THE ADAPTATION AND INNOVATION MODEL OF ORGANIZATIONAL RESILIENCE

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ABSTRACT

The present study was designed to broaden the way researchers and practitioners of the organizational sciences conceptualize, measure, and ultimately work to improve the adaptability, innovativeness, and resilience of organizations. This involved identifying how to measure and delineate the relationships between the interlinked multilevel psychosocial constructs of organizational adaptability, innovativeness, and resilience and the individual and organizational level resources of personal resources, human capital, social capital, and job-related resources as components to conceptual model of organizational effectiveness coined The Adaptation and Innovation Model of Organizational Resilience, or AIR model. A survey was developed and administered to operationalize worker perceptions of the presence of each of these constructs within their organization of work. The data gathered generally supported the relatedness of the AIR model's components and pointed towards the possibility of an indirect pathway between worker perceptions of their organization's adaptability and their perceptions of its resilience.

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DEDICATION

This thesis is dedicated to my girlfriend, Carter Beckwith, who has been a perpetual source of support and motivation throughout my challenging but fulfilling time as a graduate student of industrial-organizational psychology. I am forever grateful to have someone in my life I can count on to listen to all my dense and hard to explain theories about organizations. I'd also like to dedicate this thesis to my parents, Hilaire and Cynthia deSa, who have supported me with all the resources and advice I have needed to be successful in my academic pursuits. Without the values of hard work and perseverance my parents instilled in me at a young age, I would not have been able to finish this thesis.

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LIST OF ABBREVIATIONS

AIR, Adaptability, Innovativeness, and Resilience

KSAOs, Knowledge, Skills, Abilities, and Other worker characteristics pertinent to job performance

CSE, Core Self-Evaluations

POR, Perceived Organizational Resilience

POI, Perceived Organizational Innovativeness

POA, Perceived Organizational Adaptability

CHAPTER 1

INTRODUCTION

The modern workplace is characterized by volatility, uncertainty, complexity, and ambiguity (Bennett & Lemoine, 2014). Previously unthinkable challenges and threats to the sustainability of work organizations are particularly salient in the modern world, and it has become a business imperative that organizational leaders learn to develop and maintain their organizations' capacities for resilience as the earth's cultural, political, technological, industrial, and environmental systems and forces evolve in unexpected and oftentimes disturbing ways. Global climate deterioration, pandemics, the erosion of social cohesion due to widening inequalities and divisions, and the increasing digitalization and automation of work all represent examples of such forces that are set to seriously test the resilience of organizations in the coming future (World Economic Forum, 2022).

Resilience is a multidisciplinary and diversely conceptualized construct with roots in developmental psychology and ecology. The construct is influenced and demonstrated by the behaviors, cognitions, affects, and beliefs of individuals and the characteristics of groups, organizations, and systems. This makes organizational resilience a multilevel and psychological/social (i.e., psychosocial) construct. Resilient individuals possess personal characteristics such as optimism, self-efficacy, self-esteem, mindfulness, and an ability to cope positively with the demands of stressful environments, avoiding negative psychological adjustments such as burnout, depression, and anxiety (Rees et al., 2015). Resilient groups

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anticipate and address future uncertainties and chronic vulnerabilities, maintain positivity in communications, and operate in such manner that they "bounce back" from challenging situations with new knowledge and a readiness to take on new challenges (Alliger et al., 2015).

Vogus and Sutcliffe (2007) define *organizational resilience* as, "the maintenance of positive adjustment under challenging conditions such that the organization emerges from those conditions strengthened and more resourceful" (p. 3418). This definition highlights how resilient organizations leverage their resource reserves to not only adapt and meet the immediate demands of their environment by maintaining their collective status quo, but also to innovate and meet the forecasted future demands at times by transforming their collective status quo (Folke et al., 2010; Kuntz et al., 2017; Walker et al., 2020). In the present study, organizational resilience is conceptualized as an organization's capacity to make sense of and proactively manage its own vulnerabilities and achieve prolonged viability through successful adaptation and innovation within adverse environments.

The following subsections expand upon this conceptualization of resilience. This is done by connecting organizational resilience to a conceptual model that includes the related multilevel and psychosocial constructs of adaptability and innovativeness, as well as a set of individual and organizational-level resources that are hypothesized to be prerequisites of adaptability, innovation, and resilience at the organizational level. First, organizational resilience is linked to the similar, but distinct multilevel psychosocial constructs of *organizational adaptability* (Ployhart & Turner, 2014) and *organizational innovativeness* (Tang, 1998b). Second, organizational resilience, adaptability, and innovativeness are connected to a theoretically and empirically derived bricolage of essential individual and organizational resources: *personal resources* (Hobfoll, 2002), *human capital* (Ployhart & Moliterno, 2011), *social capital*

(Coleman, 1988), and *job-related resources* (Bakker & Demerouti, 2007). Following this

background information, these constructs are then brought together as components to the

Adaptation and Innovation Model of Organizational Resilience (the AIR model; elements

summarized below in Table 1). A method for measuring these elements in a cohesive manner

based on the perceptions of individuals is then described along with the research objectives for

the present study.

Table 1.1 Components of the AIR Model

Component	Conceptualization
Organizational Resilience	An organization's capacity to make sense of and proactively manage its own vulnerabilities and achieve prolonged viability through successful adaptation and innovation within adverse environments
Organizational Innovativeness	An organization's capacity to address prescribed and forecasted challenges through the generation and adoption of original ideas that are helpful to the future well-being of an organization and/or its environment
Organizational Adaptability	An organization's capacity to avoid or manage adverse circumstances by effectively monitoring and responding to its immediate or present environment
Job-Related Resources	Any resource, whether tangible or intangible, that allows an individual, group, or organization to perform its vital functions
Social Capital	The meaningful and reciprocal relationships between organizational members upon which an organization can achieve valuable ends and accrue resources
Human Capital	The aggregated stock of knowledge, skills, and abilities an organization has at its disposal to perform vital functions
Personal Resources	The strong feelings that enable individuals to persevere through tough challenges

Organizational Adaptability as an Element of Organizational Resilience

Responding to the challenges of the COVID-19 pandemic laid bare the inadequacies of many of humanity's longest standing institutions and illuminated at a macro-scale just how vulnerable established organizational and social systems can be to external shocks. Consequently, it has become essential for individuals, groups, organizations, communities, and governments to perpetually adapt as emergent issues force people to collectively understand what worked "back then" will not work "now" (Weick et al., 2005). Like resilience, the construct of adaptability is influenced and demonstrated by the behaviors, cognitions, affects, and beliefs of individuals and the characteristics of groups, organizations, and systems making it both a multilevel and psychosocial construct. However, socioecological theory posits that resilience represents the capacity of a *system* to withstand disturbances while adaptability represents to the capacity of *humans* to manage the resilience of a system (Engle, 2011; Folke et al., 2010). In other words, resilience can be viewed as the *what* and adaptability as the *how*.

Adaptable individuals are flexible, aware of themselves and others, demonstrate competence in the tasks they perform, place group goals and desires above personal ones, are open to trying new things, and have control over their emotions (Bartone et al., 2019). Adaptable teams reconfigure their structures, capacities, and goal-directed behaviors or activities in response to environmental cues that signal a need for change, develop shared mental models and team psychological safety, and coordinate via mutual performance monitoring, back-up behaviors, and rich communication (Burke et al., 2006). *Organizational adaptability* is defined as being, "the extent to which a firm creates or responds to changing demands or opportunities in the environment" (Ployhart & Turner, 2014, p. 128). Adaptable organizations quickly respond to changes in their present environment, have flows of information that are both vertical (i.e., up,

and down throughout the organization) and lateral (i.e., across and outside the organization), and continually reassess and update their understanding of the problem at hand (Boylan & Turner, 2017). Full organizational adaptation occurs when changes in top-management strategies to mitigate acute emergencies or crises translate into congruent changes in organizational action (Deverell & Olsson, 2010). In the present study, organizational adaptability is conceptualized as being an organization's capacity to avoid or manage adverse circumstances by effectively monitoring and responding to its immediate or present environment.

