

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE WHEN A
MIDDLE MANAGER UNEXPECTEDLY DIES: LEADERSHIP, CULTURE, AND
PREPAREDNESS

BY

APRIL J. BROWN

DISSERTATION

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Doctoral Committee:

Dr. Joseph A. Gioia, PsyD, Chair

Dr. Jerome Jones, PhD, Committee

Dr. Coy Hillstead, EdD, Committee

TOURO UNIVERSITY WORLDWIDE
SCHOOL OF PSYCHOLOGY
LOS ALAMITOS, CALIFORNIA 90720

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL
RESILIENCE WHEN A MIDDLE MANAGER UNEXPECTEDLY
DIES: LEADERSHIP, CULTURE, AND PREPAREDNESS

This dissertation, written by

APRIL J. BROWN

*Submitted to the Faculty of Touro University Worldwide in partial fulfillment of the requirements
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DOCTORATE IN HUMAN AND ORGANIZATIONAL PSYCHOLOGY

Approved by:



Dr. Shelia Lewis, Provost

DocuSigned by:

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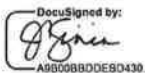
Dr. Aldwin Domingo, Director of the School of Psychology

Date:

July 25, 2023

*We, the undersigned, certify that we have read this dissertation and approve it as adequate in
scope and quality for the Doctor of Human and Organizational Psychology.*

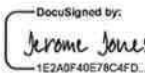
Dissertation Committee:

DocuSigned by:

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07-25-2023 | 3:31 PM EDT

Dr. Joseph A. Gioia

Chair

DocuSigned by:

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07-27-2023 | 9:22 PM EDT

Dr. Jerome Jones

Member

DocuSigned by:

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07-25-2023 | 10:40 PM EDT

Dr. Coy Hillstead

Member

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I wish to recognize and thank the 148 middle managers who shared their experience so that organizational leaders may ensure that systems are in place to develop a robust-resilience capacity for their employees.

Last but certainly not least. To God be all glory for the things He has done. Psalm 126:3

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I dedicate my dissertation to my family and loved ones who are asleep but have extraordinarily shaped my life. Your light in my life has guided me, and I will always honor your contribution in my life.

I also wish to dedicate this study in memory of my late colleague, Phyllis Bogart, who was a valued employee who served Michael's Transportation Service, Inc., for 17 years. Her unexpected demise was the inspiration for my study. The indelible mark that you left in my life and our organization will never be forgotten.

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Abstract

Organizational resilience in the face of an untimely death of a middle manager can negatively impact organizational strategic objectives. Very few organizations go beyond implementing measures to define their existence in the face of organizational disruptions, such as a death of a middle manager. This study examined how organizational resilience is impacted through the lens of organizational leadership, organizational culture, and organizational preparedness. Key research questions examined how middle managers were impacted by the variables: leadership, organizational culture, and organizational preparedness. One hundred forty-eight middle managers from various organizations responded to a survey posted on Survey Monkey. Emerging relationships were identified from the data. The data indicated a significant correlation between leadership and organizational resilience and between organizational preparedness and organizational resilience. Recommendations for future research include examining all leadership styles in connection to organizational resilience upon the untimely death of a middle manager. The decisions that middle managers make will ultimately impact organizational performance. Therefore, fostering organizational resilience is a critical competency to develop among middle managers. To be resilient, middle managers rely on resources and services provided by organizations to enable each to plan for, respond to, and recover from an organizational disruption. If organizational leaders are not prepared to respond to an untimely death of a valued employee, middle managers, in turn, will not be prepared to respond to organizational disruptions. It is paramount that organizations ensure systems are in place to develop a more robust resilience capacity for their middle managers.

Keywords: middle manager, death, resilience, leadership, culture, preparedness

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Glossary

Autocratic Leadership: the autocratic leadership style establishes control and uses the control to achieve results (Cherry, 2022)

Democratic Leadership: known as participative leadership or shared leadership, individuals of a group take an active role in the decision-making process (Cherry, 2022).

Grieving: feeling of a robust and overwhelming emotion no matter the reason or origin of the sadness (Bauer & Murray, 2018).

Holistic: concerned with all systems, rather than dividing them into parts; wholeness (Holistic, n.d.).

Leadership: the action of leading a group of people in an organizational setting (Leadership, n.d.).

Leadership style: a leader's methods, characteristics, and actions when providing direction, strategizing, and executing tasks to meet the team and organizational demands (IMD, 2022).

Middle Manager/Middle Management: directors of departments within an organization; any employee supervises staff and reports to a higher-level manager (Knight & Haslam, 2010).

Organizational culture: shared beliefs and values established by organizational leaders and then conveyed and reinforced that shape the employee's perception, behavior, and understanding (Organizational Culture, 2021).

Organizational preparedness: indicates the relationship between people, processes, systems, and performance measurement (Lengnick-Hall et al., 2011).

Organizational resilience: skilled in coping and thriving in uncertain times (Suarez & Montes, 2020)

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Positive Psychology: the scientific study of what makes life worth living (Peterson et al., 2004)

Resilience: "the process of adapting well in the face of adversity, trauma, tragedy, threats, or significant sources of stress – such as family and relationship problems, serious health problems, or workplace and financial stressors" (Palmiter et al., 2020).

Resilience Theory: argues that it is not the nature of the hardship that is critical but how the difficulty is dealt with (Moore, 2022).

Transactional Leadership: leadership that relies on rewards and punishments to achieve optimal job performance from subordinates (Lutkevich & Pratt, 2022)

Transformational Leadership: leaders and followers make each other advance to a higher level of morale and motivation (Cherry, 2022)

Untimely or Unexpected Death: used interchangeably throughout the study. Unforeseen or unpredicted passing of a middle manager.

Visionary Leadership: a person who has a clear idea of how the future should look (Visionary Leadership, n.d.).

List of Abbreviations

| Abbreviation | Explanation |
|--------------|---|
| APA | American Psychological Association |
| IRB | Institutional Review Board |
| NAMI | National Alliance on Mental Illness |
| ORIC | Organizational Readiness Implementation Change |
| ORGRES | Organizational Resilience Diagnostic tool |
| PSYD | Doctor of Psychology |
| TUW | Touro University Worldwide |
| MLQ | Multifactor-Leadership Questionnaire |
| SPSS | Statistical Package for Social Sciences |
| WES-10 | Work Environment Survey |

Chapter 1: Introduction

In an ever-evolving and competitive business landscape, optimizing organizational performance should be a goal of corporate leaders to safeguard organization vitality.

Organizational resilience is an organization's ability to maintain or regain a stable position that will allow it to continue to function after a disruption or mishap (Woods & Hollnagel, 2006).

Corporate leaders should aim to prepare the organization for an abrupt disruption that could yield counterproductive results by fostering organizational resilience. For an organization to be resilient, it must anticipate, prepare for, respond appropriately to, and adjust to change and unexpected disruptions to persevere and survive (Kerr, 2015).

Resilient organizations are better prepared to recover from and grow following a major crisis (Fleming, 2012). Developing resilience involves cultivating the inner strengths of individuals while managing external resources. It is paramount that leaders manage an individual's work environment and build upon protective factors that address their demands and stressors. Resilience is cultivated as middle managers encounter all kinds of stressors daily while protective factors are nurtured (Hurley, 2020). Factors contributing to organizational resilience are positive work connections; family support; support of co-workers and others; a shared passion; a sense of accomplishment and being a part of something bigger than the individual; balanced time for work, self, and others; and positive psychology (Riopel, 2019).

When an organization faces an organizational disruption, this adversity can threaten its continuity and cause harm to the organization, leading to unrest among employees. How executive leaders perceive the disruption impacts how they communicate it to the rest of the organization, as well as how they respond to it and assign resources to correct it (Abrams, 2020). When an untimely death occurs, there are internal and external dilemmas. Some deaths may be

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natural after a lengthy illness, while others may abruptly end in suicide or a tragic accident. Employees need leadership for direction. Executive leaders must acknowledge the event with transparency and facts, convey the impact of the loss, be keenly aware of the effect on the organization, and communicate an expectation of recovering. It is crucial to have a continuity plan to help employees cope, minimize organizational disruption and lost productivity, and get the organization back to its standard operating procedures as quickly as possible (Seeger et al., 2003).

Many employees who have experienced the loss of a valued peer in the workplace enter work and become engaged in the complex process of combining two roles: the work role and the grieved role. For middle managers, these dynamics are fundamental because the two roles are often opposing but equally yoked, with critical and immediate consequences for the organization and the individual. Bento (1994) identified and reviewed disenfranchised grief in organizations. A clear understanding of grief and loss and how they relate to the untimely death of a fellow middle manager can help executive leaders prepare middle managers for untimely deaths while supporting them through the loss (Charles-Edwards, 2009). It is paramount that human resource professionals and organizational leaders understand, prepare, and handle employee grief effectively after an employee's death (Mancini & Bonanno, 2006).

Untimely Death of a Middle Manager

The untimely death of a full-time, tenured middle manager who was well-loved and worked closely with other middle managers throughout the organization can cause an organizational disruption if there is no continuity plan to protect the organization. It is important to note that the circumstances surrounding the death can impact middle managers differently than other employees, as middle managers are responsible for overseeing the organization's day-

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to-day operations. For example, if the death was expected due to a long illness, middle managers had time to plan and manage the implications of their colleague's passing; however, if the death was sudden and not expected, the operational response and resulting grief may be entirely different. The organizational culture serves as a preparedness tool when organizational leaders embrace it. Organizational leaders of resilient organizations put in place the necessary protocols, business continuity plans, financial resources, human capital, and technology to ensure they can respond when necessary (Cano, 2020). Organizations are more than their assets; at their core are human beings who collaborate and should serve as a guide that protects employee wellness and organizational performance.

When an unexpected death occurs, family and friends often give support to surviving friends and loved ones, but sometimes the individuals who spent most of their time with the person(s) who passed away – their coworkers – are overlooked; therefore, it is paramount that organizational leaders lead the organization through an untimely death that will require sudden attention to sustain organizational performance (Fox, 2018). Middle managers look to organizational leaders for direction, support, and leadership. Executive leaders must balance sensitivity and understanding to the surviving employees while maintaining productivity. Organizations should be able to support employees grieving the loss of their peers with expert assistance from mental health specialists that can assist in coping with the unexpected loss.

Leadership Style

Leadership style has an immediate impact on being able to thrive at work. Leadership influences the work lives of employees. Leaders have a significant role in cultivating resilient organizations and organizational cultures. An organization's success is not only a reflection of its strength to thrive but also its ability to adapt to challenging environments, such as the death of a

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key employee (Lampel et al., 2014). Organizations need to be able to grow and thrive in competitive business environments. In comparison, the motivation and ability to thrive at work depend heavily on the leader's leadership style (Arshad et al., 2021).

Middle managers play a critical role in the organization, especially as change agents throughout the organization. Middle managers can build solid and effective relationships that influence others at all organizational levels and seek to provide insight into how leadership can contribute to minimizing organizational disruptions and maintaining organizational performance while supporting staff through untimely death and enhancing organizational resilience. Resilient organizations can bounce back and thrive after business disruption because they are prepared for the organizational disruption through appropriate leadership (Gartner, 2020). The more executive leadership is prepared to equip middle managers before an untimely death of a peer occurs, the more likely it is that the middle managers will be prepared to demonstrate resiliency.

Leadership Styles

In this research study, I examined transformational and transactional leadership as they are opposite approaches to leadership and create desired outcomes based on the situation. The best leaders understand that both can be used and integrated into their leadership toolbox. Those individuals who aspire to lead should understand the differences between the two styles and discover how they can apply the relevant style based on the situation at hand.

Transformational Leadership

A transformational leader is a resilient and inspirational figurehead who quickly connects with their audience when communicating. A transformational leader motivates subordinates, presenting the motivation for organizational and personal change. Cultivating a united team in a shared environment yields the best organization for change success when an organization goes

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through an untimely organizational interruption, such as a death. A transformational leader consistently transforms and improves the organization's processes and procedures and pushes employees outside their comfort zone (Bass & Riggio, 2005).

Transformational leaders do not micromanage. They focus on personal and professional growth and encourage all employees to think outside the box in developing solutions to challenges. Transformational leaders foster an independent workplace that drives creativity and innovative thinking and empowers employees to make their own decisions in their work (Hargis et al., 2011).

The transformational leadership style works well in organizations or teams where the objective includes developing the employees' talent and not just meeting a production or sales goal. Transformational leadership can also be the best approach in a business where a product or service is new or in an industry where innovation is vital to survival. Although goals may still be important, with a new product or service or new company, the procedures and processes are not yet established, and open and creative thinking on how to produce or grow may be needed and even expected. A blended approach of transactional and transformational styles often proves most effective as both styles have their merits, but their effectiveness varies depending on the leader's objectives and the specific situations at hand.

Transactional Leadership

Transactional leadership affirms that all assigned tasks are completed. The focus is on daily work functions and processes. Transactional leaders are often not concerned about the future but are laser-focused on setting goals. Their skill sets are aligned with developing frameworks, drafting policies, and implementing processes and procedures to move the organization from one

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place to another. Transactional leadership signifies roles and responsibilities for each employee (Sarros & Santora, 2001).

Transactional leaders are often found in manufacturing, where production line workers are expected to hit production goals per shift. Another industry where a transactional mindset is present is sales, as the individual and team members have specific sales goals to obtain.

Transactional leadership can also be effective when teams work under a deadline to deliver on a project and where capital resources are sparse. Transactional leadership tends to work best when the personnel is self-motivated. Employees do not need inspiration from their managers or executive leaders (Krishnan, 2001).

Leadership Traits

Resilient leaders should support their teams in all kinds of circumstances. Resilient leaders inspire and motivate their team by creating a positive organizational culture, and this helps to bolster individual resilience, as well as the resilience of the team (Burrell, 2021). There are connections in leadership style, organizational culture, and preparedness related to employee resilience and thriving within the workplace. The relationship between leadership, corporate culture, and organizational fitness will determine success. Riopel (2019) noted that some of the leadership traits that resilient leaders possess are strong relationships that provide employees with a support network that they can rely on during challenging times – the foundation of this relationship is supportive communication, effective listening, and trust. Resilient leaders keep goals and stay inspired – they possess passion and determination to accomplish goals and work through and around the present obstacles. Resilient persons are adaptable – they recognize a challenge and seek a remedy. They are keenly aware of their mindfulness, emotions, and reactions when facing stress. Resilient leaders use that energy to fuel purpose-driven action.

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(Riopel, 2019). Resilience is a critical characteristic of high-performing leaders. First, organizational leaders must foster and transfer it to others as they grow and thrive. Second, they have the authority in helping to protect the vigor in their teams (Kohlrieser & Orlick, 2015).

