Adapting to Environmental Change: The Importance of Organizational Agility in the Business Landscape

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ABSTRACT

Business organizations operate in an uncertain environment that is constantly changing. With this rapid change, companies have certain business risks, such as needing more opportunities and making the right decisions. This risk factor can cause companies to downsize or become unable to operate. On the other hand, uncertain environmental conditions can create their conditions and provide a great opportunity. Organizational agility is essential for companies to succeed in an uncertain and ever-changing environment. It enables organizations to gain a competitive advantage and sustain their existence. It helps organizations to be more flexible and adapt to environmental changes. This paper focuses on the importance of organizational agility under environmental uncertainty. It discusses the relationship between organizational agility and the concept of environmental turbulence, which has recently become a better description of environmental uncertainty. In this context, a comprehensive literature review was conducted, and the relationship between organizational agility, environmental adaptation, environmental change, and environmental turbulence was examined. This article contributes to future research by consolidating the literature on environmental turbulence and organizational agility.

Keywords: *Organizational Agility, Environmental Turbulence, Adapting to Change, Uncertainty*

ÖZ

İş organizasyonları sürekli değişimin olduğu belirsiz bir çevrede faaliyetlerini yürütürler. Bu hızlı değişim altında firmalar, daha fazla fırsata ihtiyaç duyar ve daha çok net kararlar almak zorunda kalırlar, bu yüzden bazı iş riskleriyle de karşılaşırlar. Bu risk faktörleri şirketlerin küçülmesine veya faaliyet gösteremez hale gelmesine neden olabilir. Öte yandan, belirsiz çevresel şartlar kendi koşullarını yaratabilir ve büyük fırsatlar sağlayabilir. Kurumsal çeviklik, şirketlerin belirsiz ve sürekli değişen bir ortamda başarılı olmaları için oldukça önemlidir. Kuruluşların rekabet avantajı elde etmelerini ve varlıklarını sürdürmelerini sağlar. Kuruluşların

daha esnek olmalarına ve çevresel değişikliklere uyum sağlamalarına yardımcı olur. Bu çalışma, çevresel belirsizlik altında örgütsel çevikliğin önemine odaklanmaktadır. Örgütsel çeviklik ile son zamanlarda çevresel belirsizliğin daha iyi bir tanımı haline gelen çevresel türbülans kavramı arasındaki ilişkiyi tartışmaktadır. Bu bağlamda, kapsamlı bir literatür taraması yapılmış ve örgütsel çeviklik, çevresel adaptasyon, çevresel değişim ve çevresel türbülans arasındaki ilişki incelenmiştir. Bu makale, çevresel türbülans ve örgütsel çeviklik konusundaki literatürü birleştirerek gelecekteki araştırmalara katkıda bulunmaktadır.

Anahtar Kelimeler: *Örgütsel Çeviklik, Çevresel Türbülans, Değişime Uyum Sağlamak, Belirsizlik*

INTRODUCTION

Environmental uncertainty and the activities of companies under this uncertainty are becoming increasingly important. In this context, it has become one of the most discussed topics in practices that can respond to changing environmental factors. One of them is organizational agility. Variables such as environmental changes, market changes, technological developments, political factors, and demand changes affect the current situation of businesses (Liu & Yang, 2020: 62). The importance of organizational agility increases even more in companies operating under these variable conditions.Organizational agility is a concept that enables organizations to adapt to rapidly changing conditions and gain a competitive advantage. It creates a flexible business structure that enables rapid decision-making. Organizational agility is necessary to adapt to changing market conditions, seize opportunities, and minimize risks. On the other hand, environmental uncertainty can cause organizations to fail to anticipate future conditions, manage risks, and miss opportunities (Zitkiene ve Deksnys, 2018: 119). Environmental uncertainty has been increasing rapidly and has started to affect businesses, especially in recent years. New technological developments, changing market demands, political and social changes, natural disasters, and unexpected situations such as pandemics are uncertainties organizations face (Choi, 2015: 446). These uncertain conditions force organizations to engage in planning and strategic decision-making processes, making it difficult for companies to assess the risks and opportunities they face. Organizational agility can help organizations adapt to these changing conditions. Creating a flexible and dynamic structure enables the organization to operate effectively (Panda & Rath, 2017: 812). Organizational agility can also help organizations respond quickly to customer demands and adapt to market variability.