Organizational Innovativeness as an Element of Organizational Resilience

Work organizations must innovate their processes and products to successfully meet the work demands of "today" and prepare for the work realities of "tomorrow" (Tushman & Nadler, 1986). Tang (1998a) defines innovation in general as being the "process of applying new ideas for gainful purpose" (p. 297). Innovation is one of the major determinants of long-term economic growth in both firms and society and serves as both the cause of and solution to many of the world's most pervasive and forecasted problems (Ahlstrom, 2010). Nevertheless, work organizations must consistently and quickly adopt innovations to their social and technical systems to maintain their efficiency and effectiveness (Subramanian & Nilakanta, 1996). Like the constructs of adaptability and resilience, innovativeness is influenced and demonstrated by the behaviors, cognitions, affects, and beliefs of individuals and the characteristics of groups, organizations, and systems making it both a multilevel and psychosocial construct.

Innovative individuals have futuristic vision, a willingness to question or challenge the status quo, and are open and perceptive to the behaviors and perspectives of others (Dyer et al., 2009). Innovative groups experiment with the development and implementation of new ideas, are

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tolerant of diverse approaches to solving problems, and are highly inclusive in their decision-making processes (West & Wallace, 1991). The most innovative organizations combine complex divisions of labor marked by high levels of specialization and departmentalization with organically formed structures that emphasize horizontal communication and shifting leadership (Hage, 1999). Through the sharing of knowledge from diverse sources following crises, organizations learn, undergo renewal, and innovate, reducing environmental uncertainty (Berkes, 2007). In the present study, organizational innovativeness is conceptualized as an organization's capacity to address prescribed or forecasted challenges through the generation and adoption of original ideas that are helpful to the future well-being of an organization and/or its environment.

Adaptation and innovation are closely related because they both are processes of change. War historian Williamson Murray (2011) conceptualizes adaptation as being change that occurs during war and innovation as change that occurs during peacetime. Stated differently and generalized to better fit the present context, adaptation represents change that occurs to ensure an organization's *current viability* and innovation represents change that occurs to ensure an organization's *future viability*. Given that organizations develop their cultures through the successes they experience from their early adaptations to major challenges (Schein, 1983), it is posited that the development of organizational innovation follows the development of organizational adaptability. The implication of this position is that organizations must develop their capacities to conquer "today" before they can address and act on issues related to their well-being "tomorrow". In the present study, organizational innovation is positioned as a conditioning factor affecting the relationship between organizational adaptability and resilience. That is, organizations cannot effectively achieve resilience by only adapting to the immediate challenges

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of their environments; they often must also innovate in tandem with adaptation to activate their potential for resilience.

The Role of Resources in the Development of Adaptability, Innovation, and Resilience

Foundationally, all organizations must harness *human capital* to maintain viability. Human capital refers to the aggregated stock of knowledge, skills, abilities, and other characteristics and qualities (KSAOs) an organization has access to through its workers to perform its vital functions (Ployhart & Moliterno, 2011). Human capital is a general resource that supports the competitive advantage of organizations, but these advantages can only be achieved when workers develop and maintain purposeful and reciprocal relationships that make the sharing of human capital related resources a possibility. These relationships and the quality of the resources accrued from these relationships are often referred to as *social capital* (Coleman, 1988). In other words, organizations need competent workers who can form interdependent relationships with one another and work collaboratively towards a common purpose.

However, even with adequate human and social capital present, workers require various personal, organizational, and job-related resources to productively meet the demands of their jobs and achieve personal resilience. *Personal resources* are the strong feelings of self-efficacy, self-esteem, and optimism that enable individuals to persevere through tough challenges (Hobfoll, 2002). *Organizational resources* are the supportive aspects of one's job that enable a person to find meaning in their work (Salanova et al., 2006). *Job-related resources* can be any physical, psychological, or social aspects of a job that are essential to a person's ability to perform the functions and meet the demands of their job (Bakker & Demerouti, 2007). Human capital, social capital, and job-related resources all represent pertinent organizational resources.

Theoretically, organizations characterized by strong human capital, social capital, job-related resources, and workers with adequate personal resources will be better equipped to adapt, innovate, and generally demonstrate resilience.

The Present Study

Ployhart and Moliterno (2011) posit that organizational phenomena emerge out of the interactions that occur between the KSAOs of workers and coworkers, and the characteristics of their task environment. The present study extends from this theory, adding the components described in the preceding sections as task-related individual differences and cultural, climatic, and design features of organizations that contribute to the emergence of organizational adaptability, innovativeness, and resilience. The overarching logic guiding the present study is that organizations can be most adaptable, innovative, and resilient when their employees possess high levels of personal resources and are frequently in task environments characterized by the organizational resources of human capital, social capital, and job-related resources.

These various components that have just been discussed can be combined to form the AIR model. Testing and ultimately applying this model for organizational benefit requires first operationalizing each of the components of this model and outlining hypotheses to be tested in this initial examination of the model. In the following paragraphs, two testable, hypothesized models are presented as the guiding focus for this research. As noted earlier, a main purpose for the present study is to expand the way researchers and practitioners conceptualize, measure, and ultimately work to improve the adaptability, innovativeness, and resilience of organizations. Correspondingly, the main objective of this project is to determine whether the various components outlined in the preceding subsections can be reliably and validly assessed through a

self-report instrument and whether these data can provide initial support for the hypothesized AIR model.

Do worker perceptions of their personal and organizational resources relate to their perceptions of their organization's adaptability, innovativeness, and resilience? Do worker perceptions of organizational innovativeness condition the relationship between their perceptions of their organization's adaptability and its resilience? These are the main research questions driving the hypotheses for this study. Hypotheses 1 through 7b are listed below and reflect theoretically and empirically supported anticipated relationships between perceived organizational adaptability, innovativeness, and resilience with perceived personal and organizational resources as covariates.

Specifically, the present study was designed to test the following hypotheses:

Hypothesis 1: Worker perceptions of their personal resources are positively related to their perceptions of their organization's resources.

Hypothesis 2a: Worker perceptions of their personal resources are positively related to their perceptions of their organization's resilience.

Hypothesis 2b: Worker perceptions of their organization's resources are positively related to their perceptions of their organization's resilience.

Hypothesis 3a: Worker perceptions of their personal resources are positively related to their perceptions of their organization's innovativeness.

Hypothesis 3b: Worker perceptions of their organization's resources are positively related to their perceptions of their organization's innovativeness.

Hypothesis 4a: Worker perceptions of their personal resources are positively related to their perceptions of their organization's adaptability.

Hypothesis 4b: Worker perceptions of their organization's resources are positively related to their perceptions of their organization's adaptability.

Hypothesis 5: Worker perceptions of their organization's adaptability are positively related to their perceptions of their organization's resilience.

Hypothesis 6: Worker perceptions of their organization's innovativeness are positively related to their perceptions of their organization's resilience.

Hypothesis 7: Worker perceptions of their organization's innovativeness condition the relationship between their perceptions of their organization's adaptability and their perceptions of their organization's resilience. Two forms of such conditioning relationships were tested:

(a) Worker perceptions of their organization's innovativeness mediate the relationship between their perceptions of their organization's adaptability and their perceptions of their organization's resilience.

