

Original research article

# The impact of organizational strategic trends on individual-based resilience with a digital transformation perspective

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**Abstract:** The purpose of this study is to investigate whether the strategic orientations of organizations have an impact on the resilience levels of employees in the digitalized world. The sample for this research is based on the convenience sampling method. In this study, the sub-factors of strategic orientation, namely innovation, technological orientation, customer focus, and competitor focus, are examined, and their potential effects on resilience are analyzed. Our research emphasizes the importance of psychological resilience in organizations that undergo continuous changes due to the impact of digital transformation, as it enhances employee performance and has positive implications for firms. The field study associated with this research was conducted on 316 individuals working in the service sector in the context of Turkey. The data collected for the research were analyzed using SPSS 25 software. The research findings indicate that the components of strategic orientation have an impact on the levels of psychological resilience.

**Keywords:** strategic orientation; psychological resilience; customer orientation; innovation tendency; competitor orientation; technological orientation

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## 1. Introduction

The digital transformation that emerged in the 2000s has led to a comprehensive change in corporate structures, from internal processes to the way business is conducted. Digital transformation has become the catalyst for change in every aspect of life. With the rapid integration of digital technologies into our lives, it is seen as a leap forward for individuals and organizations to adapt to these technologies. Thanks to digital transformation, various sectors, ranging from manufacturing to marketing, banking to healthcare, have undergone significant changes through technologies such as smart robots, artificial intelligence, social media, e-commerce, and cloud systems<sup>[1]</sup>. Digital transformation encompasses not only the transformation of organizations but also the transformation of individuals, machines, and organizational structures as a whole. Digitization involves the convergence of personalized customer demands, the creation of the right business model based on accurate data, and the integration of a qualified workforce to achieve sustainability<sup>[2]</sup>. An important argument for digital transformation is that in the digitalized world, humans hold a central position as both the managers and strategists of the process, as well as the players who are initially affected in adverse situations<sup>[3]</sup>. Digitization will also lead to a transformation process in organizational culture. With changing technologies, old habits will be set aside, giving rise to a new structure. Organizations will undergo a transformation in areas such as strategy development, customer experience, market analysis, and interdepartmental communication. The success of firms will be directly proportional to their ability to embrace

these innovations, from top management to the lowest-level employees<sup>[4]</sup>. The digitalization processes within organizations, as well as the use of appropriate strategies at the organizational level, not only affect the overall success of the organization but also impact the resilience of individuals. Resilience was first addressed at the individual level in the field of social sciences and became the subject of psychological research<sup>[5]</sup>. Conceptually, resilience refers to the ability to take positive steps and take action in a positive direction in the face of negative situations such as adversity, defeat, uncertainty, and failure, as well as positive changes, increased responsibilities, and progress. It encompasses the dimensions of psychological capital<sup>[6]</sup>. Studies focusing on individuals have provided both a resource and an important foundation for the field of management. This is because individuals play a crucial role in the resilience and capabilities of organizations, and their interactions and communication within departments have an impact on the entire organization<sup>[5]</sup>. Resilience provides the opportunity to quickly and effectively overcome adverse situations that may arise at both individual and organizational levels<sup>[7]</sup>.

This current study aims to figure out whether the strategic orientations of institutions have a positive impact on the resilience levels of employees in business environments that are strongly digitalized. In this study, the sub-factors of strategic orientation—innovation, technological orientation, customer orientation, and competitor orientation—are discussed, and the possible effects of these factors on durability are examined. In our research, the importance of psychological resilience is emphasized in organizations that are constantly changing with the effect of digital transformation in order to increase the performance of employees in companies and to provide positive reflections on companies. As a result of this study, it was concluded that the components of strategic orientation affect the levels of psychological resilience.

## **2. Literature review**

### **2.1. Strategic orientation**

The strategy has long been one of the key policies implemented by companies to advance to a higher level. In these implementations, the priority for success lies in strategic objectives, planning, personnel collaboration, and the formation of a company culture based on belief. The alignment of a company's internally developed culture and strategy with the adoption of these values by employees elevates the company to a higher level compared to its competitors<sup>[8]</sup>. Strategic orientation can be defined as a culture created through internal participation within companies within the framework of established plans. Many researchers have used the concept of strategic orientation to explain companies' practices, decision-making processes, and organizational culture<sup>[9-11]</sup>. Numerous studies on strategic orientation have emphasized the importance of competitor focus, innovation, technological development, and learning<sup>[12,13]</sup>. Strategic orientation is not only about formulating strategies and marketing strategies for companies but also plays a crucial role in communication among customers and competitors in the market<sup>[14]</sup>. The chosen strategic orientations of companies, in order to measure their efficiency, rely on the quality of employees, the smooth functioning of the company's current structure, and the alignment of corporate resources<sup>[15]</sup>. In today's competitive business environment, companies are constantly experiencing change due to the intensity of competition. In order to keep up with this change, it is necessary to have innovative strategies and an innovative organizational structure<sup>[16]</sup>. In markets where products constantly require renewal, the level of creativity needs to increase in order to understand customer desires and demands. For well-established companies, breaking some of their established values and adapting to innovations can be more challenging than for new and emerging companies<sup>[8]</sup>. The sub-factors of strategic orientation are classified as customer orientation, technological orientation, competitor orientation, and innovation orientation<sup>[17]</sup>.