This article aims to describe the changing environmental conditions in the context of environmental turbulence and to examine in depth the concept of organizational agility that enables businesses to succeed in this environment. In this article, the steps of organizational agility are presented, the dimensions of organizational agility are explained, and these are discussed with environmental uncertainty.

AGILITY AND ORGANIZATIONAL AGILITY

Agility is the ability to move quickly and easily and change direction or easily adapt to new circumstances. It is a trait or quality of being nimble, quick, and responsive (Nafei, 2016: 162). Agility can be applied to various contexts, from physical movement to mental or cognitive flexibility.

Agility is a term often used in the context of organizational management. Organizational agility refers to an organization's ability to adapt quickly to changing market conditions, customer needs, and new technologies in a dynamic world. In the organizational management area, agility is often associated with flexibility, speed, innovation, and the ability to learn and adapt (Darvishmotevali & Tajeddini, 2020). Agile organizations are structured to respond quickly to changing market conditions, customer needs, and technological advances while focusing on business outcomes. Agility is a critical capability for organizations in a rapidly changing business environment. Organizational agility refers to an organization's ability to sense and respond quickly and effectively to environmental changes while focusing on achieving its strategic goals (Yildiz & Aykanat, 2021: 767). Organizational agility is increasingly seen as a critical capability for companies seeking to remain competitive in a rapidly changing business environment, where disruptive technologies, changing customer preferences, and global economic forces are constantly reshaping markets and industries.

Agility is the ability of an organization to adapt quickly and effectively to changes in its environment. It includes the flexibility and speed required to understand customer needs and demands, find new opportunities, prevent threats, and adapt to changing conditions. An agile organization achieves sustainable competitive advantage through a culture of high-performance teamwork, innovation, shared decision-making, learning, and continuous improvement processes and systems.

Therefore, organizational agility is a critical capability that enhances the success of organizations (Ganguly A, Nilchiani R, Farr JV., 2009: 415). Organizational agility is the key to success for companies that continuously redefine and increase the value they create through innovation in their products, services, channels, and market segmentation. Agile companies continuously identify competitive opportunities in their product market areas and organize the necessary knowledge and assets to exploit them. This situation enables them to stay ahead of the competition by constantly

redefining and increasing the value they provide to their customers (Sambamurthy, 2003: 242). A review of the literature on organizational agility reveals that different authors have defined the concept in different ways (Table 1).

Table 1: Definitions of Organizational Agility

Author	Organizational Agility Definition
Sharifi and Zhang, 1999	Agility is the ability of organizations to survive change, cope with adverse factors, and seize opportunities.
Naylor, Naim, and Berry,1999	The basis of agility is to use market knowledge in a changing environment to seize opportunities and generate revenue.
Gunesekaran and Yusuf, 2002	Organizational agility is the ability to survive and thrive in a competitive environment. They argue that this adaptation can be achieved by responding quickly and effectively to changing markets
Sambamurthy, Bharadwaj, and Grover (2003	Agile organizations can identify market opportunities faster than their competitors. Agile companies are aware of the possibilities in the environment to gain a competitive edge, and they combine foresight and dynamic structure to seize these possibilities.
Sherehiy, Karwowsk, and Layer, 2007.	Agile organizations are a solution to adapt to and manage a changing and dynamic environment.
Ganguly, Nilchiani, and Farr, 2009	Agility is the organization's ability to find differences in the external environment. In this way, organizations can quickly communicate with their stakeholders and explain the use of available resources and necessary policies.
Lu and Ramamurthy, 2011	Organizational agility is the speed with which companies can respond to unexpected changes and innovative approaches.
Teece, Peteraf, and Leih, 2016	Agility is the best use of the organization's resources according to environmental conditions.