Many underlying theoretical foundations on resilience were developed through at least 50 years of theory and research on family resilience. Incorporating an advanced heuristic model can increase the focal point on the positive dimensions of organizations and how individuals succeed. Doing so fortifies the approach taken by Industrial-Organizational Psychology and positive organizational scholars in investigating employee resilience (O'Connor et al., 2010).

Organizational leadership can impact the protective and organizational factors that affect a middle manager's ability to be resilient. Examples of these indicators include organizational preparedness. The literature from Zoll (2019) on disenfranchised grief concerned disenfranchisement brought about by the characteristics of the griever and the grieved (e.g., the deceased). Any loss will be disenfranchised if the surviving employees are not allowed to express or are given the tools to express grief in the one place where most people spend most of their time – on the job (Zoll, 2019). When employees cannot express themselves, it will further hinder their resolution process. During an organizational loss, organizational leadership should support the vision, planning, and guidance employees expect from their corporate leadership. Preparation and personnel training can help leaders navigate such losses (Flux et al., 2019). As are pain and suffering, death and dying are complex subjects to process.

This research study endeavored to expand the current knowledge of how leadership styles, organizational culture, and preparedness can positively impact organizational resilience. Given the dynamic and unforeseeable nature of the business environment, organizations should always be in a posture for change that stems from organizational disruption. The research

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provided a foundation for identifying the importance of leadership style that impacts organizational culture and preparedness and its interrelationship with resilience. The literature suggests that these dimensions create the dynamics for middle managers to thrive when faced with an organizational disruption, such as a death.

Organizational Culture

The organizational culture must foster an environment that inspires employees to be human and humane (Charles-Edwards, 2009). Organizations can help employees become more resilient by promoting physical and mental well-being. Resilience is a fundamental strategy that allows employees to address the uncertainty at work after a peer's death, especially if the peer was a beloved colleague. Change is inevitable, and organizations must develop a holistic approach when dealing with their employees (Vivona & Ty, 2011), providing access to physical and mental health resources and encouraging solid social relationships. Such an event as the untimely passing of a beloved middle manager handled well or poorly, can symbolize an organization's culture. Leadership must be seen and felt in moments of loss, patient with the inconsistency it can bring, and open to its growth potential that can be realized (Kolzow, 2014). When organizations prioritize resilience, it helps the employees manage their emotions and mental health and makes them more likely to adapt during a crisis or change. Organizational resilience is more than building inner strength. It means creating an environment that empowers employees to maintain growth in the face of change. Organizational resilience directly impacts employee engagement, performance, and retention (Zevo Health, 2021).

The cost of disenfranchised grief is higher as it prolongs and sometimes worsens the grief process, stopping its healthy resolve (Zoll, 2019). The organization is adversely affected twice by the unexpressive grief of employees. First, the organization financially suffers the cost of

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prolonging or worsening employees' suffering. Second, grief halts the benefits of employees' personal and spiritual growth that can be realized from the healthy resolve of the grief process. The latter cost can have a further impact in the future if employees never fully recover from their grief. Unexpressed grief of employees hurts the organization. Imagine if employees are allowed to follow the grief journey without external pressure. In that case, all employees can enjoy a working environment that is more robust, more resilient, more compassionate, and more in touch with their spiritual beings (Zoll, 2019).

An untimely death, grief, and bereavement can harm an organization's effectiveness. A clear understanding of loss, grief, and bereavement can help Human Resource professionals and organizational leaders prepare for death and assist middle managers with the bereavement process to help peers return to their work while supporting them during the grief process (Charles-Edwards, 2009). When peers return to the workplace still grieving and mourning, they may not know how to deal with their pain. Grief will affect every area of their lives, including work, which cannot be controlled. Handling grief in the workplace is complicated. It is critical for organizational leaders and Human Resource professionals to understand, prepare for, handle, and manage employee grief when it appears in the workplace (Mancini & Bonanno, 2006). The grief journey can trigger missed task deadlines, absenteeism, frustration, and anger, leading to a lack of sound decision-making.

Fostering organizational resilience can assist middle managers not only in recovering from experiencing an untimely death of a peer and be an opportunity for growth and development. Being resilient does not mean that employees experience stress, emotional strain, or suffering; resilience may be demonstrated by working through emotional pain and suffering (Hurley, 2020). The organizational leader's primary responsibility is to the organization, but the

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most critical asset is its employees (Ketola, 2010). Organizational leaders can establish and maintain appropriate policies and procedures. By demonstrating responsibility in handling grieving employees, the organization retains or increases productivity which translates into profitability, contributing to employee loyalty and well-being (Sunoo & Solomon, 1996).

Organizational Preparedness

A strategic or continuity plan guides the course of an organization. It provides direction or a map to guide the future to achieve its goals. A strategic plan will prepare the organization to engage with forces within its environment (Bloom & Menefee, 1994). Resiliency training is essential because it focuses on the organization's critical issues and challenges and guides leaders' decision-making to discover what they should do and bring light to the challenges that may exist when a decision is made. Strategic planning helps organizations anticipate and act with wisdom (Bryson, 2018). Organizational resiliency relies on organization leaders to develop the middle managers' capacity to adapt to change. Resilient organizations take preventive measures in the face of potential challenges. The preventive measures include succession plans, preparation interventions, and ongoing training for emergency responses.

To prepare employees for abrupt changes outside of their control, organizational leaders must equip their teams with skills proven to be successful in changing environments. Leaders will also need to build processes that will allow for ongoing learning that will become part of the organization's culture. Organizational leaders must identify the team's skills, assess the skill gaps, and seek solutions that will yield optimal results. Establishing ongoing skill set evaluations will build upskill, providing more advanced skills through education and training for all team members (Prichard & Ashleigh, 2007).

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Death can happen in organizations as anywhere else, and the effect of an unexpected death echoes across an organization. Organizational leaders are responsible for demonstrating their support and regard for their middle managers. Employee training is another organizational tool that leaders can provide when preparing middle managers for an untimely death. The employee training can consist of administering personality assessments, role-playing, and organizational leaders ensuring a succession plan is in place and is often reviewed for updates or organizational changes. Individuals can act to counter the effects of catastrophic, unexpected, or untimely events, such as death (Ham, 2018). In research from Association for Training Development (2022), employee training and development includes any activity that assists employees in acquiring new or improving existing knowledge or skill sets. Employee training is a formal process by which organizational leaders assist personnel in enhancing their organizational performance. Employee development is obtaining the knowledge, skill, or attitude that prepares employees for new directions or responsibilities.

Preparation, training, a comprehensive emergency response plan, and a crisis response team can minimize the negative impact of untimely death. Leaders who assess personal attributes and prepare for an organizational disruption will be better prepared for an untimely loss. While providing resilience training, a culture of resilience is birthed, which is necessary to protect the employees' health and well-being while sustaining organizational performance after the unexpected death of a peer. Developing middle managers who can recover from tragic events and even grow from challenges should be a strategic goal for organizations (Ham, 2018).

Organizations have developed policies and procedures to assist employees experiencing grief while working. The United States Office of Personnel Management (OPM) (1996) covers in its *Manager's Handbook: Traumatic Events* various workplace trauma and includes methods

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of recovering from the death of a co-worker. One of the most shattering facts of life is that some people will experience the death of someone dear to them in the workplace. Even though it is a normal part of life, the hardship of losing such a beloved peer is one of the most traumatic and stressful seasons that occurs in individuals' lives. Research suggests that bereavement affects peers' physical and mental health who remain in the organization (McHorney & Mor, 1988).

American Heart Association (2017) suggested that resilience training programs at the organizational level may be a helpful prevention tactic to help personnel reduce stress and mitigate depression due to the death of fellow employees. Resilience training targets developing and strengthening one's ability to fortify, persevere, recover from adversity, and improve coping and recovering from negative workplace stressors (Keresztes & Wegner, 2006). An Employee Assistance Program is a voluntary, work-focused program that provides free and confidential assessments, counseling, referrals, and follow-up services to employees with personal and work-related problems (United States Office of Personnel Management (OPM), 1996). Getting the organization prepared by implementing and strengthening employee assistance programs that focus on resilience training enhances middle managers' resilience by improving their ability to cope with and recover from the untimely loss, and it is an additional strategy an organization may implement (American Heart Association, 2017). Additionally, most company-sponsored employee assistance programs allow employees to refer themselves for counseling when the need arises. An effective employee assistance program contains the most asset to an organization – its employees. During unexpected disruptions, such as untimely death, having access contributes to healthy and productive employees.

Organizational Resilience

Organizational resilience is a company's ability to withstand disruptions while still providing services to customers. Organizational resilience requires holistic thoughts, collaborative functions, and ongoing improvements to respond to threats and disruptions (Tichansky, 2022). Sudden disruptions in organizations can cause a breakdown in organizational performance. Strengthening organizational resilience should be an objective of any business to limit or prevent abrupt disruptions. Organizations that survive over time in the face of current and future disruptions are called resilient organizations (Nelson, 2022). Resilience within organizations can offer a basis to overcome breakdowns or disruptions and allow organizations for organizational development, growth, and effectiveness. A resilient organization is critical as they contribute to the economy and the community (Nelson, 2022). If an organization cannot thrive under pressure and change, it doesn't have organizational resilience; the organization is more likely to succumb during a tough time.

In a world that is constantly changing, sustainability and viability continue to be put to the test. Organizations must be able to survive an event that requires change, quick adjustment, and resolve in influencing their competitive approach and performance. The benefits of resilience will allow an organization to increase its capacity for preparing and responding to matters that can threaten its vitality (Grote, 2019). Uhl-Bien and Arena (2018) suggested allowing organizational leaders to introduce leadership disciplines that support organizational resilience, gain awareness and understanding of personnel and align strategic objectives while supporting a culture of mutual objectives and values. Leadership style, organizational culture, and organizational preparedness are accepted and supported; organizational success will be ensured. Organizational resilience is a learned skill, and organizations can develop it (Duchek,

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2020). Executive leaders can help middle managers strengthen resilience by embracing that there will be challenges and can mirror healthy ways to respond. It is essential to empower middle managers to adapt to an organizational disruption to remain connected and productive throughout and beyond any disturbance. When organizational leaders experience resilience, they are aware of its significance and model resilient practices. Organizational leaders can assist in making these practices normal behavior. Organizational resilience is critical to an organization's success, and businesses can combat threats and permit their personnel to feel and perform optimally (Hepfer & Lawrence, 2022).

Statement of the Problem

The problem is that the untimely death of a middle manager can cause an unexpected organizational disruption if there are no safeguards in place to protect the organization and the employees. The extent of those disruptions may vary based on the organization's predominant leadership style, organizational culture, and preparedness. The terms preparedness and readiness are used interchangeably in this study. Organizational readiness begins with leadership, then transcends organizational culture and preparedness. It is important to understand the relationships that exist between leadership style, organizational culture, organizational preparedness, and organizational resilience. It was identified in the Role of Organizational Culture in Creating Readiness for Change Project (Novitskaya & Rajput, 2014) that an organizational culture of flexibility, as well as a sense of belonging, trust, and cohesion, increased organizational preparedness. Organizational leaders should navigate their middle managers through an untimely death of a peer that will require immediate change within the organization. These changes include assessing job duties and adjusting to untimely loss while maintaining productivity and market competitiveness. Over the last few years, the research on

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resilience in business and leadership has increased (Linnenluecke, 2017). Organizational disruptions such as death can slow organizational progress or hinder progress altogether.

The secondary problem is that many organizations are not resilient enough to withstand the unexpected death of a middle manager and maintain organizational performance (Riopel, 2019). In this research study, I explored resilient leadership styles that might positively impact the corporate organizational culture and how leaders can prepare middle managers for an untimely death, maintain productivity, and enhance organizational resilience when an untimely death occurs. Resilient organizations must be prepared to respond intentionally and timely to organizational disruptions.

Purpose and Significance of the Study

I aimed to identify the strength of relationships between leadership styles, organizational culture, and organizational preparedness with organizational resilience as a foundation for researchers to discover ideal ways that organizations can build a culture of resilience. Corporate leaders can impact the protective and organizational factors influencing a middle manager's resilience posture. Mancini and Bonanno (2006) suggested that organizational resilience is essential during uncertainty. Zoll (2019) stated that any loss would be disenfranchised if the surviving employees are not allowed to fully express themselves or given the necessary tools to express grief in the one place where most employees spend most of their time – on the job. When employees cannot express themselves, their grieving process is hindered. During an organizational loss, organizational leadership should support the vision, planning, and guidance that employees expect from leadership.

Building a resilient culture and preparation can help leaders navigate such losses (Flux et al., 2019). Death and dying are complex subjects to process, much like pain and suffering.

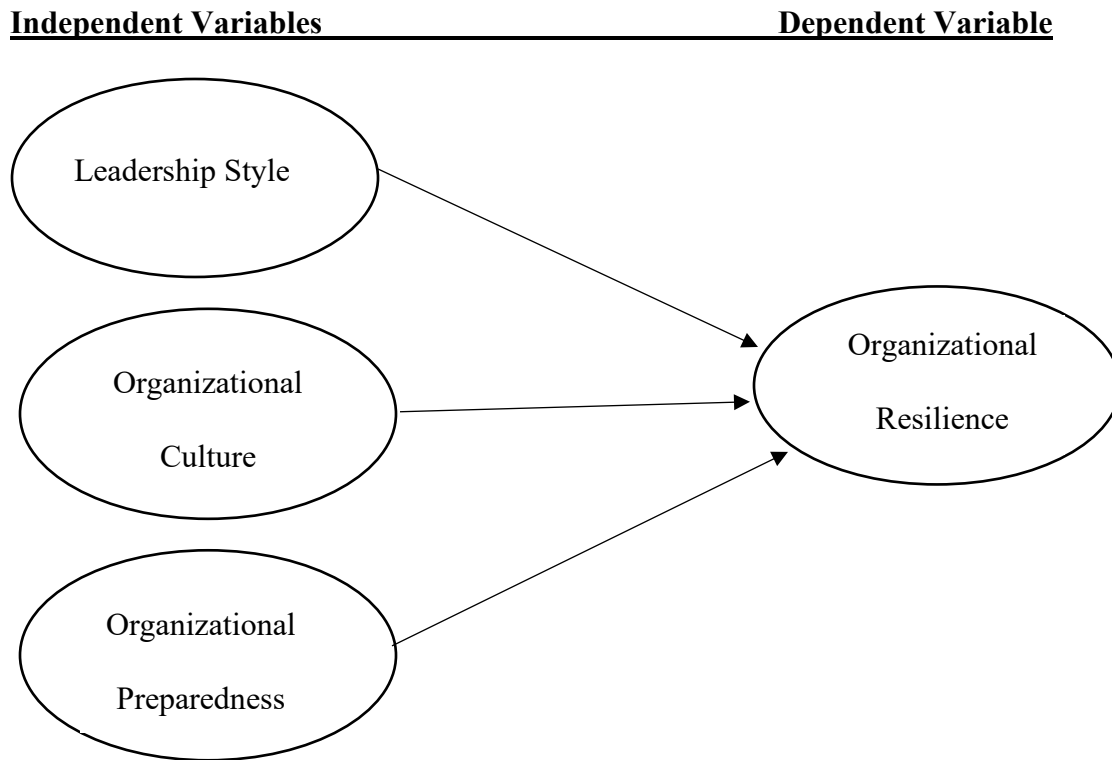
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However, when leaders are not prepared to assist their employees through the death of a peer, the death can have more of a negative impact when the loss is not realized, felt, processed, and resolved (Mancini & Bonanno, 2006). The relationship between different leadership styles is analyzed to benefit practitioners and executive leaders. The findings from the study will aid executive leaders and middle managers in maintaining a productive yet thriving workforce when an untimely death occurs in an organization. I endeavored to contribute to the literature by equipping leaders with the knowledge and tools to protect middle managers' well-being by encouraging a sustainable or flourishing environment to navigate organizational disruption well before it occurs.