### **2.1.1. Innovation orientation**

Innovation orientation is the tendency of companies to generate creative ideas, new formations, and experiences for products, services, and technological innovations in a developing market. It is one of the strategies that companies adopt to enter emerging markets and gain the power and advantage to compete by creating opportunities in these markets<sup>[12,18]</sup>. When the corporate structure of companies allows for innovation, it integrates into the organizational culture and becomes a culture itself. Companies striving to integrate into an innovative culture focused on maintaining the same level of performance in subsequent processes. When the entire organization aligns with the inclination for innovation, with integrated resources and performance, it becomes a guiding force for elevating the capacity of innovation orientation to a higher level<sup>[19,20]</sup>.

Innovation orientation aims to enhance the performance and effectiveness of companies in line with their goals. Activities carried out within the scope of adapting to internal and external variables within constantly evolving and renewing markets support the inclination for innovation, leading to changes in commercial and cultural structures<sup>[20]</sup>. The innovative tendency, driven by new ideas, plays a significant role in supporting companies' knowledge accumulation and productivity in terms of technological advancements and product designs, creating a positive trend<sup>[19]</sup>. Technology is the convergence of human knowledge, skills, and software in a shared domain. It is the process of reaching solutions by utilizing tools and equipment tailored to specific needs. Through collaborations with R&D centers, technology-based organizations, and university centers, companies have tested numerous innovations through entrepreneurial ventures, some of which may have resulted in failure. However, these experiences have provided a foundation for shaping their strategies. Thus, the strategic use of technology has provided companies with opportunities and advantages in their strategies against competitors<sup>[18]</sup>.

### **2.1.2. Technological orientation**

Technological orientation refers to the recognition that companies need to keep up with the rapidly evolving and constantly changing technology landscape. The organizational structures of firms often fall short of keeping pace with technological advancements. To enhance their performance and facilitate access to knowledge and innovations, companies need to adopt a more open policy and embrace innovative strategies. Open access to information plays a crucial role in enabling companies to stay at the forefront of technological advancements and achieve better performance outcomes. Developing an innovation strategy is essential for companies to effectively leverage technological innovations<sup>[21]</sup>.

Technological orientation yields various positive effects for companies, such as gaining a competitive advantage over rivals, enhancing customer satisfaction, improving employee performance, and increasing revenue<sup>[22]</sup>. Companies operating in the industrial market sector, where consumers perceive technological products as advantageous, are compelled to pay more attention to technological advancements and focus their efforts in that direction. Technology-based firms, therefore, place greater importance on research and development (R&D) investments, increasing their commitment to acquiring innovative technologies and adopting new production techniques. Their robust capabilities make it challenging for competitors to imitate, thereby leading to a competitive advantage in terms of knowledge resources<sup>[14]</sup>.

### **2.1.3. Customer orientation**

Customer orientation, also known as market orientation, refers to the focus on the buyers in the market. In markets where there are numerous products and intense competition, attracting customers and being the decision-maker become challenging. Therefore, it is important to enhance the value provided to customers, create awareness, and reflect product quality to them<sup>[23]</sup>. Companies strive to establish good relationships with

their customers in order to increase their economic power, thus forming strong organizational and customer relationships. However, sometimes this customer-oriented approach may not improve firm performance, and new marketing strategies may need to be developed. In such cases, creating a new product catalog, formulating pricing, market entry, and promotional strategies, and following an innovative path can enhance a company's market power and profitability expectations<sup>[24]</sup>.

Customer orientation is defined as the tendency of businesses' top management to align their efforts with the wants and needs of their customers, in coordination with their employees. Companies focus on customer orientation not only in terms of sales figures but also in terms of profitability that comes with customer satisfaction. The personnel in the service sector, who are in constant contact with customers, place great importance on customer orientation. It is expected that this continuous customer interaction will lead to increased customer satisfaction and the potential for loyal customers<sup>[25]</sup>.

When implementing customer orientation, customer-focused companies begin with market observation, utilize customer experience and knowledge to differentiate their product from others, and then select the most suitable production method in terms of price and profit before the product goes into production. They highlight product, service, and price advantages to gain a competitive edge and develop strategies. Through these strategies, they aim to understand the customer, increase customer loyalty through the right product and service, and create value for the customer<sup>[23]</sup>.

Customer orientation is also perceived as the responsibility of companies to create customer value and increase awareness of this value through all departments. In the customer-oriented strategies of companies, the goal is to retain customers, create customer value, and acquire new customers<sup>[26]</sup>.

#### **2.1.4. Competitor orientation**

Competitor orientation refers to the ability of businesses to observe and analyze the developments and actions of their competitors in order to differentiate themselves from them. It involves the capacity of managers to gather information on competitor movements, formulate actions, and respond to their competitors' moves. Managers evaluate the knowledge and strategies gained from studying rival firms and aim to develop a distinct strategy. Therefore, competitor orientation requires the coordination of all dynamics within a firm and can elevate the firm's performance by taking it a step ahead of its competitors and gaining an advantage<sup>[27]</sup>. If competitor orientation does not drive firms to innovate using the information they acquire, it may hinder them from surpassing their rivals, whereas firms that prioritize competitor orientation and effectively apply the knowledge gained through it can gain an advantage in terms of competition by obtaining the right innovations<sup>[28]</sup>.

