

The Role of Errors Management in Achieving the Organizational Renewal: An Empirical Study in the Directorate of Samawah Municipality

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ABSTRACT

The paper started with a list of real-world problems that defined the conceptual and intellectual framework for the research variables (error management and organizational renewal). The report will examine the degree of significance of the study variables and the number of ways in which error management can be applied to manage organizational renewal properly. The descriptive and analytical approach used as a research tool, the questionnaire forms used and distributed to the departments and divisions of the directorate, which consisted of (45) items are distributed on (25) items for the variable of error management, and (20) items for the variable of organizational renewal. The study included two fundamental theories to examine the association and impact relationships. Also, it had a more comprehensive research group (119). The sample size table approach was used for a community of 100 to evaluate the sample size that should be 98 for 100. (119). The programs of SPSS .V.23 and Microsoft Office Excel 2007 were used, along with The Weighted Arithmetic Mean, The Standard Deviation, The Relative Value, Cronbach alpha, The Kurtosis, and Skewness Coefficients for data processing and to check the validity of the study hypotheses. One hypothesis of association and another of impact is accepted. The study suggested that the company employ the error management principle and its dimensions to facilitate organizational renewal.

KEYWORDS:Error Management, Organizational Renewal, Samawah Municipality Directorate.

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1. INTRODUCTION

The current management is modernizing and trying to change how it does things, striving for efficiency and creativity. This is because developed societies have continually undergone rapid and successive changes in all fields due to the turbulence in the environment. Therefore, the management finds itself - from time to time - in a confrontation with challenges that impose on it, leaving the methods and systems used in the past and expanding the limited understanding of managements and workers in organizations. It is done by identifying all the new administrative concepts, techniques, ideas, and trends and deciding how to incorporate them into their operations. Error management uses all available data and information to understand the causes of errors and take appropriate action, which includes policy change and special training for reducing errors and reducing the consequences of errors that occurred. Error Management is well aware of errors' inevitable occurrence and attempts to maintain a non-punitive

attitude towards this error (Helmreich, 1998). Error management does not mean eliminating all errors; it requires identifying errors and their resulting consequences. The primary purpose of error management is to deal with any errors encountered as soon as possible, minimize losses caused by mistakes, learn from them, and prevent them from happening again (Li, 2016). Error management plays a vital role in organizations by reducing negative consequences and enhancing errors' positive results. The organizations that have proven capable of handling system errors are more experienced and efficient than other organizations (Scheel & Hausmann, 2013). The workers in organizations that adopt error management are enjoying high confidence and mutual respect because they are confident that they will not be blamed or being mocked when they make errors. They have an accumulated broad perception of the various situations which cause errors. People's group cohesion will be stronger when they are emotionally

connected with the other group members and are psychologically safe together (Guchait et al., 2016). Error management is essential to any business's success, particularly in any error(s). The structured approach to learning from mistakes enables the individual and the organization to benefit from the lessons learned. Improving the organization's ability to learn from errors requires knowledge of how human resource management relates to its internal and external environment. We found that error management leads to strengthening the organization's efforts in their tasks, including achieving organizational renewal, a complicated concept. It denotes the maintenance of what is in place, the ability to adapt to new trends, or some innovation, which is a radical change in the organization. It is noted that service organizations in Iraq have faced challenges arising from changing economic, administrative, technical, and social conditions in the country. These organizations are suffering from the need to renew their organizational structure to meet their fields' changing needs. Organizations must know about error management, take the initiative to deal with errors that may arise in their operations, and manage them in an optimal manner that ensures their reduction and avoidance.

In the Iraqi environment, error management and organizational renewal were not mentioned as themes; these concepts are characteristic of modernity. The connection between these two variables will be examined using examples and frameworks that provide valuable information for researchers interested in the topic. The study aims to determine how various factors are important to municipal governments and how governments can use the elements to renew. The study aims to identify the status of managerial renewal in the Samawah municipality directorate and its dimensions. The research will be inspirational and will have substantial importance. It is an attempt by the directorate to catch up the global development and to seek to provide the best services to citizens by the benefit of new knowledge and in pursuit of renewal. The study begins with a summary of the introduction, followed by a discussion of the literature review for error management and organizational renewal. It then concludes with a discussion of the methodology used in the study. In Section 4, we describe the results of the experiment. Finally, the results of the research are described.