Even if organizational agility has been explained in different ways, the authors emphasize some concepts/values. These are the basic components of agility within the organization. Speed, flexibility, responsiveness, adaptation, mindfulness, and dynamic structure are the most basic and common values.

• Speed: It is an essential component of agility. Agile organizations can survive in a changing environment by moving fast. Agility allows organizations to stay ahead of their competitors. It provides a major competitive advantage.

• Flexibility: It is often used in conjunction with agility. Agile organizations are known for their flexible structures. As long as organizations are flexible, they can renew themselves in the face of radical changes.

• Responsiveness: Organizations are not only influenced by their environment, but they also influence it. Agile organizations have a higher level of responsiveness and more power to influence the environment.

• Adaptation: It is the common ground of all these components. Agile organizations progress by constantly adapting to their environment. In this way, they follow the changing conditions and become a part of the change.

• Mindfulness: Change does not only create negativities, but it also brings opportunities. Being aware of all these situations is the main characteristic of agile organizations. In this way, it is possible to always stay ahead of competitors.

• Dynamic structure: To achieve agility, the structure of the organization must be suitable for this. Organizations with a dynamic structure can move more quickly. It can also transform itself according to the direction and speed of change.

CHARACTERISTICS OF AGILE ORGANIZATIONS

Agility is a concept that encompasses the entire structure and design of an organization and is considered a critical factor in achieving organizational competitive advantage. It refers to an organization's ability to perceive and respond to change quickly and effectively. Therefore, agility is the key to sustainable success (Liu & Yang, 2020: 62). Agile organizations can effectively manage knowledge and continuously improve their learning ability. These organizations embrace customer focus, creativity and innovation, high-performance teamwork, flexibility, and a culture of continuous improvement. In addition, they regularly review and update their business processes and systems as needed (Brozovic, 2018: 12).

Agile organizations have several key features that distinguish them from more traditional, rigid organizations. These characteristics include (Sherehiy, Karwowsk & Layer, 2007: 451):

• Customer-centric
• Collaborative
• Adaptive
• Empowered
• Learning oriented
• Technology-enabled
• Transparent

Customer-centric: Agile organizations prioritize understanding and meeting customer needs and preferences. Customer-centricity refers to an organizational approach or culture that prioritizes meeting and exceeding customer needs and expectations. This situation includes understanding the customer's perspective and designing products, services, and experiences. A customer-centric organization places the customer at the center of all decision-making and works to build long-term relationships based on trust, loyalty, and satisfaction. By maintaining a strong customer focus, organizations can gain a competitive advantage, increase customer retention, and drive growth and profitability (Cai, Liu, Huang & Liang, 2019: 428).

Collaborative: Agile organizations foster a culture of collaboration and teamwork, where people work together to solve problems and achieve common goals. Collaboration refers to an organization's ability to collaborate and share resources, knowledge, and skills to achieve common goals. A collaborative organization values teamwork and cooperation and encourages employees to communicate and work together to solve problems and innovate. Collaboration can take many forms, including cross-functional teams, partnerships with external stakeholders, and sharing of resources and information across departments and locations (Navarro & Landroguez, 2020: 462). A collaborative organization fosters a culture of openness and trust, where employees are encouraged to share ideas and feedback with management.

Adaptive: Agile organizations can quickly adapt to changing circumstances, whether in response to market shifts, new technologies, or other disruptions. Adaptive refers to an organization's ability to adjust and respond to changes in the environment, whether in customer needs, market conditions, or technological advances (Lu and Ramamurthy, 2011: 942). An adaptive organization can anticipate and respond quickly to changes in its environment and is willing to experiment and try new approaches to remain competitive (Cai, Liu, Huang & Liang, 2019: 429). This ability requires a learning culture and a willingness to be flexible and open to change.

Empowered: Agile organizations empower workers to make decisions and take responsibility for their work, which fosters a sense of accountability and commitment. Empowered organizations are those that give employees the autonomy and authority to make decisions and take actions that move the organization forward (Teece, Peteraf & Leih, 2016: 18). They encourage employees to take ownership of their work and enable them to use their skills and expertise to make meaningful contributions to the success of the organization. Empowered organizations also have a culture of trust and respect.

