

The Role of Psychological Capital, Trust, Ambidexterity and Strategic Flexibility on Organizational Resilience and Survival in Dealing with Covid-19 Pandemic

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ABSTRACT

The emergence of the Covid-19 Pandemic unexpectedly put the world in an era of VUCA (Volatility, Uncertainty, Complexity, Ambiguity) which made many organizations struggle to maintain their survival and bounce back to gain competitive advantage. Previous research studies shown resilience plays an important role in organizational survival, especially in the VUCA era. Many factors can affect organizational resilience, this research aims to study the role of psychological capital, trust, agility, strategic flexibility on organizational resilience and organizational survival in the face of the Covid-19 pandemic. We tested our hypothesis on a dataset of 100 retail industry convenience stores, by taking data from store heads and employees through an online survey. The results showed that the role of trust and strategic flexibility had a positive effect on organizational resilience and organizational survival.

Keywords: *Organizational Resilience, Psychological Capital, Trust, Ambidexterity, Strategic Flexibility*

1. INTRODUCTION

Covid-19 pandemic has put the world in the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era. This is challenging condition for companies to keep their business continuity and gain a competitive advantage in facing a very disruptive environment. Resilience plays an important role in organizational survival, especially in the VUCA era. Organizational resilience is the ability owned by an organization to be able to detect, anticipate, maintain viability, and bounce back to its original state and achieve even better from a turbulent environment [10], [9], [28], [11]. Organizations need to develop resilience capacities that enable them to react adequately for unexpected events and take advantage of events that have the potential to threaten the survival of the organization [21].

Many factors can affect the organizational resilience to maintain its survival. In this study, we develop organizational resilience conceptual model and its variables that can affect organizational resilience into four parts: perceptual stance, contextual integrity, strategic capacity, and strategic acting [20] so that organizations are able to maintain survival.

Perceptual stance consists of three combined elements; a sense of reality and wisdom, positive perception and dimensions of integrated commitment. A sense of reality is an introduction to the strengths necessary for organizational resilience. Especially for leaders how to recognize the strengths, weaknesses and vulnerabilities and limitations of the organization. This sense of reality needs to be accompanied by wisdom in attitude in order to avoid overly strong self-confidence that can lead to excessive optimism. In addition, a positive perception of experience is also needed in problem solving. In other words, positive perceptions represented by optimism and hope will also provide encouragement for the organization to get out of unfavourable conditions and be able to maintain its business continuity. Unified commitment from all parts of the organization also plays an important role in order to have a unified attitude that can foster resilience in the organization.

In addition to having a perceptual stance to dealing with difficult condition, organizations need to adopt adaptive behaviour at various levels in a timely manner. Contextual integrity through employee engagement and empowerment, proper interaction and a supportive environment are also

very important so that employees can demonstrate appropriate behaviour when facing difficulties or a turbulent environment. This can be done by maintaining effective routine communication based on trust and honesty.

Besides perceptual stance and contextual integrity, in order to organization to survive from challenges of crisis condition or turbulent business situation, it is necessary to have strategic capacity. The strategic capacity consists of the resources owned, the capabilities of employees and focus on the strategies that will be used to deal with difficult conditions.

The strategic capacity that has been built to deal with shocks must be accompanied by strategic actions where creative, flexible and proactive behaviour is required. The strategic capacity and strategic actions owned by the organization are support each other to change the plans made into real organizational actions. Organizations must be flexible, elastic and adaptive enough to survive in unfavourable conditions.

This research focus on specification of perceptual stance, contextual integrity, acting capacity and strategic capacity variables through Psychological Capital (PsyCap), Trust, Ambidexterity, Strategic Flexibility on organizational resilience and organizational survival in Indonesia's convenience store retail industry, dealing with Covid-19 pandemic.

2. LITERATUR REVIEW

Organizational survival and performance is one of the main measures of the organization. Internal and external factors can affect the organizational survival. The resilience owned by the organization can be seen if it is in unusual conditions such as shocks, crises, and other disruptions [7]. Therefore, the resilience is closely related to survival so that organizations need resilience to be able to survive in conditions of crises, shocks, and other challenges [14]. This opinion is in line with previous studies which state that resilience is how organizations survive in the face of challenges [30]. Recent research divided organizational resilience in two stages, first is proactive to develop organizational capabilities in the capacity of prevention before the disturbance event and second is reactive to respond quickly in disturbances event to take action to be able to recover quickly from disruptions in order to maintain survival [19].