Conceptual Framework

To examine the factors that contribute to resilience in the workplace after the unexpected death of a middle manager, it is important to also understand the influence of key variables. Figure 1 presents the conceptual model for this study. The independent variables were leadership style, organizational culture, and organizational preparedness, while the dependent variable was resilience. Few experimental studies have measured systemic approaches to building corporate and employee resilience. Wooll (2021) found that resilience is a critical characteristic for organizations because it assists employees in dealing with and working through losing a valued employee. In the face of increased uncertainty within organizations and with the ability to bounce back after facing a challenge such as untimely employee death, organizational resilience is the desired outcome.

Figure 1: Conceptual Model



Research Questions and Hypotheses

Research Questions

I aimed to answer the following questions. A primary question and associated sub-questions guided this study. The research questions were as follows:

RQ1: Is there a correlation between leadership style and organizational resiliency?

RQ2: Is there a correlation between organizational culture and organizational resilience?

RQ3: Is there a correlation between organizational preparedness and organizational resilience?

Hypotheses

The hypotheses and null hypotheses were as follows:

H1: There is a correlation between leadership style and organizational resilience.

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N1: There is not a correlation between leadership style and organizational and organizational resilience.

H2: There is a correlation between organizational culture and organizational resilience.

N2: There is not a correlation between organizational culture and organizational resilience.

H3: There is a correlation between organizational preparedness and organizational resilience.

N3: There is not a correlation between organizational preparedness and organizational resilience.

Overview of Methodology

I used a quantitative research approach with a general linear model to analyze the research data and to compare the attributes of leadership style, organizational culture, organizational preparedness, and organizational resilience through an online survey from a sample of middle managers who experienced a death of a peer with whom they had a relationship for at least 1 year. I chose a correlational design to discover whether there were relationships between two or more variables. I sought to measure and affirm reliability or contradict any possibility of casual relationships (Campbell & Stanley, 1963).

Research Participants

I solicited research participants who were middle managers in private, public, nonprofit, and governmental organizations who experienced a colleague's (e.g., a peer's) death. I sourced participants from LinkedIn. As LinkedIn is the world's largest professional network platform, it was appropriate for gaining the interest of middle managers who experienced a peer's death. I posted the survey announcement to recruit participants from other relevant social groups,

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including Middle Managers Network, doctoral student forums, and my professional network on LinkedIn and Facebook. I facilitated an online survey questionnaire and collected data via SurveyMonkey, an online survey platform. The middle managers were essential to this study because their decisions impact an organization's performance. The participants had to have worked with the deceased colleague for at least 1 year to establish that there was a relationship. The research design allowed a large amount of data to be collected effectively and yielded quantitative data compliant with statistical correlative and regression measures.

Research Instruments

I used various instruments to measure the independent and dependent variables. The Multifactor Leadership Questionnaire (MLQ) (see Appendix A) is used to measure how leaders' superiors, peers, subordinates, and others realize the leader's leadership behavior (Bass & Avolio, 1995). I used a modified version (28 items), as the original version consisted of 45 items. Mind Garden, the publisher, modified the tool to focus only on transformational and transactional leadership styles.

The Work Environment Scale (Friis, 1981; see Appendix B) is a 10-item self-report questionnaire. The scale is used to measure the core dimension of the work environment (i.e., organizational culture) but is typically used in a clinical setting. I received permission from the publisher to modify the wording of the questions to fit any organization. The WES-10 measures self-realization (i.e., employees feel supported and able to use their knowledge), workload (i.e., tasks that are necessary and if the employee feels they must be in several places at the same time), conflict (i.e., employees experience conflict and allegiance) and nervousness (i.e., employees are worried about going to work).

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I used the Organizational Readiness for Implementing Change (ORIC; see Appendix C), which is a 12-item research instrument used to discover how well employees at an organization believe they can implement the change processes that are necessary to meet future challenges. The questions (e.g., items) are focused on generalized organizational readiness behaviors and are not focused on the soft or technical skills required of individuals in the workplace. Finally, I used The OrgRes Diagnostic Tool (see Appendix D), a 13-item research tool that is used to assess an organization's or a department's resilience. I examined leadership styles and the factors that impact resilience and positively impact organizational culture and preparedness. The culture is best realized and maintained through training middle managers to practice and model resilient leadership.

Assumptions

I assumed that most organizations are tested to foster organizational resilience when an unexpected death occurs. An unexpected death can be disruptive to the organization, whereas a death that was expected will not have the same impact. I also assumed that the research participants provided a true response to their experience of losing a peer. I believed that executive leadership's conduct could influence the capacity of middle managers to demonstrate positive adjustments to adversity (Waite, 2014). Secondly, I assumed that one of the main objectives of leadership is to build individual and team resilience so that middle managers can maintain productivity and organizational growth. Thirdly, I assumed that executive leaders desire to have a resilient team when faced with an untimely death. The opposite is that the organization fails to be resilient in response to an untimely death, which is assumed to be undesirable. Fourthly, I assumed that organizations that are proactive in preparing for an organizational disruption will have a greater chance of being resilient. Fifthly, I assumed that there are various

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relationships that have influenced the participants, yet they can convey what that relationship experience is with their middle manager. Finally, I assumed that the participants answered the questions honestly and understood the concept of organizational resilience.

Limitations

This study is based on two leadership styles: transactional and transformational. I did not explore all leadership styles that could influence organizational resilience when an untimely death occurs in an organization. More leadership styles may be examined in future studies. Additionally, I did not address cultural impact in this study. The data analyzed in this research study were obtained from participant surveys. I only examined the experiences of middle managers that experienced the untimely death of a colleague. The research participants' memory of their experience may have diminished over time, and I could not ask follow-up questions to gain clarity regarding the participants' responses. Moreover, I did not account for any relationship between the surviving and deceased middle managers formed outside the workplace, which could result in a more profound sense of grief among the survivors. Finally, I did not assess the soft or hard skills needed or possessed by participants as related to preparedness. All the questions that are included on the ORIC are based on whether the employee believes the organization is in a state of readiness for change. There are no written or published guidelines for organizations to manage the untimely death of a middle manager.

Delimitations

Delimitations include the scope and extent of the research study (Pemberton, 2012). I recruited only currently employed middle managers at for-profit, nonprofit, government, or education-related organizations. Some of the research study's discoveries may not appear

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relevant and applicable to middle managers working in different business sectors. Research participants who were 18 years and older were only permitted to participate in the research study.

Summary

In this chapter, I introduced the concept of organizational resilience based on the organization's predominant leadership style, organizational culture, and preparedness. The primary purpose of this research study was to assist organizational leaders in identifying ideal leadership styles in dealing with an untimely death of a middle manager that will strengthen organizational culture and preparedness. I also presented the questions designed for this study. I then presented the assumptions, limitations, and delimitations of this study. This research revealed that organizational leaders who intentionally create a culture of resilience can promote a holistic environment; by design, the organizational culture and readiness will be more conducive to empowering and encouraging grieved middle managers. In Chapter 1, I also discussed the conceptual approach used in this research study. In Chapter 2, I present a review of the literature relevant to this study's phenomena.

Chapter 2: Literature Review

Introduction

For this literature review, I aimed to assess the research and practice in examining the impact of factors that influence organizational resilience when an untimely death of a middle manager occurs. These factors included leadership styles, organizational culture, and organizational preparedness. During crises, executive leaders communicate with personnel, demonstrate leadership skills, and apply positive leadership to assist the organization's progressive movement through the stages of recovery to reduce the negative impact of the crisis (Heide, 1989). During a crisis, some leadership styles are considered more effective than others in aiding in the organizational response. The strength of the leadership styles depends on the nature of the crisis or organizational disruption. I organized the literature into themes to realize an understanding of organizational resilience and supporting personnel through the grief and loss of a middle manager.

Prior research has addressed resilience in many capacities and professions, whereas leadership studies have not specifically included middle managers experiencing an untimely death of a peer in an organization. I identified the strength of relationships between the constructs and discovered ideal ways that organizations can examine leadership styles and factors that impact organizational resilience among middle managers when an untimely death occurs. I aimed to contribute to the current literature and affirm how organizational leaders build a resilient team and close the gaps between grief and mourning in the workplace.

Review Strategy

To conduct a thorough review of the current literature, I used the following electronic databases and search engines to review peer-reviewed articles, journals, and seminal books:

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Business Source Complete, Academic Source Complete, Dissertation and Theses at Touro Worldwide University Worldwide, ProQuest, EBSCOhost, Sage, and Google Scholar. I searched these databases to discover relevant studies related to transactional leadership, transformational leadership, leadership styles, organizational culture, organizational preparedness, and organizational resilience. Additionally, I also used U.S. government agency websites and search engines to retrieve statistics and data. I used key terms to retrieve relevant information, including *leadership styles, organizational culture, and organizational preparedness or organizational readiness, organizational resilience, transformational leadership, transactional leadership, laissez-faire leadership, democratic leadership, democratic leadership, and fostering resilience among middle managers, fostering resilience, unexpected or untimely organizational death, middle managers, and resilience theory*. I included relevant case studies and peer-reviewed articles to gather secondary research to get an overview of the literature that has contributed to fostering organizational resilience.

Grief in the Workplace

Grief represents significant organizational challenges, requiring managers to deal with it both individually as well as among the team (Kodanaz, 2004). Death is not easily discussed and can be perceived as taboo. To gain the insight required to respond to an untimely death, researchers have evaluated the experiences cultivated over time and the thoughts of middle managers. A qualitative approach to collecting these experiences and opinions guided the journey of the complexity of experiences with grief that the team faced due to the unexpected death (Agee, 2009). Some experiences that may be discovered of team members' relationships with the middle manager who unexpectedly passed away can differ based on the relationship by highlighting leadership as a driving indicator for success after an untimely organizational death.

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Stress, death, and other work impairments are significant risks in the workplace that can hurt the organization and its stakeholders. Moreover, resiliency, or how persons cope with and bounce back from difficult situations, has become critical to organizational performance. When there is an unexpected death of a valued middle manager in an organization, tools must be in place to safeguard the organization and its stakeholders. Building resilience is a fundamental strategy that can help organizational leaders tackle stress at work and when difficult situations arise in employees' lives (Doheny, 2021). Bereavement impacts survivors' physical and mental health, many of whom work in organizations (Bauer & Murray, 2018).

Middle managers are prepared to celebrate births and birthdays and are even poised to handle illness. Some organizational leaders, however, do not prepare for unexpected deaths in the workplace. The impact of this type of disruption may vary based on the organization's predominant leadership style, organizational culture, and organizational preparedness. Lack of preparedness can cause more harm than loss itself. The unexpected death of a middle manager may cause disruption and can temporarily handicap organizational structure, routines, and processes; thus, the impact of top leadership turnover is critically significant and different from turnover or exits at other levels (Kesner & Sebora, 1994)

Leadership Style

Leadership in organizations is critical in assessing employees' perceptions, responses to organizational change, and acceptance of evidence-based practices. According to Sulastri (2019), leadership is determined by the actions of leaders. Leaders must be able to train, develop, and empower individuals who dream of working to achieve shared goals. Different circumstances, times, and events will require different leadership styles. According to As-Sadeq and Khoury (2006), leadership styles significantly impact employee outcomes. Being aware of leadership

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styles can make an effective leader because it highlights behaviors that either assist or hinder achieving goals. A leadership model is a theoretical framework for the ideal ways to lead employees, with relevant response styles that best meet personnel and organization's needs (Goldman, 1998). A leader should always posture continual improvement, seek ways to enrich themselves and be willing to change their methods to advance the organization. Organizational leaders can demonstrate a combination of leadership styles, but each individual has a predominant style that is innate. Through self-awareness, organizational leaders can learn to adapt and try new perspectives as well as grasp how to best support the predominant leadership style.

Leadership is a highly complex concept. There are many theories and more than 10 established leadership styles, each different yet effective in the proper context and by the ideal person. Organizational leaders must be able to adapt by understanding how to lead through relative context, which is suitable for the organization and its employees (Hersey & Blanchard, 1982).

Transformational Leadership

A transformational leader has the skills to enhance the organization through their vision for the future. Tragic circumstances, such as the untimely death of a middle manager, can cause unspeakable pain for peers directly involved as well as colleagues and friends. At this uncertain and vulnerable time, middle managers search for meaning and a reason to anticipate a positive future. Transformation leaders can aid in healing by choosing actions that demonstrate their compassion. Dutton et al. (2002) conveyed that organizational compassion is important, as it diminishes the immediate suffering of those affected by the death and enables these individuals to recover from setbacks quicker and more effectively. The research also indicated that a

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transformational leader's ability to activate compassion throughout the organization positively impacts the organization's ability to maintain performance in difficult times, thereby fostering a company's capacity to be aware, learn, heal, adapt, and thrive (McManus, 2019).

Transformational leadership drives excellence in organizations. Resilience is the essential attribute that allows transformational leadership to be active (Folan, 2021). Transformational leaders can positively impact organizational resiliency by discovering a shared vision for handling future organizational disruptions that inspire other team members to believe and work toward accomplishing the vision in a united manner. As a result, transformational leaders intentionally build organizational resilience before a disaster or disruption occurs. Waugh (2007) conveyed the “transformational power” of a compelling vision and strategic planning in enabling effective emergency response instead of building hierarchical processes rooted in fear of disasters. Scholars have argued that organizations with transformational leaders are effective in sustaining follower satisfaction and fostering positive performance outcomes (Gooty et al., 2009; Trottier et al., 2008).

Transactional Leadership

Max Weber, a sociologist, studied how people lead and developed the transactional leadership framework. Transactional leadership is a transaction comprised of an agreement that begins with an understanding between followers and leaders. The needs of the followers will be rewarded if they are results-oriented, and the organization's objective will be achieved through their understanding of leadership (Bass et al., 2003). Bass et al. (2003) explained that transactional leaders encourage employees' participation through rewards and punishments. According to Bass et al. (2003), several prior researchers discovered a positive relationship between transactional leadership and organizational commitment.