2. Literature review and hypotheses development

2.1. Error management and Organizational Renewal

It is necessary to explain the concept of errors for organizations at first, as humans are vulnerable to making errors, which is undeniable. Mistakes are

expected to occur even in the best organizations. Errors are seen as consequences more than causes with their origins, not so much in the perversion of human nature as in the individual's factors. These factors include tracking and detecting recurring errors in the workplace and the organizational processes that lead to those errors (Reason, 2000). Errors can also be described as a failure to complete the planned action as required or using the wrong plan to achieve a goal. Errors depend on two types of losses, either that the right step does not continue as it intended (error in the implementation) or the wanted original story is incorrect (error in planning) (Donaldson et al., 2000). It is important to note that mistakes are deviations that occur unintentionally by the perpetrators. Thus, an error is distinguished from a violation or deviating from standards, rules, or practices that took place intentionally (Van Dyck et al., 2005). The related literature on error management in various disciplines agrees that errors and their power are necessary to achieve quality at work. The government of mistakes in the organization depends on its organizational structures, prevention procedures, and flexible practices at the team level, as well as directing workers to deal with errors in terms of considering the role of preventing errors and the role of the flexibility of information about mistakes as well as the interaction of workers with it. Hence, there is a need for different levels and measures to provide a suitable climate for error management in organizations (Haid et al., 2019).

In the present time, organizations find themselves standing in front of the challenge of choosing the most practical approach to dealing with errors. The organization has two approaches to dealing with mistakes: preventing errors and managing mistakes. The first approach takes errors as unfavorable, while the second sees errors as valuable feedback for learning and focuses on reducing the negative consequences. These are seen as constructive and can enhance organizations' positive outcomes, such as learning and innovation (Javed et al., 2020). The error management approach focuses on addressing the problem through reflection, Communication, competence, and understanding. Simultaneously, the error prevention approach focuses on emotion through stress and cover-up (Farnese et al., 2020).

To sum up, error management is "organizational practices related to communication about errors and sharing knowledge, information about errors and assistance in cases of errors, discovering errors when they occur and ensuring that they are addressed as quickly as possible" (Porto et al., 2020). Thus, it leads to the organization's pursuit of organizational renewal. At the same time, corporate renewal refers to a continuous process geared towards knowledge

rather than episodic and temporary change. Organizational renewal must be an ongoing process due to the changes that organizations face daily. Many of these changes can have a major strategic and systematic impact on the organization's overall operations. This continuous process is a stabilizing factor for the organization. The origin causes of changes may be internal and external (Taneja et al., 2012). (Van Dyck, 2005)(Cheng et al., 2019) and (Porto et al., 2020) are focused on measuring error management through (Trust, Communication, sharing information about errors, developing the skills of error detection, and error management training).

2.2 Trust

Trust between employees and departments in organizations is the first step towards error management. It can be strengthened through a confirmed and non-punitive attitude of the organization towards errors. It encourages workers in the organization to speak up and share their mistakes and participate in the measure taken to prevent their repetition. It is necessary to know that a non-punitive policy regarding errors does not mean that the organization can tolerate deliberate violations of standardized procedures or laws and regulations. Part of the Trust also includes the belief that management will do its best to correct and confront errors when they occur (Helmreich, 1998). Trust is seen as an advanced and necessary characteristic of cooperation and leads to cooperative behavior vital to long-term relationships. It is essential for innovative work within the organization (for example, work teams) and organizations, such as strategic alliances or research and development partnerships. Trust is defined as "an individual's expectation of the other person's competence, its goodwill, and its behavior" (Blomqvist & Ståhle, 2000). Trust is a common belief of workers in the organization that they are safe when committing personal errors. There is a sense of security and mutual respect that the team of employees will not be embarrassed, rejected or any of its members will be punished when speaking or admitting errors and asking for their peers' help. (Guchait et al., 2015). Some factors enhance confidence in the organization and encourage workers to accept their errors, including First - **Ethical leadership**: Because it is believed that ethical leaders are trustworthy, responsible, and directed towards the pursuit of the organization's sustainability, and thus they are more inclined to tolerate the occurrence of errors in their organizations and take adequate measures to deal with these errors and reduce their negative consequences. Second - **Organizational commitment**: It indicates the level of an individual's interest in his organization and his participation in it, and if workers have a higher level of commitment, it