Based on the literature of organizational resilience, there are four factors can effect organizational resilience: perceptual stance, contextual integrity, strategic capacity and strategic actions [20]. The Covid-19 pandemic has caused various psychological stresses such as fear, worry,

and anxiety among people around the world [1], so it is very important to understand the underlying mechanism between positive psychology which is one element of perceptual stance. In addition, contextual integrity is needed in building intense communication involving various parties based on trust and honesty. This has been proven in previous studies which showed that the level of internal trust has a positive relationship with behaviour and performance [24], [32].

Strategic capacity is needed to complement the perceptual stance and contextual integrity that the organization already have. The capacity of the strategy is divided into three parts: (1) the resources owned, (2) the capabilities of employees in using these resources, and (3) the focus on the strategies used to deal with crises or shocks [20]. In this study the capacity of the strategy is specific focus on service and sales activities [40] thru ambidexterity where during the Covid-19 pandemic these activities had a lot of influence on the retail industry. Ambidexterity literature in service and sales is a new stream, service means how to maximize customer satisfaction and sales means to introduce product variations that are owned so that both service activities and sales can be maximized simultaneously.

The perceptual stance, contextual integrity and strategic capacity owned by the organization must be complemented by strategic actions. The strategic capacity and the action strategy are a mutually supportive unit which the action strategy can change the plans that have been made by the organization's management to then be implemented into real actions [36]. This strategic action includes creative, flexible and proactive behaviour in dealing with crisis conditions in order to achieve innovative solutions. One type of organizational capability that can help companies use their resources efficiently is strategic flexibility [4], [42]. Organizations need the flexibility of this strategy to expand their response and improvise in the face of a dynamic and uncertain environment, especially during the Covid-19 pandemic.

3. HYPOTHESES DEVELOPMENT

This research aims to study the role of psychological capital, trust, agility, strategic flexibility on organizational resilience and organizational survival in the face of the Covid-19 pandemic as described in figure 1.

3.1 The Effect of Psychological Capital on Organizational Resilience

During the Covid-19 pandemic crisis, organizations need to understand one of the perceptual stance element, positive psychology that have important role in the individual's recovery from disturbances or disasters [5], [13], [2]. There are four main elements in individual psychological capital, namely hope, self-efficacy, resilience and optimism [23], [29].

A previous study investigated the relationship between resilience and individual psychological health in the early days of the Covid-19 pandemic in Turkey [38]. The results of the study indicate that hope and self-efficacy have a positive and strong influence on resilience, both in the pre-crisis stage as prevention and in the post-crisis period as response to bounce back from unfavourable conditions. [6]. Based on the explanation above, the first hypothesis of this research is:

H1: Psychological Capital has a positive effect on Organizational Resilience

3.2 The Effect of Trust on Organizational Resilience

Manager's communication to employees can affect organizational trust, especially in crisis times such as the Covid-19 pandemic [18]. Employee involvement through regular interactions and supported by a harmonious environment based on trust and honesty. Previous studies have shown that trust involving employees in making decisions has a positive effect on performance [24]. Recent

research also proves that trust has a strong and positive correlation to organizational resilience [16]. Based on the explanation above, the second hypothesis of this research is:

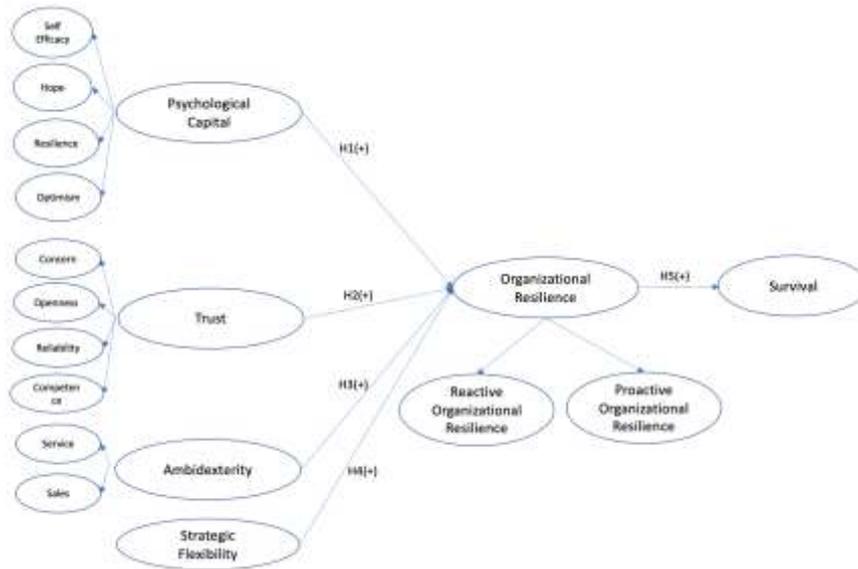
H2: Trust has a positive effect on Organizational Resilience