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Transactional leaders operate with rules that cannot be changed, which hinders the opportunity to take the emotional reaction of personnel into account when rewards and consequences are established. The relationship between the organizational leaders and personnel is task oriented. Transactional leaders are not allowed to change the rules. Transactional leadership environments do not accept excuses and complaints for feedback, making it challenging to adapt to changing circumstances within the organization. A transactional leader is not interested in different approaches to a problem; instead, they establish a process that is firm, structured, and reliable. Personnel might consider a transactional leader firm and rigid and can drastically impact the employee's performance as their focus is on productivity, not employee engagement (Hater & Bass, 1988).

Transactional leaders encourage and direct personnel by motivating and engaging followers by appealing to their self-interest. The strength of transactional leadership comes from their authority and responsibility in the organization (Khan et al., 2020). The goal of the follower is to obey the direction of the leader. If the follower does what is desired from the leader, a reward will follow; on the contrary, if the follower does not do what the leader says, a punishment will follow. The transactional leader magnifies short-term goals, rules, and procedures. The transactional leader does not encourage followers' creativity or generate ideas, as the organizational problems are straightforward and exact. Transactional leaders tend not to reward or avoid ideas that do not meet the current goals and objectives. However, transactional leaders tend to guide decisions to cut costs and improve performance. The transactional leadership style is considered sufficient in enhancing maximum leadership capacity as it serves as a basis for developed interactions. However, organizational leaders should be cautious not to

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practice this style alone. Otherwise, it will lead to an organizational culture grounded by position, rank, and power (Bass et al., 2003).

Laissez-faire Leadership

Laissez-faire is another leadership style that is passive in nature. Scholars have studied laissez-faire and asserted that it is an ineffective leadership style (Abid et al., 2016). A laissez-faire leader empowers their followers to have liberty in decision-making, and this type of leadership promotes the followers' belief in their effectiveness (Shondrick et al., 2010). In most leadership styles, active involvement from employees is of great importance. The laissez-faire style of leadership allows followers to make decisions, and although this style of leadership creates an environment for learning, it is most effective when employees are highly skilled, inspired, and assist in helping peers thrive at work. Because laissez-faire leadership empowers employees by trusting them to work however they would like, but this may limit employees' personal growth and development and may lead to missed opportunities for growth (Cherry, 2021a).

Leaders do not practice direct supervision, which can be counterproductive when an untimely death occurs among middle managers. This style is also counterproductive when peers lack skills and knowledge, as the unnecessary engagement of a leader may have unexpected negative effects on employees. The laissez-faire leadership style is expected to negatively impact the middle manager thriving at work when an untimely death occurs among peers (Sharma & Singh, 2013).

Democratic Leadership

Democratic leadership was conceptualized in the 1960s by White and Lippitt (Gastil, 1994). In this leadership style, the leader encourages team involvement in the decision-making

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process (Choi, 2007). Gastil (1994) defined democratic leadership as delegating and empowering team members and aiding the team through the decision-making process functions. The democratic leader prefers to share managerial power with the team (Eren, 2001). The distinguishing characteristic of this leadership style is that the leaders consult the team's opinion when establishing goals, plans, and policies (Tengilimoğlu, 2005). Democratic leadership affirms an individual's right to participate and demonstrates respect for all team members and fulfillment of expectations; as a result, democracy is permeated throughout the organization. A democratic leader makes decisions with the input of each team member. The democratic leader makes the final call on all decisions, but every teammate has a say. Democratic leadership is participative and generates increased employee engagement and satisfaction. This type of leadership ensures that all employees can contribute to organizational effectiveness (Woods, 2004). Researchers have conveyed that performance and employee satisfaction are higher over time in organizations led by democratic leaders than in those led by other leadership styles (Woods, 2004).

Autocratic Leadership

Autocratic leadership is the opposite of democratic leadership. The leaders make decisions without seeking input from anyone who reports to them. In this leadership style, employees are not considered or even consulted. Employees are expected to accept the decision of the leader (Gastil, 1994). Yildirim et al. (2020) suggested that autocratic leaders command or use power to accomplish tasks.

Visionary Leadership

A visionary leader likes to believe in the future, not just the current time (Taylor et al., 2014). A visionary leader has a vision; they can articulate and share it with the organization and empower the team to push forward with inspiration. A visionary leader gives employees the

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liberty to create the best route for bringing the vision to life, understanding that it takes discipline and commitment to realize the vision. Kirkpatrick (2004) pointed out that visionary leaders can be found in religious organizations, businesses, governments, nonprofits, or sports. Dhammika (2016) suggested that visionary leadership focuses on creating and communicating an aspiring vision to achieve and maintain organizational performance. DuBrin (1998) asserted that visionary leadership positively impacts commitment and trust in the leader and organizational performance. A visionary leader brings employees toward shared dreams and goals. A visionary leader takes time to learn what drives their team members and communicates how what they do fits the company goals and why it matters. Trust is the foundation of this leadership style. Visionary leaders are inspired by what the company can become. A visionary leader sees the big picture and seeks to bring innovation and development (Westley & Mintzberg, 1989). Effective communication is essential for visionary leaders to obtain and maintain the allegiance of their followers. The lack of a communicated vision makes individuals unresponsive or detached from the vision and the organizational objectives (Heath & Heath, 2010). Hater and Bass (1988) identified that visionary leaders have a favorable relationship with employee perceptions of leadership effectiveness or employee satisfaction.

Styles for Examination

I examined transformational leadership because this style does not only consider employees but also includes a focus on the entire organization. Transformational leaders are focused on how members can grow and transform themselves and the organization through shared and individual objectives and seek to combine the two. Effective guidance and support from the leader after an untimely death of a middle manager will allow the team to feel cared for, which will heighten loyalty and faith in the organizational leader's leadership ability.

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Additionally, I examined transactional leadership, as it is the most common leadership style and focuses on supervision, organization, and performance. The exchange between the leader and the team is based on a transaction. The leader uses rewards and penalties to maintain performance (Othman et al., 2012).

In the competitive environment of business, organizational leaders must be able to model a comprehensive leadership style that is active, flexible, and resilient. The organizational leaders must rely on their teams to deliver results. A leader should be able to apply the most relevant leadership approach that can be modified to the current organizational climate. While the team dynamic changes along with the organizational climate, organizational leaders are expected to consistently drive success.

All leadership styles serve a purpose based on the situation, the organizational culture, and the personality of the leader and the team members. It is imperative that the leader has an awareness and knows when to deploy a specific leadership style based on organizational conditions (Dulewicz & Higgs, 2005). The leader must be able to assess organizational needs, communicate effectively, take the appropriate action, make decisions, and engage the team. Resilient organizations demonstrate leadership at all levels and have a strong organizational culture that is built on trust, accountability, and action. Resilient leaders can inspire and motivate their team while developing a healthy emotional climate. Goleman (2000) found that visionary and democratic leaders build organizational resilience, and transactional and autocratic leadership is not sustainable. The transformational leadership style is one of the most effective, as transformational leaders seek to inspire their team by having a strong, positive vision of the future and being able to convey it through strong communication and collaborative efforts to reach common goals. A transformational leader fosters a positive organizational culture by

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considering each employee and conveys a concise vision for the organization, which will sustain and yield success for the organization. Bass and Riggio (2005) suggested that transformational leaders encourage and inspire followers to be highly achieved while honing their own leadership acumen. A combination of a transactional and transformational leader is an ideal leadership style that is effective in developing a resilient organization as it concentrates on transforming others to assist and support in a spirit of harmony while protecting the health of the organization (Bass & Riggio, 2005).

Organizational Culture

Challenging times put organizational culture to the test, as organizational leaders' decisions are observed. Employees critique whether the leaders' actions align with the organization's values. During uncertainty, people react in a variety of ways. Organizational culture refers to the beliefs and values that are present in an organization, the beliefs of the personnel, and the anticipated use of their work that will impact their attitudes and conduct. Organizations should prepare for adversity by developing an organizational culture of resilience. Resilience is a crucial element of organizational culture and organizational continuity. Organizations can learn to develop a resilient culture that empowers them to rebound from adversity. Organizational culture is built through consistent and intentional behaviors (Frost et al., 1985).

Organizational culture affects all aspects of the organization, from attendance and timeliness to contract terms and employee benefits. When organizational culture lines up with personnel, they are more likely to feel safe, supported, and valued. It is important to remember that organizational culture will develop without the leader's input; thus, the leader's involvement or engagement is critical. Without the leader's input, an unhealthy and unproductive culture may

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be fostered. Organizational culture sets the tone for everything an organization does. Research suggests that a robust organizational culture begins with the executive leaders. Executive leaders live their organizational cultures daily, are intentional in communicating cultural identities to all personnel, and are clear about values and how they shape their organization and determine how it runs effectively (Schein, 1985). An ineffective organizational culture can be detrimental to the organization and its leadership. An ineffective organizational culture includes disengaged personnel, increased turnover, and poor internal relationships. Executive leaders play an essential role in shaping and sustaining the organizational culture. While executive leaders are the architects of organizational culture, an established culture shapes what kind of leadership is possible (Schein, 2010). Organizational leaders know that communication is a tool that drives organizational behavior. During a difficult time, organizational leaders must be transparent with communication, as it enhances trust on which those associated with the organization can rely (Schein, 2010).

The workplace can be demanding and unstable at times, especially when undergoing an organizational disruption, such as a death. Personnel are taught to separate work from their personal lives and leave their feelings at the door. Instead of encouraging personnel to keep to themselves, organizational leaders must intentionally build a safer and more social work environment. There are many opportunities for middle managers to connect and collaborate within a professional context, so organizational leaders should create a space where they can share interests and create deeper connections among colleagues. Resilient organizational cultures begin with organizational leaders that support their employees. When leadership is disconnected, the risk of disengaged personnel increases, contributing to a weak organizational culture (Tsai, 2011). Organizations that respond quickly and effectively to an organizational disruption commit

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to learning. An organizational culture demonstrates how personnel should behave, assisting in achieving goals. This behavioral framework gives employees a sense that their leader is interested in helping them complete a goal (Tsai, 2011). From this perspective, organizational culture and leadership are linked. Parsons (2010) explained that the relationship between organizational resilience and organizational culture is compelling. Therefore, it is essential to understand the role that organizational culture plays in the process of organizational resilience. Executive leaders should continuously apply operational and strategic practices to maintain the company's sustainability. Organizations must be resilient in order to maintain positive changes and manage challenges under difficult situations. The ability of an organization to respond to an organizational disruption, such as the untimely death of a middle manager, depends on the organization's objectives and the leader's experience in the face of the disruption (Hillmann & Guenther, 2021).

Sakikawa (2021) conducted a study to investigate how organizational culture influences high-performance work practices and creates a positive work climate. The findings revealed that organizational culture has a significant impact on shaping high-performance work practices and fostering a positive work environment. When the culture of an organization is aligned with high-performance work practices, empowering employees, promoting continuous learning and development, and effectively adapting to changing circumstances such as organizational disruptions, it leads to improved performance, increased productivity, and the cultivation of a positive work culture.

Organizational Preparedness

One of the ways organizations can foster organizational resilience is by providing individual training and developing targeted competencies to enhance resiliency (Duke &

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Giarrusso, 2008). A training program allows organizations to strengthen skills upon which a middle manager needs to improve. The training program will also help bolster middle managers with similar skills and knowledge to an advanced level. Training begins when the concept of resilience is intentionally integrated through daily activities. Having a company policy that promotes resilience and establishes a positive work environment will create an opportunity for ongoing training. When resilience training is part of the organizational culture, it perfects the employee's effectiveness and sustenance (Valamis, 2022)

As organizational leaders typically have more control over the work culture and environment than subordinates, it is only natural that those leaders have the same opportunities to reduce work-related stress. As organizations discover ways to support their employees and help them be more effective and efficient, resilience training focuses on emotional, cognitive, mental, physical, and spiritual resilience. Specific training in these areas can improve a person's resiliency, enhance one's quality of life, and minimize stress and anxiety by teaching one to identify challenges as opportunities for growth and development. Middle managers connect promises to customers, and leaders realize that having resilience empowers middle managers to overcome setbacks that the organization may face (Doheny, 2021). Before such an untimely death occurs, organizational leaders and human resource professionals can prepare the organization by assessing leadership styles, organizational culture, and preparedness to enhance organizational resilience.

Organizations can prepare to respond to and recover from a middle manager's untimely death by partnering with mental health providers before an incident and forming a crisis response team that includes counselors and psychologists. This partnership with experts in the field can encompass ongoing training of personnel in bereavement/grief and crisis response, which could

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minimize potential barriers to recovery. Training is necessary for organizational leaders and staff to discuss how bereavement can impact organizational performance, behavior, and development (Developing Leadership Talent, 2007). It is imperative to know that there is no one best way to plan for an untimely death in an organization. Decisions should be directly related to the organization's mission, vision, and culture.

The untimely death of a middle manager may affect employees' performance and can negatively impact their mental health and well-being (Schaufeli & Greenglass, 2001). Establishing effective resilience training programs in response to untimely organizational disruptions could help improve well-being and resilience among middle managers. Resilience training programs have been studied to show beneficial impacts on employees' mental health and well-being (Grant et al., 2009; Pipe et al., 2012). Additionally, these studies have demonstrated healthy changes in employees' performance. Robertson et al. (2015) supported the assumption that resilience training could positively impact employee resilience, well-being, and organizational performance.

Resilient organizations must be prepared to respond to an untimely death. Organizations need strategies and an action plan in place to respond to organizational disruptions. Mason and Ackoff (1982) challenged leaders to be equipped to begin proactive development and implementation of plans that would drive the organization to its desired future position. Mason and Ackoff compared this approach with a reactive response, where executive leaders would instead not engage in preparedness planning but were willing to let the course of events play out and accept the outcome.

As a result of the environment in which organizations must manage being volatile, some measures need to be deployed so that organizations can survive a crisis, disaster, or

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organizational disruption. Organizations that can navigate crises are considered resilient.

Resilience is essential for organizations because the many stakeholders are dependent upon the organization. Many researchers have framed how organizations can develop and adopt a preparedness plan. Researchers (Bloom & Menefee, 1994; Crichton et al., 2009; Novitskaya & Rajput, 2014; Shea et al., 2014), without reserve, believe that all organizations should have a plan and provide an outline of a systematic plan for creating one. The challenge is finding evidence-based research to apprise specific preparedness plans for an untimely death.

Organizations must develop emergency preparedness plans to enhance organizational resilience (Crichton et al., 2009). Organizational preparedness focuses on future failures and strategic plans to activate when the event occurs. Preparedness can help the organization respond to the untimely death well enough to return to the normal mode of operation before the death, thus strengthening organizational resilience.

