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RESEARCH ARTICLE

The Model of Organizational Performance Based on Employees' Dynamic Capabilities—Verification During Crisis Caused by Black Swan Event

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ABSTRACT The article concerns the potential influence of employees' dynamic capabilities on the performance of entire organization, which operates in crisis caused by Black Swan event. It is the expansion of job performance model based on employees' dynamic capabilities, proposing the possibility of translating the positive influence of those capabilities onto entire organization and underlining the importance of employees' dynamic capabilities during crisis within organization. Based on literature analysis, the shape of the amended model is proposed, in which employees' dynamic capabilities influence organizational performance through elements of the original model (person-job fit, work motivation, job satisfaction, work engagement and job performance), and additional ones: person-organization fit, person-supervisor fit. The proposed model is empirically verified based on the sample of 1160 organization operating in Poland, Italy and USA during an active wave of COVID-19 pandemic (which is an example of Black Swan event). The results obtained using path analysis confirmed that employees' dynamic capabilities indeed influence organizational performance of organizations operating in crisis caused by Black Swan event through elements proposed in the model.

INDEX TERMS Employees' dynamic capabilities, organizational performance, Black Swan event, organizational crisis, COVID-19, management.

I. INTRODUCTION

Black Swan type of event (BSE) is a phenomenon of low probability and predictability. According to Taleb [1] it “is a highly improbable event with three principal features: it is unpredictable; highly disruptive; and after its occurrence, we propose a justification making it less random and more probable than it was in the beginning”.

It is very hard to detect signals of such crisis and prepare measures aimed at containing it (allowing an organization to survive), therefore the role of employees and their dynamic capabilities (EDC) is particularly important [2]. The role of EDC during crisis was so far analyzed only in the context of job performance. The results of those analyses show that EDC has the potential to boost job performance during crisis within the organization through person-job fit (P-J fit) and

work-related attitudes (depending on the stage of the crisis, work motivation, job satisfaction, work engagement are included) [3], [4]. Moreover especially during a crisis within the organization, there is a need to properly translate job performance into the performance of the entire organization (enabling employees to perform tasks, which translate into benefits for the entire organization, allowing it to survive). It is assumed that in a dynamically changing environment, employees are the most important resource of the organization, and their dynamic capabilities have an impact on the achievement by the organization as a whole of its goals and the development of organizational performance (see [5]), and in organizations that experience a crisis - they enable organizations to survive (see [6], [7]). However, the current literature does not offer any insights on the mechanisms, through which EDC is influencing organization beyond job performance. The model, which already exists underlines its role in shaping job performance, without any insights on the

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mechanism, which can potentially allow EDC to shape the performance of organization as a whole. Hence, the research gap is arising concerning the need for the analysis of the potential role of EDC in shaping the performance of an entire organization and the indication of mechanisms which enable such relation. Because of the existence of such a research gap, two questions arise: (1) what is the mechanism of EDC influence on organizational performance and (2) whether the mechanism includes already analyzed elements connected to the EDC influence on job performance? It may be assumed that job performance will mediate such relation (together with P-J fit and other work-related attitudes), but there is also a need to identify other employee-organization-related aspects which may mediate it. Therefore, it is important to seek for the mechanism, which will allow contemporary organizations to translate their employees' unique set of skills (EDC) not only into increased job performance, but also performance of the organization as a whole.

Therefore, **the aim of the paper is to verify the role of EDC in shaping organizational performance during crisis in organization caused by BSE.** Moreover, the paper verifies the mechanism, which enables the influence of EDC on organizational performance not only through elements of job performance model based on EDC (already verified) but also person-organization fit (P-O fit) and person-supervisor fit (P-S fit). Supplementing the job performance based on EDC model with variable adjustments relating the employee's perspective to the perspective of the organization in the form of, above all, his immediate supervisor, as well as to the organization as a whole, is necessary and allows for the observation of the impact of EDC on organizational performance at the same time, filling the identified research gap. Such aim has been fulfilled using extensive literature review and empirical studies. The literature review (presented in the first part of the article) was the basis for formulating hypothesis concerning the role of various mediators in shaping the relation between EDC and organizational performance. Based on that, the model of organizational performance based on EDC was designed. The empirical study (presented in the second part of the article) conducted based on questionnaire among 1200 organizations from Poland, USA and Italy operating during BSE (COVID-19 is used as an example of such) has been a basis for the verification of the model. The statistical reasoning was based on structural equation analysis, especially path analysis. The obtained results contribute to the theory of crisis showing the role of EDC in shaping organizational performance during crisis caused by BSE.

II. THEORETICAL BACKGROUND FOR ORGANIZATIONAL AND JOB PERFORMANCE AS WELL AS EDC DURING CRISIS CAUSED BY BSE

A. ORGANIZATIONAL PERFORMANCE DURING CRISIS CAUSED BY BSE

Organizational performance is a multidimensional construct (see [8]) "that is very often evaluated by business practitioners as sales, profits, sales change, and profit change [7], [9].

Organizational performance is defined as the organization's ability to acquire and transform different types of resources in order to carry out its task and achieve its goals [10]. Organizational performance is essential to the survival and success of modern organizations [11], in particular as a vital part of assessing how organizations evolve and perform over time [12].

Traditional performance measures focus on financial and market performance in measuring organization's performance [10]. However, research performed by various authors, showed that non-financial measures are also associated with improved organizational performance [10], [13], [14]. In the context of a significant impact on the organization's performance, the following non-financial measures were analyzed: organizational capabilities [15], system thinking [16], change capacity [10], [17], [18]. Other non-financial measures associated with organizational performance highlighted during the researches were among others: intellectual capital [19], job satisfaction [20], [21], employee performance [21], [22], [23], [24] and job performance [25], [26], [27].

It is a well-known fact that any organizational crisis "upsets and challenges an organization's basic assumptions and decision-making processes [28], [29], ultimately threatening organizational legitimacy and seriously impacting the organization's performance" [30]. In case of a crisis caused by a BSE, such negative impact on organizations' operations is even stronger. Authors analyzing organizational performance from the perspective of organizational crisis preparedness are stating that years of business experience (showing previous crisis experience) and size are crucial for being able to prepare for future crisis, including those caused by a BSE [31], [32]. However, organizational readiness will never be fully implemented to counteract crisis caused by BSE.

Cooper and Eschleman state that after the occurrence of a BSE, relying simply on crisis management is not enough and companies should start acting like high reliability organizations, relying on their strengths and enabling employees to act as the most important asset of the organization [33]. It further shows the possibility of deep negative impact of such crisis on organizational performance. One thing which is common in almost all conclusions on crisis caused by BSE in the literature, is the importance of human resource management and job performance maintenance as a key for organizational survival [30]. Some authors go a one step further, stating that simple human resource management is not enough and role of dynamic capabilities in surviving BSE is crucial for maintaining long-term organizational performance [34]. Such statements, with a special emphasis on EDC, will be verified in the article.