3.2.1 The Effect of Ambidexterity on Organizational Resilience

The strategic capacity owned by the organization thru availability of resources, capabilities of employees to use resources and focus on strategies can increase organizational resilience [20]. Ambidexterity is an organization's ability to balance the exploitation of its resources and explore existing opportunities [26]. Recent studies found ambidexterity in the field of sales services emerged as a new type of ambidexterity [31]. Synergy of both types of ambidexterity can be carried out and maximized simultaneously to improve organizational performance and resilience. Based on the explanation above, the third hypothesis of this research is:

H3: Ambidexterity has a positive effect on Organizational Resilience

Figure 1 : Research Model



3.2.2 The Effect of Strategic Flexibility on Organizational Resilience

In changing, turbulent and volatile conditions, organizations must adapt and flexible to survive. Both of these attitudes towards change may create resilient culture and environment in organization. Employees believe in the organization's ability to respond to change. The flexibility strategy has a positive effect on the technological ability of the organization to explore [43]. Previous studies have found that in changing environmental conditions or in the face of shocks, flexibility is critical for organizations to adapt resiliently. Thus flexibility and agility are the basic of organizational resilience. Based on the explanation above, the fourth hypothesis of this research is:

H4: Strategic Flexibility has a positive effect on Organizational Resilience

3.2.3 The Effect of Organizational Resilience on Performance – Survival

Organization survival and financial performance can be used as a proxy in measuring organizational performance [25] and research examining the adoption of large manufacturing industries that have a significant impact on firm performance through corporate life [33]. Recent studies examine the factors that affect organizational resilience and organizational survival. These factors also influence the organizational resilience at the early stage before the crisis occurred as anticipation and influence when the crisis occurred as reaction of emergence

events to bounce back and survive. Based on the explanation above, the writer wants to test the hypothesis of the effect of organizational resilience on organizational life in the context of the retail industry.

H5: Organizational Resilience has a positive effect on Survival

4. METHODOLOGY

This research using quantitative methods where the data to be analysed was obtained through primary data collection. Primary data was obtained by distributing questionnaires to each convenience store unit. The questionnaires were distributed online to the head of the convenience store and several employees in each unit who represented as a single store unit. From the questionnaires distributed online through the area heads in each region, the questionnaires that were successfully obtained were 152 store head questionnaires and 352 stores representing 115 stores from 134 available stores. However, based on validity only 74,62% or 100 stores can be used for research due to redundancy of all options in filling out the questionnaire. The data received from the survey results were then processed using the Structural Equation Modelling (SEM) method using the LISREL program with two step- disjoint approach.

The questionnaire is given on a Likert Scale, which is a scale that can measure behaviour and attitudes and reflect the opinions given by respondents. The Likert scale given to each question is a scale of 1 to 5 (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). The preparation stage is through back translation process from original questionnaire that

already modified into convenience store context in English – Indonesian (Bahasa)- English then the continue with a reading test which is carried out before the questionnaire is distributed to the respondents to minimize the occurrence of errors.

The structure of variable of psychological capital has four dimensions; hope, self-efficacy, resilience, and optimism. Then the variable of trust also has four dimensions; concern, openness, reliability, and competence. The variable of ambidexterity has two dimensions, service and sales. The organizational resilience variable also has two dimensions; proactive organizational resilience, and reactive organizational resilience. The questionnaire of each variables obtained from previous studies : psychological capital [23]; Trust [34]; Ambidexterity Service- Sales [39]; Strategic Flexibility [43]; Organizational Resilience [19]; Survival [25].