(b) Worker perceptions of their organization's innovativeness moderate the relationship between their perceptions of their organization's adaptability and their perceptions of their organization's resilience, such that this relationship is strongest when worker perceptions of their organization's innovativeness are present and weakest when these perceptions are absent.

The conditional relationships outlined in Hypotheses 7a and b are summarized in Figures 1a and b, respectively. In Figure 1a, perceived organizational innovativeness is positioned as a mediator of the relationship between perceived organizational adaptability and resilience. In Figure 1b, perceived organizational innovativeness is positioned as a moderator of the relationship between perceived organizational adaptability and resilience. Positioning perceived

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organizational innovativeness as a conditioning variable means considering its potential as both a

mediating or moderating variable and testing for both kind of relationships.

Figures 1a/1b

Conditional Representations of AIR Model (Hypothesis 7a and 7b)
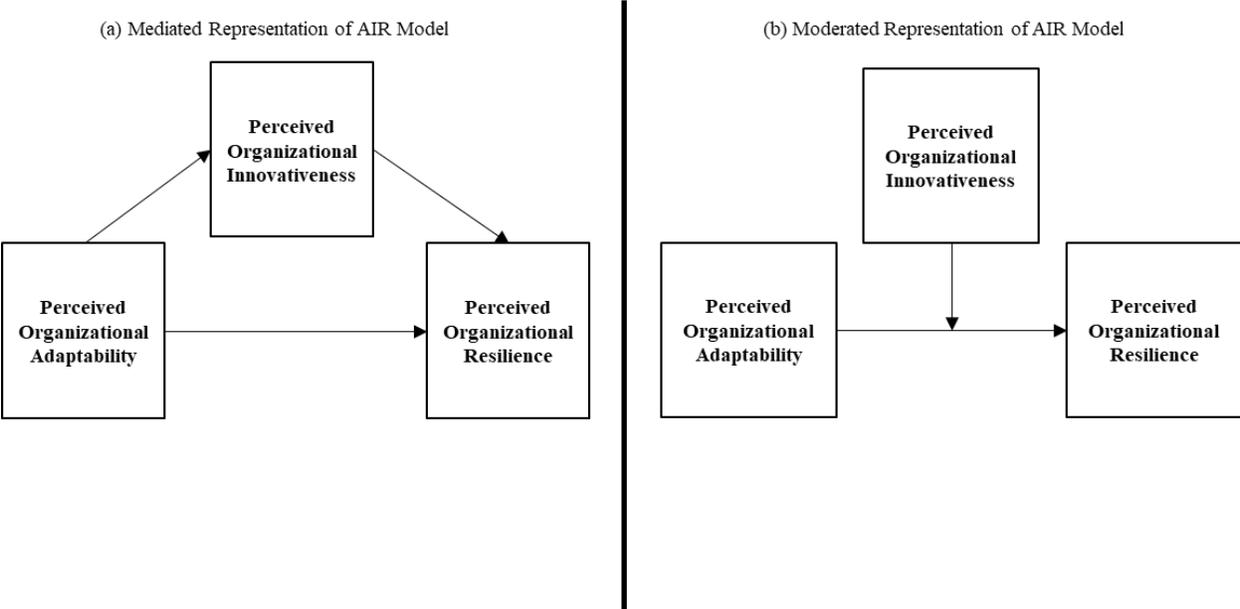
Note. Perceived personal resources and organizational resources are both covariates in this model.

CHAPTER 2

METHOD

Participants and Procedure

The sample for this study was recruited using a targeted snowball sampling technique. Inclusion criteria for the present study were that potential respondents had to be full-time working adults with at least six months' tenure in a single organization. Personal and professional contacts were the initially recruited participants, and all were asked to also forward the survey for this study to other working professionals in their respective networks. Professional network posts were also used to broadcast the survey to as wide of audience as possible. Respondents that opened the survey and did not complete any items were removed from the dataset prior to execution of the present study's analyses.

The final sample of respondents whose data were included in the analyses were mostly female (76.50%) and had an average age of 38.50 years ($SD = 13.00$). "White" was the most prominently reported race (88.80%) followed by Asian (3.80%). The average job tenure of the respondents was 4.2 years ($SD = 5.85$), while the average organizational tenure was 5.30 years ($SD = 5.99$). Most respondents held a master's degree (50.60%), a bachelor's degree (30.90%), or a doctoral degree (8.60%). The most represented states within the final sample were Tennessee (19.10%), Georgia (16.50%), and Alabama (13.00%), but there was broad representation across a total of twelve American states. Several occupational fields were represented in the final sample such as education, healthcare, and business. Respondents largely

felt secure about their jobs and finances with 90.20% of respondents reporting that they agreed or agreed strongly that they felt their job was secure and 66.70% of respondents reporting they were not worried at all or not too worried about maintaining their standard of living and paying their monthly bills.

Measures

To operationalize the various constructs outlined in the hypothesis for the present study, a survey was developed coined the AIR assessment by adapting (i.e., changing the language of) or repurposing (i.e., using items as they appeared in their original measure) items from several pre-existing scales and adding a few new items to address specific needs. Decisions on what items were chosen to be adapted or repurposed for the AIR assessment from their original sources were based on the conceptual fit of the items with the construct conceptualizations outlined in the introduction and their succinctness (i.e., shortness and lack of double barreling). Most items in the AIR assessment were adapted from Lee et al.'s (2013) benchmarking tool for perceived organizational resilience. The AIR assessment is meant to be a shorter and more simplified assessment of organizational resilience and related constructs than Lee et al.'s with fewer subscales and items overall. The result is a survey that specifically focuses on workers' perceptions of the resilience-supporting characteristics in both themselves and their organizational environment. The pronouns of most items in the AIR assessment were adapted from their original forms to emphasize "my" instead of "our" or "the", to specifically measure the general perceptions of individuals within their organizations instead of group perceptions or outsider perspectives on a particular organization. The response options for all measured variables other than demographic characteristics ranged from 1 (*disagree strongly*) to 5 (*agree*

strongly). The order of the measures in the survey matches the order of the following subsections.

Perceived organizational resilience. Perceived organizational resilience was measured with seven items adapted from Lee et al.'s (2013) benchmarking tool for organizational resilience and an original item to form a subscale unique to the AIR assessment. This unique subscale measured peoples' perceptions of their organization's capacity to manage its own vulnerabilities and achieve prolonged viability. A high score on this subscale indicates that the respondent believes their organization manages its vulnerabilities excellently and will sustain its success into the future. An example item from this subscale is, "My organization is focused on being able to respond to the unexpected." One new item was created to measure a person's beliefs of their organization's potential to reach prolonged viability ("I believe my organization will stand the test of time."), an element of resilience not measured in Lee et al.'s model of organizational resilience. The Cronbach's alpha for Lee et al.'s benchmarking tool is .95. The observed internal consistency reliability for this adapted/unique measure of perceived organizational resilience in the present study was .83.

Perceived organizational innovativeness. Perceived organizational innovativeness was measured with seven items adapted primarily from Tang's (1998b) Inventory for Organizational Innovativeness (IOI). The IOI is a multi-scale questionnaire that assesses a person's perceptions of their organization's innovativeness on multiple dimensions (e.g., leadership, task, behavior). A high score on this subscale would indicate that the respondent perceives their organization to have a strong culture of continuous improvement and learning. An example item from this

subscale is, "There are many opportunities to exchange and generate ideas in my organization."