B. JOB PERFORMANCE AS THE FACTOR INFLUENCING ORGANIZATIONAL PERFORMANCE DURING CRISES CAUSED BY BSE

According to the human resources approach, employees are the most important resources of an organization

(see: [35], [36]). The importance of human resources is emphasized both in classical and modern models of organization, where not only human resources are almost always among the basic elements of the organization, but also have a fundamental impact on the effectiveness of its functioning [37].

Both theoretically and practically, job performance usually refers to do “the proper performance of their work at the workplace” [2], [38], or according to Boyatzis - “effective performance of a job may be assessed by looking at the attainment of output objectives (i.e. results) or at the appropriate execution of procedures and processes” [39]. Thus, job performance refers to a property of employee behavior and is understood as the expected organizational value of what people do [3], [40]. Rich and colleagues defined job performance as “...the aggregated value to an organization of the set of behaviors that an employee contributes both directly and indirectly to organizational goals” emphasizing the link between these concepts already within the definition [41]. In general job performance can be defined as an individual's behavior towards an organization [42], whereas its' scope includes not only the behavior but also the outcome [43], [44]. This is supported by research stating, that thanks to highly performing employees, an organization can carry out tasks and achieve goals much more efficiently [38], [45].

Therefore, it is only logical that the individual performance would play a crucial role in organization performance. Of course, this relationship is not that simple and straightforward. For example Almatrooshi and colleagues state that the influence of employee performance on organizational performance is mediated by leadership competencies [46]. As employee performance has been partially defined as a leadership function [47], it can be managed.

The influence on organization-level variables on job performance has been well analyzed [48], [49], [50], [51]. Research also shows an existing relationship between human resources management and organizational performance [52]. However, this research still does not embrace the role of individual employees' job performance as it focuses on human resources management, which is a process on the organizational level. There is surprisingly little research, which would explain how and under what conditions job performance influences organizational performance. Almatrooshi and colleagues, suggested that organizational effectiveness consist of the efficiency of each individual employee [46]. Brewer and Selden reached similar conclusions [53]. Farooqui stated that job performance is an important determinant of organizational performance [26] and Judge and colleagues, established that poor employee performance is detrimental to organizational outcomes [54]. There is a significant body of research showing the influence of variables like motivation, job satisfaction or organizational commitment on organizational performance [55], [56], [57], [58], [59]. For example, an analysis of the relationship between three variables:

employee satisfaction, job performance an organizational performance showed, that employee satisfaction influences employee performance [60]. The relationship between these two variables is being explained by the person-environment paradigm [61]. On the other hand, it has been shown that employee satisfaction is very important for the attainment of organizational productivity [54], [62]. Since these variables influence both job performance and organizational performance, it can be assumed that a relationship between the latter two variables exists.

In times of crisis, especially those caused by BSE, the importance of job performance for organizational performance becomes critical. In organizations functioning during the crisis (especially in its initial phase) lowered values of job performance are observed, because the previous ways of functioning are not adjusted to the dynamically changing conditions and performing work in a routine way does not bring expected effects. “Tasks that would normally be considered a growth opportunity, may instead be frustrating employees during the pandemic” [63]. Research conducted by Miranda show that the “uncertainty and inconsistency surrounding the COVID-19 crisis may negatively impact employee performance” [63], [64]. In the face of these necessities, EDC are of particular importance.

C. EDC AS THE FACTOR BOOSTING JOB PERFORMANCE DURING CRISES CAUSED BY BSE

EDC is a relatively new concept derived from the dynamic capabilities' theory [2]. The dynamic capability theory describes competencies that influence the organizations resources so that the organization is able to respond to changes in its environment and enhance its effectiveness [65], [66], [67]. In addition, it is believed that dynamic capabilities are a derivative of the company's human capital resources, the processes of its acquisition, combination, development and distribution [68]. Differences in approaches referring to Teece and Pisano on the one hand and Eisenhardt and Martin on the other generate a kind of conceptual chaos, which does not mean that these concepts cannot coexist [69]. One way of understanding dynamic capabilities is to see them as a mediator between resources and outcomes [70], [71]. In the second approach, however, the influence of certain indirect factors is additionally indicated as moderators between dynamic abilities and effects [72].

According to the resource-based-view theory of a company, resources are the fundamental factor that differentiates the functioning of organizations and together with the firms capability are responsible for its competitive advantage [73], [74]. The growing literature on knowledge and competitive advantage suggest that resources, dynamic capabilities and knowledge are closely interlinked [74]. However EDC are rarely discussed in literature as a separate subject of study, but rather as an element of the organization's dynamic

capabilities [75] or one of the sources of an organizations dynamic capabilities [76]. Such an approach does not allow to analyze their role in organizations. As is in most previous studies on dynamic capabilities perceived employees only as one of the organizations elements the already-know notion of dynamic capabilities cannot be adopted, when focusing only on individual employees. Therefore, the need for separating EDC as an autonomous construct, embedded in the dynamic capabilities' literature has emerged. Based on Teece and colleagues EDC have been defined as an employees' ability to integrate, build and reconfigure his/her abilities in order to address rapidly changing environments that directly affect job performance in the workplace [2], [77]. They refer to the adaptability as well as the capability of solving current problems, but also long-term processes of improving. Considering the role employees play in shaping dynamic capabilities of organizations a multidimensional approach to EDC has been adopted, emphasizing four dimensions: the ability to notice changes in the environment and classify them as opportunities or risks potentially affecting job performance; the ability to adapt to changes in the environment, the ability to proactively solve problems and implement innovations in the workplace and finally the ability of continuous personal development and growth [2].

As a result of such a conceptualization of EDC, its crucial role for job performance becomes clear. Especially nowadays, when organizations and employees face dynamic and often hard to foresee changes, the above-mentioned abilities become crucial not only for their job performance but also, as elaborated, for the performance of the entire organization. Furthermore, "as the environment becomes more turbulent, employees' capacity to handle emergencies, learn quickly, and solve new problems become required abilities [78], [79]. Kaya believes that, successful hiring can provide organizations with "employees that will be able to make appropriate decisions and also react quickly in terms of unexpected opportunities and change such as a crisis" [80], [64]. The importance of certain characteristics, which are of special importance during a crisis has been subject to analysis especially after the COVID-19 outbreak. Research conducted by Biełkowska and colleagues shows a direct influence of EDC on job performance during a crisis caused by a BSE phenomenon [3]. The positive effect of EDC on job performance is confirmed by research conducted by Al-Wali and colleagues [81]. Other research focused however mostly on managers [82], [83]. Research pointed towards the importance of emotional intelligence on job performance [84], an adaptive personality [82], the ability to handle stress while analyzing options for dealing with a crisis, the ability to look for information, which would enhance learning [85], [86]. The importance of employees' adaptive performance during crisis has already been analyzed [87]. As the EDC concept adds the proactive behavior to the adaptive performance its role in boosting job performance during crisis should therefore be even more important.

