between OI and FP ($\beta = 0.50$, $p < 0.01$) (R^2 (performance) = 0.25), thus supporting H3. Model 2, encompassing OI and ORC, showed a significant relationship between OI and ORC ($\beta = 0.81$, $p < 0.01$, R^2 (resilience) = 0.65). Model 3, as previously stated, demonstrated that, after

Table 2. Descriptive statistics and correlation coefficients*

Variables	Mean	Std. Dev.	1	2	3	4	5	6	7	8	9	10
1. Constructive sense-making	3.89	0.85	1									
2. Exceptional agility	3.79	0.86	0.79	1								
3. Psychological safety	3.93	0.86	0.72	0.79	1							
4. Broad resource networks	3.98	0.79	0.74	0.73	0.70	1						
5. IT ability	4.02	0.83	0.45	0.42	0.39	0.46	1					
6. Adaptability	4.04	0.82	0.45	0.47	0.39	0.45	0.57	1				
7. Collective emotional intelligence	3.87	0.87	0.63	0.63	0.61	0.58	0.49	0.56	1			
8. Technology turbulence	3.88	0.89	0.46	0.49	0.44	0.53	0.37	0.29	0.27	1		
9. Market turbulence	3.95	0.92	0.38	0.39	0.37	0.49	0.22	0.18	0.29	0.53	1	
10. Financial performance	3.78	0.81	0.56	0.66	0.51	0.59	0.40	0.31	0.41	0.47	0.37	1

Note(s): *All correlation coefficients are significant at the 0.01 level (2-tailed)
Source(s): Authors' own work

controlling for OI, ORC was positively associated with FP ($\beta = 0.80$, $p < 0.01$), and when including ORC in the model increased the R^2 of FP (R^2 (performance) = 0.48). Based on these results, it was concluded that ORC fully mediated the relationship between OI and FP, thereby providing support for H4.

Conversely, to test the moderating effect of environmental turbulence (H5), a hierarchical approach was employed. Initially, a model with only main effects was estimated, followed by the addition of OI and interaction effects. The OI variables and market/technology turbulence variables were mean-centered, and interaction variables were created by multiplying the mean-centered variables. As depicted in Model 5 in Table 3, these results revealed that the interaction effect of technology turbulence had a negative and significant relationship with ORC ($\beta = -0.09$, $p < 0.05$). This finding suggests that the effect of OI on ORC weakens in organizations that are exposed to higher technology turbulence.

Similarly, as shown in Model 7 in Table 3, the results indicated that the interaction effect of market turbulence had a negative and significant relationship with ORC ($\beta = -0.12$, $p < 0.05$), implying that the effect of OI on ORC is weaker in organizations that are facing higher market turbulence. Consequently, the H5 hypothesis was not supported. This result may be attributable to environmental factors that are exerting negative effects on an organization's knowledge base. Environmental turbulence is often characterized by high dynamism, chaos, and uncertainty. To cope with these challenges, organizations may require increased information processing. However, if organizations fail to adapt to these demands, then both their cognitive and behavioral resources may deteriorate.

5. Discussion

This study provides a detailed understanding of the complex relationships between OI, ORC, and FP, thereby making distinct contributions to the literature on organizational adaptation and resilience. A central insight gained from this research is the mediating role of ORC in the relationship between OI and FP. Specifically, this study reveals that OI, as a critical

Table 3. SEM results

Relationship	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
Organizational intelligence → Financial performance	0.50***		−0.14	−0.21**	−0.21**	−0.15*	−0.17**
Organizational intelligence → Organizational resilience capacity		0.81***	0.81***	0.73***	0.71***	0.76***	0.74***
Organizational resilience capacity → Financial performance			0.80***	0.82***	0.80***	0.78***	0.78***
Technology turbulence → Organizational resilience capacity				0.38***	0.37***		
Market turbulence → Organizational resilience capacity						0.30***	0.30***
Organizational intelligence * technology turbulence → Organizational resilience capacity					−0.09**		−0.10**
Organizational intelligence * market turbulence → Organizational resilience capacity							−0.12***
	Full model	Full model	χ^2 (18) = 79.04 CFI = 0.96 RMSEA = 0.10	χ^2 (25) = 147.04 CFI = 0.92 RMSEA = 0.129	χ^2 (50) = 249.02 CFI = 0.92 RMSEA = 0.11	χ^2 (25) = 126.15 CFI = 0.94 RMSEA = 0.11	χ^2 (50) = 250.96 CFI = 0.92 RMSEA = 0.11