One new item was created to further gauge an organization's culture for fostering the generation

of new ideas regardless of their potential for failure ("In my organization, there is no such thing

as a bad idea."). All the subscales for Tang's inventory of organizational innovativeness have

previously observed internal consistency values exceeding .70. The observed internal

consistency reliability for this adapted/unique measure of perceived organizational

innovativeness in the present study was .82.

Perceived organizational adaptability. Perceived organizational adaptability was

measured with seven items adapted from Lee et al.'s (2013) benchmarking tool for

organizational resilience to create a unique measure for this construct for the present study. This

measure assesses worker perceptions of how prepared they find their organization to surmount

external or internal crises. An example item from this new subscale is, "My organization is able

to shift rapidly away from business as usual to respond to crises." A high score on this subscale

would indicate that the respondent has confidence in their organization's overall ability to

monitor and respond to crises. The observed internal consistency reliability for this

adapted/unique measure of perceived organizational adaptability in the present study was .79.

Perceived organizational resources. Perceived organizational resources were measured

using 21 items adapted from Lee et al.'s (2013) benchmarking tool for perceived organizational

resilience, Tang's (1998b) inventory of organizational innovativeness, Ellison et al.'s (2007)

multifaceted survey of social capital, Eisenberger et al.'s (1986) survey of perceived

organizational support, and Breaugh's (1985) measure for perceived work autonomy. Three

separate subscales were used to measure perceived human capital, social capital, and job-related resources as indications of respondents' overall perceptions of the resourcefulness of their organizations. Given the high-level of correlation between these three subscales the subscales were then combined to create a general indicator of perceived organizational resources. The internal consistency reliability for this multi-scale measure for perceived organizational resources in the present study was observed to be .90.

More specifically, perceived job-related resources was measured using an amalgamation of seven items adapted from Lee et al.'s (2013) benchmarking tool for perceived organizational resilience, Tang's (1998b) inventory of organizational innovativeness, Eisenberger et al.'s (1986) survey of perceived organizational support, and Breaugh's (1985) measure for perceived work autonomy. Eisenberg et al.'s original measure is unidimensional but assesses how supportive a worker finds their organization to be of their overall well-being. The established Cronbach's alpha for that measure was .97. Breaugh's measure for perceived work autonomy measures the degree of choice, control, and discretion over how they complete their work. A previous internal reliability estimate for this measure was .92. The seven items adapted from these measures were combined to form a new subscale unique to the AIR assessment that can be used to measure the worker perceptions of the resourcefulness of their organization in terms of its job-related resources. An example item from this new subscale is, "In my organization it is a priority that people have the information and knowledge they need to respond to unexpected problems that arise." A high score on this subscale would indicate that the respondent positively views their organization as being fulfilling of all their job-related needs. The observed internal consistency reliability for the unique AIR assessment subscale for perceived job-related resources in the present study was .76.

Perceived social capital was measured using an amalgamation of seven items adapted or repurposed from Lee et al.'s (2013) survey tool for perceived organizational resilience, Tang's (1998b) inventory of organizational innovativeness, and Ellison et al.'s (2007) multifaceted survey of social capital to create a new subscale unique to the AIR assessment. Ellison et al.'s survey assesses social capital through three main subscales: bridging social capital, bonding social capital, and maintaining social capital. The resulting subscale can be used to operationalize people's perceptions of the adequacy of social capital within their organization. An example of an item from this new subscale is "Interacting with people in my organization makes me feel like I am a part of a larger community." A high score on this measure would mean that the respondent views their organization as being characterized by positive internal and external relationships. The Cronbach's alpha for the Ellison et al. scale is .87. The observed internal consistency reliability for this adapted measure of perceived social capital in the present study was .84.

Perceived human capital was measured using seven items adapted from Lee et al. (2013) and Tang (1998b). The resulting AIR assessment subscale in the present study for perceived human capital measures peoples' confidence in their coworkers' knowledge, skills, and abilities. An example item from this new subscale is "In my organization, if something out of the ordinary happens, people know who has the expertise to respond." A high score on this scale would mean that the respondent is confident in their organization's human capital stock. The observed internal consistency reliability for this adapted measure of perceived human capital in the present study was .81.

Perceived organizational bullshit. Although not a part of the AIR model, perceived organizational bullshit was measured as a divergent construct from the core constructs in the AIR model, to help establish the construct validity of the new AIR assessment. Perceived organizational bullshit was measured with six items adapted and repurposed from Ferreira et al.'s (2020) Organizational Bullshit Perception Scale (OBPS) into an abbreviated subscale for perceived organizational bullshit. This subscale measures people's perceptions of how untruthful they find their coworkers. A high score on this subscale would indicate that the respondent believes their organization operates with a complete disregard for the truth. An example item from this subscale is, "In my organization, if you want to get ahead, you can just insist that everything is going great, even if the evidence says something different." The Cronbach's alpha for Ferreira et al.'s scale was .90. The observed internal consistency reliability for the adapted measure for perceived organizational bullshit in the present study was .84.

Perceived personal resources. Perceived personal resources were measured using a truncated version of the Core Self-Evaluation (CSE) scale using six items repurposed from both Judge et al. (2003) and Judge and Hurst (2007). These scales measure people's perceptions of their self-esteem, self-efficacy, neuroticism, and locus of control. An example item from this truncated scale is, "I am capable of coping with most of my problems." A high score on this scale would mean that the respondent has a positive view of their self-esteem, self-efficacy, and locus of control. Across four samples, the average Cronbach's alpha for Judge et al.'s original scale was reported to be .84; in Judge and Hurst it was .80. In the present study, the observed internal consistency reliability for this adapted measure of perceived personal resources was .79.

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Demographics. Participants responded to questions designed to gather information about their age, gender, ethnicity, race, state of residence, job title, organization name, industry, job tenure, organization tenure, level of education, job security, and financial security. Both job security and financial security were measured using items from the National Institute for Occupational Safety and Health's Worker Well-Being Questionnaire (Chari et al., 2021). The response options for perceived job security ranged from 1 (*disagree strongly*) to 5 (*agree strongly*) and the response options for perceived financial insecurity ranged from 1 (*not worried at all*) to 4 (*very worried*). Currently, this questionnaire does not report a Cronbach's alpha. Obtaining data on these variables allowed for the meaningful categorization of the survey respondents based on demographic information providing a deeper sense of their identities.

CHAPTER 3

RESULTS

Descriptive Statistics

Summarized in Table 3.1 are the descriptive statistics for all study variables. No issues regarding the skewness of the variables were observed. Respondents generally viewed their organizations as more resilient, adaptable, and resourceful than innovative, and disagreed their organizations were characterized by high levels of bullshit. The respondents in also reported perceiving relatively high levels of personal resources within themselves.