III. EDC BASED MODEL OF ORGANIZATIONAL PERFORMANCE FOR ORGANIZATIONS FUNCTIONING DURING CRISIS CAUSED BY BSE

A. JOB PERFORMANCE MODEL BASED ON EDC DURING CRISIS – STARTING POIN

The job performance model based on EDC has been introduced by Biełkowska et al. [3]. The main idea behind this model is that EDC influences job performance. The rationale for such a relationship between these variables has already been explained. The relationship between EDC and job performance is however mediated by a P-J fit, work motivation, job satisfaction, work engagement and organizational commitment. Including those mediating variables into the model was a consequence of the theoretical debate and in particular the classical theory of Hackman and Oldham [88].

The P-J fit has been defined as a fit between a persons' abilities and the demand of the job [89]. The research conducted by Lin and colleagues show a significant positive impact of the P-J fit on job performance [89]. Individuals, who possess the knowledge, skills and abilities (KSAs), that match the requirements of their job are expected to perform better [90]. Additionally, P-J fit is also positively related to job satisfaction, organizational commitment, task performance and lower intentions to quit [61], [91], [92], [93]. The meta-analysis conducted by Kristof-Brown and colleagues showed a moderate correlation between the J-P fit and overall performance [93]. Research suggests however that P-J fit should be relevant to task performance [94].

Work motivation, which has been narrowed down to intrinsic motivation, has been defined as the degree to which an individual is able to self-motivate in order to achieve effective performance on the job position [88]. The relationship between intrinsic motivation and job performance has been the subject of many studies [95]. In many studies work motivation served as a mediator between variables like job involvement [96] or leadership and work culture [97] on job performance. In some cases researchers established that motivation serves also as a moderator between variables like work conditions [98] and job performance. Already Hackman and Oldham established the relationship between work motivation and job performance, by proving that motivating potential score influences work outcomes and although a lot has changed since then, a relationship between motivation and job performance is still significant [88], [99].

Job satisfaction has been defined as "the degree to which the employee is satisfied and happy with the job" [88], or in other words as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" [41], [100]. The relationship between job satisfaction and job performance is not unambiguous. Some researchers found no significant or a weak relationship between job satisfaction and job performance [101], [102]. On the other hand, job satisfaction, as a major job-related attitude as well as job performance influence organizational effectiveness [103]. The unambiguity may be a result of cultural variance [104]. Furthermore, some research indicates that it

is job performance that influences job satisfaction and not the other way around [105]. Nonetheless there is research that confirms the influence of job satisfaction on job performance and thus justifies the inclusion of this variable into the model [41], [106], [107].

Work engagement has been defined as a state of mind of employees characterized by a physical, cognitive and emotional expression during work and an ability to craft themselves to work roles [108]. The influence of work engagement on job performance has been confirmed by several studies [109]. Halbesleben and colleagues established that engagement is a major construct for employee performance [110]. Due to their positive attitude, employees will process higher energy towards their work. Also a meta-analysis conducted by Christian and colleagues [111] showed a positive relation between engagement and job performance.

Organizational commitment, which is often identified with loyalty [112], has been defined as “a strength of an individual’s identification with and involvement in a particular organization” and a connection between the individual and the way of performing tasks [113]. The effect of organizational commitment on job performance has been established by numerous studies [58], [114], [115]. Furthermore, research has shown that organizational commitment is positively related to other variables related to job performance including job satisfaction [116], [117] or absenteeism [118].

As Bienkowska and Tworek showed, their model explains the influence of EDC on job performance mediated by the P-J fit, work motivation, job satisfaction, work engagement and organizational commitment under normal conditions [2]. The role EDC play in shaping job performance, as introduced by Bienkowska and Tworek [2] should change under a crisis situation. In order to confirm this model under a crisis situation, Bienkowska and colleagues [3] conducted an analysis of the model during a BSE – the COVID-19 pandemic.

The research conducted by Bienkowska and colleagues [3] showed differences in regards to the original model. It turned out that during a crisis, EDS still impacts employee job performance and work engagement played an even stronger role as a mediator, however work motivation and job satisfaction were no longer statically significant mediators between EDS and job performance. P-J fit provided a link between EDC and job performance, through strengthening work engagement. However, this study was only a pilot one. The main study conducted in 2021 revealed that the shape of the model is quite different, depending on the stage of crisis, in which organization is currently operating [4]. Two elements of the model remain significant in every stage of crisis: P-J fit and work motivation. They allow employees to boost their job performance through EDC from the beginning of the crisis to the moment, in which organization is going back to its normal functioning. It shows that organizations should make an extra effort to maintain their employees’ work motivation during the crisis. Moreover, during the phases in which organization is responding to the crisis, work engagement is becoming

another significant mediator, which boosts job performance, allowing employees to use the EDC more efficiently. Hence, it seems that those three elements are the key for obtaining the best possible use of EDC during crisis, allowing organization to sustain the organizational performance and survive. Also, it shows that further research on this subject is needed, as various mechanisms are in play during crisis caused by a BSE.

B. THE POTENTIAL INFLUENCE OF EDC ON ORGANIZATIONAL PERFORMANCE DURING CRISIS CAUSED BY BSE

Taking into account the job performance as the main factor influencing organizational performance relationship, one can assume an indirect impact of EDC on organizational performance. This means that thanks to the abilities: to be sensitive to changes in the environment, to adapt to them, to proactively solve problems arising in the workplace as well as for continuous personal development and learning employees are able to perform tasks in the position work (being particularly fit to the workplace, committed and motivated) contributing to the achievement of the goals of the organization as a whole. It is obvious that the impact of EDC on a job and then on organizational performance gains special importance in organizations operating in a changing environment, or even experiencing crisis conditions, especially caused by BSE. Organizations, faced with non-working routines, have to change activities or methods of operation, and even redefine goals in order to ensure the continuity of operation of the organization.