is more likely that workers with a higher level of organizational commitment will express their concerns about the organization to an appropriate manager even if the organizational climate they are dealing with is one in which errors are not tolerated (Cheng et al., 2019). Thus, this helps achieve corporate renewal, as keeping pace with development requires organizations to renew themselves, and they must change their current direction and modify their operational practices significantly. The organization's external environment determines this renewal by distinguishing it radically from its competitors through a competitive advantage that cannot be matched by (Peltola, 2012).

2.3. Communication

The high degree of Communication about errors allows for the development of knowledge sharing about errors because people speak freely about their errors and develop a mutual understanding of high-risk situations and strategies for addressing mistakes. Communication about errors makes it easier to assist when errors occur. Open Communication should also facilitate rapid detection and address the errors (Van Dyck, 2005). Researchers have highlighted the awareness of real leaders, their transparency, and openness in Communication as some of the characteristics that can be applied to errors to be a source of learning and promote positive self-development. The culture of error management in organizations encourages employees to be held accountable for their actions when they commit wrongdoings and communicate wrong actions. It is close to errors and informs workers about their errors or others' errors, which facilitates the sharing of important information, perceptions, and personal feelings for them, even when exposed to loss of face (Farnese et al., 2019). Communication about errors is a vital error management practice. Organizations with high culture in error management encourage Communication about mistakes that lead to knowledge sharing about errors and the implementation of effective error management strategies (Guchait et al., 2020). The workers in organizations with a high culture of error management will feel free to communicate with their colleagues to solve the negative consequences of errors, being more oriented towards seeking help (it means there is a communicative relationship among them). They will also be more committed to the approach of error management quickly to avoid the worst consequences of those errors (Farnese et al., 2020). Here we can notice that Communication leads to setting a starting point for the organization's renewal process. Through renewal, organizations explore and learn entirely new ways to use their core

competencies. Besides, they know competitive methods and ensure the organization's long-term survival, activate, redistribute, and replace its current organizational features (Järvi & Khoreva, 2020).

2.4 Sharing information about errors:

Information sharing is the process by which the new knowledge, actions, or behavior are distributed among the group members, as the members realize that others in the group have this knowledge collectively. Because knowledge acquisition takes place at the individual level, the sharing process transfers new experience to the rest of the organization's members to benefit from it. The method of information sharing is a significant component of most knowledge-oriented group learning theories. Errors can have many implications for knowledge sharing within organizations, and errors highlight potential pitfalls and vulnerable areas in the mission (Bell & Kozlowski, 2011). Sharing information about errors is extremely important, as it can work to prevent similar errors from occurring in the future. Sharing information about errors will allow organizations, managers, and workers to correctly predict and anticipate the occurrence of these errors in advance and take proactive measures to prepare for them (Guchait et al., 2015). Sharing information about errors and taking the idea of it seriously, and wanting to show help rather than hinder people who expressed the undeveloped opinion. This strong error management culture may help create an open climate that fosters discussion of the potentially harmful effects of ideas, meaning improving the concept rather than killing it. (Fischer et al., 2018). Therefore, sharing information and knowledge about errors contributes to the process of regeneration. The organization's renewal is also the management of knowledge related to creativity and the organization's development, so the organization becomes as if it is a laboratory in which new ideas develop and are always changing. The organization's effectiveness can be increased through innovation and organizational renewal. Given that the organization is affected by continuous environmental fluctuations, its reconfiguration of immediate solutions is through corporate renewal (Kawaka, 2018).