Table 3.1 Descriptive Statistics for All Study Variables

Variables	N	M	SD	Mode	Q1	Mdn	Q3	Skew	Skew SE	Min	Max
Age	81.00	38.52	12.99	25.00	26.50	36.00	51.50	0.53	0.27	22.00	71.00
Job Tenure	81.00	4.24	5.85	1.00	1.00	2.00	5.00	2.43	0.27	0.00	30.00
Organizational Tenure	81.00	5.25	5.97	1.00	1.00	3.00	8.50	1.61	0.27	0.00	26.00
Job Security	81.00	4.20	0.75	4.00	4.00	4.00	5.00	-1.08	0.27	2.00	5.00
Financial Insecurity	81.00	1.96	0.77	2.00	1.50	2.00	5.00	0.54	0.27	1.00	4.00
Perceived Organizational Resilience	115.00	3.74	0.76	4.14	3.29	3.71	4.29	-0.46	0.23	1.43	5.00
Perceived Organizational Innovativeness	107.00	3.44	0.71	3.71	2.86	3.57	4.00	-0.31	0.23	1.43	5.00
Perceived Organizational Adaptability	99.00	3.58	0.70	3.71	3.14	3.71	4.00	-0.29	0.24	1.86	4.86
Perceived Organizational Resources	92.00	3.70	0.59	4.10	3.33	3.64	4.14	-0.14	0.25	2.38	4.81
Perceived Personal Resources	85.00	4.13	0.45	4.00	3.83	4.00	4.33	0.11	0.26	2.67	5.00
Perceived Organizational Bullshit	86.00	2.42	0.81	2.00	1.79	2.33	3.00	0.34	0.26	1.00	4.67

Note: Gender coded 1=Male, 2=Female.

Hypothesis Tests

Bivariate correlations (Pearson's *r*) were run to determine the presence and significance

of the relationships outlined in Hypotheses 1 through 6. Results are summarized in Table 3.2.

Table 3.2 Intercorrelations between All Study Variables

	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.
1. Age											
2. Gender	-.12										
3. Job Tenure	.51 **	.01									
4. Organizational Tenure	.48 **	-.06	.59 **								
5. Job Security	-.11	.07	-.10	-.03							
6. Financial Insecurity	.04	.13	.23 *	.22	-.35 **						
7. Perceived Organizational Resilience	-.25 *	-.11	-.25 *	-.10	.31 **	-.26 *					
8. Perceived Organizational Innovativeness	-.16	-.15	-.18	-.07	.29 **	-.35 **	.60 **				
9. Perceived Organizational Adaptability	-.17	-.08	-.11	-.09	.35 **	-.18	.69 **	.68 **			
10. Perceived Organizational Resources	-.14	-.19	-.12	-.02	.40 **	-.29 **	.56 **	.74 **	.75 **		
11. Perceived Personal Resources	-.07	.03	-.11	-.22	.36 **	-.41 **	.33 **	.17	.26 *	.31 **	
12. Perceived Organizational Bullshit	.08	.15	.09	.07	-.38 **	.32 **	-.47 **	-.60 **	-.69 **	-.75	-.32 **

*Note: * p < .05, ** p < .01;* Gender coded 1=Male, 2=Female.

Hypothesis 1 was supported; Worker perceptions of their personal resources were positively and

significantly related to their perceptions of their organization's resources (*r* = .31). Hypotheses

2a and b were supported; Worker perceptions of their personal resources and their organization's resources were positively and significantly related to their perceptions of their organization's resilience (r = .33 and .56, respectively). Hypothesis 3a was not supported; Worker perceptions of their personal resources were positively but non-significantly related to their perceptions of their organization's innovativeness (r = .17). Hypothesis 3b was supported; Worker perceptions of their organizational resources were positively and significantly related to their perceptions of their organization's innovativeness (r = .74). Hypothesis 4a and b were supported; Worker perceptions of their personal resources and their organization's resources were positively and significantly related to their perceptions of their organization's adaptability (r = .26 and .75, respectively).

Hypothesis 5 was supported; Worker perceptions of their organization's adaptability were positively and significantly related to their perceptions of their organization's resilience (r = .69). Hypothesis 6 was supported. Worker perceptions of their organization's innovativeness were positively and significantly related to their perceptions of their organization's resilience (r = .60).

To test both parts of Hypothesis 7, separate mediation and moderation analyses were conducted using the PROCESS tools for SPSS (Hayes, 2018). Results of these analyses are summarized in Tables 3.3 and 3.4. Both analyses included perceived personal and organizational resources as covariates. As shown in Table 3.3, Hypothesis 7a was supported – there is evidence of a significant indirect effect of perceived organizational adaptability on perceived organizational resilience through perceived organizational innovativeness. Hypothesis 7b was not supported, as summarized in Table 3.4 – no significant interaction was observed between perceived organizational adaptability and innovativeness predicting perceptions of their organization's resilience, B = -.16, p >.05.

Table 3.3 Indirect Effect of POA on POR through POI

Variable	Effect	BootSE	BootLLCI	BootULCI
Perceived Organizational Innovativeness	0.10	0.06	0.0021	0.2472

Total effect of POA on POR					
	Effect	*se*	*t*	*LLCI*	*ULCI*
	0.68	0.13	5.12	0.4271	0.9469
Direct effect of POA on POR					
	Effect	*se*	*t*	*LLCI*	*ULCI*
	0.58	0.13	4.38	0.3166	0.8440

Model summary: $R^2 = .54$, $F(4, 80) = 23.70$, $p < .01$

Note. $N = 85$. POA = Perceived Organizational Adaptability. POI = Perceived Organizational Innovativeness. POR = Perceived Organizational Resilience. Bootstrapped CI estimates generated after 10,000 iterations.

Table 3.4 POA Predicting POR with POI

Variable	coefficient	BootMean coefficient	BootSE	BootLLCI	BootULCI
Constant	-2.07	-1.87	1.37	-4.3388	1.1590
Perceived Organizational Adaptability	1.11	1.05	0.39	0.2093	1.7481
Perceived Organizational Innovativeness	0.94	0.87	0.38	0.0028	1.5378
POA X POI	-0.16	-0.15	0.10	-0.3227	0.0690
Perceived Personal Resources	0.37	0.37	0.16	0.0319	0.6684
Perceived Organizational Resources	-0.22	-0.20	0.19	-0.5221	0.2330

Model summary: $R^2 = .56$, $F(5, 79) = 20.18$, $p < .01$

Note. $N = 85$. POA = Perceived Organizational Adaptability. POI = Perceived Organizational Innovativeness. POR = Perceived Organizational Resilience

CHAPTER 4

DISCUSSION AND CONCLUSION

The purpose of the present study was to expand the way that researchers of industrial-organizational psychology, organizational development, and organizational behavior conceptualize, measure, and work to improve the adaptability, innovativeness, and resilience of organizations. This study expanded the research on the construct of organizational resilience by placing it within a nomological network of related constructs and outlining how these constructs dynamically interact and demonstrate themselves at multiple levels to activate organizational resilience (King et al., 2016). This study also expanded the list of possible resources that foster organizational resilience by not only looking at the established relational resources that are known to foster resilience (e.g., social capital) and the established personal resources that are known to foster resilience (e.g., positive core self-evaluations), but also adding the more task-related resources of human capital and job-related resources as pertinent factors that could also foster resilience (Hobfoll, 2002; Powley, 2009; Vogus & Sutcliffe, 2007).

The results of this study contribute to the research of organizational resilience as a perceivable workplace construct. The bivariate correlations for Hypotheses 1 through 6 demonstrated that worker perceptions of their organization's resilience are positively and significantly related to their perceptions of their own personal resources, the resources of their

organizations, the innovativeness of their organization, and the adaptability of their organization. These correlations also demonstrated that worker perceptions of their organizational resources were largely and significantly related to their perceptions of their organization's adaptability, innovativeness, and resilience. The correlational results of this study generally supported the relatedness of the components of the AIR model. The generally high correlations between the main components of the AIR model indicate that there might be a high level of overlap between the components of the model, but the squares of the correlations indicate that these components still have a considerable level of uniqueness.

Hypothesis 3a which stated that worker perceptions of their personal resources would be related to their perceptions of their organizational innovativeness was not supported. This result was surprising given the role that self-efficacy and emotional vitality, both personal resources, play in the nurturing of innovative work behaviors (Carmeli & Spreitzer, 2009). Nonetheless, a possible explanation for this result could be that even organizations with well-resourced and innovative employees still have the potential to fail in their efforts at innovation.