The COVID-19 pandemic presented significant challenges for healthcare organizations. Healthcare organizations quickly broadened their telemedicine services to ensure continuity of medical care and lessen the risk of virus transmission. Organizational preparedness played a critical role in this rapid expansion of alternative services. Touson et al.'s (2021) case study informed readers how using an open system model escalates the rapid adoption of telehealth technologies in a medical center. The study further acknowledged that experiences in organizational development programs could enable the change adoption. Providing informed networks with tailored content focused on the process and technology increased adoption and optimization.

Juvet et al. (2021) investigated the various difficulties and obstacles faced by healthcare organizations and healthcare workers during the initial phase of the pandemic. The researchers

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aimed to understand the strategies and resilience mechanisms employed by these healthcare organizations and individuals to cope with unexpected circumstances and continue providing healthcare services effectively. Resilient healthcare literature emphasizes the crucial role of frontline employees in implementing collective regulation strategies to help healthcare organizations cope with major crises. The mixed-method study aimed to investigate real-world issues experienced by employees and managers in various healthcare organizations in Switzerland during the first wave of the pandemic in 2020. The study shed light on proactive and adaptive strategies employed by healthcare organizations, teams, and individuals. The most commonly reported problematic situations included organizational changes, interpersonal conflicts, and excessive workloads. These findings emphasize the need for greater recognition of healthcare support staff and the importance of strengthening the managerial capacity to support teams, including support staff members effectively.

Organizational Resilience

Although fostering organizational resilience has been researched, very few studies concerning middle managers following the death of a peer have been published. The untimely death of a valued middle manager presents unique challenges because the organization must continue to function for its shareholders. The duties of the demised middle manager must be performed by qualified individuals who may be grieving the loss of their peer.

Resilience helps individuals and organizations survive, adapt, and even thrive during one of life's difficulties— the death of a beloved peer (Bhamra et al., 2011). Resilience was introduced by Holling (1973), who found that resilience determined the persistence of a system and was a measure of the ability of the system to absorb change and still forge ahead. Studies on organizational resilience have defined it as adjusting to planned disruptions and adapting to

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unseen or unplanned sudden shocks (Oeij et al., 2017). Building more resilience in organizations can be difficult to render the concept of resilience into fundamental working constructs for organizations. The objective is to confront, survive, adapt, grow, and maintain organizational sustenance and security within an uncertain environment (Bhamra et al., 2011). Moreover, resiliency and how employees cope with and retreat from difficult situations have become critically important and necessary to improve employee health and well-being while maintaining/increasing organizational productivity (O'Connor et al., 2010).

Moreover, resilience is often considered a crisis or emergency management matter. Resilient organizations share the following characteristics: situation awareness, managing vulnerabilities, and adapting. Organizations must answer and develop a keen awareness of factors contributing to their resilience. Few companies will recover from unforeseen interruptions or even adapt to abrupt changes. Resilience is the difference between survival and failure (Suarez & Montes, 2020). Organizations can improve their chances of surviving organizational disruptions by attaining resilience. Achieving resilience requires careful planning to ensure organizational models are flexible enough to adapt to sudden changes and ensure continuity. By managing all processes to discover and minimize risk, organizations can ensure they are in the best possible position to endure unexpected organizational disruptions (Marano, 2003).

Gjerlov-Juel (2014) argued that organizational stability and inertia reduce the negative effects of untimely death in the top tier of management. Gjerlov-Juel also supported that continuity in the top management team and employee tenure lessens the adverse effects of an unexpected death, while higher past turnover rates leave the organization more vulnerable to the organizational shock of the untimely death. Muzyka (2017) asserted that managers set the tone in

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dealing with emotions in the workplace. When employees are positively engaged and connected, they deliver a robust economic performance. Muzyka suggested that for organizations to run more effectively, leaders must engage both the heart and minds of the employees who make up the organization. By connecting their hearts, leaders must create a space for positive and negative emotions. Muzyka further stated that handling emotional traumas in the workplace can be managed best when employees have the opportunity, adequate pay for performance, recognition for efforts, respect, trust through clear communication, consistency in decision-making, and genuine employee engagement.

Resilience is about quickly overcoming difficult situations. Resilient people can work through difficult situations, learn from the experience, and grow stronger and more susceptible to overcoming difficult moments in the future. Characteristics of resilient people emerge across all cultures and age groups. Richardson (2002) and Connor and Davidson (2003) conveyed those individuals can develop and enhance multiple types of resilience.

The Covid-19 pandemic demanded organizations respond creatively, flexibly, and with resilience. He et al.'s (2022) study aimed to develop and test the relationship between digital transformation and organizational resilience and the consequences of organizational resilience on organizations and employees during challenging times. Digital transformation can indeed play a significant role in strengthening organizational resilience by leveraging technology to enhance adaptability and efficiency.

Individual Factors

Embracing an appropriate leadership style assists in organizational success. There are many aspects of leadership that can impact the type of management that will work for the organizational leader and team. The organizational leader must be aware of their own tendencies

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and the needs of the team when they begin to apply a leadership style. Personality is a factor that influences leadership styles. A leadership style may bridge a leader's personality. If a leader is outspoken, they may prefer face-to-face communication. If a leader is more reserved, they may prefer to communicate via email or in writing.

Emotional resilience is the fortitude to adapt to a stressful situation or crisis (Scott, 2020). A person who possesses emotional resilience perceives setbacks as temporary and keeps moving through the pain and discomfort (Marano, 2003). Promoting emotional resilience for middle managers can impact overall productivity and performance and help them maintain a healthy lifestyle. Howard (2008) suggested that resilience might shield against the negative impact of an untimely organizational disruption. People will process adversity differently; some factors enhance resilience by honing coping and adapting skills. These factors include social support, planning, self-esteem, coping and communication skills, and emotional regulation (Hurley, 2020).

Social support can include immediate or extended family, friends, workplace relationships, and organizations. According to Sippel et al. (2015), a social system that provides support in times of crisis aligns with resilience in the individual. Organizational leaders must align middle managers' strengths and focus on goals to build and implement organizational plans. Furthermore, employees that possess a good sense of self-confidence can help peers avoid feelings of defeat and hopelessness when confronted with hardship. Problem-solving skills enable people to overcome difficulties rather than become trapped. When executive leaders and human resource professionals can communicate with clarity, middle managers can obtain support and act. Finally, middle managers' ability to manage overwhelming emotions while focusing on the objective of overcoming whatever challenge presents itself yields better organizational

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performance (Bonanno, 2004). Individual factors are very important so that an individual can face and survive challenges. People develop resilience by learning skills and strategies for managing stress and developing healthy ways of thinking about challenges. Individual factors involve behaviors, thoughts, and actions that streamline positive well-being and mental health. People can learn to resist, adjust, and recover from adversity. An unexpected death of a peer can affect resilience due to stress and disrupted organizational structures. Feelings of grief and sadness are common after an untimely death. Resilient individuals, however, can work through varied emotions and begin to rebound from the experience (Riopel, 2019).

Organizational resilience is a fundamental competency that helps middle managers cope and thrive with the stress that occurs after the death of a beloved peer. Improving resilience in organizations is critical because people are not void of setbacks, difficulties at work, and issues in their personal lives. Change is inevitable, and organizations must develop a holistic approach when assisting personnel through complex workplace events (Craig, 2021). Organizational resilience complements the overall vision planning and provides the needed guidance that employees expect from leadership. In anticipating grief, leaders help organizations perform better when it becomes an organizational concern (Flux et al., 2019).

Grief and bereavement can often harm the organization's effectiveness. A clear understanding of grief and bereavement can help organizational leaders prepare organizations for death and assist middle managers with the bereavement process to help persons return to work with support (Roepe, 2017). No workplace in the world can escape grief. When teammates return to the workplace still grieving and mourning, they may not know how to deal with their pain. Grief may affect every area of one's life, including work. Handling grief in the workplace is complicated, and organizational leaders must understand, prepare for, and handle employee grief

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when it appears in the workplace (Mancini & Bonanno, 2006). Leadership should be present in moments of loss, patient with the inconsistency it generates, and open to its growth potential. Grief complements the vision, planning, and guidance expected from leadership. In addressing grief effectively, leaders help organizations increase their performance (Flux et al., 2019). They also become courageous leaders who can fulfill their company's promise to bring out the best in their workers in all facets, including death.

Charles-Edwards's (2009) research on organizational resilience revealed a critical characteristic for organizations because it assists corporate leaders in dealing with the loss of a peer or a crisis through preparation, planning, and proactive behavior. Targeted training programs that prepare employees with the psychological capacity to be resilient during difficult times can help organizations create their resilience. Researchers and organizational leaders may gain unique insights into the nature of organizational resilience due to this study.

The untimely death of a beloved middle manager can be a profound and strenuous time for the organization. Other middle managers with a close relationship with the deceased may have an extreme outward response or may exhibit more grief than others, impact productivity, and achieve organizational goals. Organizational leaders need to realize and understand that each middle manager will move through grieving the untimely loss of a beloved colleague and navigate the stages of grief or loss in their own way. Grief may be influenced by the conditions of how the beloved peer passed away, as the manner of loss makes a difference. Death can be identified as natural, accidental, homicide, suicide, and undetermined (DeRanieri et al., 2002). Having a middle manager pass away in their sleep can bring sadness compared to a middle manager or peer killed in a workplace accident. People grieve more strongly with the loss of close working relationships built and maintained over time. People face adversity in life, and

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there is a shared reality of such tragic events; with the untimely loss of life, employees must learn how to cope with and work through such challenging life experiences. An untimely organizational death represents significant organizational challenges, requiring leaders to deal with the death personally as well as on both an individual and team level (Kodanaz, 2004).

I explored middle managers' experience after the unexpected death of a peer, investigated the middle managers' experience of an untimely loss of a peer, and explored the personal attributes that make persons more resilient, including the mental and behavioral health of the employee and their interdepartmental relationships. I also explored the value of the implementation of employee preparation and resilience training. In the literature review, I discussed earlier research that addressed the untimely loss of a middle manager within an organization and how organizational leaders fostered resilience by finding ways to minimize the effects of the disruption. The major themes identified for the research included historical factors that impact organizational resilience, the impact of untimely deaths within an organizational structure, and employee preparation and tools used to prepare organizations for an untimely death.

As organizations build to improve organizational culture and resilience, what is sometimes discovered as a byproduct is addressing workplace stress and positive mental health (Van den Heuvel et al., 2014). The following factors are imperative for organizations seeking to enhance employees' resilience.

- Increased job satisfaction as the organization aligns with a sense of community. Middle managers know that when the culture is managed correctly, they have support in challenging times when organizational leaders and human resource professionals are intentional about understanding each other through repeated interactions and shared

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values and goals are realized. Resilient individuals can care for others, and they trust they will be cared for when a need arises, which is mutually beneficial (Lewicki & Tomlinson, 2003).

- Improved self-esteem, control over life events, purposeful life, and positive employee interpersonal relationships contribute to resiliency. Challenges should be observed as opportunities for growth rather than harmful threats (Martela & Pessi, 2018).
- Increased productivity – leaders should motivate their employees by mirroring positive behaviors and transferring responsibility or empowerment (Personnel Today, 2020).

The unexpected death of a valued peer (i.e., a middle manager) can be a profound and strenuous event for middle managers, and coping through the experience is rarely discussed in the literature. Grief is a personal experience that will vary from person to person but often includes bouts of anger, distress, sadness, hopelessness, irritability, and deep sorrow coupled with memories that trigger joy and peace but can and will affect a person's appetite and rest. Grief is one of the most painful emotions (Tehan & Thompson, 2013). Middle managers with a close relationship with the deceased middle manager (i.e., peer) may significantly respond or exhibit more grief than others. It is natural for peers to go through emotional stages of shock, denial, depression, and awareness and acceptance (Howard, 2008). Organizational leaders need to realize and understand that each middle manager will move through the stages of grief in their unique way and at their own speed, which is why resilience training in the organization is such a vital resource (Kubler-Ross, 2013). Even those organizational leaders who have been trained in assisting grieving employees must continue their education to be better equipped to provide care and support when needed. The anticipation of an unexpected loss of a middle manager should be addressed with training and development, as the untimely death can result in organizational

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setbacks such as depression, interpersonal relationships, and health issues, resulting in unhealthy relationships and contributing to overall morale in the workplace environment (Pomeroy, 2011).

Whereas specific indicators might make some people more resilient than others, resilience is not a personality trait that only a few people possess. Resilience involves behaviors, thoughts, and actions that anyone can harness or develop. Just as one builds muscle, enhancing one's resilience takes time and effort. Middle managers focusing on connection, wellness, healthy meaning, and purpose can help employees to withstand and learn from challenging experiences (Palmiter et al., 2020). Through practical training and development, Executive leaders and human resource professionals can help middle managers overcome the limitations of their personalities and cultivate attitudes and skills that will allow them to survive under organizational disruptions.

Resilient people possess an awareness of situations, their emotional meter, and the cognizance of their behaviors. This awareness gives them control of situations, and they can find healthy solutions to problems (Cherry, 2021b). Employees will vary in coping capacity, but researchers have identified vital resilience characteristics. Many of these skills or characteristics can be further developed and strengthened, improving their ability or capacity to deal with an untimely death.

Unstable organizations will require organizational leaders to develop the capacity to implement training resources to enhance employees' resilience. Organizational culture and routines increase a firm's efficiency (Hanna & Freeman, 1977). On the contrary, organizations in stable organizational environments that lack the willingness to possess organization-specific skills critical to establishing efficient routines might reinforce the disadvantage of organizational dysfunction (Hanna & Freeman, 1984). Developing efficient practices and organizational

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systems will take time and should include developing trusting relationships among middle managers. Learning by doing, cultivating experience over time, and repeated interactions among middle managers result in inefficient routines and systems. As such, the organization must continue to strengthen its preparedness. The goal is to determine whether an organization can plan for an unexpected death and what organizational qualities can help mitigate or prevent such a disruption. Organizations that are adaptable with flexible routines may be better suited for organizational disruptions (Bloom & Menefee, 1994).

Organizations can positively impact the expected adverse effects of change efforts, such as the untimely death of a middle manager, by focusing on enhancing middle managers' mental health, increasing positive organizational practices with leadership, and increasing middle manager involvement, engagement, and teamwork, which tend to lead to improved business outcomes (Murphy, 2014). Organizational leaders should be actively present in moments of an unexpected loss of a peer yet open to its growth potential. Preparing for the unexpected loss of a middle manager will help organizations do better. Organizational leaders will become courageous leaders who can fulfill their company's promise to bring out the best in their middle managers as their decisions can impact the overall business (Charles-Edwards, 2009).