However, considering the indirect impact of EDC on the organizational performance there is - as it seems - the necessity and the possibility of considering extending the EDC model not only with the final resulting dependent variable - organizational performance, but also with factors that will connect the employee’s perspective with the organizational perspective, and at the same time will belong to the group of work-related attitudes. Many authors emphasize that the compatibility between organizational values and goals with individual values and goals have got significant impact on job performance [26], [119], [120], [121], [122]. This compatibility is called P-O fit. Another important compatibility emphasized by authors is between the employees and their supervisor (P-S fit) [123], [124]. High P-O fit and P-S fit are usually associated with positive outcomes both for person and for organization [125].

C. P-O FIT AS A MEDIATOR OF EDC INFLUENCE ON JOB AND ORGANIZATIONAL PERFORMANCE THROUGH P-J FIT AND JOB-RELATED ATTITUDES DURING CRISIS CAUSED BY BSE

P-O fit is the “compatibility between people and organizations that occurs when at least one entity provides what the other needs or they share similar fundamental characteristics, or both” [126]. Ng and Burke [127] and Kristoff [93] recognize that “P-O fit occurs when an organization satisfies an individual’s needs, desires and

preferences". So understood P-O fit is abstracted as a match among separate values and values of organizations or between individuals and organizations having the same fundamental characteristics [121], [128].

If we want to refer to the mediating role of P-O fit in the model of EDC's influence on organizational performance, we should first of all note the impact of P-O fit on job performance, and then on organizational performance. In this context, it should be emphasized that a strong body of research indicates P-O fit as the key function related to not only the employee performance [129], but other work-related outcomes as well [127]. Researches indicated that a high level of P-O fit would lead to high job satisfaction and performance [130], [131], [132], [133]. P-O fit is also linked to citizenship behavior [121], engagement [133], [134], retention [122], [129], [134], and – of course - job performance [38], [40], [121]. Research confirms that P-O fit is directly linked to enhancing job efficiency, as well as showing a major mediating impact on employee performance of job suitability [135].

Simultaneously Peiró and colleagues present the results of their research showing that the suitability of work with individual abilities can provide high motivation for individuals in organizations which will ultimately affect organizational performance [136]. Likewise, Oh and colleagues note that high P-O fit is usually associated with positive outcomes both for individuals and for organization [125]. The above means that P-O fit influences organizational performance thanks to a simultaneous, positive influence on job performance. Moreover, on the other hand, it can be assumed that - similar to P-J fit in the EDC based job performance model - P-O fit will mediate EDC's impact on (ultimately) organizational performance. As in P-J fit, P-O addresses the adjustment of the employee, to the organization. During a crisis, an organization is *de facto* forced to change its operations, goals and even values. Only if 'equipped' with dynamic abilities, employees can quickly adapt to a changing organization. It should therefore be emphasized that for organizations operating in crisis conditions, P-O fit is of particular importance. Pugliese and colleagues [137], Hegner and colleagues [138] and Jones and Jones [139] noted that on the one hand "under crisis conditions, perceptions of the organization may as a result drastically suffer and be deflated, possibly leading to loss of loyalty and trust from employees and other stakeholders". On the other hand "employees' identification with their organization in buffering crises' negative effects on perceived organizational performance" [137].

D. P-S FIT AS A MEDIATOR OF EDC INFLUENCE ON JOB AND ORGANIZATIONAL PERFORMANCE THROUGH P-J FIT AND JOB-RELATED ATTITUDES DURING CRISIS CAUSED BY BSE

P-S fit concerns the dyadic relationship between subordinates and supervisors and refers to a match between their characteristics that occurs when they share common personalities and values [140], [141].

As in the case of P-O fit, if we want to refer to the mediating role of P-S fit in the model of EDC's influence on organizational performance, we should first of all emphasize the influence of P-S fit on job performance, and then on organizational performance. A substantial amount of previous research has demonstrated the role of P-S fit for various individual and organization-level outcomes [140]. For example, Van Vianen and colleagues highlighted that the P-S fit significantly affects the work environment by eliciting pertinent employees' behavior and attitude [141]. The results of research by Chuang and colleagues confirm that Person Environment Fit significantly predicts behavior of employees (())(.) [123]. Both P-O fit and P-S fit as constituent elements of the Person Environment Fit should occur in a state of equilibrium. However, it may cause employees to become too confident and comfortable in their position, impairing their ability to be sensitive and to proactively adapt to changes, and leaving them without the need for continuous personal development [142]. Employees, trying to achieve a certain level of Person Environment Fit again, need their abilities to proactively adapt to changes. According to Chilton and colleagues a certain amount of Person Environment misfit may occur in personal growth and learning, but too much misfit may be determinant to individual performance [142]. Moreover high-value congruence between supervisor and subordinate in turn propels a high-performance work culture and thereby organizational performance [143].

Moreover, similarly to the P-O fit, it seems that P-S fit has the potential to mediate the influence of EDC on organizational performance. P-O fit concerns the match between person and organization, and P-S fit concerns the match between person and supervisor, which remains on the level of organization as a whole. That is why the assumption is that P-S fit should be included in the model in the same place, as a mediator between EDC and P-J fit, showing the need for transforming the way organization as a whole operates during crisis caused by a BSE. In turbulent changes, EDC supports both employees and their supervisor in quick change of dynamics and nature of their work relation, allowing them to adapt and work together more efficiently in those changed circumstances. Paul is stating that P-S fit is a basis for creative performance in organization, which is especially important during crisis [144]. Moreover, Gan and colleagues underline that the leadership nature changes during crisis caused by BSE, which naturally causes a shift in P-S fit and ability to adapt to such changed way of leading the organization may be, on the one hand - clearly boosted by high level of EDC among employees, and on the other – significantly positively influence organizational performance [145].

E. THE NEW MODEL OF ORGANIZATIONAL PERFORMANCE BASED ON EDC FOR ORGANIZATIONS FUNCTIONING DURING CRISIS CAUSED BY BSE

The study of dynamic capabilities has its roots in the resource-based view (RBV). The RBV of an organization assumes that providing the right level of order to unique,

complementary resources can create value. However, this only happens if the resources available to the organization allow it to increase revenues, or reduce costs generated, or, as in our case, allow the organization to maintain organizational agility and survive. This means that RBV brings to the forefront the question of how to use resources so that value is created that is relevant from the perspective of the market in which the organization operates. How resources are used, how they are skilfully developed, how new combinations of resources are created, shifts the focus to capabilities, especially EDC. EDC play a key role in shaping the performance of work and the organization in a BSE situation. After a BSE, relying solely on crisis management is not enough, and organizations should leverage their strengths and enable employees to use their EDC. The role of EDC should change depending on the phase of crisis the organization is currently in.