Learning Oriented: This refers to the characteristic of agile organizations to continually develop and improve their knowledge and skills. Agile organizations are committed to continuous learning and improvement, encourage experimentation, and take risks in pursuing new ideas. They prioritize learning and growth at both the individual and organizational levels and foster a culture of experimentation and risk-taking. Recognizing that learning is essential to remaining relevant and competitive in a rapidly changing business environment, they invest in employee training, knowledge sharing, and continuous improvement processes (Sherehiy, Karwowski, and Layer, 2007: 452).

Technology-enabled: Agile organizations use technology to increase efficiency and productivity. Technology-enabled means that agile organizations use technology to improve their agility and responsiveness. They use technology solutions to facilitate communication and collaboration, collect and analyze data, and make informed decisions quickly (Nafei, 2016: 299). By using technology effectively, agile organizations can quickly adapt to changing market conditions and customer needs.

Transparent: Agile organizations value open communication and transparency, sharing information and feedback across all parts of the organization. Transparent refers to being open and honest in communication and decision-making. In the context of agile organizations, transparency means that information is readily available and shared across all organization units, facilitating collaboration and rapid decision-making. Transparent organizations value honesty and integrity and aim to build trust with their stakeholders, including employees, customers, and partners (Harsch & Festing, 2020: 54).

Table 2: Characteristics of Agile Organizations

Characteristic	Summary	Author
Customer-centric	Customer-centricity refers to an organizational approach or culture that prioritizes meeting and exceeding customer needs and expectations.	Cai, Liu, Huang and Liang, 2019: 428
Collaborative	The agile organization encourages employees to create joint solutions and collaborate continuously.	Navarro and Landroguez, 2020: 462
Adaptive	Agile organizations adapt faster to change in their environment. In this way, they become part of the change.	Lu and Ramamurthy, 2011: 942
Empowered	Agile organizations empower their employees by giving them more authority. In this context, employees become the real owners of their work.	Teece, Peteraf and Leih, 2016: 18
Learning oriented	Being learning-oriented is a key characteristic of agile organizations. To adapt to the environment, it is necessary to acquire new knowledge.	Sherehiy, Karwowski, and Layer, 2007: 452

Technology-enabled	An organization must keep up with technological developments to be flexible and act quickly.	Nafei, 2016: 299
Transparent	In agile organizations, transparency is the delivery of information to all units, making it available to everyone.	Harsch and Festing, 2020: 54

These characteristics enable agile organizations to be more responsive, innovative, and adaptable, positioning them for long-term success in a rapidly changing business landscape.

THE BENEFITS OF ORGANIZATIONAL AGILITY

Organizational agility offers several benefits to companies that embrace it as a core principle. Agile organizations can quickly identify and respond to market changes more effectively than their slower-moving competitors. This advantage allows them to stay ahead of the competition and capitalize on emerging opportunities. Organizational agility allows companies to respond more quickly to changes in the market, whether it is new customer needs or emerging competition (Koçyigit & Akkaya, 2020: 114). Organizations that can quickly adapt to changes in the market are more likely to succeed and maintain their competitive advantage.

Agile organizations are more responsive to customer needs and can quickly adapt to changes in customer preferences. This adaptation results in higher levels of customer satisfaction and loyalty. Organizational agility can lead to improved customer satisfaction in several ways. By responding quickly to customer needs and preferences, agile organizations can provide products and services that better meet customer expectations. In addition, agile organizations are more flexible and adaptable, which allows them to handle customer complaints and issues. This ability leads to improved customer retention.

Agile organizations foster a culture of innovation and experimentation, allowing them to develop new products and services more quickly and efficiently. This culture enables companies to remain competitive in a rapidly changing business environment. Agile organizations can quickly identify and respond to potential risks and threats due to their real-time monitoring, quick decision-making, flexibility, and emphasis on collaboration (Teece, Peteraf & Leih, 2016: 22).