The significance of the indirect effect in the mediation analysis of Hypothesis 7a supports the possibility of an indirect pathway between worker perceptions of their organization's adaptability and its resilience perhaps through worker perceptions of their organization's innovativeness. A potential implication here is that an organizational system's resilience is due to more than just the system's adaptability; it is also about the system's capacity to innovate, learn, and transform (Walker, 2020).

The present data did not support Hypothesis 7b which posited that the relationship between worker perceptions of their organization's adaptability and their perceptions of their organization's resilience would be strongest when perceived organizational innovativeness is

strong and weakest when perceived organizational innovativeness is weak. However, this result
might have been due to a lack of power in the study design, due mainly to the limited sample
size, an issue further discussed in the study limitations. This possibility is supported by the
illustration of the effects that were observed in the present data (Figure 2), which do suggest the
possibility of a weak, but potentially meaningful interaction in-line with what had been
hypothesized.

Figure 2 Plot of Observed Relationships Tied to Hypothesis 7b
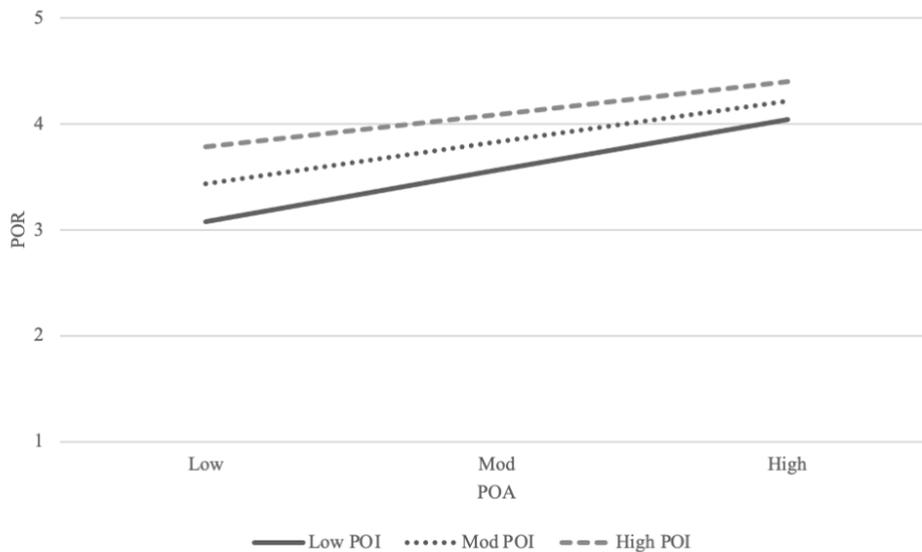
As illustrated in the preceding figure, perceived organizational innovativeness appears to have a
stronger relationship with worker perceptions of organizational resilience when their perceptions
of the organization's adaptability are low and a weaker impact when these latter perceptions are
high. Practically, an implication here for organizational leaders could be that adaptive behaviors
are most important to increasing the resilience of organizations that do not engage in high levels
of innovative behaviors.

Limitations and Future Research

There were several limitations to the present study. Although some the components to the AIR model are often seen as panaceas, they do come with clear boundary conditions. For instance, resilience is not always a universally positive systems attribute as evidenced by highly oppressive but resilient governments (Engle, 2011). Similarly, organizations that innovate too much suffer the costs of experimentation without the benefits (Gibson & Birkinshaw, 2004). And not all organizations enjoy a high level of control over their environment, permitting them to engage in strategic adaptation (Hrebiniak & Joyce, 1985). The implications of these example boundary conditions are that optimal levels of adaptability, innovativeness, and resilience exist and too much or too little of these capacities within organizations is what makes or breaks their effectiveness. Future research should assess the optimums associated with organizational adaptability, innovativeness, and resilience and how differing levels of these constructs impact organizational effectiveness and the well-being of individuals.

With regards to the participants, there were also limitations in the sample size of this study ($N = 85$) which hindered the possibilities for the analyses the researchers could perform and possibly the interaction effect from the final moderation analysis in PROCESS that approached statistical significance ($p = .07$). The sample was also not incredibly diverse, with most participants being well-educated, white females. In addition, the sample was particularly well-resourced as most participants reported having generally high levels of personal resources and job/financial security. Future work can hopefully be done to further test the AIR model and the hypotheses presented in the present study with a larger and more diverse sample.

Another major limitation of this study and of the AIR assessment in general is that an organization's true adaptability, innovativeness, or resilience cannot be fully quantified or

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qualified via survey. To understand the culture and climate of an organization and its latent capacities for adaptation, innovation, and resilience one must experience it, something that does not always translate well to data-driven research and analyses (Ouchi & Wilkins, 1985). This limits what can be interpreted from the data in the present study because the researchers do not have a clearer picture of the data's origins and the collective experiences of the people who took the AIR assessment within their organizations. Future research should seek to uncover how the AIR model could be ethnographically applied within organizations through individual, group, and organizational level interventions to qualify and not just quantify an organization's capacities for resilience.

This study was largely preliminary and exploratory, and thus opens many other directions for future research not related to its limitations. In the future, the AIR assessment could be administered longitudinally rather than cross-sectionally as it was in the present study to concretely test the causal relationships implied by the AIR model. Another fruitful avenue of research could be assessing how different types of work and organizational designs impact organizational adaptability, innovativeness, and resilience. Research suggests that high degrees of specialization in organizations might hinder their capacities for adaptability but facilitate their capacities for innovativeness (Jex & Britt, 2014).

Additionally, future research needs to be done to establish the construct validity of the AIR model and answer the question: Are the components of the AIR model truly distinct from one another? The adapted measure of perceived organizational bullshit used as a divergent construct for the rest of the components of the AIR model was negatively and significantly related to all the components of the AIR model implying that organizational bullshit might not be a divergent construct to the AIR model but rather a convergent one. A possible explanation for

this could be that it is intuitive for stronger perceptions of organizational resilience to be highly correlated with weaker perceptions of organizational bullshit. Future work can hopefully be done to analyze the factors of the AIR assessment and discern the distinctiveness of the components of the AIR model.

Implications and Conclusion

The present study focused on competencies and capacities organizations must leverage to positively adjust to the forces of their environment. However, organizational leaders should take care not to frame their strategies with only an "us versus the forces of the environment" lens. Geological research suggests that humans have entered a new epoch distinguished by human and industrial dominance over the forces of nature (Lewis & Maslin, 2015). In other words, humans and organizations are the dominant force shaping the environment and the environment is the dominant force shaping humans and organizations. This epoch, coined the Anthropocene, should spur organizational leaders to formulate strategies that acknowledge not only the impact the forces of the environment have on their organization but also the reciprocal impacts the forces of their organization have on the environment.

Adaptability, innovativeness, and resilience are three capacities that organizations must develop to withstand the forecasted turbulence of the unfolding Anthropocene. One predicted consequence of this epoch is that climate change among other concurrent challenges will continue to bring about massive discontinuous change within organizational environments, forcing businesses to contend with unpredictable and high velocity situations caused by chaotic weather patterns (Winn et al., 2011). Although this issue might seem outside of the scope of industrial-organizational psychology, climate change both impacts and is impacted by human

resource systems. For instance, organizational reward systems can reinforce leadership decisions that are destructive to the environment (Kerr, 1975). An implication of this is that HR practitioners of all specializations should assess how climate change will impact and be impacted by their business to strengthen their organization's adaptability, innovativeness, and resilience in the long-term. Practitioners and researchers of industrial-organizational psychology, organizational development, and organizational behavior will need to steer the leaders of organizations away from thinking myopically about profitability, efficiency, and exploitation and towards thinking about how their organization can be arranged for greater adaptive capacity and sustainable innovation contributions. Naturally, if leaders can frame the change brought about by the Anthropocene through the perspective of what they stand to gain they can overcome their acrimonious feelings of what they stand to lose (Swanson & Creed, 2014). Organizations can only activate their capacities for adaptability, innovativeness, and resilience when they fortify the adaptability, innovativeness, and resilience of the people and communities they rely on.