Note(s): *$p < 0.1$, **$p < 0.05$, ***$p < 0.01$
Source(s): Authors' own work

organizational capability, exerts its influence on FP through ORC. This mediating effect underscores ORC's role as a pivotal organizational resource that both amplifies and sustains the positive impact of OI on financial outcomes, particularly in volatile environments. These results align with Teece (2018), who suggested that dynamic capabilities like ORC enable organizations to convert knowledge and intelligence into adaptable actions during turbulent contexts, ultimately leading to stronger financial performance.

Our study reinforces the idea that OI provides organizations with a foundation for knowledge-driven strategic action, thereby enabling them to interpret and respond to shifting market conditions. However, unlike prior studies that have primarily linked OI with such outcomes as competitive advantage, agility, and decision-making (e.g. Banisi and Ostadali, 2014; Bhatiasevi and Naglis, 2020; Huang *et al*., 2022; Karami and Torabi, 2015), our findings highlight ORC as the essential mechanism that enables organizations to translate intelligence into tangible performance gains. This finding suggests that while OI lays the groundwork for informed and strategic decision-making, ORC provides the necessary support to withstand and adapt to unpredictable environmental disruptions, thereby enhancing overall financial outcomes.

This perspective resonates with Barney's (1991) argument that an organization's unique resources and capabilities, including resilience, can enhance competitive advantage by fostering adaptability in complex environments. Further, Aguilera *et al*. (2018) highlight how regulatory frameworks and industry-specific pressures can shape organizational resilience strategies, necessitating that firms adapt their governance and operations to remain competitive. Our findings contribute to this discourse by illustrating how industry-specific regulatory constraints often require organizations to adaptively leverage their intelligence and resilience capacities to respond efficiently to unique market demands and legal constraints. In actual practice, these insights indicate that organizations need both the insight provided by OI and the adaptability supported by ORC to sustain their performance under uncertain conditions.

This study also contributes to an understanding of the moderating role of environmental turbulence on the relationship between OI and ORC. Our findings indicate, contrary to our initial hypothesis, that as environmental turbulence intensifies, the direct effect of OI on ORC weakens rather than strengthens. This contradictory result suggests that in highly dynamic settings, the adaptive advantage conferred by OI may become constrained, as the turbulence introduces volatility that can exceed an organization's capacity to effectively translate intelligence into resilience. Our findings align with those of Morais-Storz and Nguyen (2017), who argued that cognitive overload in volatile contexts can impair adaptive intelligence, as factors like information saturation and decision fatigue can impede the organization's ability to respond effectively.

This finding also invites a reconsideration of the commonly assumed synergy between intelligence and resilience in turbulent environments. While OI is critical in enabling organizations to interpret complex information and make informed decisions, extreme turbulence may hinder the practical application of this intelligence. Rapid changes can overwhelm existing cognitive and interpretive frameworks and challenge decision-makers' ability to deploy OI effectively. The literature on cognitive overload supports this view, as heightened turbulence often leads to information saturation and decision fatigue, making adaptive intelligence more difficult to sustain (Morais-Storz and Nguyen, 2017; Zhang *et al*., 2022).

Consequently, our results suggest that under severe turbulence, organizations may resort to formalized routines, thereby potentially weakening ORC. This insight builds further on DiMaggio and Powell's (1983) observations on institutional isomorphism, which indicated that regulatory pressures can lead organizations to adopt standardized routines that may restrict flexibility and adaptability. In industries with high regulatory scrutiny or stringent compliance demands, firms may find adaptability increasingly challenging, as regulatory pressures often necessitate formalized routines that can constrain the responsiveness associated with

resilience. Such rigidification may weaken ORC, further underscoring the finding that OI alone may be insufficient to sustain resilience in highly volatile environments where adaptability is essential for survival.