2.5 Developing the skills of error detection

Proper error management includes discovering those errors at the right time and responding to them promptly. Proper error management represents an example of successful human performance, with its learning and training. Hence, knowing how to manage errors is just as important (if not more) than observing the spread of different types of errors. Here lies the importance of knowing whether, when, and by whom errors were discovered, responding (responses) when errors are found, and anticipating

those errors (Maurine, 2005). Error management also includes rapid detection and arrested before their negative consequences are revealed and are often referred to as "trapping of errors" (Guchait et al., 2016). It is worthy to note that three factors affect how workers discover errors:

First - The organizational climate: the error management climate can be open to the possibility of errors and provide support to learn from mistakes when reporting them, which the same person or others may commit. While in a climate of blame, detection and reporting of errors may lead to penalties for those responsible.

Second - The type of errors: as it reduces the impact of the error management climate on workers' willingness to report these errors. **Third - The originator of Errors:** It means whether the discovered errors were committed himself or his colleagues. Research on whistle-blowing (i.e., illegal acts such as fraud, environmental pollution, etc.) shows that most people who witness such actions do not report them. The desire to inform a peer will be less than the person's willingness to declare himself due to social norms that describe him as a "snitch" (Gold et al., 2010). Thus, it can be said that developing the skills of detecting errors of organizations leads to achieving organizational renewal. In rapidly changing and complex environments, organizations must face the challenge of continually renewing their resource base. Any organization's ability to adapt to the changes in business systems, learn and accumulate new skills is essential in generating and maintaining a competitive advantage for that organization (Sprafke, 2013).

2.6. Error Management Training:

It is a method for training workers in the organization on how to manage errors. Participants are informed of the positive function of errors during training and are provided with error management instructions to prepare psychologically to face the mistakes. These instructions are short sentences such as "errors are a natural part of the learning process" or "the more errors you make, the more you learn" are phrases designed to frame errors (Keith & Frese, 2005) positively. Error management training is an approach that includes active exploration and encourages to commit mistakes and learning from them during training (Keith & Frese, 2008). This training approach relies on the assumption that errors are a natural byproduct of active learning. During training and exploration, errors will inevitably arise. These errors can play a significant role in the development of the trainee. Mistakes can help the trainees identify where knowledge and skills need to be further developed (King et al., 2013). Therefore, Error management training helps renew the concepts and

ideas of workers and thus seeks to achieve renewal in the organization; Renewal means transforming organizations by continuing the main ideas on which they are built the organizations (Kearney & Morris, 2015).

Data and Methodology

-Sample

Our research community was represented by all employees in the municipality of Al-Samawah in Al-Muthanna Governorate in southern Iraq. The entire research community reached (119) male and female employees. The sample size was determined on the basis of the sample size table method for each of (Krejcie & Morgan, 1970) who are referred that the appropriate sample size for a community of (119) is ($n > 92$), so (112) questionnaires were distributed, (99) questionnaire forms were retrieved, and (3) questionnaire forms that were not valid for statistical analysis and excluded it, to remain (96) questionnaire forms already used on the applied side of the research. The representative proportion of the community is (81%).

3.2 Variables and Methodology

The research adopted the descriptive and analytical approach based on deducting a sample from the community by directing the questionnaire form. It is used to collect primary data to be later processed and analyzed to get the results. The research findings and recommendations that will serve the organization's work will be based later. The variable aspects of the current research have been measured using trusted

studies. In evaluating the capabilities of error management. (Cheng & Ng, 2019; Porto, 2020) suggest five broad areas to study (Trust, Communication, Sharing information about errors, Developing the skills of error detection, and Error management training). After identifying the most important dimensions of the dependent variable, "organizational renewal," a study by Nisula & Kanto was conducted (2014). The company identified four different organizational renewal stages (Knowledge management, Strategic capabilities, Time management, Orientation towards learning).