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APPENDIX

THE AIR ASSESSMENT

The AIR Assessment

Q29 **INFORMED CONSENT FORM UNIVERSITY OF TENNESSEE AT CHATTANOOGA
Study Name: The Adaptation and Innovation Model of Organizational Resilience**

Please read this consent document carefully before you decide to participate in this study.

Why Are We Conducting This Research?
This survey supports an initiative of the researchers leading this project to improve the way that organizations adapt and innovate to meet the challenges of the modern world. If you choose to fill out the survey, the data you provide will greatly deepen the field of I-O psychology's understanding of what makes business organizations resilient in the face of crisis and adversity.

Who Can Participate?
We are looking for full-time workers over the age of 18 years old to participate in this research. The researchers hope to recruit at least 300 respondents to take part in this survey.

What You Will Be Asked to Do
While responding to our brief internet-based survey, you will be asked to respond to a series of items designed to gather your perceptions you may have about the organization in which you work. You will also be asked to provide some basic demographic information about yourself, so we can better understand your responses.

Time Required
We estimate it will take 15 minutes for you to complete the survey.

Risks and Benefits
There are no known risks associated with your participation in this study. No personally identifying information will be gathered or stored with your survey responses, and the questions themselves are more about your perceptions than about you personally. The survey is brief and easy to complete; as such, there are no incentives being offered for participation other than the

undying gratitude of the researchers and your knowledge that you are contributing to our growing understanding of organizational resilience.

How Will My Information Be Protected?
Your data will be stored on a password protected computer and will be viewed and analyzed only by the researchers listed below. No personally identifying information will be recorded or reported from this study.

Voluntary Participation
Your participation in this study is completely voluntary. You have the right to withdraw from the study at any time. You will not be penalized if you choose not to participate or to withdraw from the study, and you will not lose any benefits that you are otherwise entitled to receive. If you decide not to participate or withdraw after the study has started, we will discard any information we have already collected from you.

What if I Have Questions?
If you have questions about the research study or any of the information above, you can contact the lead researcher on this study, Daniel deSa (mpw213@mocs.utc.edu) or his collaborator and research supervisor, Dr. Chris Cunningham (chris-cunningham@utc.edu or 423-425-4264).   If you have any questions about your rights as a participant in this research, or if you feel you have been placed at risk, you may contact Dr. Susan Davidson, Chair of the UTC Institutional Review Board at (423) 425-1387. Additional contact information is available at www.utc.edu/irb.

Sincerely,
Daniel deSa
Christopher J. L. Cunningham, PhD

This project has been reviewed and approved by the UTC IRB (project # 21-132)

Q29 Click the box below to let us know you are a real human responding to this survey.

Q30 **Now that you have read the information above, please select the option below that reflects your decision about whether to continue with this study:**

○ I understand the information presented above and I wish to participate. Take me to the survey! (1)

○ I do not wish to participate in this study. Get me out of here! (2)

Skip To: End of Survey If Now that you have read the information above, please select the option below that reflects your d... = I do not wish to participate in this study. Get me out of here!

End of Block: Informed consent

Start of Block: Perceived Organizational Resilience

Please respond to each of the following statements using the scale provided to indicate the extent to which you believe each statement is **generally true based on your perceptions of the overall organization in which you work:**

	Disagree strongly (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Agree strongly (5)
My organization is focused on being able to respond to the unexpected. (1)	○	○	○	○	○
My organization understands the minimum level of resources it needs to operate. (2)	○	○	○	○	○
I believe my organization invests sufficient resources in being ready to respond to an emergency of any kind. (3)	○	○	○	○	○
People in my organization understand how quickly we could be affected by unexpected and potentially negative events. (4)	○	○	○	○	○
I believe my organization will stand the test of time. (5)	○	○	○	○	○
My organization has agreements with other organizations to provide resources in an emergency. (6)	○	○	○	○	○
My organization has thought about and planned for support that it could provide to the community during an emergency. (7)	○	○	○	○	○

End of Block: Perceived Organizational Resilience

Start of Block: Perceived Organizational Innovativeness

Q4 Please respond to each of the following statements using the scale provided to indicate the extent to which you believe each statement is **generally true based on your perceptions of the overall organization in which you work:**

	Disagree strongly (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Agree strongly (5)
My organization has active programs to upgrade employees' knowledge and skills. (1)	○	○	○	○	○
There are many opportunities to exchange and generate ideas in my organization. (2)	○	○	○	○	○
My organization learns about what was done right or wrong at the end of every project. (3)	○	○	○	○	○
When it comes to new ideas and/or projects, my organization tolerates mistakes. (4)	○	○	○	○	○
My organization actively collects and implements ideas for improvements from employees. (5)	○	○	○	○	○
In my organization, there is no such thing as a bad idea. (6)	○	○	○	○	○
Whenever my organization suffers a close call, we use it as a trigger for self-evaluation rather than confirmation for our success. (7)	○	○	○	○	○

End of Block: Perceived Organizational Innovativeness

Start of Block: Perceived Organizational Adaptability

Q5 Please respond to each of the following statements using the scale provided to indicate the extent to which you believe each statement is **generally true based on your perceptions of the overall organization in which you work:**

	Disagree strongly (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Agree strongly (5)
My organization can shift rapidly away from business as usual to respond to crises. (1)	○	○	○	○	○
My organization can make tough decisions quickly. (2)	○	○	○	○	○
My organization has clearly defined priorities for what is important during and after a crisis. (3)	○	○	○	○	○
My organization proactively monitors what is happening in our industry to have an early warning of emerging issues. (4)	○	○	○	○	○
In my organization, the people most qualified to make decisions make them regardless of seniority. (5)	○	○	○	○	○
My organization is conscious of how a crisis in our organization would impact other organizations. (6)	○	○	○	○	○
If something is not working well, I believe staff from any part of my organization would feel comfortable raising the issue to senior management. (7)	○	○	○	○	○

End of Block: Perceived Organizational Adaptability

Start of Block: Perceived Job-Related Resources

Q6 Please respond to each of the following statements using the scale provided to indicate the extent to which you believe each statement is **generally true based on your perceptions of the overall organization in which you work:**

	Disagree strongly (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Agree strongly (5)
In my organization, it is a priority that people have the information and knowledge they need to respond to unexpected problems that arise. (1)	○	○	○	○	○
When a problem occurs in my organization, internal resources become more easily available at short notice and there is less red tape to deal with. (2)	○	○	○	○	○
My work schedule allows me time to think of creative solutions to the problems my organization is facing. (3)	○	○	○	○	○
My organization is willing to extend itself to help me perform my job to the best of my ability. (4)	○	○	○	○	○
My organization would forgive me for an honest mistake on my part. (5)	○	○	○	○	○
My job is such that I can decide when I want to do particular work activities. (6)	○	○	○	○	○
I am free to choose the method(s) to use in carrying out my work. (7)	○	○	○	○	○