In practical terms, the shift toward formalized routines suggests that organizations that are facing intense turbulence cannot rely solely on OI to foster resilience. Instead, they must develop additional adaptive mechanisms, such as flexible routines and dynamic capabilities, to complement their intelligence efforts. This insight underscores the importance of cultivating a balance between structured intelligence-based strategies and adaptable resilience-building practices, thereby enabling organizations to remain agile and responsive amid external disruptions. Our findings extend Teece's (2018) DCV by illustrating how balancing both structured and adaptable practices is essential in turbulent settings, where intelligence alone may not suffice.

Moreover, our findings highlight how environmental turbulence can disrupt fundamental organizational processes, including decision-making and information processing. These disruptions may lead to having increased reliance on formalized routines, which while providing stability, can also undermine the flexibility necessary for needed resilience. This insight points to the importance of dynamic systems and flexible structures that can support both intelligence application and adaptive responses to challenges, thereby allowing organizations to leverage both OI and ORC for sustained performance outcomes. Furthermore, firms that are operating within highly competitive or regulated sectors may find that industry-specific pressures exacerbate the need for such adaptive structures, as these environments demand not only rapid, but also compliant, responses to regulatory changes (Scott, 1995).

Through all these findings, our study expands the current understanding of the interplay between intelligence and resilience capacities within organizations, particularly in the context of environmental turbulence. While OI is often associated with an organization's cognitive ability to process and respond to information, our research underscores the view that this capability must be coupled with a robust resilience framework to achieve sustained financial success. This integrated perspective further strengthens the discourse around OI and ORC by presenting a comprehensive understanding of how these constructs jointly contribute to performance in dynamic environments.

In summary then, this study provides valuable new insights into the conditions under which OI and ORC interact to drive financial performance. By examining how resilience mediates the relationship between intelligence and performance and how turbulence moderates this process, we offer a refined understanding of the adaptive strategies organizations must pursue to maintain competitiveness in dynamic environments. These insights indeed lay the groundwork for further exploration of these theoretical and practical contributions, which are addressed in further detail here in the subsequent sections.

6. Conclusion and implications

6.1 Theoretical implications

This study advances theoretical understanding in the realms of OI, ORC, and FP by presenting an integrated model that explicates the intricate relationships between these constructs. Rooted in RBV, KBV, and DCV, this new model underscores the strategic significance of ORC as a dynamic capability that translates OI into actionable resilience, thereby enhancing FP. By identifying ORC as a mediator, this research enriches the discourse on organizational resilience by emphasizing its pivotal role as the link between intelligence and performance.

A primary theoretical contribution of this study is the expanded conceptualization of OI. While previous literature often has viewed OI in terms of information-processing capabilities (Caseiroa and Coelho, 2019; Chen *et al*., 2014), this research broadens that perspective by integrating cognitive, behavioral, and emotional dimensions of OI. By positioning OI as an entity that encompasses not only knowledge processing, but also resource mobilization and adaptability, our findings offer a more nuanced understanding of how OI underpins

organizational resilience and competitive advantage (He *et al*., 2023). This view aligns with the recent perspectives in management theory that are emphasizing the importance of emotional and cognitive adaptability in dynamic environments (Trieu, 2024).

Moreover, the findings here demonstrate the interdependence of intelligence and resilience as indispensable assets for firms that are seeking financial performance and adaptability. The synthesis of RBV and KBV, also supported by the DCV, underscores how ORC and OI collectively fortify a firm's competitive positioning—an area not extensively explored in the existing literature. Indeed, OI serves as the interpretative framework for organizations to make sense of and respond to their environments (Kucharska and Bedford, 2020), while ORC activates and channels this intelligence and knowledge through adaptive processes, thereby enabling new routines and the most optimal resource use (Beuren *et al*., 2022; De Carvalho *et al*., 2016). This symbiotic interaction allows firms to maintain responsiveness to changing landscapes and contributes to their sustained financial outcomes, clearly demonstrating the theory's practical utility for modern organizations.