Middle Managers

History shows that crisis occurs far more frequently than expected. Organizational goals should not merely exist to help the organization see another day but to be able to resist and thrive during unstable times, such as an untimely death. Resilient organizations bounce back and thrive after business disturbance because they are unyielding to the impacts of disruption, as they are adaptive, agile, and sustainable in the face of adversity. Response, recovery, and preparedness are the basis of resilience (Gartner, 2020).

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Middle managers at an organization share a typical relationship. Middle managers are not computers that can start working at the push of a button. Therefore, the death of a peer can affect work relationships and performance. An untimely death can trigger a profound reaction, especially if the middle manager is close to that person or if the death is sudden or tragic. When death impacts a single employee or the entire organization, it can impact absenteeism, productivity, and the team's emotional and mental health. Organizational leaders should focus on minimizing grief's impact on the organization (Kerr, 2015).

Middle managers are change agents within the organization; they ensure continuity for any change that will affect the organization's strength (Quy, 2001). Because of the middle manager's unique position within the organization, it may be difficult for other middle managers to deal with the untimely death. Middle managers are intricately involved in the day-to-day operations of the organization and interact with customers and first-line employees (Leary, 2020). Middle managers gather information from and bring information to senior-level leadership. They have close access to both groups, which puts them in a unique place of leadership. Organizational leaders may possess a vision and organizational strategy, which will not be realized without the assistance of the middle manager or middle management team to execute the organizational plan (Leary, 2020). Organizational growth takes a collaborative effort between leadership and middle managers. When middle managers convey the organizational vision, this has a significant impact on the success of organizational goals and objectives and how the employees interpret and perform to meet the stated goals and objectives. Therefore, middle managers' decisions impact the organization's future. Human resource professionals and organizational leaders can determine whether middle managers quickly recover from their untimely death and resume productivity or whether they become overwhelmed by grief and

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disconnect from work. Therefore, fostering resilience is a critical competency to develop and adapt when an unexpected death occurs.

Resilience Theory

According to research on resilience theory, managing an individual's environment is critical and promotes the aforementioned factors while facing adversity. Resilience builds or increases as people face difficulties daily (Carbonell et al., 2002). Resilience theory embodies risk as well as protective and vulnerability factors. Resilience theory suggests that it is not the adverse situation but how the negative problem is dealt with, that increases an individual's resilience (Greene et al., 2004). No one wishes for adverse conditions, but preparation is key to overcoming an unfavorable situation, such as the untimely loss of a middle manager. Resilience theory refers to how people are affected and adapt to conditions and problems like change, risk, or loss. People face all kinds of adversity, be it illness, the death of a loved one, job loss, or abuse. People must learn how to cope with and work through challenging life experiences.

Resilience theory is the chosen conceptual framework for discovering how some persons can bounce back in life after experiencing an adverse life occurrence, such as the untimely death of a middle manager. The foundation of resilience studies can be traced to when psychologists studied the outcomes of children who were at high risk for psychopathology. A portion of the studied children did not develop any psychopathological disorder and matured with healthy patterns. Historically, psychology researchers focused on discovering risk factors and vulnerabilities that could render a poor outcome in children. This deficit-focused approach in developmental research was replaced by a strength-focused approach when resilience researchers began researching the positive variables that render good outcomes in at-risk children (Li, 2021).

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Resilience theory applies to this research study because its emphasis rests on a wellness perspective, targeting how an individual maintains a positive self-image and continues to grow and reach self-realization despite high-risk environments. Another area that resilience theory covers is the strength required of individuals to recover from adverse situations or high stress. This moment may threaten a person's fundamental assumptions regarding self-reliance.

Types of Death Considerations

When leaders are not prepared to assist their employees through the death of a middle manager, the death can have more of an impact when the loss is not realized, felt, processed, and remedied (Mancini & Bonanno, 2006). Developing resilient employees can be seen as a competitive advantage in the marketplace – being able to withstand challenges, such as the untimely death of a valued middle manager while maintaining organizational performance is the cornerstone.

Adversity happens to most if not all, people. Evidence-based practices are necessary for organizational leaders to lead middle managers through an untimely death. The degree of impact varies depending on whether the deceased was a peer or organizational leader. Regardless of the facts surrounding the death of a middle manager, the behaviors or actions may result in feelings of sadness, anxiety, and depression. Organizational leaders must provide immediate and long-term support to grieving peers as early as possible to support organizational performance and all organization members' emotional, behavioral, social, and mental health (Developing Leadership Talent, 2007).

Sudden Departure of Key Employee

Although the sudden departure of a key employee within a company may not occur due to death, Hutchins (1996) focused on turnover by a key manager and the effect on all levels of

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the organization. Hutchins suggested that the exit of a key manager negatively affected the remaining employees more significantly than the departure of a key employee.

Unexpected Death of a Coworker in an Academic Workplace

Although grief in the workplace has been studied, few studies have been published on employees' experiences in academia following the loss of a coworker. When a colleague dies unexpectedly, academic environments and business organizations have similar immediate issues to resolve because both the educational institution and the organization must continue to function. Ham (2018) found that individuals may respond differently to the death of a peer if the death is a traumatic experience rather than occurring by natural causes. It was also noted that further research was needed to study traumatic loss, but the initial findings could be used to develop policies and procedures for anticipating future deaths.

Close Peer

In a phenomenological study, Grissom (2017) noted that researchers should explore how death affected young people and their perceptions of the world. Grissom identified that leaders are better equipped to assist young persons who have experienced a death. The African American men and women who participated in the study all had encounters with death from gun violence.

Suicide

Disbelief and shock are the initial responses when peers hear the news of the death of a peer. Peers may exhibit feelings of sorrow or may think about what they could have done to prevent death. Organizational leaders understand the dynamics of and issues related to grief and bereavement after an unexpected traumatic death and can close the gap between recovery/resolve and restore normalcy for the peers and organization (Clements et al., 2003).

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Many people are exposed to loss or traumatic events at some point in their lives (Bonanno, 2004), yet they continue to have healthy emotional experiences and display only minor disruptions in their ability to thrive. The age, overall health, and lifestyle of a person can also trigger a different response surrounding a sudden death. Sudden deaths that are connected to crime, accidents, or suicide can be traumatic. Expected deaths due to terminal illness sometimes give more intentional space to prepare for the loss. The sudden and unexpected death creates two layers of grief: grief related to the expected death and grief related to the death itself (Fischer et al., 2020). Whether the loss is due to someone passing away expectedly or passing away unexpectedly, people can apply strength-based strategies to that assist in building resiliency through grief. Death is a major source of adversity for both the person experiencing it as well as for the family, friends, and colleagues who are also affected by the death (DeRanieri et al., 2002).

Summary

Bereavement and grief can hurt an organization's effectiveness. Organizational leaders may help middle managers prepare for death and assist them with the bereavement process by understanding the loss of a valued peer, grief, and bereavement. When executive leaders are prepared to manage the unexpected death of a peer, middle managers may return to work while being supported. Creating a resilient workforce and a healthy organizational structure takes commitment. If corporate leaders commit, organizational resiliency can be enhanced. Resilient middle managers make resilient organizations; are supported, motivated, and equipped; and are better positioned to overcome obstacles and distractions.

Fostering organizational resilience is a fundamental strategy that can help middle managers cope with the stress that occurs in the organization after the untimely death of a

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beloved peer. Improving organizational resilience is critical to the organization's effectiveness, as an unexpected death of a middle manager can disrupt the organization if it fails to prepare itself for inevitable adversity. Death can occur without warning, so the onus should be on the organization to protect and defend the viability of those middle managers within the organizational structure. Resilience comes by adopting holistic approaches and behaviors to thrive amid change (Suarez & Montes, 2020).

In this chapter, I reviewed the literature relevant to this study's purpose, research approach, and topic. Leadership styles, organizational culture, organizational preparedness, organizational resilience, and resilience theory were all discussed. This research study added to the existing body of knowledge on organizational resilience while mitigating the effects of an untimely death of a middle manager. In Chapter 3, I discuss the research design and methodology.

Chapter 3: Methodology

In Chapter 3, I discuss the research topic, the methodology, and the research design used for this study. I tested two leadership styles, transformational and transactional, and measured organizational culture and preparedness that foster organizational resilience among middle managers when an untimely death of a fellow middle manager occurs. The ability of executive leaders to think strategically during the midst of a crisis is a leading indicator of an organization's survival. Mancini and Bonanno (2006) suggested that organizational resilience is essential during times of uncertainty. Thus, for this quantitative study, I examined leadership styles, organizational culture, and organizational preparedness that bolster organizational resilience within the organization after the untimely death of a middle manager. An employee's success in an organization relies on their capacity to cope and to even thrive in the face of uncertainty or challenges (Charles-Edwards, 2009).

I collected data from middle managers employed by organizations and companies across the United States who have experienced an unexpected death of a peer. The organizations and companies were private, public, for-profit, and nonprofit entities across various sectors and industries. I conducted this study online, which consisted of an informed consent form and a survey questionnaire. I used the following validated research instruments in this study: Multifactor-Leadership Questionnaire (MLQ), which I used to measure transactional and transformational leadership style; Work Environment Survey (WES-10), which I used to measure organizational culture; Organizational Readiness for Implementing Change (ORIC), which I used to measure organizational readiness; and the OrgRes Diagnostic tool, which I used to measure organizational resilience. In this study, I examined middle managers and the impact of transactional and transformational leadership and tested how organizational culture and

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preparedness have impacted middle managers in the wake of an unexpected death of a peer to better understand how organizational resilience is fostered within organizations. The middle manager must have been in a relationship with the deceased middle manager for a minimum of 1 year. All research occurred in the highest regard for participant anonymity and safety. I informed participants that they were not obligated to participate in the research study and were able to decline their participation if desired.

Methodology

For this research study, I used a quantitative approach with a correlational design using a multiple linear regression model to examine relationships between variables. The independent variables included leadership styles, organizational culture, and organizational preparedness. Organizational resilience was the dependent variable of this study. This research study involved launching an online survey questionnaire hosted by SurveyMonkey. In the remainder of this chapter, I discuss this study's research design, target population, sampling technique, data collection, analysis, researcher's role, and ethical considerations.

Population

The target population for this research study included middle managers from various organizations who have experienced the death of a middle manager. The sample consisted of male, female, and nonbinary participants aged 18 years and older. Participants were required to be middle managers employed full-time and who had a relationship with the deceased middle manager for at least 1 year to confirm that a relationship was established over time so that the passing of the peer warranted the surviving peer to grieve.

I recruited research participants via an open advertisement (see Appendix E) that I posted on LinkedIn and other relevant social media sites between November 29, 2022, and March 20,

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2023. Shortly after the launch, I discovered that there were technical difficulties, as some of the pages of the survey were not marked as required. This glitch was resolved in early January. The social media platforms that I used to recruit participants were LinkedIn and Facebook. I made postings in the following groups: Online Doctoral Students, Ph.D. Mamas, Vallejo Community, Doctoral Mom Group, Ph.D. Students and Researchers, PhD Research and Post Doctoral Students Forum, PhD Students, Middle Managers Network Group, Student Questionnaires Survey, Participants for Research Study, Middle Management Academy Alumni, Survey Takers, Product Managers, Dissertation Survey Exchange, Sales and Marketing Professionals, Woman Doctoral Student Support, and Middle Management Vacancies. Additionally, I sent personal invitations for participation in this study to my professional network on LinkedIn and Facebook. I posted an announcement on LinkedIn discussing the parameters of the research study and inviting eligible middle managers to participate. LinkedIn is a professional networking social media platform that includes users who are mostly professionals; thus, this platform was appropriate for recruiting middle managers. It took nearly 4 months to recruit participants, as the criteria to participate were extremely focused. To be eligible for participation, participants had to (a) be a middle manager, (b) have experienced the death of a peer, and (c) had known the peer who died for at least 1 year. Five screening or qualifying questions appeared on the Informed Consent Form, which also included a definition of a “middle manager” so that potential participants could determine whether they qualified to participate in the study. Research participants who were younger than 18, were not middle managers, or did not meet the 1-year relationship condition were screened out of participating in the research study. Section one of the survey consisted of five demographic questions related to gender, education, race, ethnicity, and type of work. Prior researchers have addressed resilience in many capacities and professions,

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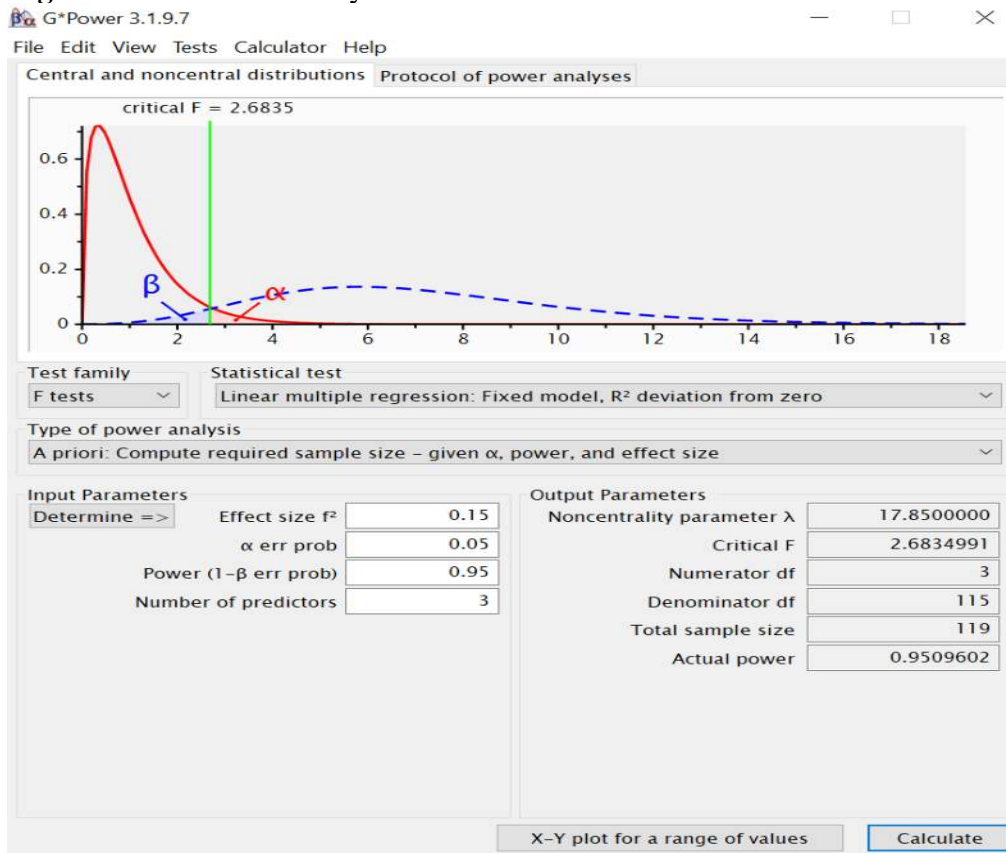
whereas leadership studies have not specifically included middle managers experiencing an untimely death of a peer in an organization. Research participants participated in the study without fear of employment jeopardy. If the research participant chose to opt out of the survey at any point, the participant had the right to do so without retaliation or consequence. Participation in this study may have posed psychological risk or discomfort, as the participants were prompted to recall a sad or traumatic event in the workplace. If the participant felt trauma, pain, or discomfort while completing the survey, I prompted them to discontinue their participation and contact the NAMI Helpline at 1-800-950-6264, which is available Monday through Friday 10 AM – 6 PM ET for mental health support.