Organizational agility leads to greater efficiency and productivity by eliminating unnecessary bureaucracy, empowering teams, applying lean principles, and fostering collaboration. Organizing processes and workflows allow companies to achieve their goals faster and more effectively, increasing competitiveness and success in the marketplace.

Agile organizations prioritize customer needs and feedback in developing products and services. This approach can lead to increased customer satisfaction, loyalty, and retention. Organizational agility can help companies improve customer satisfaction by responding quickly to customer inquiries and requests, being flexible and adaptable to change, fostering collaboration, and continuously improving products and services (Harsch & Festing, 2020: 54). By keeping the customer at the center of their operations. Agile organizations can achieve long-term success and growth. Overall, organizational agility is critical to an organization's success in a rapidly changing business environment. Agile organizations can achieve long-term success and growth by fostering a culture of innovation, responding quickly to change, effectively managing risk, improving efficiency, and prioritizing customer satisfaction.

BUILDING AN AGILE ORGANIZATION

Building an agile organization is very important to adapt to changing environmental conditions. There are different approaches in literature and practice to create such an organization. In general, it is necessary to design the organization in the context of the characteristics mentioned above of an agile organization. For this purpose, the following generally accepted steps can be followed (Marshall, 2018: 1).

Figure 1: The Steps to Build an Agile Organization

Source: (Marshall, 2018: 1)

These six steps are a guide to building an agile organization. The first step is to change the organizational design. At this stage, the transition of organizations from hierarchical and vertical structures to flat structures will contribute to the process. Hierarchical structures are tiered structures formed by functional units that serve a specific purpose and are interdependent. In this structure, all units under top management are interdependent, and the units are directly dependent on the unit at the top. However, flat structures are preferred in today's business world, especially in a world of accelerating technological developments and changing ways of doing business. In this structure, business managers directly oversee the different functional areas of the business. The communication and decision-making process is faster and more flexible, which helps the company to adapt more quickly to changing conditions (Harsch & Festing, 2020: 51).

Giving power and control is related to empowerment. For the organization to achieve its goals, it needs people who embrace them and work for them. Empowerment helps employees to be more efficient and effective in their work and gives companies a competitive advantage. It also increases employees' happiness and satisfaction with their jobs, increases organizational motivation, and reduces employee turnover (Walter, 2021: 350). Collaboration and teamwork are significant factors for agile

organizations. Collaboration means that employees communicate with each other, share ideas, and work together to achieve common goals. Collaboration increases employee motivation, enables the emergence of innovative ideas, increases the organization's productivity, and strengthens relationships among team members. It enables organizations to be more flexible and agile.

Customer focus is the activities that companies undertake to meet the needs and exceed the expectations of their customers. Customer orientation is a critical factor for business success. In addition, involving customers in the business processes of organizations, adapting to their needs, and receiving feedback from them will increase the competitiveness of organizations.

Organizations cannot be successful in their every operation, and sometimes they have to struggle with failure. The important thing is to learn from those failures. Agile organizations also learn from their failures and take positions accordingly. Finally, the step that affects all steps is culture. Building a healthy culture within the organization is one of the most fundamental steps toward an agile organization. Organizations should consider leadership, teams, processes, innovation, and training factors to build an agile culture. The harmonious functioning of these factors will enable the organization to act quickly and flexibly, adapt to changing market conditions, and gain a competitive advantage (Droge, Calantone & Harmancioglu, 2008: 279).

RAPIDLY CHANGING BUSINESS ENVIRONMENT: ENVIRONMENTAL TURBULENCE AND ORGANIZATIONAL AGILITY

Organizations operate in a rapidly changing environment. Various factors such as technological developments, globalization, competition, and changes in customer demand cause the business environment to change continuously (Calantone, Garcia & Droge, 2003). The rapidly changing business environment requires organizations to continuously generate innovative ideas, be flexible, and make quick decisions. Therefore, the concept of organizational agility is becoming increasingly important.