Moreover, during the phases in which an organization is responding to a crisis, there are some important mediators that enhance work and organizational performance, enabling employees to use their EDC more effectively. A study by Bienkowska and colleagues [3] showed the impact of EDC on job performance mediated by P-J fit, job motivation, job satisfaction, job commitment and organizational commitment under normal conditions. In this situation, there is a need to identify appropriate mediators that enhance job and organizational performance during a BSE crisis.

Summarizing the presented theoretical considerations for organizations functioning during crisis caused by BSE, it can be noted (in theoretical terms) that: - EDC is a factor boosting job performance, there is an empirically proven influence of EDC on job performance [3].

In addition, based on the conclusions of a critical literature analysis, it can be assumed for organizations functioning during crisis (including those caused by BSE) that:

- job performance is a factor influencing organizational performance,
- there is a potential indirect influence of EDC on organizational performance,
- there is a necessity and the possibility of extending the EDC based model of job performance,
- in the new EDC based model of organizational performance for organizations functioning during crisis caused by BSE P-O fit and P-S fit, including other work-related attitudes - are mediators of EDC influence on job and organizational performance.

It seems that the proposed model is the first such model in the literature. Testing the relevance of the impact of these mediators is extremely important for both theory and practice, and will be the contribution to theory of management and support for practice.

Therefore, the following hypotheses is proposed: H1: *EDC is influencing organizational performance through P-O fit, P-S fit, P-J fit, work motivation, job satisfaction, work engagement and job performance in organizations functioning during crisis caused by BSE.*



FIGURE 1. Theoretical model of EDC influence on organizational performance.

With detailed hypotheses:

H1a: EDC is influencing organizational performance through P-O fit, P-J fit, work motivation and job performance in organizations functioning during crisis caused by BSE.

H1b: EDC is influencing organizational performance through P-O fit, P-J fit, work engagement and job performance in organizations functioning during crisis caused by BSE.

H1c: EDC is influencing organizational performance through P-O fit, P-J fit, job satisfaction and job performance in organizations functioning during crisis caused by BSE.

H1d: EDC is influencing organizational performance through P-S fit, P-J fit, work motivation and job performance in organizations functioning during crisis caused by BSE.

H1e: EDC is influencing organizational performance through P-S fit, P-J fit, work engagement and job performance in organizations functioning during crisis caused by BSE.

H1f: EDC is influencing organizational performance through P-S fit, P-J fit, job satisfaction and job performance in organizations functioning during crisis caused by BSE.

Based on the above-mentioned considerations and the presented hypothesis, the theoretical model of EDC influence on organizational performance was designed and presented in Figure 1. The model was verified in the next part of the article.

IV. RESEARCH METHODOLOGY

The theoretical model, which was formulated based on extensive literature review and shown by hypothesis H1 was verified by empirical research, which was conducted for this purpose as a part of project no 2020/37/B/HS4/00130 titled "Development of the Job Performance model based on EDC for various phases of crisis in organization" funded by the National Science Centre in Poland. The main part of the study was preceded by a pilot study conducted among 25 managers playing the role of competent judges. Its purpose was to determine the quality of the questionnaire – used as a research tool. The input from the pilot study allowed to improve the questionnaire used in the main part of the study, and rewrite several questions, which were not fully understood. It also allowed to avoid any common method bias. The main part of the study was conducted among 1200 organizations operating in Poland, Italy and USA, and the survey as made on the organization-level. The questionnaire was performed using a computer-assisted web interview (CAWI) method, based

on the purchased panel of respondents, including managers of higher-level from organizations operating in Poland, Italy and USA, employing more than 10 people. Only one survey was made in each organization. It took approx. 15 minutes to complete the survey. The research was done in the first quarter of 2021, during an active wave of COVID-19 pandemic (characterized by rising number of active cases, various restrictions required by most countries – including social distancing, travel limitations, remote work). The wave of COVID-19 pandemic (caused by a new strain of the virus) is considered in the study as the example of BSE which caused crisis in many organizations operating in various countries in the world. Moreover, those organizations are operating in various stages of such crisis, as the study was performed almost 1,5 years after the beginning of the pandemic. Because of the aim of the study, the sample of organizations was purposefully selected and limited by the geographical aspects (only Poland, Italy and USA were considered – countries severely hit by COVID-19 pandemic, with implemented restrictions enabling crisis within organizations). Screening questions were included in order to verify whether the organizations are indeed meeting the criteria. Despite the fact, that the selection of organizations for the sample was not representative, it is possible to formulate conclusions because of the diversity of the organizations included in the sample chosen for the study.

It is important to underline that not all organizations provided answers to all questions. Most importantly, only 1160 respondents answered the questions concerning the occurrence (or lack of it) of the crisis within the organization, which was induced by the COVID-19 pandemic and the stage of crisis, in which the organization is operating. For the purpose of this study (the analysis of organizational performance and its determinants), organizations operating in containment phase of the crisis were chosen (the phase, in which the organization is already aware of the crisis and is undertaking measures to contain it and maintain its organizational performance). Hence, the phase of crisis was a key variable differentiating the sample for the study. The model itself was verified only among organizations, which declared that they are operating in the containment phase of the crisis, which indeed did occur within them because of this BSE. Table 1 presents the overview of the sample, showing that 937 organizations are operating in crisis – and those were considered further. The Independent Samples t Test was performed for all variables included in the study and it revealed that there are no statistically significant differences in the means of those variables ($p > 0,1$ in all cases) among the entire sample and the sample of 937 organizations chosen for this study.

A. VARIABLES OVERVIEW

The verification of the model was based on the questionnaire, which measured variables used in the model: EDC, P-O fit, P-S fit, P-J fit, work motivation, job satisfaction, work engagement, job performance and organizational

TABLE 1. Research sample characteristic.

Country	Not in crisis	In crisis	TOTAL
Poland	83	343	426
USA	95	406	501
Italy	45	188	233
Total	223	937	1160

performance (items used in the survey are given in the Appendix A).

EDC was measured based on the scale consisting of 6 items on a 5 points' Likert scale and covered following aspects: sensitivity to changes in the environment, ability to adapt to changes in the environment, ability to solve problems in the workplace (including innovation in the workplace), as well as the ability of continuous personal development.

P-O fit was measured based on the scale consisting of 2 items on a 5 points' Likert scale and covered the match between the values and culture of employees and organization.

P-S fit was measured based on the scale consisting of 3 items on a 5 points' Likert scale and covered the match between values, personality and leadership style of supervisor and employees.

P-J fit was measured based on the scale consisting of 3 items on a 5 points' Likert scale and covered the match between employees' knowledge, skills, abilities (including talent) and requirements of the job.