Data Collection

Sample and Statistical Power Analysis

I conducted a G*Power (3.1.9.7) analysis using a free-standing power analysis program to determine the acceptable sample size needed for this research study. The calculated acceptable minimum sample size was 119, using an alpha level of .05, a power of .95, and an effect size of .15 (see Figure 2). I calculated the acceptable sample size for this research study using G*Power 3.1.9.7 to ensure the data provided sufficient strength to construct relevant results.

Figure 2: G*Power Analysis



Instrumentation

Multifactor-Leadership Questionnaire (MLQ)

I used several instruments within a single survey questionnaire to measure the variables in the research study. The Multifactor-Leadership Questionnaire (MLQ; see Appendix A) is widely used to examine transformational, transactional, and passive leadership behaviors that are believed to be linked with effective leadership behaviors and the ability to execute organizational change. This research instrument is used for training and development, self-assessment, and personnel assessments of superiors', peers', and subordinates' leadership styles (Bass et al., 2003).

The MLQ is based on Bass and Avolio's (1995) transformational leadership theories. The foundation on which the MLQ was created is that leadership possesses certain characteristics that

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influence followers. Transformational leadership includes four components: idealized influence, spiritual motivation, intellectual stimulation, and individualized consideration. Transformational leadership includes three moral aspects: the moral character of the leader, ethical values related to the leader's vision and articulation, and ethical and social choices (Bass et al., 2003). In comparison, transactional leadership involves actions of reinforcement, such as praise and reward from the leader. Bass argued that the strongest leaders exhibit both transformational and transactional behaviors and characteristics.

The MLQ is a 45-item questionnaire designed to identify nine different leadership factors, including five transformational and three transactional leadership outcomes, as well as one non-leadership factor. The non-leadership factor is laissez-faire leadership, which is now viewed as a leadership style because minimum actual influence is utilized over followers. The MLQ is valid, as the questionnaire provides relevant information regarding nine distinct leadership factors. The quality of the measures of this widely recognized and validated instrument rendered it appropriate for determining leadership behaviors and outcomes (Bass & Avolio, 1995).

The MLQ is a proprietary research instrument. I purchased a license from Mind Garden, Inc. to electronically distribute the MLQ to a maximum of 150 research participants (see Appendix F). I was authorized to use a modified version of the MLQ as approved by Mind Garden to reflect the use of scales related to transactional and transformational leadership styles in my study (see Appendix G). The 28 items that appeared in my questionnaire survey were identified by a representative of Mind Garden, Inc., the publisher of the instrument. I purchased 150 licenses for research participants to satisfy the 119 minimum research participants identified in my G*Power analysis in anticipation of participants who may not have completed the survey

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or were disqualified. Overall, 124 participants completed the research survey, as there were 24 incomplete surveys, and 66 participants were disqualified. The additional data collected beyond the 119 required responses enhanced my research study.

Work Environment Scale (WES-10)

The Work Environment Scale (WES-10; see Appendix B) is a nonproprietary instrument used to measure organizational culture. The WES-10 is a short and user-friendly 10-item scale. The WES provided information regarding relationships and overall culture in the workplace. Examining organizational culture allowed me to determine its influence on resilience in the workplace, which fostered an entity's ability to accommodate needed changes within the organization (Rossberg & Friis, 2004). The first three items of the WES-10 were taken from the Personal Development Scale developed by Rudolf Moos (1974). The remaining seven items were developed by a clinical research group whose intent was to examine the restructuring of an acute ward in a healthcare setting. The items that comprise the WES-10 are rated on a 5-point scale ranging from 1 = *not at all* or *never* to 5 = *very often* or *to a large extent*. The publisher and author of WES-10, Jan Ivar Rossberg, gave me permission via email (see Appendix H) to modify the wording of some items on the instrument to fit any organizational setting and confirmed that changing the word "ward," which is used in clinical settings, to "organization" would not change the reliability or validity of the instrument (see Appendix H).

There are four subscales within the WES-10: Self-Realization, Workload, Conflict, and Nervousness. The Self Realization subscale represents questions 1, 2, 5, and 6 and measures to what extent staff members feel supported if they gain more confidence and if they experienced being able to utilize all their knowledge within the organization. The Workload subscale represents items 47 and 48 and measures the number of tasks imposed on staff and to what extent

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they feel they should have been in multiple places at the same time. The final two subscales, Conflict and Nervousness, each contain two items. The Conflict subscale gauges to what extent staff members experience disputes or loyalty problems. The Nervousness scale measures to what extent staff is concerned about going to work and to what extent they feel anxious or stressed (Rossberg & Friis, 2004). The WES-10 features acceptable psychometric properties. The fundamental aspects of the working environment can be facilitated with an easy-to-use instrument that contains only 10 items. The instrument is suitable for research and development as it reliably measures four clinically relevant subscales that can be applied to other industries.

Organizational Readiness for Implementation Change (ORIC)

The Organizational Readiness for Implementation Change (ORIC; see Appendix C) is a 12-item nonproprietary instrument used to determine how certain employees at an organization are that they can activate the change that is necessary for the organization to succeed. This assessment assists leaders in understanding whether their organization is ready for an organizational change to ensure this change can be sustained. An organization is made up of multiple individuals, and organizational readiness for implementation change is the inclusive capacity and motivation for change. Organizations need the correct information and processes for change (Shea et al., 2014).

The ORIC measure began with Weiner's theory, which is derived from the staff's ability to activate change, collaborate, and be steady in executing the change. The measure evaluates how employees plan on implementing a new change and includes two subconstructs, one for change and the other for commitment. The results can be utilized to characterize the organization and assist and discover which implementation strategies will be most effective in the organization being assessed, as it measures whether the organizational members are assured in

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their collective commitment to their ability to activate organizational change (Shea et al., 2014).

College students were part of the original study, but the working group indicated that this protocol would be relevant to any employee.

OrgRes Diagnostic Tool

The OrgRes Diagnostic Tool (see Appendix D) is a 13-item nonproprietary online tool that offers a quick assessment of an organization's resilience with 13 questions, each relating to one of the 13 indicators of organizational resilience. The 13 indicators of organizational resilience are leadership, staff engagement, situation awareness, decision-making innovation and creativity, effective partnerships, leveraging knowledge, breaking silos, internal resources, unity of purpose, proactive posture, planning strategies, and stress testing plans (Ewertowski & Kuzminski, 2021), and the three interdependent attributes are leadership and culture, network relationships, and change ready. Combining the interdependent attributes and 13 indicators of resilience leads to an effective, robust, and agile response and recovery from an organizational crisis. The OrgRes Diagnostic Tool was originally developed in partnership with the Resilience Expert Advisory Group in Australia and Resilient Organizations in New Zealand. This tool measures the initial state of organizational resilience of an individual organizational or departments within an organization. This tool also measures leadership and culture, change readiness, and network and relationships. All survey questions are rated on an 8-point Likert-type scale from 1 = *significant weakness* to 7 = *significant strength*. There is also a selection of "not sure." The 13 indicators represent identifiable and measurable factors of organizational resilience. The tool is used to assess how resilient an organization and its personnel will be in the future rather than how they have performed in the past. Based on more than 10 years of academic

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research, the OrgRes Diagnostic Tool has been considerably validated to ensure it measures what it is intended to measure (Resilient Organizations, 2019).

Scoring Instruments

When scoring the MLQ, I grouped items by scale and solely focused on transactional and transformational items. I determined an average, added the scores for all responses to these items, and divided the sum by the total number of responses for that item. When scoring the WES-10, I added the scores for all responses to each item to obtain a sum and then divided the sum by the total number of responses for that item. To score the ORIC, I added the scores for all the responses to each item to obtain a frequency based on the responses. Finally, when scoring the OrgRes Diagnostic Tool, I added the strength scores for all the responses of each item to obtain a frequency based on the responses.

Data Collection

I administered an informed consent form and a survey questionnaire through SurveyMonkey, an Internet program and research hosting site that enables researchers to develop and implement online surveys (Waclawski, 2012). I secured permission from SurveyMonkey to conduct research using their platform (see Appendix I). I stored the results in a password-protected file. Following approval from the Touro University Institutional Review Board (IRB), I obtained consent from the participants to participate in the study with the use of an Informed Consent Form (see Appendix J). Once I received consent from the participants, I began the data collection process. I collected research data for this study using a web-based questionnaire that included five qualifying questions, five demographic questions, and 63 relevant survey questions.

Ethical Consideration

When quantitative research is undertaken, acute attention should be given to addressing ethical and legal boundaries. Prior to data collection, I received IRB approval to conduct the research study. I did not collect any personal information, such as real names and email addresses, from participants. All research participants remained anonymous throughout the study. Each participant received an electronic description of the study, which also included my name and contact information if they needed to contact me to clarify any information regarding the study. This study description also included an overview of the risks and benefits related to participation; information related to confidentiality and anonymity; the fact that participation was voluntary; and the right to withdraw without penalty, consequences, or repercussions. I do not believe there were any questions throughout the survey that denoted sadness or trauma from the death of the peer. All questions focused on the behavioral aspects of an organization. However, participants were instructed in the Informed Consent Form that if they experienced any discomfort while completing the survey, they should discontinue their participation immediately and call the National Alliance on Mental Illness (NAMI) Helpline for mental health support at 800-950-6264. To my knowledge, no participants experienced distress and discontinued participation and/or contacted the NAMI. Additionally, I collected no unique identifying information. I stored all data on a password-protected electronic file in my home, which will remain secured for at least 5 years. Wiles and Boddy (2013) suggested that research ethics can encourage researchers to not only advance levels of ethical literacy but, more importantly, ponder on the research study from the perspective of all potential participants. As a result, the interest of all individuals involved in the research study was discussed and protected if ethical objectives were followed.

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I collected and reported the data relating to the research study. The sample size selected for the study was appropriate to ensure the ethical generalization of the results. Once the required data were stored properly to ensure the confidentiality and privacy of research participants, it was imperative to select the most relevant statistical test to examine the information (Tangen, 2014). I presented the research data as the data were collected and obtained significant and clear results (Smith, 2016). The refinement of the research question and hypothesis was necessary to guide the research process in making decisions. The ethical response means reporting all findings and limitations associated with the research study.

Informed Consent

A written informed consent form was attached to the participant recruitment advertisement and included the study purpose, study procedures, objectives, voluntary nature of participation, estimated time commitment to complete, study process, potential risks, a resource to call for mental health support if needed should the participant feel discomfort, anticipated benefits, the action taken to protect research participants' confidentiality, third party contact for questions, and an approximate number of persons needed to conduct the study (Office for Human Research Protections [OHRP], 2022).

Informed consent is a voluntary agreement regarding the role a person will play in a research study after they are fully informed (Manti & Licari, 2018). The objective of informed consent is to increase the chances that the participant will become engaged in the research study. I secured participants' consent before the research participants entered the research study, and there was no undue pressure on participants to consent. The minimum requirement for consent to be informed is that the research participants understood the research and what exactly they were consenting to. The two stages of a standard consent process for adults are as follows:

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1. Stage 1: Giving Information: the research participant reflected on the information provided without pressure to respond to the researcher quickly.
2. Stage 2: Obtaining Consent: the researcher outlined the terms of the research; the research participant agreed to the terms outlined before agreeing to participate in the research project. Consent was obtained.

The level of risk to participants responding to the survey questions was very low; however, the candidates were aware that they could halt participation at any point in the research study without judgment or retaliation and would be provided with a mental health support resource in the event they felt trauma or distress. I was available to answer any of the research participants' questions. I also provided contact information for Dr. Aldwin Domingo of the Touro University Worldwide IRB for participants to ask additional questions. The informed consent form contained the qualifying questions for individuals to participate. The qualifying questions were as follows:

1. Are you 18 or older?
2. Are you a middle manager? A middle manager is a director of a department within an organization; an employee supervises staff and reports to higher-level managers (Knight & Haslam, 2010).
3. If you answered yes to the previous question, have you experienced a death of a middle manager (peer)?
4. Did you have a minimum of a 1-year relationship with the deceased middle manager (peer)?
5. Did you have a minimum of a 1-year relationship with the deceased middle manager (peer)?

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6. I agree with the terms of this research study.

If the research candidate agreed to participate in the research study, they consented by marking “Yes” on the Informed Consent Form and then clicking the submit button. If the research candidate chose not to participate in the research study or if they experienced thoughts of sadness or trauma recalling the death of their peer, they were advised to close their Internet session immediately, discontinue participation in the study, and call the NAMI Helpline at 800-950-6264 for mental health support if needed.

Questionnaire

I created the survey questionnaire (see Appendix K) to include demographic questions, the modified Multifactor-Leadership Questionnaire (MLQ), the Work Environment Survey (WES-10), the Organizational Readiness Implementation Change (ORIC), and the OrgRes Diagnostic tool. Section one of the survey included five demographic questions requesting participants’ gender, level of education, race, ethnicity, and the type of industry in which they worked. I collected the demographic data for the purpose of future research; the data were not included in this study.

Section two of the survey included questions pertaining to leadership style, which consisted of a subset of questions from the MLQ relating solely to transactional and transformational leadership. A representative from Mind Garden Inc., the publisher of the instrument, identified the related questions and built a questionnaire on the transactional and transformational items. The research participants were presented with 28 questions (survey questions 11-38) related to transactional and transformational leadership, with responses presented in a Likert scale format. Responses on the Likert scale included Unsure – Not at all – Once in a while – Sometimes – Fairly Often – Frequently, if not always.

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Section three of the survey identified items (39-48) related to organizational culture, which included 10 questions from the WES-10. The research participants were presented with 10 questions related to organizational culture pertaining to the participant's job, with responses shown in a Likert scale format. Possible responses included Not at all – To a small extent – To a large extent – To a very large extent.

Section 4 of the research survey identified questions (49-60) related to organizational preparedness, which included a subset of 12 questions with responses shown in a Likert scale format. Responses included Disagree – Somewhat disagree – Neither Agree nor Disagree – Somewhat Agree – Agree. Section 5 was the final section of the survey (items 61-73) related to organizational resilience. It was comprised of 13 questions from the OrgRes Diagnostic Tool. The participants were provided with a response in a Likert scale format, denoting weakness to strength, with one being the weakest and seven being the strongest.