4- Results and Discussion

4.1. Pearson correlation

The First Main Hypothesis: This hypothesis reported a statistical correlation between error management and organizational renewal at the macro-level. When reviewing the data in Table (1): we notice that there is a correlation at a value of (0.626 **) with a significant level of (0.000), and since the level of Significance (Sig.) achieved is less than the proposed level of Sig. is (0.05). Therefore, this hypothesis is accepted at the research level. It means that adopting error management will contribute to achieving organizational renewal, which will ensure the organization's development can contribute to reducing the gap with similar organizations in terms of work and performance. After completing the test of the central correlation hypothesis, we proceed to test the sub-hypotheses, as they appear in the research methodology, as follows:

Table (1): the correlation coefficients between "error management" and their dimensions and "organizational renewal."

Independent variables		Trust (Tr.)	Communication (Co.)	Share information about errors (Si)	Developing the skills of error detection (De)	Error management training (Et)	Error management (Em)
Organizational Renewal (OR)	Pearson Correlation	0.498**	0.527**	0.568**	0.564**	0.652**	0.626**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000
	N	96	96	96	96	96	96

Source: Preparing the researchers based on (SPSS.V. 23) results

(n = 96)

1 - There is a statistically significant correlation between **Trust** and Organizational Renewal at the macro-level. After reviewing the data in Table (1), we notice a positive correlation relationship at a value of (0.498 **) with a significant level is (0.000), and since the achieved level of significance is less than the proposed significance level (0.05). Therefore, this hypothesis is accepted at the research level, which means that Trust between employees

and their managers will enhance their efforts to achieve organizational renewal.

2- There is a statistically significant correlation between **Communication** and organizational renewal at the macro-level. After reviewing the data in Table (1), we notice a positive correlation at a value of (0.527 **) with a significant level is (0.000). The achieved significant level is less than the proposed considerable level (0.05). So, this hypothesis is

accepted at the research level, which means that Communication between employees will improve the organization's ability to transfer information that will be used in the organization's development.

3- There is a statistically significant correlation between **Sharing information about errors** and organizational renewal at the macro-level. Table (1) shows a positive correlation at a value of (0.568 **) with a significant level (0.000), and the achieved level of significance is Less than the proposed significance level (0.05). This hypothesis is accepted at the research level, which means that sharing information about errors will reduce the emergence of unexpected mistakes.

4- There is a statistically significant correlation between **Developing the skills of error detection** and organizational renewal at the macro-level. After reviewing the data in Table (1), we notice a positive correlation at a value of (0.564 **) with a significant level (0.000), and since the achieved level of significance is less than the proposed significance level is (0.05). So, this hypothesis is accepted at the

research level, which means increasing workers' ability to address problems that appear as a result of the occurrence of errors and leads to reduce them in one way or another and prevent their emergence in the future.

5- There is a statistically significant correlation between **Error management training** and organizational renewal at the macro-level. After reviewing the data in Table (1), we notice a positive correlation at a value of (0.652 **) with a significant level (0.000), and the achieved level of significance is less than the proposed level of importance (0.05). So, this hypothesis is accepted at the research level, which means that training in managing errors helps employees prevent their occurrence in the future, reflecting their and the organization's performance.

4.2. The Empirical Results

The second primary hypothesis: This hypothesis reported the existence of an influence relationship for the variable of error management at the macro-level in the organizational renewal at the macro-level, Table (2):

Table (2): The influence coefficients between error management and organizational renewal

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	F	Sig.
	B	Std. Error			Beta		
Constant	2.277	0.254	8.951	0.000		57.974	0.000 ^b
Error Management (EM)	0.466	0.061	7.614	0.000	0.626		

Source: Source: Preparing the researchers based on (SPSS.V. 23) results (n = 96)

When we view what is presented in Table (2), we note the existence of an influence relationship at the value of (0.626) and the importance of (T = 7.614) with a level of significance (0.000), and since the achieved significance level is less than the proposed significance level which is (0.05). Therefore, the second hypothesis is accepted at the current research level, while the value of (F = 57.974) with a

significant level is (0.000) means the validity of the research model (The significance of the research form). It means that the independent variable (error management) influences the dependent variable (Organizational Renewal). After completing the test of the central influence hypothesis, we will come to test the sub-hypotheses according to their order in the research methodology as in Table (3):

Table (3): coefficients for the influence of the dimensions of error management in the organizational renewal