This study further contributes to the resilience literature by positioning ORC as a cross-functional organizational capacity. Unlike resilience studies that have focused on specific contexts, such as supply chain resilience or entrepreneurial resilience, our findings conceptualize ORC as a firm-wide capability that is essential for adapting and thriving in volatile conditions (Ciasullo *et al*., 2024; Florez-Jimenez *et al*., 2024). By illustrating how ORC is not merely a passive resource, but an active process that involves continuous learning, adaptation, and renewal, this study complements the DCV (Teece *et al*., 1997). This theoretical perspective also underscores the importance of cultivating and sustaining adaptive capabilities that allow organizations to respond effectively to environmental disruptions (Teece, 2007).

Additionally, this study sheds new/further light on how external environmental factors, such as industry structure and regulatory frameworks, shape the interaction between OI, ORC, and FP. Industry structure –characterized by competitive intensity, market concentration, and technological change– plays a significant role in determining the effectiveness of OI and ORC. For instance, in competitive and rapidly evolving industries, organizations will benefit from swiftly processing information and adapting capabilities to sustain FP (D'Aveni, 1994; Tushman and Anderson, 1986). Conversely, in more stable settings, the demands on OI and ORC lessen, allowing firms to optimize their existing processes (Schmalensee, 1985). Regulatory factors further influence the dynamics between these constructs. Regulatory frameworks can either promote or restrict organizational innovation and resilience. For example, stringent regulations may necessitate robust compliance capabilities, diverting resources from OI-driven initiatives, while supportive policies, like government incentives, enhance OI and ORC (Blind, 2012; Gunningham and Sinclair, 2003). These external elements add complexity to our theoretical model by highlighting the importance of contextual factors in understanding how OI and ORC contribute to FP.

In examining environmental turbulence as a moderating factor, this study also broadens the theoretical insights into both OI and ORC. Our findings suggest that environmental turbulence may constrain the efficacy of OI by disrupting established information channels and decision-making processes (Bughin, 2024; Wei and Zheng, 2024). Doing so indicates that, while OI equips firms with the cognitive tools to interpret and respond to complex conditions, resilience-building strategies are essential to mitigate disruptions caused by high turbulence. This nuanced view aligns with recent studies on organizational adaptability, which emphasize that resilience serves as a stabilizing force in volatile settings (Arce *et al*., 2023). Such insights underscore the theoretical importance of adaptability and flexibility for maintaining resilience in the face of external pressures.

Finally, this study extends the theories on knowledge and emotional intelligence in organizational resilience by indicating that high turbulence can limit the utility of existing knowledge frameworks and emotional intelligence resources. Organizations must, therefore, engage in ongoing knowledge renewal and more capability development to stay resilient. This finding supports organizational learning and also unlearning literature, which emphasizes

the need for continuous learning and adaptation (Morais-Storz and Nguyen, 2017; Zhang *et al*., 2022). By incorporating these perspectives into the theoretical framework of organizational resilience, this study contributes to a richer understanding of the mechanisms that underlie resilience in dynamic environments by presenting ORC as an active, context-responsive, and essential capability.

6.2 Managerial implications

The findings of this study provide valuable insights for managers who are aiming to enhance organizational performance in volatile conditions. Recognizing the diversity across different organizational contexts, our managerial implications emphasize the use of flexible strategies over rigid prescriptions, thereby enabling managers to adapt these approaches to their specific operational, industry, and cultural landscapes.

This study also underscores the importance of fostering OI as a strategic capability for both resilience and adaptability. Embedding OI into daily operations can be accomplished by cultivating a culture that values regular data analysis, market intelligence, and cross-functional collaboration. Managers might consider establishing weekly or monthly reviews of key market data, customer insights, and industry trends; however, they should adjust the frequency and structure of these routines according to their organization's size, industry demands, and resource availability. This adaptive approach will ensure that OI is integrated meaningfully and in alignment with each organization's operational rhythm. Moreover, establishing cross-functional teams, where representatives from various departments meet periodically, promotes comprehensive intelligence-sharing while still recognizing each function's unique perspective and contributions to organizational goals.