Work motivation was measured based on the scale consisting of 3 items on a 5 points' Likert scale and covered willingness and readiness to carry out the entrusted tasks, including the allocation of an extra effort to it.

Job satisfaction was measured based on the scale consisting of 3 items on a 5 points' Likert scale and covered the employees' attitude towards their job (including happiness and intention to resign from work).

Work engagement was measured based on the scale consisting of 3 items on a 5 points' Likert scale and covered employees' attitude towards their job (including their enthusiasm, the level of immersion into the job).

Job Performance was measured based on the scale consisting of 3 items on a 5 points' Likert scale and covered the task proficiency, task meticulousness and work discipline.

Organizational performance was measured based on the scale consisting of 10 items on a 5 points' Likert scale and covered all the aspects of organizational performance indicated in the balanced scorecard.

To address the issue of crisis occurrence within the organization, to variable concerning the assessment of the situation within the organization (occurrence of the crisis, phase of crisis) was included. The organizations were asked whether COVID-19 pandemic (used as an example of BSE) caused crisis within the organization and if so – in which phase of crisis they were currently operating.

TABLE 2. Variables overview.

Variable	Items	Alpha-Cronbach	AVE
EDC (EDC)	8	0,843	0,478
Person – organization fit (POfit)	2	0,606	0,717
Person – supervisor fit (PSfit)	3	0,683	0,612
Person – job fit (PJfit)	3	0,685	0,547
Satisfaction (Satisf)	3	0,630	0,576
Motivation (Motiv)	3	0,714	0,637
Work engagement (WrkEng)	3	0,714	0,636
Job performance (JobPerf)	4	0,753	0,577
Organizational performance (OrgPerf)	10	0,886	0,494

The used measurement scales were verified in order to ensure the possibility to use the assumed variables in the statistical analysis, which were a basis for the model verification. To verify the scales, the Cronbach's α and Exploratory Factor Analysis were performed using IBM SPSS and the results are presented in table 2 (showing AVE as the result for EFA, which in every case produced one-factor solution). The item loading for each analyzed variable were above 0,8, which by the rule of thumb allowed to include all of them in the given scales. Moreover, Confirmatory Factor Analysis was performed in IBM SPSS AMOS, confirming that the models obtained for each variable are characterized by sufficient levels of fit (CFI, TFI, RMSEA) and indeed items are giving one-factor solution. The scales used for the purpose of the study have been previously validated by the creators, hence this approach seems to be sufficient. Moreover, content validity index was calculated as a part of Factor Analysis and each CVR was assessed, obtaining values which allowed to move forward with the analysis. Next, to analyze the common method bias, the systematic method variance was controlled. Common method bias was ruled out based on Harmon one-factor test, which revealed that total variance extracted for forced one factor was remaining below 40%. Moreover, discriminant validity was tested to ensure that latent variables that represent different theoretical concepts are statistically different (all HTMT values were below 0,68, which allows to confirm that the chosen variables may be used for path analysis). To summarize, it can be stated that the performed analysis shows that measurement scales are well-fitted, reliable, and coherent and can be used for further statistical reasoning.

Research Results:

The path analysis was performed to verify the model using IBM SPSS AMOS. At first, the multicollinearity test was performed using the analysis of VIF, which was in all cases below 5. It means that no significant multicollinearity was present among the variables and path analysis can be performed based on them. Then, the statistically significant and well-fitted model was obtained. To verify that fact, the assessment of the model was performed.

TABLE 3. Total effects in the model for resolution stage of crisis.

	EDC	PSF IT	POF IT	PJFI T	SAT ISF	WR KE NG	MO TIV	JOB PER F
PSfit	,675	,000	,000	,000	,000	,000	,000	,000
POfit	,780	,000	,000	,000	,000	,000	,000	,000
PJfit	,409	,221	,333	,000	,000	,000	,000	,000
Satisf	,235	,127	,192	,574	,000	,000	,000	,000
WrkEng	,258	,139	,210	,629	,000	,000	,000	,000
Motiv	,280	,151	,228	,683	,000	,000	,000	,000
JobPerf	,132	,071	,108	,323	,124	,152	,230	,000
OrgPerf	,063	,034	,051	,153	,058	,072	,109	,473

TABLE 4. Indirect effects in the model for resolution stage of crisis.

	EDC	PSF IT	POF IT	PJFI T	SAT ISF	WR KE NG	MO TIV	JOB PER F
PSfit	,000	,000	,000	,000	,000	,000	,000	,000
POfit	,000	,000	,000	,000	,000	,000	,000	,000
PJfit	,409	,000	,000	,000	,000	,000	,000	,000
Satisf	,235	,127	,192	,000	,000	,000	,000	,000
WrkEng	,258	,139	,210	,000	,000	,000	,000	,000
Motiv	,280	,151	,228	,000	,000	,000	,000	,000
JobPerf	,132	,071	,108	,323	,000	,000	,000	,000
OrgPerf	,063	,034	,051	,153	,058	,072	,109	,000

First, the assessment of statistical significance and fit measures was performed. The fit of the final model was assessed with CFI and RMSEA. The final obtained model used for the analysis was statistically significant and wellfitted: $\chi^2(100) = 1291,876$; $p < 0,001$; $CFI = 0,917$; $RMSEA = 0,067$. Based on that, it can be concluded that comparative fit index (measuring the goodness of fit) is sufficient to form conclusions based on the obtained model and the RMSEA (measuring the badness of fit) is sufficient to state that there is a good fit of the model.

Second, the regression coefficients and effects (total, indirect, direct) occurring within the model were calculated. Total effects occurring in the model are presented in table 3, indirect effects are given in table 4 and direct effects are given in table 5. The overview of the obtained model (regression coefficients) was presented in table 5. The model was controlled for variables connected with the organization as a whole (based on Leavitt Diamond organization model), showing that the model is valid for all types of conditions within the organization and determining that the variables included in the model are indeed having a statistically more significant influence on organizational variable than any other variables, for which the model was controlled.

The results were obtained based on the statistical reasoning, and they allow to form conclusions acting as a base for the verification of the proposed hypothesis and formulation of the overall conclusions. At first, it should be underlined that – as

TABLE 5. Direct effects in the model for resolution stage of crisis.

	ED C	PSFI T	POF IT	PJFI T	SAT ISF	WR KEN G	MO TIV	JOB PER F
PSfit	,675	,000	,000	,000	,000	,000	,000	,000
POfit	,780	,000	,000	,000	,000	,000	,000	,000
PJfit	,000	,221	,333	,000	,000	,000	,000	,000
Satisf	,000	,000	,000	,574	,000	,000	,000	,000
WrkEng	,000	,000	,000	,629	,000	,000	,000	,000
Motiv	,000	,000	,000	,683	,000	,000	,000	,000
JobPerf	,000	,000	,000	,000	,124	,152	,230	,000
OrgPerf	,000	,000	,000	,000	,000	,000	,000	,473

TABLE 6. Standardized Regression weights for resolution stage of crisis.