Firms adopting a competitor-oriented approach aim to gather information on whether they can offer different products and services to their target customers, the technological development status of their competitor firms, and how they benefit from it, as well as identify their competitors in the field of operation<sup>[29]</sup>. When formulating their decision-making mechanisms for their market activities, firms that prioritize competitor orientation and customer orientation need to ensure coordination among all components of the organization. The adoption and implementation of a modern marketing approach within the organization necessitate interdepartmental coordination. Interdepartmental coordination is the full utilization of a firm's resources to create value for target market customers<sup>[30]</sup>.

#### **2.2. Digital transformation**

Digitalization encompasses various tools and mechanisms, like transforming analog information into digital information, increasing remote access and collaborative work, cloud computing, and telework

applications, that lead to business continuity<sup>[31]</sup> enabling companies to survive and promote a competitive advantage under different conditions. As to Matt et al.<sup>[32]</sup>, recently, many firms in nearly all industries have attempted to conduct initiatives to explore new digital technologies and exploit their benefits. Actually, organizations have to create management practices for governing these complex transformations that go beyond the borders of organizations, impacting the whole business environment, products, strategies, processes, sales channels, and supply chains. From a business-centric perspective, these transformations focus on the changes in all organizational aspects owing to new technologies. Actually, technology itself is merely part of the complex puzzle that should be solved by institutions to remain competitive in a digital world. Structure, namely the main mechanisms used in building the company<sup>[33]</sup>, processes, all kinds of workflows in organizations<sup>[34]</sup>, and culture—the general psychological climate in companies<sup>[35]</sup>—also affect the digitalization process.

### **2.3. Resilience**

The concept of positive psychology emerged in the 1990s and has since gained increasing importance, becoming a focal point of research. Sheldon and King, among the prominent pioneers of this movement, define positive psychology as the scientific examination of the virtues and strengths inherent in human nature<sup>[36]</sup>. Another influential figure in this field, Seligman and Csikszentmihalyi, argue that psychology should not only be used for the treatment of mental and emotional disorders but also for enhancing the quality of life and productivity of society. This discipline focuses on strengthening individuals' mental well-being to increase their productivity, discipline, positive traits, and personal development<sup>[37]</sup>.

Positive psychology places great importance on individuals' psychological resilience, which can be defined as positive coping in the face of challenges. In the context of work, resilience can be defined as the capacity to bounce back from problems, shocks, negativity, conflicts, failures, and even positive shocks. Resilience is not only about dealing with negative events but also about responding appropriately when encountering extremely positive events<sup>[38]</sup>. Research on psychological resilience focuses on three main factors: risk, vulnerability, and protective factors<sup>[39]</sup>. Risk factors related to the problem and the means that lead to negative outcomes of the problem are examined in terms of all structures and processes (e.g., being a minority, stressful events, difficult temperament, etc.). On the other hand, vulnerability refers to the tendency to engage in psycho-social research on any factors or risk factors that contribute to the exaggeration of a negative situation or risk factors. Examples include chronic illness, poverty, adverse environmental conditions, and excessive exposure to negative discourse. Protective factors, on the other hand, refer to any factors that can positively change a risky or negative situation. Examples include an internal locus of control, a positive friendship, intelligence, a positive outlook, family support, and so on<sup>[39]</sup>.

Ryff and Singer<sup>[40]</sup> suggest that individuals with strong resilience have stronger mental health and are better able to cope with stress. Fredrickson<sup>[41]</sup> proposes that the stronger the resilience, the more positively it affects psychological development. Individuals with high psychological resilience are also seen to be more skilled and consistent in coping with anxiety compared to others<sup>[42]</sup>. According to research, psychological resilience is seen as a personal characteristic in terms of personal development, rather than simply coping with difficult situations. Depending on the changing work environments, individuals with high levels of resilience are more open to change, exhibit a creative orientation, and are more solution-focused in the face of adversity and obstacles, which leads to increased performance<sup>[43]</sup>.

Individuals with high levels of psychological resilience have developed several measures to cope with the adversities they encounter throughout their lives. Some of these measures include having a strong belief that they have control over how they will live their lives, maintaining an active life without isolating themselves

from society, accepting the ongoing changes in their society and remaining open to change, and being able to engage in positive reframing<sup>[44]</sup>. The level of psychological resilience provides information about individuals' ability to adapt to the challenges they face and overcome them. Through the support they receive from their environment, individuals' ability to cope with adversity is enhanced. The level of psychological resilience is positively influenced by the support received. The resilience of individuals has an impact on their quality of life<sup>[45]</sup>. Individuals with high psychological resilience can be described as rationalists. It can be said that they have an accepting attitude towards the developments in their lives. They perceive experiences as part of the whole of life, believing that the conditions are not of the utmost importance but that life is a whole. These individuals facilitate greater adaptability to changes and have a higher fighting spirit<sup>[45,46]</sup>.

Luthans et al. have approached psychological resilience in three dimensions, namely values, risk factors, and assets. They classified these dimensions as contextual (external) and psychological (internal) factors that influence individuals' resilience levels<sup>[47]</sup>. Smith et al. have emphasized the relationship between environmental factors, risk factors, and psychological resilience, stating that they are positively correlated<sup>[48]</sup>. Risk factors refer to difficult situations that are hard to avoid, assets encompass observable characteristics of individuals that can lead to positive outcomes under certain conditions, and values involve individuals turning challenges into opportunities for personal growth<sup>[46]</sup>.