To nurture OI effectively, managers should consider reinforcing core values and maintaining a strong organizational vision, and a collaborative culture. These foundational elements create psychological resilience within the workforce, thereby equipping employees to transform challenges into opportunities for innovation. For instance, fostering trust within teams allows for open communication and creative problem-solving, both of which are critical in high-stakes situations. Managers in high-disruption industries could further emphasize adaptability by reinforcing learning as an organizational priority and encouraging experimentation to maintain effective resilience.

Additionally, building ORC requires that managers not only prepare for turbulence, but also cultivate ongoing adaptive capabilities. Scenario planning and simulation exercises offer valuable preparation for potential market disruptions, but these efforts should also be scaled to match the specific threats that each organization faces. In industries with frequent regulatory changes or market shifts, managers might benefit from implementing a scenario analysis tailored to their own specific factors. Likewise, professional development programs that focus on resilience-building skills, such as crisis management, agile project management, and emotional intelligence, should be selectively designed, so they meet the organization's unique needs. These programs will equip employees with relevant skills that not only support ORC, but also enhance overall organizational adaptability.

Effective communication and participatory decision-making processes are vital to ORC in diverse contexts. Managers should develop efficient communication channels for sharing timely information across levels, as doing so enables rapid responsiveness and collaborative problem-solving. For example, in organizations that require immediate decision-making, delegating authority to small, autonomous teams can facilitate having quick responses to emerging issues. Yet, decentralization should still be balanced with centralized coordination to ensure that autonomy does not lead to operational fragmentation. In industries marked by high regulatory oversight, structured and yet adaptable communication and decision-making frameworks help managers align with compliance standards without sacrificing good responsiveness.

In highly turbulent environments, encouraging distributed authority and creativity is essential. Managers can foster an innovation-friendly environment by introducing challenge-

based projects or "innovation sprints" that encourage employees to propose novel solutions to operational challenges. However, these initiatives should be adapted to each organization's capacity for innovation and autonomy, thereby ensuring that they do not overwhelm existing workflows. Tailoring the scale and scope of such initiatives, so they align with the organization's innovation potential can promote both greater resilience and proactive problem-solving in a measured and sustainable manner.

Furthermore, developing human capital is critical for bolstering organizational resilience. Managers should prioritize employee development by offering learning opportunities that enhance both technical competencies and emotional intelligence. Establishing structured feedback loops, where employees can reflect on their experiences and learn from challenges, reinforces resilience and nurtures a culture of continuous improvement. These reflective practices not only support individual growth, but also contribute to collective resilience, making them very adaptable to varied organizational settings. By focusing on human capital, managers can foster a workforce that is agile, responsive, and fully capable of sustaining resilience under all changing environmental pressures.

Overall, while this study provides strategies for leveraging OI and ORC, we emphasize that managers should still adapt these recommendations in alignment with their organization's specific needs and context, including such factors as organizational scale, industry demands, and regulatory pressures. Striking a balance between structured strategies and adaptable practices will let organizations bolster their resilience and maintain competitive performance. By integrating these flexible principles thoughtfully, managers can foster a robust foundation for sustainable success, thereby ensuring that their organizations remain resilient and responsive in the face of all environmental turbulence.

6.3 Limitations and future research

While this research provides valuable insights into the relationships between OI, ORC, and FP, it is still essential to acknowledge certain limitations. One primary limitation is this study's focus on organizations operating within the national context of Turkey, particularly in the Istanbul metro region. Although Istanbul is one of the world's foremost industrialized cities, the region's unique cultural and economic environment may limit the generalizability of these findings to other contexts. For instance, Turkey's economy presents a distinct blend of emerging and advanced market characteristics, which may influence OI and ORC differently there than in fully developed or other emerging economies. As a result, these findings might not apply to organizations in vastly different economic and cultural environments, where market dynamics, adaptation requirements, and organizational behaviors can vary substantially. Future research could address this issue by employing cross-cultural studies, comparing regions with varying levels of economic maturity to assess the consistency and adaptability of the proposed model across diverse settings. Such comparative studies would provide deeper insights into the influence of regional economic structures and cultural values on OI and ORC relationships. Moreover, expanding that analysis to include emerging economies with differing industrial growth trajectories could offer even broader understanding of how contextual factors moderate these relationships, thereby ultimately enhancing the generalizability of the findings offered here.