Model	Unstandardized Coefficients		Standardized Coefficients	T.	Sig.
	B.	Std. Error	Beta		
Constant	2.107	0.258		8.166	0.000
Trust	0.347	0.064	0.498	5.449	0.000
Communication	-0.261	0.368	-0.383	-0.708	0.481
Share information about errors	0.578	0.229	0.829	2.530	0.013
Developing the skills of error detection	0.058	0.169	0.087	0.341	0.734

Error management training	0.297	0.060	0.478	4.936	0.000
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Source: Preparing the researchers based on (SPSS.V. 23) results (n = 96)

1- There is a positive, statistically significant relationship between the **Trust** dimension in the organizational renewal variable at the macro-level. After reviewing the data in Table (3), we notice the existence of an influence relationship (0.498) and a value (T = 5.449) with a significant level (0.000), and the story of the achieved significance level is less than the proposed significance level, which is (0.05) and value (T > 1.96); so, this hypothesis is accepted at the current research level.

2- There is a positive, statistically significant relationship between the **Communication** dimension in the organizational renewal variable at the macro-level. Table (3) indicates that a correlation of (-0.383) and a value of (-0.708) is significant with a p-value of (0.481). The achieved significance is greater than the proposed significance level, which is (0.05) and (T < 1.96); so, this hypothesis is rejected at the current research level.

3- There is a positive, statistically significant influence relationship for the dimension of **Sharing information about errors** in the variable of organizational renewal at the macro-level. We notice that there is an effective relationship (0.829) and a value of (T = 2.530) with a significant level (0.013). Since the achieved level of significance is less than the proposed significance level, which is (0.05) and the value of (T > 1.96), we accept this hypothesis at the current research level.

4- There is a positive, statistically significant influence relationship for **developing error detection skills** in the organizational renewal variable at the macro-level. And after reviewing the data in Table (3), we notice the presence of an influence relationship (0.829) and a value of (T = 2.530) with a significant level (0.013), and the achieved level of significance is less than the proposed which is (0.05) and the value of (T > 1.96); so, this hypothesis is accepted at the current research level.

5- There is a positive, statistically significant influence relationship for the dimension of **Error management training** in the organizational renewal variable at the macro-level. After reviewing the data in Table (3), we notice the existence of an influence relationship (0.478) and the value of (T = 4.936) with a significant level (0.000), and the achieved level of significance is less than the proposed significance level, which is (0.05) and the value of (T > 1.96); so, this hypothesis is accepted at the current research level.

CONCLUSION

In this research, the relationship between Error Management, and organizational renewal, was examined. The study concluded that error

management is one of the vital issues that help new organizations accurately detect errors, addressing the causes that led to their emergence and limiting their appearance now and in the future. Organizational renewal also helps the organization develop solutions to help it bring about fundamental changes to ensure its stability and development through the continuous improvement of the organization's operations. The organization's management has focused on involving its workers in decision-making and pursuing goals in an error-free manner. There is a clear focus and desire to reduce the problems that affect the plans' implementation by relying on workers who have superior capabilities and skills and good job experiences. Lastly, poor Communication between the organization and its employees leads to a lack of information disseminated directly throughout the organization. It is not efficient to spread this information and vital knowledge to accomplish the required tasks of workers proficiently and desired speed due to this weakness. There is a clear desire to share information related to the occurrence of errors between employees and departments of the organization in a way that leads to improve the organization's strategic capabilities and enhancing its abilities to face the challenges that occur as a result of the disturbances that happen in the external environment due to the mobility of its various factors. There is an apparent weakness in terms of developing the skills of workers to discover errors. Consequently, the organization's management is not expected to run the organization in a way that leads to the continuous improvement of all its internal processes and to reduce the fluctuations and unforeseen challenges. There is also a focus by the organization's management on the introduction of workers and supervisors in scientific and training courses. They aim to enhance their abilities and personal skills to address the problems and errors that have appeared and improve the power of the organization and its workers to complete the tasks in the right way. We believe that conducting more research on these topics will further enhance our understanding of error management and organizations' renewal.

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