Luthans et al. state that employees focus on taking risks and using initiative to intervene in any situation. Pure risks are defined as foreseeable risks that carry no risk if they do not occur. For example, in our daily lives, there may be a possibility of an illness that could lead to the loss of a loved one. On the other hand, the possibility of a loved one not falling ill is considered a pure risk and does not affect individuals' resilience. Pure risks encompass all possibilities that could be encountered in the workplace, such as workplace bullying, financial loss, harassment, instability, and micro-level threats to individuals' careers. Although these risks may always exist, they may not directly affect individuals<sup>[5,47]</sup>.

Luthans argues that risk management involves adopting a positive mindset, accepting and managing all negative events, and maintaining hope and optimism when faced with adverse situations<sup>[47]</sup>. These attitudes and experiences contribute to the development of self-confidence and facilitate the implementation of preventive measures and the creation of strategies in risk management. As a result, they define these factors as supportive of emotional, behavioral, and cognitive development processes<sup>[46,49]</sup>.

### **3. Research model and hypotheses**

Psychological resilience is the ability of individuals to perform and cope with positive and negative situations they encounter<sup>[50]</sup>. Psychological resilience represents the capacity of individuals to respond to conflicts and failures within organizations, to bounce back stronger, and to cope with and continue in the face of stress<sup>[51]</sup>. Mandal and Saravan<sup>[52]</sup> found in their study among 1673 tourism employees that employees would be inclined to take risks when necessary to meet customer needs, and this risk-taking behavior would lead to the development of risk reduction strategies. Their study also revealed a positive effect of innovation orientation on resilience. In a study conducted among MBA students and HR professionals in energy companies, it was found that innovation orientation increases the level of resilience. Ardelean<sup>[53]</sup> concluded that employees' innovative approaches increase their entrepreneurial levels, which in turn enhances their willingness to innovate and positively impacts their resilience. The study also found that employees' innovation orientation has a positive effect on psychological capital. Based on these previous studies, H1 is formulated in this research.

H1: Innovation orientation has a positive impact on psychological resilience.

Mandal and Sarayan<sup>[52]</sup> emphasize that new products and services are key to success and emphasize the importance of using up-to-date technologies in product development, highlighting their reliability. They argue that advanced technology and coordination enable companies to respond faster to market demands and address problems more effectively. Based on this information, they conclude that technological orientation has a positive effect on psychological resilience. Ardelean<sup>[53]</sup> also supports this notion, stating that technological innovations in the digital world enhance firms' capacities and enable individuals to benefit from these technologies effectively, thereby increasing their knowledge capacities. The correct information improves employees' self-awareness, positively affects their mental state, and enhances their resilience. Drawing inspiration from these studies, H2 is formulated in this research:

H2: Technological orientation has a positive impact on psychological resilience.

Companies need to work on various strategies to stay one step ahead of their competitors in the market. Human resources play a crucial role in these strategies. Training and development programs for employees are the main source for implementing the desired strategies within companies. Competitor orientation and internal competition can subject employees to significant stress. The level of psychological resilience plays a vital role in coping with stress<sup>[54]</sup>. White and Bennie<sup>[55]</sup> conducted a study with 22 female gymnasts and found that athletes experience high levels of stress both during training and competitions. Dealing with failure against their competitors affects their level of resilience. The pressure to outperform their rivals leads to increased stress, but it is also observed that their self-confidence, determination, and resilience levels increase as they strive to enhance their skills. Similarly, Hartini et al.<sup>[56]</sup> evaluated the impact of market orientation on resilience during the COVID-19 pandemic based on a study conducted with 180 medium-sized enterprises. They positively assessed the effect of market orientation on resilience. Based on these studies, H3 is formulated:

H3: Competitor orientation positively influences psychological resilience.

Sommovigo et al.<sup>[57]</sup> conducted a study in the service sector and found that reasonable and unreasonable customer demands can directly impact employee resilience. They concluded that employees need to access better resources to uncover their strengths and increase their well-being. Similarly, Friend et al.<sup>[58]</sup> found a positive relationship between customer relationships and psychological resilience based on their research conducted with salespeople. Junça-Silva and Lopes<sup>[59]</sup> examined the link between malicious customer behaviors and psychological capital in a study with 380 participants. The results indicated that customer approaches affect psychological capital. Park<sup>[60]</sup> conducted research in the internet-based distribution sector with 475 participants and found a positive relationship between customer orientation and resilience. Based on these studies, H4 is formulated:

H4: Customer orientation positively influences psychological resilience.

### **3.1. Sample, scales, and data collection methods**

The sample for this study was determined using the convenience sampling method. The participants were white-collar workers in the service sector between the ages of 20 and 65. Participants were reached through the researcher's company, work, and school environments. Online survey links were sent to the participants, and the survey was administered to those who voluntarily participated. The data collection period lasted approximately 45 days. The aim was to obtain a minimum of 346 usable survey forms, and after eliminating randomly filled-out participants, 316 usable survey forms were obtained. Hair et al.<sup>[61]</sup> stated in their studies that the number of observations should be at least 5 times the total number of questions in the survey (excluding demographic questions). In this study, a survey consisting of 36 questions, excluding demographic questions,

was used. Therefore, a minimum of  $5 \times 30 = 150$  observations were required. With a total of 316 usable observations obtained, the validity, reliability, and accuracy of the analyses in this study were ensured.