Organizations must continuously provide products and services in line with customer demands in a rapidly changing business environment to gain and maintain a competitive advantage. As a result, organizations must generate innovative ideas and implement them quickly. The rapidly changing

business environment also poses risks for companies. If companies have difficulty adapting to changing conditions, they may face the consequences such as loss of customers and financial losses. Therefore, it is essential for companies to continuously monitor their environment, adapt to changing conditions and develop risk management strategies (Droge, Calantone & Harmancıoglu, 2008: 281).

Various concepts in the literature have explained the dynamic environmental structure in which firms operate. Today, one of the best concepts to explain it is environmental turbulence. Environmental turbulence is the unexpected changes and uncertainties in the external environment in which an organization operates. Environmental turbulence presents many challenges to organizations. For example, organizations may need to constantly update their strategies, stay informed about new opportunities and risks, and make quick decisions (Calantone, Garcia & Droge, 2003). However, environmental turbulence also presents opportunities for firms. For example, new markets may open up due to technological advances; new regulations may be introduced due to political events, and these regulations may create new business opportunities. Companies need to be nimble and flexible to take advantage of these opportunities.

Environmental Turbulence

Organizations are structures that constantly interact with their environment. This interaction presents opportunities and risks that can cause organizations to succeed or fail. One of the concepts that best describes the environment in which organizations operate is environmental turbulence. Environmental turbulence refers to sudden and uncertain changes caused by factors beyond an organization's control. Environmental turbulence is a natural phenomenon and refers to rapid and unexpected environmental changes. In a stable environment, changes are few and predictable, but many unexpected changes can occur in a dynamic environment, increasing unpredictability. Causes of environmental turbulence include macro effects such as technological advances, demographic changes, and political and economic factors (Choi, 2015: 445; Roberts, 2015: 2429).

Environmental turbulence can lead to uneven competition, increased need for innovation, and information, rapid development cycles, and difficulties in predicting customer needs. Therefore, businesses should adopt flexibility, rapid adaptation, risk management, and innovation strategies to be resilient to environmental turbulence. In addition, companies need to

closely monitor changes in environmental factors and increase their agility to respond quickly to customer needs.

In the literature, environmental turbulence is analyzed along three different dimensions. These dimensions are competitive, market, and technological turbulence. Environmental turbulence refers to all these dimensions (Ma et al., 2018: 324).

Figure 2: Environmental Turbulence Dimensions
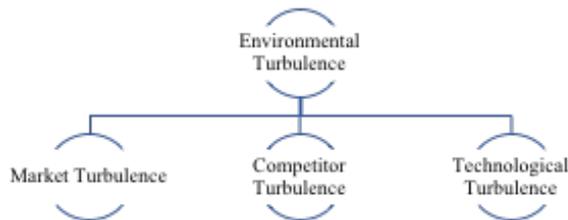
Source: (Ma, Liu, Gu & Dou 2018: 334)

Market turbulence refers to situations in which a market changes rapidly and unexpectedly. These changes can be caused by factors such as market size, level of competition, consumer behavior, technological advances, or regulatory changes. Market turbulence requires companies to rethink their business strategies and plans and adapt to these changes (Choi, 2015: 446). Especially in increased competition, companies may need to develop innovative solutions to create new opportunities or innovate existing products and services. Otherwise, market turbulence can damage the existence and competitiveness of firms.

Competitive turbulence refers to changes in the intensity and nature of competition in a market. These changes can be caused by competitors introducing new products or services, changing prices, changing customer needs, or new competitors entering the market (Danneels & Sethi, 2011: 1030). Competitive turbulence requires a company to reevaluate its business strategies and develop innovative solutions to maintain or increase its competitive advantage. This situation can be done by improving a company's existing products or services or entering new markets. Competitive turbulence can also occur when one or a few large companies dominate a market in a particular industry, and smaller competitors adapt. It can happen even in less competitive sectors and can lead to significant changes in the market (Cepeda & Perez, 2019: 204).