5. FINDINGS AND DISCUSSION

Structural model testing through path coefficient testing which represents the hypothetical relationship between constructs. Path coefficients close to +1 represent a strong positive relationship with statistically significant. The p-value < significance value is 0.05 at 5% significance indicating the hypothesis is significant and acceptable and the t-statistic value > 1.96 indicates that all relationships between the variables tested in the hypothesis are statistically significant. The table 1 shows the results of hypothesis testing through the path coefficient test :

Table 1 : Path Coefficient Test Results

	P Values	Hypothesis Test
Psychological Capital -> Organizational Resilience	0.282	H1 : Not Accepted
Trust -> Organizational Resilience	0.000	H2 : Accepted (Significant)
Ambidexterity -> Organizational Resilience	0.082	H3 : Not Accepted
Strategic Flexibility -> Organizational Resilience	0.000	H4 : Accepted (Significant)
Organizational Resilience -> Survival	0.000	H5 : Accepted (Significant)

Table 2: Convergent Validity Test Result

Construct	Dimension	AVE
Psychological Capital	Self-Efficacy	0.539
	Hope	0.752
	Optimism	0.519
	Resilience	0.632
Trust	Concern	0.685
	Openness	0.843
	Reliability	0.846
	Competence	0.898
Ambidexterity	Sales	0.725
	Service	0.788
Strategy Flexibility	Strategy Flexibility	0.863
Organizational Resilience	Proactive Org Resilience	0.851
	Reactive Org Resilience	0.818
Survival	Survival	0.800

The results of the hypothesis testing for psychological capital has a positive effect on organizational resilience show a p value of 0.282 > 0.05 which indicates the hypothesis is rejected. This is contrary to the conceptual model which can affect the level of organizational resilience [20]. Based on the dimensions possessed in the psychological capital construct, hope dimension has the highest outer loading value shown in table 2 reflecting the high expectations and beliefs that individuals able to solve problems. Meanwhile, the dimension of proactive organization resilience has the highest value in the organizational resilience construct which reflects that the organization's high resilience capacity is in analysing things that can happen and have an effect on the store. So we can conclude that the cause of this psychological capital has no effect on organizational resilience is individual's belief to be able to solve problems is not connected by the capacity or resilience program owned by the organization. Strong organizational resilience built from strong individuals and psychological capital has an important role in the process of recovering from a disaster or crisis period [5], [13], [29]. Thus, it is necessary to link resilience with individual psychological capital, both at the management level, leader and employees who are connected to the resilience program in order to increase resilience in the organization. This can be done by holding training or seminars related to the

readiness of individual psychological capital in dealing with Covid-19 to be able to strengthen organizational resilience.

Trust has a p value of $0.000 < 0.005$ show that trust hypothesis has a positive effect on organizational resilience. The level of trust that superiors have in their employees affects the level of organizational resilience. This means that there is a positive and strong relationship between the organizational resilience and trust, especially trust on competence and the proactive organizational resilience. The element of manager's trust in employee competence has an important role in organizational resilience, manager's belief that employees have the skills and abilities needed to complete the job well, contribute to organizational success, are able to solve important problems in the organization, are able to make the organization survive the Covid-19 pandemic. Because the trust that managers have in the competence of employees is already of high value, this can be maintained and improved by providing training related to competencies on a regular basis given to employees. In addition, the findings of the store head's element of trust in their employees who have the same concern for the store's business interests, open communication about what is happening and felt and reliability in carrying out store operational activities also have an important role in organizational resilience.

The results of hypothesis testing show a p value $0.082 > 0.005$ means the ambidexterity hypothesis has a positive effect on organizational resilience is not accepted. Based on the dimensions of ambidexterity construct, the service dimension has the highest outer loading value, which means the high value of offerings to customers in order to achieve satisfaction. Meanwhile, the dimension of proactive organization resilience has the highest value in the organizational resilience construct which can be interpreted as the high resilience capacity of the organization in analysing things that can happen and have an effect on the store. It occurs between ambidexterity focuses on offering service to customers with other things that explore opportunities to increase customer satisfaction while proactive resilience focuses on anticipating or planning for possible disruptions by making maximum use of the available resources. The exploration of opportunities carried out by the organization is appropriate and appropriate, but the exploration can also be added when in the process of building the organization's proactive resilience or at the anticipation stage before a disturbance occurs.

Testing the hypothesis that strategic flexibility has a positive effect on organizational resilience is accepted, this is indicated by the p value $0.000 < 0.005$. Researcher also finds that strategic flexibility can result in higher financial performance, resistance in times of crisis, resilience to environmental turbulence and achieving competitive advantage [8]. In addition, the flexibility strategy also makes it possible to create new markets and increase innovation in the company. Thus strategic flexibility for product marketing, product variations and organizational reconfiguration has an important contribution in achieving organizational resilience especially during turbulent economic times [12].