**Psychological resilience scale:** the psychological resilience scale (PRS) used in this study was adapted by Akçay<sup>[62]</sup>, based on the scale developed by Smith et al.<sup>[48]</sup> to measure individuals' psychological resilience. The PRS is a 5-point Likert scale with 6 items and is a self-report measurement tool.

**Strategic orientation scale:** the strategic orientation scale used in this study was based on Bulut's doctoral thesis on strategic orientations and firm performance<sup>[8]</sup>. The scale items for technology orientation were adapted from a four-item scale used in the study by Zhou et al.<sup>[63]</sup>. The market orientation scale utilized the three-dimensional scale developed by Narver and Slater<sup>[64]</sup>, consisting of five items for competitor orientation, five items for customer orientation, and six items for interdepartmental coordination. The learning orientation scale was derived from the studies of Hult<sup>[65]</sup>, and Calantone et al.<sup>[66]</sup>. The scale for innovation tendency was created by integrating scales used in two separate studies<sup>[8]</sup>. The Turkish-adapted version of Bulut's<sup>[8]</sup> scale was used in this study.

The participants in the study are primarily concentrated in the age range of 20 to 30 years. Since there is only one participant below the age of 20, this age group is combined with the 20–30 age group to form the under-30 age group. The majority of participants are married and have a university degree. As there are only 4 participants with primary or middle school education, these groups are merged with the high school graduate group, forming the high school or below group. Participants are predominantly employed in the finance sector. Other sectors include technology, services, healthcare, and education. The majority of participants hold managerial positions. Other positions include specialists, assistant managers, and assistant specialists. The total experience of participants is mostly between 0–5 years. As the number of years increases, the number of participants with that level of experience decreases. The number of participants working in finance, marketing, production, management, and other departments is similar.

### 3.2. Factor analysis and reliability of the scales

In this study, factor analysis and Cronbach's Alpha coefficient were used for factor and reliability analyses, respectively. The Varimax rotation method was employed in the principal component analysis. To ensure the soundness of the factor analysis results, the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test should indicate appropriateness. Adequate values for these tests demonstrate that the correlation matrix is suitable for PCA analysis<sup>[67]</sup>. The results of the factor analysis and reliability of the scales are given in **Table 1**.

**Table 1.** Factor and reliability analysis results of the scales.

Factor name	Factor questions and item codes	Factor load
<b>Innovation</b>	<b>The explained variance: 17.058; Reliability: 0.925</b>	
	We continuously improve our business processes.	0.769
	When we cannot solve a problem related to our business activities using traditional methods, we find new approaches.	0.703
	Our company frequently tries to implement new ideas.	0.703
	Our company is constantly searching for new methods of conducting its operations.	0.701
	Our company has developed several new management systems in the past 3 years.	0.696
	Our company seeks new ways to do things better.	0.643
	Our new products and services bring new areas of use to our customers.	0.609

Table 1. (Continued).

Factor name	Factor questions and item codes	Factor load
<b>Innovation</b>	<b>The explained variance: 17.058; Reliability: 0.925</b>	
	Our company attaches great importance to the development of new products and services.	0.581
	Our new products and services challenge existing ideas in the industry.	0.570
	Adequate spending is made to develop new products and services.	0.519
<b>Customer orientation</b>	<b>The explained variance: 15.994; Reliability: 0.926</b>	
	The main objective of our competitive strategies is to understand customer needs.	0.849
	Customer satisfaction is the primary goal of our company.	0.813
	We are committed to serving customer needs as a company.	0.779
	When determining our strategies, we focus on producing more valuable products for customers.	0.767
	We pay great attention to the quality of after-sales services.	0.736
	All units within the company are coordinated to serve market needs.	0.541
<b>Competitor orientation</b>	<b>The explained variance: 12.841; Reliability: 0.889</b>	
	Top management regularly discusses competitors' strengths and strategies.	0.745
	Our company quickly responds to threats from competitors.	0.707
	There is strong coordination among units to provide the company with a competitive advantage.	0.663
	All units of our company share market-related information with each other.	0.602
	All units of our company are responsive to each other's demands and needs.	0.544
<b>Technology orientation</b>	<b>The explained variance: 11.280; Reliability: 0.882</b>	
	Our company always strives to invest in the latest technologies.	0.826
	We start using the latest technological developments even during the trial phase.	0.819
	We invest more in technology to outperform our competitors.	0.790
	We engage in competition in areas where we have a competitive advantage.	0.546
<b>Resilience</b>	<b>The explained variance: 14.706; Reliability: 0.780</b>	
	It is difficult for me to overcome something bad that happens.	0.818
	I have difficulty coping with stressful events.	0.810
	It takes me a long time to recover from the impact of negative events in my life.	0.804
	I can quickly bounce back after difficult times.	0.791
	It doesn't take me long to recover after stressful situations.	0.771
	I get through tough times with very little distress.	0.641
	Total explained variance: 71.880	-
<b>KMO and Bartlett's test</b>		
	Kaiser-Meyer-Olkin measure of sampling adequacy.	0.911
	Bartlett's test of sphericity	8142.600
	Approx. Chi-Square	
	df	465
	Sig.	0.000

After removing the items with factor loadings below 0.5, it was observed that the KMO and Bartlett's test values remained appropriate. Furthermore, the reliability of the factor items was assessed using Cronbach's Alpha coefficient. Factors with Cronbach's Alpha values equal to or above 0.6 were defined as variables<sup>[67]</sup>. As no factors fell below the threshold of 0.6, all obtained factors were defined as variables for further analysis.