Technological turbulence refers to situations in which technological

innovations accelerate and transform changes in business models and industries. These changes can be caused by rapid and unexpected technological advances, rapid digitization of industries, and new business models (Terawatanavong, Whitwell, Widing & O'Cass, 2011: 916). Technological turbulence requires companies to rethink their business strategies and plans and adapt to these changes. Especially in traditional industries, new technologies can disrupt business models and create opportunities for new competitors. Companies must develop new business models or integrate technology into existing ones (Danneels & Sethi, 2011: 1030). Technological turbulence also refers to the transformation that technological innovations, such as Industry 4.0, artificial intelligence, and blockchain technology, bring to business and the economy. These innovations enable companies to increase efficiency, create new business opportunities, and improve customer experiences. At the same time, however, these innovations' rapid realization and diffusion may lead to the disappearance of some business lines and business models.

MINIMIZE THE NEGATIVE IMPACT OF ENVIRONMENTAL TURBULENCE: THE IMPORTANCE OF AGILITY

Environmental turbulence, or a rapidly changing business environment, causes many organizations to fail. One of the main reasons for this failure is that organizations have difficulty adapting to their environment. These organizations become obsolete and disappear. Organizations that fail to respond to rapid changes in competitors, markets, and technology in environmental turbulence cannot maintain their status (Roberts, 2015: 2429).

Organizational agility is necessary to create new opportunities, offer new products and services, and meet customer needs quickly and effectively. All these requirements make organizations more responsive to their environment. When organizations react more quickly, they notice the rapid environmental changes sooner. One of the essential characteristics of agile organizations is their flexibility. Flexibility helps the organization make quick decisions and adapt to changing conditions, especially in strategic planning, product and service delivery, workforce management, and financial management. The more flexible an organization is, the faster it can make decisions and adapt to changing conditions. Also, the greater the organization's flexibility, the faster and more accurately it can respond to customer needs, reduce operating costs and increase productivity (Ferreira, Coelho & Moutinho, 2020: 97).

The impact of environmental turbulence is magnified when there is a lack of communication in organizations or when information cannot circulate quickly enough through the organization. Action is delayed when information cannot be shared across units (Roberts, 2015: 2429). In this context, hierarchical structures are more affected. A horizontal organizational structure, one of the steps of organizational agility, will minimize these adverse effects. Horizontally organized units will have faster responses. Since information is shared between units and communication is vital, decisions can be made faster.

Agile organizations quickly change and improve their products and services by understanding customer needs. This situation increases customer satisfaction and helps the company maintain customer loyalty. It also allows them to know the market better. In the event of market turbulence, these organizations can notice changes immediately and act (Nafei, 2016: 159). In the face of rapid changes in the market, agile organizations are in a better position than other organizations.

CONCLUSION

Environmental change is a significant factor in the success of businesses today. The environment is changing rapidly, and the concept of environmental turbulence is used to explain this situation better. Environmental turbulence refers to rapid and sudden change, and organizations that fail to adapt are eliminated. Environmental turbulence presents both challenges and opportunities for organizations. While it can create uncertainty and unpredictability, it can also create new markets, foster innovation, and stimulate growth. In such an environment, organizations must be able to identify emerging trends and threats and take action to mitigate risks and capitalize on opportunities. Organizational agility is an essential asset to avoid negative impacts and seize opportunities that may arise.

Organizational agility refers to the adaptability of organizations, especially in the context of environmental change. The ability of organizations to respond to changing situations is related to their agility. Organizational agility is a crucial success factor in a rapidly changing business environment. Organizations can adapt to changing environmental conditions and identify opportunities when they become agile. Organizations can have an agile characteristic from their inception or acquire it later. Organizations can reach a certain level by changing their organizational structure and creating an agile organizational culture. Increasing collaboration within

the organization, empowering employees, focusing on the customer, and learning from experience are other agility steps.

In today's business world, where environmental uncertainty is at its highest, developing organizational agility is critical to success. By recognizing the importance of agility and developing it, organizations can position themselves for long-term success and growth in an ever-changing world.

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