End of Block: Perceived Job-Related Resources

Start of Block: Perceived Social Capital

Q7 Please respond to each of the following statements using the scale provided to indicate the extent to which you believe each statement is **generally true based on your perceptions of the overall organization in which you work:**

	Disagree strongly (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Agree strongly (5)
Interacting with people in my organization makes me feel like I am a part of a larger community. (1)	○	○	○	○	○
There are several people in my organization that I trust to solve my problems. (2)	○	○	○	○	○
In my organization, it is important that there are no barriers that stop us from working well with each other and with other organizations. (3)	○	○	○	○	○
There is an excellent sense of teamwork and camaraderie in my organization. (4)	○	○	○	○	○
In my organization, different departments work together harmoniously. (5)	○	○	○	○	○
Interacting with people in my organization makes me want to try new things. (6)	○	○	○	○	○
There is someone in my organization I can turn to for advice about making very important decisions. (7)	○	○	○	○	○

End of Block: Perceived Social Capital

Start of Block: Perceived Human Capital

Q8 Please respond to each of the following statements using the scale provided to indicate the extent to which you believe each statement is **generally true based on your perceptions of the overall organization in which you work:**

	Disagree strongly (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Agree strongly (5)
In my organization, if key people were unavailable, there are always others who could fill their roles. (1)	○	○	○	○	○
I am confident that the management of my organization would provide good leadership if my organization was struck by a real crisis. (2)	○	○	○	○	○
In my organization, if something out of the ordinary happens, people know who has the expertise to respond. (3)	○	○	○	○	○
People in my organization are known for their ability to use their knowledge in novel ways. (4)	○	○	○	○	○
My colleagues and I can come up with creative ideas when we face tough problems. (5)	○	○	○	○	○
In my organization, there are many employees with strong knowledge and skills. (6)	○	○	○	○	○
I have colleagues who impress me with their innovative ideas, energy, and resourcefulness. (7)	○	○	○	○	○

End of Block: Perceived Human Capital

Start of Block: Perceived Personal Resources

Q9 Please respond to each of the following statements using the scale provided to indicate the extent to which you believe each statement is **generally true based on your perceptions of yourself:**

	Disagree strongly (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Agree strongly (5)
I am capable of coping with most of my problems. (1)	○	○	○	○	○
I determine what will happen in my life. (2)	○	○	○	○	○
I complete tasks successfully. (3)	○	○	○	○	○
I am in control of the success of my career. (4)	○	○	○	○	○
What happens in the future mostly depends on me. (5)	○	○	○	○	○
When I make plans, I am almost certain to make them work. (6)	○	○	○	○	○

End of Block: Perceived Personal Resources

Start of Block: Perceived Organizational Bullshit

Q30 Please respond to each of the following statements using the scale provided to indicate the extent to which you believe each statement is **generally true based on your perceptions of the overall organization in which you work:**

	Disagree strongly (2)	Disagree (3)	Neither disagree nor agree (4)	Agree (5)	Agree strongly (6)
In my organization, if you want to get ahead, you can just insist that everything is going great, even if the evidence says something different. (1)	○	○	○	○	○
In my organization, it is not easy to access data I need to make good decisions. (2)	○	○	○	○	○
In my organization, evidence is never presented to support decisions made. (3)	○	○	○	○	○
My boss will say whatever it takes to pursue their agenda. (4)	○	○	○	○	○
In my organization, people often make assertions that they cannot support. (5)	○	○	○	○	○
My boss often says things that may or may not be true. (6)	○	○	○	○	○

End of Block: Perceived Organizational Bullshit

Start of Block: Qualitative

Q28 **What has been the greatest challenge your organization has faced in the past year?**

_____

_____

_____

_____

_____

Q29 What do you see as the greatest threat to your organization's resilience in the next three years?

_____

_____

_____

_____

_____

Q30 What concerns do you have about your organization's ability to respond to the types of challenges you identified in response to the preceding two questions?

_____

_____

_____

_____

_____

Q32 Congratulations - you are almost finished with this survey! Your responses to the items in this section will help us better understand the information you provided through the rest of this survey. Thank you for *finishing strong* and responding to all the items in this final section honestly and completely.

Q10 **Age (*report number of years, example: 43*):**

_____

Q11 **Which of the following best defines your current gender identity? Select all that apply.**

◯ Male (1)

◯ Female (2)

◯ Prefer to self-describe: (3) _____

◯ Prefer not to respond (4)

Q13 **I am...**

◯ Not Hispanic/Latinx (1)

◯ Hispanic/Latinx (2)

Q14 **With which of the following do you most closely identify?**

○ American Indian or Alaskan Native (1)

○ Asian (2)

○ Black or African American (3)

○ Native Hawaiian or Pacific Islander (4)

○ Middle Eastern or North African (5)

○ White (6)

○ Multi-race (7)

○ Other (8)

Q17 **What is the state in which you live?**

_____

Q18 **What is your current job title?**

_____

Q19 **What is the name of the organization in which you are currently employed?**

_____

Q33 **Which of the following best describes your occupational field?**

○ Architecture and Engineering (1)

○ Arts, Design, Entertainment, Sports, and Media (4)

○ Building and Grounds cleaning and maintenance (5)

○ Business and financial operations (6)

○ Community and Social service (7)

○ Computer and mathematical (8)

○ Construction and extraction (9)

○ Education, training, and library (10)

○ Farming, fishing, forestry (11)

○ Food prep and serving (12)

○ Healthcare practitioners and tech occupations (13)

○ Healthcare support (14)

○ Installation, maintenance, and repair (15)

○ Legal occupations (16)

○ Life, physical, social sciences (17)

○ Management (18)

○ Military specific (19)

○ Office and administrative support (20)

○ Personal care and service (21)

○ Production occupations (22)

○ Protective services (23)

○ Sales and related (24)

○ Transportation and material moving (25)

○ Other (please specify below) (26)

_____

✳

Q21 Please report the number of years you have held your current job (*report the nearest whole number*):

_____

✳

Q22 Please report the number of years you have worked at your current organization (*report the nearest whole number*):

_____

Q24 **What is your highest level of completed education?**

○ Some high school but no degree (1)

○ High school diploma (2)

○ Some college but no degree (3)

○ Associate degree (4)

○ Bachelor's degree (5)

○ Some graduate school but no degree (6)

○ Master's degree (7)

○ Doctoral degree (8)

Q25
To what extent do you agree/disagree with the following statement?

I feel my job is secure.

○ Disagree strongly (1)

○ Disagree (2)

○ Neutral (3)

○ Agree (4)

○ Agree strongly (5)

Q26 **How worried are you right now about not being able to maintain the standard of living you enjoy?**

○ Not worried at all (1)

○ Not too worried (2)

○ Moderately worried (3)

○ Very worried (4)

Q27 **How worried are you right now about not having enough income to pay your normal monthly bills?**

○ Not worried at all (1)

○ Not too worried (2)

○ Moderately worried (3)

○ Very worried (4)

End of Block: Demographics

VITA

Daniel deSa was born in Birmingham, Alabama and is the son of Hilaire and Cynthia deSa. He is the youngest of two brothers, Nathan and Calvin. Daniel attended the University of Georgia where he became interested in studying organizations through the lens of the social sciences and the linkages between societal issues and human resources systems. He enrolled in the I-O Psychology program at the University of Tennessee at Chattanooga to turn his passion into a career through the practice and application of the organizational sciences in the workplace. Daniel is a lifelong learner who continuously seeks opportunities to broaden his knowledge and skills in the fields of human resources, organizational development, and research design/analysis. He looks forward to a future as an HR practitioner and people analyst.