			ESTI MAT E	S.E.	C.R.	P
POfit	<---	EDC	,780	,056	14,056	***
PSfit	<---	EDC	,675	,053	12,750	***
PJfit	<---	POfit	,333	,033	10,244	***
PJfit	<---	PSfit	,221	,035	6,255	***
Motiv	<---	PJfit	,683	,053	12,802	***
WrkEng	<---	PJfit	,629	,056	11,202	***
Satisf	<---	PJfit	,574	,050	11,523	***
JobPerf	<---	WrkEng	,152	,037	4,145	***
JobPerf	<---	Motiv	,230	,037	6,162	***
JobPerf	<---	Satisf	,124	,041	3,017	,003
OrgPerf	<---	JobPerf	,473	,058	8,221	***

predicted – EDC indeed influences organizational performance among organizations operating during crisis occurring within them due to a BSE, which was used as a base one.

The obtained results showed that the existence of the relations from the initial job performance model based on EDC is confirmed within the widened model. However, the results showed that the initial model itself was not enough to ensure the relation between EDC and organizational performance. The results show that other employee-organization -related aspects needed to be included in order to obtain such a mediated relation. Hence, P-O fit and P-S fit were included in the model as mediators, which allow EDC to influence organizational performance. The obtained model included also all other discussed variables as mediators: P-J fit, work motivation, job satisfaction, work engagement.

Therefore, the obtained results allow to accept the proposed hypothesis H1 together with all detailed hypotheses confirming that EDC is influencing organizational performance through P-O fit, P-S fit, P-J fit, work motivation, job satisfaction, work engagement and job performance (Figure 2).

V. DISCUSSION

The performed empirical research was aimed at fulfilling the identified research gap and verifying the role of P-O fit and P-S fit as mediators allowing EDC to translate not only into

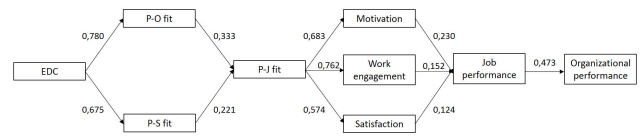


FIGURE 2. Verified model of EDC influence on organizational performance.

job performance, but also into organizational performance. The obtained results allow to confirm that P-O fit and P-J fit are indeed statistically significant elements of the new model. However, what is more important is that they are both mediators placed in the model between EDC and P-J fit. It allows to confirm views found in the literature [138], stating that organizations are forced to change the way in which they operate during crisis caused by BSE and at the center of that change there is a need to reshape the relation between employees and their supervisors and employees and the organization as a whole. That influences the possible changes in P-J fit, which is clearly reshaped because of the need to adapt to the changed circumstances within the organization. It shows that the performed empirical research remains in line with previous studies concerning EDC, as the elements, which were established to mediate the relation between EDC and job performance are also a part of current (expanded) model. Also, such results allow to further develop the view on the role of leadership change during crisis caused by BSE [146], as they confirm the role of P-S fit as a booster of efficient use of EDC, which translated into organizational performance.

Moreover, the obtained results allow to empirically verify the new theoretical model of organizational performance based on EDC, showing the possibility of EDC to boost organizational performance through P-O fit, P-S fit, P-J fit, work motivation, job satisfaction and work engagement during crisis caused by BSE. The results allowed to not only confirm the statistical significance of all proposed variables, but due to path analysis they also allow to confirm the shape of the entire model, placing each variable in a multiply mediated model.

VI. CONCLUSION

The main aim of the paper was to verify the role of EDC in shaping organizational performance during crisis in organization caused by a BSE. Moreover, the paper aimed at verifying the mechanism, which enables the influence of EDC on organizational performance, adding the P-O fit and P-S fit as potential mediators allowing EDC to translate into organizational performance, exceeding the original model. This model was furthermore placed in a setting of a BSE

A. THEORETICAL IMPLICATIONS

The research gap presented in the theoretical overview was filled by the performed literature analysis and foremost by the empirical research conducted during crisis caused by BSE. The issues described in the paper are especially

important for contemporary organization because of the current need to function in crisis caused by various BSEs (like the COVID-19 pandemic). Organizations faced with such events are forced to reshape their whole operations and to adjust to the new reality. The model described in this paper provides a basis for understanding how EDC may boost organizational performance through its previously showed influence on job performance. The paper contributes to the ongoing theoretical debate on determinants of job performance and organizational performance. It also contributes to the ongoing theoretical debate by verifying that EDC has the potential to influence organizational performance among organizations operating in crisis caused by BSE not only through job performance and work-related attitudes but also through P-O fit and P-S fit, which allow for more efficient use of EDC. The findings can advance the theory on crisis management, by providing evidence-based recommendations on how to use EDC for enhancing organizational performance. The paper contributes also to the crisis-state theory, introducing the new model: organizational performance model based on EDC, verified for organizations operating during crisis caused by BSE. The research contributes also by providing a foundation for conceptual clarity, as it helps to clarify and enhance our understanding of the concept of EDC and its role for organizational performance during a BSE crisis. Finally the findings can contribute to the development of new models and theories which would explain the relationship between EDC and job and organizational performance during a crisis.

B. PRACTICAL IMPLICATIONS

The paper also offers practical implications, showing potential mechanisms organizations may use to boost their organizational performance or survive and maintain their operations during crisis caused by BSE. The findings show that in order to use EDC as a booster for organizational performance managers should pay particular attention to other variables including P-O fit, P-S fit, P-J fit, work motivation, job satisfaction, work engagement and enhancing job performance. If an organization is able to positively affect these variables it should result in an increase of organizational performance. Therefore, it would be recommended to use diverse techniques, including modern HRM solutions, to shape work engagement, work motivation, job satisfaction, P-J fit P-O fit, and P-S fit. The presented results show also the importance of shaping HRM solutions, especially recruitment and selection processes in order to select candidates with a high level of EDC, as they determine the P-J fit, job performance and by extension also the organizational performance. Therefore, managers should consider not only the competencies the employees already possess, but foremost their ability to integrate, build and reconfigure their abilities. The shift towards EDC in HRM practices should also go beyond recruitment and selection as the abilities may be furthered through other HRM processes like performance management, compensation or learning and development. Furthermore, managers could create a work environment, which would foster

EDC like e.g. diverse work teams or self-managed teams. By understanding the EDC of employees during crisis organizations may make more informed decisions on employee training, development, and support in order to improve the employee's ability to respond to the changing circumstances. Furthermore, recognizing the impact of EDC on organizational performance can help them to design interventions which will support employee well-being and engagement, leading to improved outcomes during a crisis. Regarding organizational strategy, the findings can be a foundation for formulation of organizational strategies and resilience planning, through the development and implementation of initiatives and strategies fostering EDC. Finally, the findings provide insight into the making informed decisions about resource allocation and risk management during crisis.