When examining the table, it can be observed that the KMO and Bartlett's test values, reliability (Cronbach's Alpha) values, and the total explained variance (>50%) are appropriate. The emerging factors are innovation, customer orientation, competitor orientation, technological orientation, and resilience, similar to the original scales.

### 3.3. The relationships between variables: Correlation analysis

The correlation relationships between the sub-factors of the strategic orientation scale and the independent variables, namely innovation, customer focus, competitive focus, and technology orientation, with the dependent variable psychological resilience, are presented in the following **Table 2**.

**Table 2.** Mean, standard deviation, and correlation values.

		1	2	3	4	5
1	Innovation	1.000	-	-	-	-
2	Customer focus	0.538**	1.000	-	-	-
3	Competitive focus	0.533**	0.514**	1.000	-	-
4	Technology orientation	0.582**	0.482**	0.577**	1.000	-
5	Psychological resilience	0.086	0.003	0.136*	-0.031	1.000

$N = 316$ , \* $p < 0.05$ , \*\* $p < 0.01$ .

When examining the table, it can be observed that among the sub-factors of strategic orientation, only competitive focus has a significant ( $p < 0.05$ ) relationship with psychological resilience. There is no significant relationship between the other sub-factors and psychological resilience. The relationship between competitive focus and psychological resilience is positive but weak. Therefore, it can be said that as competitive focus increases, psychological resilience may also increase.

When examining the relationships between the sub-factors of strategic orientation, it can be seen that there is a significant ( $p < 0.05$ ) and moderately positive relationship among all variables. It was stated under the assumptions of the linear regression model that the relationship between independent variables should not exceed 0.9. In this case, it can be observed that the significant relationship between the independent variables is not excessively high enough to cause multicollinearity problems.

### 3.4. Regression analysis

This study examines the impact of the sub-factors of strategic orientation, namely innovation, customer focus, competitor orientation, and technology orientation, on psychological resilience. For this purpose, a multiple linear regression model was constructed, where innovation, customer focus, competitor orientation, and technology orientation are independent variables, and psychological resilience is the dependent variable.

To interpret the results of the multiple linear regression model as valid and reliable, the necessary assumptions were examined under the "Assumptions Testing in Linear Regression Model" section. It can be observed that all the assumptions examined in this section are satisfied, thus allowing for the interpretation of the model results. In testing the multiple regression model, the first step is to examine the ANOVA  $F$  test, which measures the significance of the model. If the model is significant ( $p < 0.05$ ), then the  $t$ -tests are conducted to measure the significance of the independent variables in the model. If all independent variables are significant, the coefficient estimates and the  $R$ -squared result are interpreted<sup>[1]</sup>.

In multiple regression, the first step is to examine the ANOVA  $F$  test, which tests the overall significance of the model. If the ANOVA  $F$  test is significant ( $p < 0.05$ ), it indicates that at least one independent variable

has a significant effect on the dependent variable. If the ANOVA  $F$  test is significant, the next step is to examine the  $t$ -test values to determine the significance of each independent variable in the model. The independent variables that have a significant effect on the dependent variable are kept in the model, while the ones that are not significant are removed, and the regression analysis is repeated. If the analysis method is set to “Enter”, this process should be done manually. However, if the analysis method is set to “Stepwise”, the SPSS program will automatically remove the non-significant independent variables from the model. It is important to note that the choice of analysis method (Enter or Stepwise) should be based on the research question and theoretical considerations, and the interpretation of the results should take into account the chosen method and any limitations associated with it.

The direction of the independent variables’ effect on the dependent variable can be determined using non-standardized coefficients. A non-standardized negative beta coefficient indicates a negative effect of the independent variable on the dependent variable. Similarly, a non-standardized positive beta coefficient indicates a positive effect of the independent variable on the dependent variable. Non-standardized beta coefficients do not fall within a specific range. The model equation for measuring the effect of independent variables on the dependent variable is also constructed using non-standardized beta coefficients.

Standardized beta coefficients indicate the strength of the independent variables’ effect on the dependent variable. A higher absolute value of a standardized beta coefficient suggests a stronger effect of the independent variable on the dependent variable. The sign of the standardized beta coefficient indicates the direction of the effect, just like the non-standardized beta coefficient. Lastly, the value to be interpreted is the  $R^2$  value. The  $R^2$  value ranges from 0 to 1 and represents the percentage of variance in the dependent variable explained by the independent variables. There is no standard acceptance level for this value. It is generally considered that  $R^2$  values between 0 and 0.25 indicate a weak relationship, values between 0.25 and 0.50 indicate a moderate relationship, and values of 0.50 and above indicate a substantial relationship<sup>[68]</sup>. In a regression model with a single independent variable, the  $R^2$  value can be directly interpreted. However, in a regression model with multiple independent variables, it is necessary to look at the adjusted  $R^2$  value instead of the  $R^2$  value.