A further limitation for this study arises from the potential contextual biases specific to Turkey's economic environment that may shape OI and ORC in ways unique to the region. The combination of Turkey's economic positioning and its partial alignment with European Union standards may necessitate particular adaptability and resilience practices that differ from those in other regional contexts. Such a context-specific influence implies that these findings could reflect biases inherent to Turkey's market dynamics that are not directly transferable to other national or regional settings. Future research could use a multi-national sample with similar regulatory diversity to examine OI and ORC within contexts that blend local and international regulatory frameworks. By contrasting those regions with different regulatory environments,

researchers could capture how regulatory flexibility, or rigidity, impacts the dynamics of OI and ORC worldwide, thereby contributing to a more comprehensive understanding of these constructs in diverse regulatory landscapes. Additionally, case studies that focus on organizations operating in hybrid regulatory contexts can offer detailed new insights into the strategic adjustments firms must make in response to complex regulatory influences.

A methodological limitation to this research involves the use of self-reported questionnaires that, while effective in gathering extensive data, introduces the potential for subjective biases that can affect the objectivity of findings. Respondents may lack comprehensive organizational insights, especially regarding specific data on FP, and these can lead to potential biases. For instance, managers' subjective assessments of OI and ORC could be influenced by their individual roles, departmental perspectives, or varying engagement levels, thereby affecting how reliably these constructs are measured and impacting the interpretation of their relationships with FP. Future studies could address this limitation by incorporating objective performance data obtained from third-party databases, alongside the self-reported insights, to strengthen data reliability. Integrating survey data with secondary data sources, such as industry benchmarks or FP reports, would deliver more robust validation of the findings. Furthermore, longitudinal research that captures data at multiple time points could provide a more dynamic view of how OI, ORC, and FP relationships evolve, by allowing researchers to observe the impacts of changing organizational strategies and external conditions over time, thereby reducing any potential subjectivity.

This study centers on OI and ORC. Yet other factors that influence these constructs' relationship with FP remain underexplored. For instance, the role of leadership in promoting OI and ORC within organizations warrants further investigation. Although the OI and leadership literature is relatively robust, the concept of intelligent leadership—as aligned closely with OI principles—is still underexplored. Future research could examine the effects of different leadership styles on OI and ORC by specifically investigating how transformational or adaptive leadership contributes to resilience and intelligence-building in firms. Employing mixed methods, such as combining quantitative analysis with in-depth interviews with organizational leaders could reveal the nuanced ways that leadership influences these constructs and shapes organizational adaptability. Further, studies on cross-functional leadership roles, particularly in high-resilience industries, could illuminate sector-specific leadership strategies that actually foster OI and ORC.

Future research could also examine the impacts of environmental turbulence across different sectors and industries. While this study focused on firms within the Istanbul region, research in other sectors, particularly those with heightened technological turbulence, could provide additional perspectives. Sector-specific studies, particularly in high-innovation and high-risk industries, could reveal how different forms of environmental turbulence, such as technological and regulatory turbulence, differentially impact OI and ORC. Qualitative studies or industry-focused comparative analyses could offer deeper insights into how organizations within distinct industries deploy resilience and intelligence in response to their own sector-specific challenges.

Finally, experimental studies could be conducted to investigate the relationships between OI, ORC, and FP across diverse organizational settings. Such studies could yield useful insights into the specific factors that contribute to ORC and FP and offer practical guidance to both managers and practitioners. Experimental designs, including controlled field experiments, could isolate specific variables, such as the different types of resilience training or information-sharing practices, and examine their direct effects on OI and ORC. Additionally, scenario-based experiments that simulate various levels of environmental turbulence could reveal the thresholds where resilience and intelligence strategies become most effective, thereby enriching our understanding of such adaptive strategies in organizational contexts. Examining these concepts from multiple perspectives will let future research uncover new dimensions and nuances and further enhance the overall understanding of how OI, ORC, and FP intersect in different dynamic organizational landscapes.