The p value of organizational resilience is $0.000 < 0.005$ show the hypothesis of organizational resilience has a positive effect on survival. These results are consistent with the conceptual model [20]. that organizational resilience leads to greater organizational evolvability conceptualizing the emphasis on organizational sub-systems, members, and resources capable of being organized to be able to withstand and withstand sudden or predictive shocks and adversity at the right time. Organizational resilience is needed before a shock occurs, such as the anticipation that the organization builds in case of unexpected and sudden changes [17], so that when a crisis or turbulence strikes, the company is prepared and can minimize the effects of the shock.

6. CONCLUSION

Based on the results of hypothesis testing, we may conclude (1) The level of resilience possessed will affect the level of organizational survival due to the Covid-19 pandemic. Thus, to increase the ability to maintain business continuity, especially during a crisis due to a pandemic, organizations have to improve their resilience capabilities, both proactive resilience in anticipating future disturbances and reactive resilience in responding to future disturbances and rising again [30], [15].; (2) The level of individual psychological capital does not affect the level of organizational resilience. Because strong organizational relationships are formed from strong individuals, individual psychological capital with organizational resilience needs to be linked, for example by providing motivations related to self-efficacy, hope, resilience and optimism so that individuals and organizations can both survive and struggle. in the face of the Covid-19 pandemic; (3) The level of trust will affect the level of

organizational resilience in the face of the Covid-19 pandemic. Therefore, in increasing resilience in the face of a pandemic, organizations can increase trust, especially management trust in employees, which emphasizes trust in concern, openness, reliability and competence; (4) The size of the organization's ambidexterity does not affect the size of the organization's resilience value in dealing with the Covid-19 pandemic. Ambidexterity in maximizing the use and utilization of resources and exploiting opportunities is needed to improve performance. Organizational resilience is formed from good performance so it is important for management to balance aspects of resource use and exploration of opportunities in sales services and synchronize them with the organization's proactive resilience action plan with the aim of increasing organizational resilience; (5) The level of strategic flexibility affects the level of organizational resilience in the face of the Covid-19 pandemic. So that the implementation of strategic flexibility carried out by the organization in determining planning.

AUTHORS' CONTRIBUTIONS

Research contribution is to enrich study about the relationship of organizational resilience with organizational survival in times of crisis. In addition, this research also contributes to continuing previous studies regarding various factors that affect organizational resilience, especially during the Covid-19 pandemic. Empirical studies on the convenience market retail industry also expand the practical implications of factors, the important role of organizational resilience in the survival of the company. Practically, this research is aimed at the retail industry to see the role of psychological capital, trust, ambidexterity and strategic flexibility in companies that can increase company resilience in the face of the Covid-19 pandemic.

Managerial contributions that can be given especially to the management of retail industry organizations from this empirical research evidence: (1) The organization resilience is proven affect the survival of the organization. In other words, management must be able to increase its resilience capacity either at the preparation or anticipation stage by studying the conditions that have been experienced or learning from similar events and at the evaluation stage of the conditions that befell the organization so that it can survive and rise to achieve organizational competitive advantage. Management can build internal awareness, analyse and assess the possible impacts

that may be caused by a pandemic, increase capacity for prevention, involve leaders in contingency planning to prepare for possible disruptions, increase the ability to immediately recognize when there are situations that threaten the store and be able to collect and analyse information on environmental cues related to the impact of the pandemic which is then formulated into a strategy form and evaluate quickly what responses may be given and organize a formal response from corporate organization; (2) Trust, especially the manager's trust to employees, also plays a very important role as evidenced by the results of this study. The emphasis on trust in terms of attention, openness, reliability and competence from managers to employees must be maintained properly so that communication and employee involvement in carrying out work can run smoothly. This trust can be carried out through activities that directly involve employees such as those carried out at meetings and communication sessions on the obstacles encountered or input that can be given to improve store performance and for confidence in competence can be increased through training related to competencies that needed. By increasing this trust, it is expected to increase the resilience possessed; (3) In turbulence and uncertainty condition, strategic flexibility plays an important role in adapt to change. The flexibility of the organization's strategy can include flexibility in terms of marketing resources, resources in producing various products and reconfiguring the chain of resources owned to be more effective and efficient. The flexibility of strategies that have been implemented by the organization has proven to affect the level of resilience so that management can apply strategic flexibility in dealing with the Covid-19 pandemic conditions to be able to adapt and adjust.

This study has a limited scope in the convenience store retail industry and the factors studied are only limited to a few factors from conceptual model [20]. In further research, it can be developed in other industries and use other factors as variables that affect organizational resilience and organizational survival.

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