C. LIMITATIONS AND FURTHER RESEARCH

The presented empirical research is not free of limitations. First of all, it should be stated that the switch from the perspective of an individual employee (the described influence of EDC on job performance) to the organizational-level perspective is a mere one out of many possible mechanisms influencing organizational performance. Organizational performance is a result of interaction of many internal and external factors including micro, mezzo and macro level forces. Thus, further research should include also other possible variables, which then would allow to conduct a necessary condition analysis and to determine, which of these variables is the necessary one in order for there to be an impact of EDCs on job performance and organizational performance. The variables chosen for this model as well as extending the dependency to the organization level were a consequence of the conducted literature review. There is however a possibility that the literature on this topic has not tackled certain, important variables.

Another limitation is the fact that the sample was not representative, thus the results should be treated with a degree of caution, and should be further verified during supplementary research. Also, the conducted research was not a longitudinal study, which would provide a richer data set, and allow for more certainty when discussing causality. Also, the collected data was self-reported by managers, which may raise concerns about common method bias. However, this is rather unlikely as the respondents filled out the survey independently. Another limitation may be the fact that employee related variables were reported by managers and not by the employees themselves. An approach using data collected from dyads (employees and managers) could be a further research approach. Also using objective organizational performance measures instead of self-reported ones could provide for a more compelling data set. Considering that the data was collected in three countries (Poland, Italy and USA) it would be beneficial to conduct the analysis also in other cultural settings, investigating how cultural differences affect EDC and organizational performance during BSE across different countries and regions.

The presented research points towards further important future direction of research. In order to include the analysis of the model during a crisis caused by BSE, the example of the COVID-19 pandemic has been used. Future research could also analyze the validity of the proposed model during other BSE like for example the ongoing war in the Ukraine. Finally, as noted during the literature analysis there is still a need for the analysis of mechanisms which allow inferences about organizational performance based on job performance of individual employees, as this paper simply makes one step towards this explanation. It would be especially beneficial to investigate the role of organizational culture in fostering EDC during the crisis. Furthermore, the impact of technology on EDC and how organizations may leverage technology to support employees during the crisis could be analyzed. Another variable, which should be considered in further studies is workforce diversity and inclusion and whether they influence EDC during a crisis. Furthermore, individual characteristics associated with EDC including, emotional intelligence, resilience, personality traits etc, should be included further studies. Finally further research may focus on long-term effects, by assessing the influence of EDC on organizational performance by including variables like turnover, productivity or employee morale.

APPENDIX A

Organizational performance:

Scale: Much worse than competition / Worse than competition / Same as competition / Better than competition / Much better than competition

Please share your opinion about the performance of the company comparing its aspects to your main competitors:

1. Overall financial situation of the company:
2. The job performance comparing to main competitors is:
3. The quality of products or services (reliability, diligence).
4. The innovativeness of products or services.
5. The modernity of applied technological solutions.
6. The efficiency of the organization management.
7. The reliability of business processes.
8. The market share.
9. The customers satisfaction.
10. The employees' satisfaction.

Job performance:

Scale: very poor / poor / average / good / very good

Please, assess the work of employees in the company in the context of the following criteria:

1. job quality
2. job efficiency
3. punctuality
4. effectiveness of achieving goals at the workplace

EDC:

Scale: I strongly disagree / I disagree / Neither agree nor disagree / I agree / I strongly agree

Please, share your opinion about following statements concerning the organization:

1. Employees quickly notice and successfully recognize in the environment (both inside and outside of the organization) opportunities and threats (including early warning signals) that can affect the work they do
2. Employees adapt effectively to the opportunities and threats appearing in the environment (both inside and outside the organization).
3. Employees undertake preventive actions that will enable them to carry out the tasks entrusted to them despite changes in the environment
4. Employees quickly notice and successfully recognize problems appearing at the workplace
5. Employees quickly solve problems appearing, Employees do it on their own or seek support (within the scope of knowledge and information) that allow them to perform assigned tasks
6. Employees generate innovative ideas and original solutions to problems
7. Employees constantly develop their competences and raise my qualifications.
8. Employees develop themselves through their work.

Job Satisfaction:

Scale: I strongly disagree / I disagree / Neither agree nor disagree / I agree / I strongly agree

Please, share your opinion about following statements concerning the organization:

1. Generally speaking, Employees are very happy with the work
2. Basically, Employees really like the type of work they do in this organization
3. Employees rarely think about resigning from work

Work Motivation:

Scale: I strongly disagree / I disagree / Neither agree nor disagree / I agree / I strongly agree

Please, share your opinion about following statements concerning the organization:

1. Employees feel motivated to work
2. Employees are willing and ready to carry out the tasks entrusted to them at the level of a satisfying organization.
3. Employees are willing and ready to allocate extra effort allowing exceed the requirements posed in front of them.

Work engagement:

Scale: I strongly disagree / I disagree / Neither agree nor disagree / I agree / I strongly agree

Please, share your opinion about following statements concerning the organization:

1. Employees are enthusiastic about their job
2. At this job, employees feel bursting with energy
3. Employees are immersed in their work.

Person – job fit:

Scale: I strongly disagree / I disagree / Neither agree nor disagree / I agree / I strongly agree

Please, share your opinion about following statements concerning the organization:

1. Employees knowledge, skills and abilities fully “match” or fit the requirements of the job.

2. Employees felt that their goals and needs are met in this job.

3. Employees can use their talent, skills and competencies in this job.

Person – organization fit:

Scale: I strongly disagree / I disagree / Neither agree nor disagree / I agree / I strongly agree

Please, share your opinion about following statements concerning the organization:

1. The things that Employees value in life are very similar to the organization values.

2. The values of Employees match with the organization's values and culture.

Person – supervisor fit:

Scale: I strongly disagree / I disagree / Neither agree nor disagree / I agree / I strongly agree

Please, share your opinion about following statements concerning the organization:

1. There is usually a match between the things Employees value in life and the things their supervisor's value.

2. There is usually a match between Employees personality and their supervisor's personality.

3. There is usually a match between Employees supervisor's leadership style and the leadership style their desire.

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