### 3.5. Effect of strategic orientation variables on psychological resilience

The impact of the independent variables, namely innovation, customer orientation, competitor orientation, and technology orientation, which are the sub-factors of strategic orientation, on the dependent variable psychological resilience, was tested using Multiple Regression Analysis. The analysis was conducted using the “Enter” method, where if there were independent variables that did not have a significant impact on the dependent variable, those variables were removed from the model and the analysis was repeated. The results of the analysis for the model with all independent variables can be seen in **Table 3**.

**Table 3.** The effect of strategic orientation on psychological resilience.

<b>Psychological resilience</b>		
<b>Strategic orientation</b>	<b>Beta</b>	<b>Sig.</b>
Innovation	0.087	0.335
Customer orientation	-0.154	0.070
Competitor orientation	0.264	0.002
Technology orientation	-0.179	0.020
Adjusted $R^2$	0.029	
N	316	

Table 3. (Continued).

Psychological resilience		
Strategic orientation	Beta	Sig.
F	3.386	
Sig	0.010	
S.E.	0.688	
Durbin-Watson	1.003	
VIF	< 3.000	

In the Multiple Regression Analysis, the results indicate that among the sub-factors of strategic orientation, only competitor orientation ( $Beta = 0.264$ ,  $Sig. = 0.002$ ) has a significant impact on psychological resilience. This suggests that as competitor orientation increases, psychological resilience also tends to increase. However, innovation ( $Beta = 0.087$ ,  $Sig. = 0.335$ ), customer orientation ( $Beta = -0.154$ ,  $Sig. = 0.070$ ), and technology orientation ( $Beta = -0.179$ ,  $Sig. = 0.020$ ) do not have a significant impact on psychological resilience.

The adjusted  $R^2$  value of 0.029 indicates that the independent variables explain approximately 2.9% of the variance in psychological resilience. The ANOVA  $F$  test result ( $F = 3.386$ ,  $Sig. = 0.010$ ) suggests that the overall model is statistically significant. The standard error (S.E.) is 0.688, the Durbin-Watson statistic is 1.003, and the VIF (Variance Inflation Factor) is below 3.000 for all variables, indicating no issues with multicollinearity. Overall, based on the results, it can be concluded that competitor orientation has a significant positive impact on psychological resilience, while the other sub-factors of strategic orientation do not show a significant effect.

The research model depicting the relationship between strategic orientation and psychological resilience, aligned with the research hypothesis, is presented in **Figure 1** below.



**Figure 1.** Research model for strategic orientation and psychological resilience.

## 4. Discussion

This study is grounded in previous research that examines the impact of strategic orientation on psychological resilience. Strategic orientation refers to the strategies and management policies implemented by companies, including the analysis of competitors to gain a competitive advantage, the internalization of innovations, customer satisfaction, and technological renewal, all of which contribute to firm performance and long-term survival<sup>[8]</sup>. In situations where corporate structures enable innovation, innovation becomes integrated into the corporate culture. Companies striving to integrate an innovative culture then focus on maintaining the same level of performance. A corporate culture that is aligned with an innovative tendency guides the integration of resources and performance throughout the organization, thus increasing the capacity for innovation<sup>[19]</sup>. In companies, adopting a new product due to cultural structures can be quite challenging. To address this challenge, technological orientation is essential. Technological orientation helps companies

overcome barriers and facilitates the process of adopting new products by enhancing the skills of employees. The ultimate goal of technological orientation is to combine innovations, gains, knowledge, and experience to achieve strategic gains for the future of the company<sup>[63]</sup>. For the successful continuity of an organization, coordination among departments is crucial. They need to interact with each other to ensure that strategies are not disrupted<sup>[69]</sup>. In this context, human resources play a significant role as the main source for implementing desired strategies through training and development activities<sup>[54]</sup>. Rivalry, orientation, and internal conflicts can impose significant stress on employees. If customer- and competitor-oriented strategies are adopted and implemented by all departments, it will have a positive impact on firm performance. Consequently, by sharing knowledge gained from competitors and customer feedback within the organization, employees from different departments with diverse perspectives can engage in discussions and create solutions that add value to the company<sup>[8]</sup>. The strategic orientation of companies, in terms of its impact on firm performance, can enhance employees' resilience and problem-solving skills, thus creating experienced and resilient individuals. This, in turn, positively affects the level of psychological resilience<sup>[52]</sup>.

In parallel with previous studies in the extant literature, this study demonstrates the positive impact of strategic orientation on psychological resilience. There are a limited number of studies in the literature that have examined the influence of strategic orientation on psychological resilience. Among these studies, Mandal and Saravanan<sup>[52]</sup> examined the role of strategic orientation in the development of resilience and found a positive effect. Ardelean<sup>[53]</sup> found that employees' innovative approaches enhance their entrepreneurship levels, which in turn increases their willingness to innovate and positively impacts their resilience. It was concluded that employees' inclination towards innovation has a positive effect on psychological capital. In a study conducted by White and Bennie<sup>[55]</sup> with 22 female gymnasts, it was observed that athletes experience high levels of stress both during training and competitions, and coping with failure against their competitors influences their level of resilience. The study revealed that the need to work harder to avoid falling behind their competitors leads to significant stress, but it also results in increased self-confidence, determination, and resilience as athletes strive to improve their skills. In another study, Sommovigo et al.<sup>[57]</sup> conducted research in the service sector and found that reasonable and unreasonable customer demands directly affect employee resilience. It was concluded that accessing better resources to uncover employees' strengths and enhance their well-being is necessary. Lastly, Taylor et al.<sup>[70]</sup> defined resilience as the ability to survive and cope with challenges in a competitive system.