6.4 Conclusion

This study makes substantial contributions by examining the intricate relationships between OI, ORC, and FP. In doing so, it bridges a critical gap in the literature by empirically demonstrating how OI, as a vital organizational resource, enhances FP through the development and leveraging of ORC.

Our findings emphasize the pivotal role of ORC in translating OI into tangible financial outcomes, thereby showcasing its importance as a strategic asset that supports organizational resilience and adaptability. The study also reveals the moderating influence of environmental turbulence on the relationship between OI and ORC. Contrary to expectations, heightened market and technological turbulence appear to weaken the effects of OI on ORC, suggesting that in highly volatile environments, the adaptive advantage of OI may be constrained. This finding underscores the importance of complementing OI with additional resilience strategies so as to maintain organizational effectiveness under fluctuating conditions.

Moreover, this research highlights the strategic significance of OI and ORC in optimizing operational efficiency, enhancing supply chain resilience, and driving superior production outcomes. These insights provide valuable guidance to organizations that are navigating the complexities of dynamic environments, thereby reinforcing the importance of adaptability and resilience in achieving sustained success.

In summary then, this research enriches the literature by addressing the previously underexplored dimensions of OI and ORC. In doing so, it sets the stage for future investigations to delve deeper into how these constructs interact to shape organizational outcomes. By providing a comprehensive model that integrates OI, ORC, and FP, this study offers new perspectives for enhancing strategic decision-making and maintaining competitiveness in an ever-changing business landscape. The insights offered into the moderating role of environmental turbulence further highlight the practical implications for all organizations that are striving to navigate uncertainty and volatility by emphasizing the ongoing critical role of resilience and adaptability in achieving and then securing long-term success.

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Further reading

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Appendix

Table A1. Measurement of the study's constructs

Organizational intelligence (OI)
Information technology (IT) ability
1. Our IT system is useful for our new product/service development projects
2. Our IT system effectively improves communication and cooperation between our company's departments
3. Our IT system helps us increase our technological knowledge
4. Our IT system helps us increase our knowledge of the market
5. Our IT system effectively improves communication across different departments and hierarchical levels within our company
6. Our IT system effectively improves external communication with our suppliers, customers, and members of the supply chain

Adaptability
1. Our company adapts very quickly to product and service changes required by market conditions
2. Our company adapts very quickly to pricing changes required by market conditions
3. Our company adapts very quickly to sales program changes required by market conditions
4. Our company adapts very quickly to changes in the product/service distribution plan (order delivery times) required by market conditions

Collective emotional intelligence
1. People in our company trust each other easily
2. We effectively manage aggressive attitudes that may arise in workplace relationships
3. We always try to look at problems from our colleagues' and other people's perspectives
4. We understand each other's values and goals
5. We care about each other's emotions and well-being

Organizational resilience capacity (ORC)
Constructive sense-making
1. Our organization balances confidence and expertise with skepticism, caution, and a search for new information
2. We have a mindset that requires a solid grasp on reality and a relentless desire to question fundamental assumptions in our organization
3. We encourage ingenuity and look for opportunities to develop new skills rather than emphasize standardization and the need for control
4. We foster a mindset that encourages positive interpretation of experiences and the world in our organization
5. We focus on situation-specific interpretations and judgments rather than programmed explanations
6. We use a common language (i.e. words, images, and stories) to construct meaning, describe situations, and imply both understanding and emotion in our organization

Exceptional agility
1. We are capable of pursuing a dramatically different course of action from the norm in our organization
2. People engage in non-conforming strategic actions (departing from industry norms) to make counter-intuitive moves in our organization
3. Our diverse set of actions allows us to pursue a dramatically different course from the norm in our organization.
4. We have a number and diversity of competitive actions available to adopt unexpected and timely responses to market shifts in our organization

Psychological safety
1. People perceive our work environment as conducive to taking interpersonal risks, such as the risk of appearing ignorant by asking questions or seeking information
2. People perceive our work environment as conducive to taking interpersonal risks, such as the risk of appearing incompetent by asking for help, admitting mistakes, or experimenting
3. People perceive our work environment as conducive to taking interpersonal risks, such as the risk of appearing negative when offering critical feedback
4. People perceive our work environment as conducive to taking interpersonal risks, including the risk of not seeking feedback due to fear of imposing on someone's time or goodwill