## **5. Conclusions**

In this study, linear regression analysis and parametric *t*-tests were conducted to examine the relationships between variables and investigate the impact of strategic orientation on psychological resilience. The results of multiple linear regression analysis revealed that competitor orientation, which is one of the subfactors of strategic orientation, has a significant and positive effect on psychological resilience. Furthermore, technological orientation, another subfactor of strategic orientation, was found to have a significant and negative relationship with psychological resilience. It was observed that competitor orientation has a greater impact on psychological resilience compared to technological orientation. However, the combined effect of these two independent variables on psychological resilience is very small, accounting for only 2.5% of the variance.

The findings of the research study indicate a positive relationship between the components of strategic orientation and psychological resilience. As individuals' resilience levels increase, positive outcomes are achieved in their performance. Psychological resilience is considered an important factor in coping with the challenges and gains brought about by innovative tendencies. In order to cope with the responsibilities imposed

on employees by evolving technology and a challenging market environment, organizations assess individuals' resilience levels and provide them with experience to deal with future problems they may encounter. Particularly, it is crucial for company managers to have high levels of resilience and transfer this experience to personnel at lower levels. Additionally, communication and coordination among departments are seen as key factors in the overall functioning of the organization, and through effective communication, employees' resilience levels are enhanced. Strong and resilient employees with improved communication between departments will have a faster response capability when faced with obstacles in developing strategies against competitors. Another factor influencing resilience levels is customer experience. Responding to customer needs and desires more quickly, enhancing the customer experience, and increasing satisfaction levels will enable employees to gain resilience by reducing anxiety and stress. As psychological resilience increases, individuals' self-confidence and belief in themselves will also increase, leading to positive impacts on their performance. Companies should prioritize not only strategy implementation but also training and practices that enhance employees' resilience levels.

This study contributed to the existing literature on the impact of strategic orientation on psychological resilience in the face of changing conditions. The findings of the study indicate that the components of strategic orientation have an effect on individuals' levels of psychological resilience. Ultimately, the study highlights the importance of psychological resilience in enhancing the performance of employees within companies and bringing positive outcomes for organizations in the context of evolving technology and market dynamics.

In this section, the significance of the relationship between strategic orientation and psychological resilience is emphasized based on the findings of the study. The results of the research highlight the impact of strategic orientation on psychological resilience, underscoring the importance of this relationship.

There are factors that guide companies in their survival and becoming more flexible. Among these, focusing on competitors and customers, conducting analysis on customers and competitors, and creating strategies based on market research are essential for the core operations of companies. In this process, the active involvement of managers and employees is crucial for sustainability. The ability to cope with adversities during these processes provides a foundation for resilience. Strong and resilient companies tend to have stronger and more committed employees. The impact of strong and resilient companies on employees reduces their concerns about work and the future. This, in turn, supports employees' longer-term commitment to and engagement with their work. Exploring the mediating role of psychological resilience in the relationship between strategic orientation, employees' work attitudes, and their intention to leave opens up further research opportunities.

In the digitalized world, strategic orientation and resilience levels in the strategic decision-making processes, from managers to employees, are important for organizations to achieve better performance under global competitive conditions. Managers need to support employees in all processes to achieve better performance. Particularly in customer-oriented companies, the relationship between employees and customers is of high importance. Negative behaviors from customers can demotivate employees and lead to failure. To prevent the loss of self-confidence and increase resilience levels in the face of failure, it is essential for managers to provide continuous support. Placing employees in the right positions, providing them with ongoing training in their roles, and ensuring they feel the support of their managers to enhance their motivation will result in companies having stronger and more resilient employees. In this context, the intermediary role of leaders in the psychological resilience of employees in customer-oriented companies can be explored as a research topic.

In order to survive in the digitalized global market, companies should focus on innovations and quickly integrate technological advancements into their operations. During this process, the ability of managers and employees to rapidly adapt to these changes is crucial for extending the lifespan of companies. The psychological pressures, stress, and learning orientation experienced by employees during this transformation can be observed, and the challenges that arise can provide guidance for the next innovation and technological orientation processes. The relationship between innovation propensity, learning orientation, and the mediating role of resilience can be explored as a research topic.

## 6. Limitations of the study and further studies

This study is based on companies based in Turkey, and the sample of the study consists of white-collar personnel working in Turkish companies. In order to increase the representative power of stealing, a larger sample can be reached, and the research model can be tested in different sectors. In addition, the study can also be tested on blue-collar workers. Moreover, cross-cultural studies can be conducted in order to see differences between different cultures.

## Author contributions

Conceptualization, AGA and EB; methodology, AGA; software, AGA; validation, AGA and EB; formal analysis, AGA; investigation EB; resources AGA; data curation, AGA; writing—original draft preparation, AGA; writing—review and editing, EB; visualization, AGA; supervision, EB; project administration, EB. All authors have read and agreed to the published version of the manuscript.

## Conflict of interest

The authors declare no conflict of interest.

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