(*continued*)

Table A1. Continued

Broad resource networks
1. People forge relationships with others who can share key resources
2. We use relationships with supplier contacts and strategic alliances to secure needed resources to support adaptive initiatives
3. We ensure that bonds with various environmental agents are maintained, thereby reinforcing social capital beyond the firm's boundaries
4. We encourage the maintenance of organizational slack

Financial performance (FP)
1. Our return on equity is higher than that of our competitors
2. Our market share is higher than that of our competitors
3. Our annual turnover is higher than that of our competitors
4. Our profitability is higher than that of our competitors
5. Our market growth rate is higher than that of our competitors
6. Our company's market value is higher than that of our competitors
7. Our cost of goods sold is lower than that of our competitors

Environmental turbulence

Technology turbulence
1. The technology used in our products is rapidly changing
2. The technology in the industry is changing rapidly
3. Numerous new product ideas have been made possible through technological breakthroughs in our industry

Market turbulence
1. Customers' preferences change frequently over time
2. Customers frequently seek new products
3. New customers tend to have product-related needs that differ from those of our existing customers

Note(s): *Responses were measured on 5-point Likert scales, ranging from "strongly disagree" (1) to "strongly agree" (5)

Source(s): Authors' own work

About the authors

Halit Keskïn is a professor of management and organization within the Faculty of Economics and Administrative Sciences at Yildiz Technical University. He completed his Ph.D. in management and organization at Gebze Institute of Technology. His research work has been featured in distinguished journals such as the *Journal of Product Innovation Management*, *International Journal of Production Research*, *Technological Forecasting and Social Change*, *R&D Management*, *Journal Engineering and Technology Management*, *Information and Management*, *Technovation*, and *IEEE Transactions on Engineering Management*. Prof. Keskin's research interests include technology and innovation management, knowledge management, new product development teams, university-industry interactions, and organizational theory.

Ekrem Tatoglu is a distinguished professor with affiliations at Gulf University for Science and Technology, Kuwait, and Ibn Haldun University, Istanbul, Turkey. He holds a Ph.D. from the University of Leeds, U.K. His extensive research interests encompass global management strategies, FDI in emerging countries, international entry mode strategies, and operations management. Dr Tatoglu has a substantial publication record, with over 120 scholarly articles, including the *International Journal of Production Research*, *Journal of World Business*, *Human Relations*, *British Journal of Management*, *Management International Review*, *International Business Review*, *Human Resource Management*, *International Journal of Human Resource Management*, *International Marketing Review*, *Omega*, *Industrial Marketing Management*, among other esteemed international journals. He is the co-author of two seminal books, *Dimensions of Western Foreign Direct Investment in Turkey* and *Turkish Multinationals*. Professor Tatoglu is highly regarded in the international academic community with a Google Scholar citation count exceeding 16,000 and an impressive H-index score of 64. He has been a Fellow of the *Turkish Academy of Sciences* (TÜBA) since 2015. Ekrem Tatoglu is the corresponding author and can be contacted at: tatoglu.e@gust.edu.kw

Ali E. Akgün is a Professor of Management in the Faculty of Economics and Administrative Sciences at Yildiz Technical University, Turkey. He earned his Ph.D. in technology management from Stevens Institute of Technology and holds an M.S. in engineering management from Drexel University. His

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research is widely published in reputable journals including *Human Relations*, *International Journal of Production Research*, *Journal of Product Innovation Management*, *Industrial Marketing Management* and *IEEE Transactions on Engineering Management*, among others. His primary research areas encompass new product and technology development, organizational learning, and the cognitive and social psychology of innovation management.

Dilek Balak is currently an assistant professor in the Business Management Program at Beykent University Vocational School. She embarked on her academic journey by completing her doctorate in Management and Organization at Yıldız Technical University, Faculty of Economics and Administrative Sciences, Department of Business Administration in 2021. In her role as a faculty member, Her research endeavors revolve around the domains of organizational theory, organizational behavior, and security culture, and she has contributed significantly through published articles in various journals and national and international papers.