The entire research survey encompassed 73 items, inclusive of the five qualifying questions on the consent form and five demographic questions. The participants took no longer than 10 minutes on average to complete the survey questionnaire, including the consent form. When conducting a research survey, it is best that the survey length is an appropriate length for the identified audience. I hoped that the research questions would motivate middle managers to participate and contribute to the greater body of literature and give organizational leaders more tools as they examine organizational resilience when an untimely death occurs within the organization among its middle managers.

Research Survey Platform

An online survey is a research method used to gather data from a targeted audience. Surveys are often used in an array of industries and sectors, including companies seeking

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opinions on aspects of their business model, such as customer service. Therefore, many researchers use survey platforms to effectively create surveys and collect relevant data (SurveyMonkey, n.d.). SurveyMonkey hosted the informed consent form and survey questionnaire for this research. I received permission from SurveyMonkey and used the platform for the study (see Appendix K).

SurveyMonkey was founded in 1999, and its mission is to power inquisitive individuals and organizations to measure, gauge, and respond to the opinions that drive success.

SurveyMonkey is an online survey site that facilitates survey development. SurveyMonkey allowed me to track participants so I could anonymously monitor who completed, did not complete, or who were disqualified from the survey. Additionally, SurveyMonkey generated frequencies for each research question and allowed me to export the research data into statistical programs like SAS or SPSS to complete data analysis (SurveyMonkey, n.d.).

I used SurveyMonkey to send out the survey and follow-up reminders to potential participants. The communication included a direct link to the survey, which was posted on LinkedIn and other relevant social media sites. A direct link to the study was included in the informed consent form. Finally, I sent a direct invitation to participate with a direct link to the survey on SurveyMonkey to all my professional peers on LinkedIn and Facebook.

Procedure

LinkedIn is the world's largest online professional network. Individuals use the website to seek job opportunities and internships and bolster professional relationships. I believed accessing the LinkedIn social network was a helpful tool in recruiting middle managers who share experiences regarding a common phenomenon. Additionally, I reached out to my professional peers on LinkedIn and Facebook, which increased the recruiting pool.

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Potential research participants who agreed to participate in the research study after reading the announcement clicked on the electronic hyperlink on LinkedIn and were directed to the SurveyMonkey platform. First, participants reviewed the informed consent form and were able to opt out of the research survey if they determined they did not want to participate. If research candidates wished to participate, they responded yes or no to five screening/eligibility questions, respectively:

1. Are you age 18 or older?
2. Are you a middle manager? A middle manager is a director of a department within an organization; an employee supervises staff and reports to higher-level managers (Knight & Haslam, 2010).
3. As a middle manager, have you experienced the death of a middle manager (peer)?
4. Was the length of your relationship with the deceased middle manager (peer) one year or longer?
5. I agree to the terms of this research study.

After responding to the first four questions regarding screening/eligibility, research candidates clicked “Yes,” giving consent to participate in the research study, which was the fifth question. If the research candidates did not meet all four qualifications, they were not able to progress further to the survey questionnaire. If the research candidates did not answer the questions correctly based on the requirements, the research candidates were redirected to a disqualifications page. Research candidates that qualified were directed to section one of the survey questionnaire. The survey included five sections in total.

Section one included the demographic questions. Once the research participant completed section one, responding to all demographic information, they clicked on the “next” button, which

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directed them to section two, which pertained to leadership style. If an item was unanswered, a notification appeared saying, “all questions must be answered.” The research participant was required to return to the unanswered questions and select an answer before proceeding forward to each successive section of the questionnaire. Research participants were required to answer all items in all five sections. Otherwise, a notification appeared informing participants to answer unanswered items. Finally, upon successful completion of all items in section five, the following phrase appeared: “You have reached the end of the survey. Please press done. Thank you for participating in this research study.” Research participants clicked on the “Done” button for their responses to be recorded in SurveyMonkey on their secure web server. Raw data were provided through SurveyMonkey, where I gathered data and utilized the Statistical Package for Social Sciences (SPSS) program to organize and analyze the research findings.

This survey questionnaire was anonymous; no person would be able to connect the research participants' responses back to them. The responses to the survey items were not connected to the participant's computer, tablet, mobile device, or email address. When the research survey was completed, the questionnaire closed without giving research participants the option of returning to the session, as the survey had to be completed in one sitting.

Data Analysis

I analyzed all the research data that were received from the questionnaire using SPSS, which is a qualified quantitative analysis tool. I made the following assumptions for all data analysis:

1. The questionnaire was created and analyzed without errors.
2. Research participants were autonomous.
3. Research errors were independent and normally distributed.

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4. All research variables were continuous.

I analyzed the data from the demographic questions and the subscales of the MLQ, WES-10, ORIC, and OrgRes Diagnostic Tool. I created a table presenting demographic data as a reference. I analyzed demographic information as part of this research study.

I first submitted the research to the IRB to receive approval. Then, participants answered the survey questions, which allowed for measuring the independent and dependent variables of the study. I downloaded the raw data from the subscales of the respective instruments. All scales were interval variables mirroring the Likert-type response scale utilized to indicate the research participants' responses.

Next, I downloaded all the raw data from the secure survey hosting survey platform, SurveyMonkey, for organization and data analysis. Before conducting the data analysis, I calculated composite scores on the scales of all the instruments. The scoring was aligned with the instructions from the instrument developers.

To answer the research questions, I conducted a multiple linear model analysis. This analysis determined the interrelationship between transactional and transformational leadership, organizational culture, organizational preparedness, and organizational resilience when an untimely death of a middle manager occurs. Research findings supported or rejected the hypotheses.

Threats to Validity

I chose variables that could be studied within real-world settings so that probabilistic relationships could be verified. Concerns regarding external validity and accuracy of self-reported information were overridden against the benefits of participant freedom and confidentiality. I acknowledged that errors in measurement were possible due to personal factors,

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such as research participants' mood or motivation and the amount of time that had passed since the peer's death. I believed that the use of a quantitative correlational research design to obtain research participant data through valid and reliable questionnaires inclusive of the identified instruments enhanced the leadership population and positively contributed to the body of evidence surrounding leadership style, organizational culture, organizational preparedness and competencies that may be associated with fostering organizational resilience when an untimely death occurs of a middle manager.

Summary

I obtained data for this quantitative correlational research study from middle managers in companies and organizations using a web-based questionnaire to determine the relationship between the constructs of leadership style, organizational culture, organizational preparedness, and organizational resilience. I used the SurveyMonkey platform to distribute the research survey, which included the informed consent form and the qualifying and demographic questions. The survey also included the following respective instruments subset scales that participants were required to complete: the MLQ, WES-10, ORIC, and the OrgRes Diagnostic Tool. I posted daily on LinkedIn and other relevant social groups on LinkedIn and Facebook and sent an email message/invitation to all potential research candidates from my personal networks on LinkedIn and Facebook. Additionally, I provided an electronic hyperlink in the body of the email, which conveyed to research participants to click on the link if they were interested in participating in the survey questionnaire. The results from the collected data and an analysis of those findings are presented in Chapter 4.

Chapter 4: Results

I aimed to examine the factors that influence organizational resilience when a middle manager unexpectedly dies through the lens of leadership style, organizational culture, and organizational preparedness. Middle managers employed by organizations and companies across various sectors and industries in the United States who were age 18 or older, experienced the death of a peer, and had a relationship with the peer for a minimum of 1 year participated in this study. The study launched on November 29, 2022, and closed on March 20, 2023. The research questions and hypotheses addressed in the study are identified below:

RQ1: Is there a correlation between leadership style and organizational resiliency?

H1: There is a correlation between leadership style and organizational resilience.

N1: There is not a correlation between leadership style and organizational and organizational resilience.

RQ2: Is there a correlation between organizational culture and organizational resilience?

H2: There is a correlation between organizational culture and organizational resilience.

N2: There is not a correlation between organizational culture and organizational resilience.

RQ3: Is there a correlation between organizational preparedness and organizational resilience?

H3: There is a correlation between organizational preparedness and organizational resilience.

N3: There is not a correlation between organizational preparedness and organizational resilience

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In this chapter, I present the statistical analysis conducted to answer the research questions. The analysis was consistent with the quantitative research approach using a multiple linear regression model that analyzed the data and how the study ties back to the research questions. The process used to analyze the survey responses is described in detail in this chapter.

Results

Demographic Data

A total of 215 participants responded to the survey. However, only 148 participants completed the items in the survey. The minimum number of required participants per my G*Power analysis was 119. Out of 148 research participants, 68.9% were female ($n = 102$), and 29.7% were male ($n = 44$). Fewer than 1% of respondents were nonbinary or declined to answer ($n = 1$). About 15% of participants graduated from high school ($n = 22$), 28% of participants held a bachelor's degree ($n = 41$), 41% had a master's degree or higher ($n = 60$), and 5% elected not to respond ($n = 8$). About 62% of participants identified as Black or African American ($n = 92$), and 23% identified as White or Caucasian ($n = 34$). About 12% of participants identified as Asian, Native Hawaiian, Pacific Islander, or mixed race ($n = 17$). Only 7.4% of participants identified as Hispanic or Latino ($n = 11$). Most participants worked in for-profit industries ($n = 64$, 43.2%), whereas the remaining participants worked in education ($n = 39$, 26.4%), government ($n = 25$, 16.9%), and nonprofit ($n = 20$, 13.5%) industries. Table 1 provides a more detailed summary of the demographic characteristics of the sample.

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Table 1: Frequencies and Percentages of Demographic Characteristics (N=148)

| | | Frequency | Percent |
|---|------------------------------------|--------------------|---------|
| Gender | Male | 44 | 29.7 |
| | Female | 102 | 68.9 |
| | Non-Binary | 1 | .7 |
| | Elect Not to Respond | 1 | .7 |
| | Total | 148 | 100.0 |
| Level of Education | High School | 22 | 14.9 |
| | Bachelor's Degree | 41 | 27.7 |
| | Some Master's Level | 17 | 11.5 |
| | Master's Degree | 35 | 23.6 |
| | Some Doctoral Level | 11 | 7.4 |
| | Doctorate Degree | 11 | 7.4 |
| | Professional Degree (e.g., JD, MD) | 3 | 2.0 |
| | Elect Not to Respond | 8 | 5.4 |
| | Total | 148 | 100.0 |
| | Race | Asian | 7 |
| Black or African American | | 92 | 62.2 |
| Mixed Race | | 9 | 6.1 |
| Native Hawaiian or Other Pacific Islander | | 1 | .7 |
| White or Caucasian | | 34 | 23.0 |
| Elect Not to Respond | | 5 | 3.4 |
| Total | | 148 | 100.0 |
| Ethnicity | | Hispanic or Latino | 11 |
| | Not Hispanic or Latino | 130 | 87.8 |
| | Elect Not to Respond | 7 | 4.7 |
| | Total | 148 | 100.0 |
| Type of Work | For Profit | 64 | 43.2 |
| | Non-Profit | 20 | 13.5 |
| | Government | 25 | 16.9 |
| | Education | 39 | 26.4 |
| | Total | 148 | 100.0 |

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Leadership Style

Over 90% of participants indicated their middle managers displayed power and confidence. Similarly, 90% responded their manager provided them with assistance in exchange for their efforts and instilled pride in their being associated sometimes, fairly often, or frequently, if not always. About 83.71% of participants responded that their manager helps to develop their strengths and suggests new ways of completing assignments. About 92.5% of participants indicated that their managers treated them as an individual rather than just a member of the group. Close to 90% of participants responded that their manager acts in ways that build their respect.

Additionally, transformational leadership has three moral components: moral character, ethical values related to the leader's vision and articulation, and ethical and social choices. Regarding managers expressing themselves, close to 85% of participants indicated that managers talk about their most important values and beliefs. Only 67% of managers of employees surveyed consider a decision's moral and ethical consequences. Almost 95% of participants observed their manager talk enthusiastically about what needs to be accomplished. While 90% of participants responded that their manager articulated a compelling vision for the future, a collective sense of mission, and confidence that goals would be achieved, only 75% of those leaders discussed the importance of having a strong sense of individual purpose.

Transactional leadership regards the action of reinforcement, such as praise and rewards from a leader. Almost 70% of participants responded that their manager focuses their attention and deals with and keeps track of irregularities, mistakes, exceptions, and deviations from standards sometimes or fairly often. This behavior is consistent, as 72% of participants selected the response that their manager discusses who is responsible for achieving performance targets in

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specific terms. About 85% of participants surveyed indicated their manager was clear about the benefits when performance goals are met. Only 33% of participants responded that their manager directed attention towards failures to meet standards, but 85% indicated being satisfied when expectations were set sometimes, fairly often, or frequently, if not always.

The non-leadership factor is laissez-faire leadership, which is not typically viewed as a leadership style because minimal influence is utilized over followers. Sentiments among participants were mixed regarding their managers intervening until problems become severe, with over 50% indicating that leaders acted sometimes or fairly often. Over 50% of participants responded that their manager becomes involved when critical issues arise, while 36% observed their manager avoiding such problems. Although the laissez-faire style of leadership was not an independent variable in this study, a large percentage of participants responded that laissez-faire leadership was the prevailing leadership style in their organization. Thus, these statistics were included in the findings for reference. Table 2 provides a detailed summary of frequencies and percentages of leadership item responses.

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Table 2: Frequencies and Percentages of Leadership Item Responses

| | | Frequency | Percent |
|--|-------------------------|-----------|---------|
| Provides me with assistance in exchange for my efforts | Unsure | 4 | 3.0 |
| | Not At All | 2 | 1.5 |
| | Once in a while | 11 | 8.1 |
| | Sometimes | 38 | 28.1 |
| | Fairly Often | 54 | 40.0 |
| | Frequent, if not always | 26 | 19.3 |
| | Total | 135 | 100.0 |
| Re-examines critical assumptions to question whether they are appropriate | Unsure | 8 | 5.9 |
| | Not At All | 3 | 2.2 |
| | Once in a while | 15 | 11.1 |
| | Sometimes | 44 | 32.6 |
| | Fairly Often | 52 | 38.5 |
| | Frequent, if not always | 13 | 9.6 |
| | Total | 135 | 100.0 |
| Fails to interfere until problems become serious | Unsure | 3 | 2.2 |
| | Not At All | 35 | 25.9 |
| | Once in a while | 18 | 13.3 |
| | Sometimes | 37 | 27.4 |
| | Fairly Often | 35 | 25.9 |
| | Frequent, if not always | 7 | 5.2 |
| | Total | 135 | 100.0 |
| Focuses attention on irregularities, mistakes, exceptions, and deviations from standards | Unsure | 2 | 1.5 |
| | Not At All | 14 | 10.4 |
| | Once in a while | 19 | 14.1 |
| | Sometimes | 36 | 26.7 |
| | Fairly Often | 57 | 42.2 |
| | Frequent, if not always | 7 | 5.2 |
| | Total | 135 | 100.0 |
| Avoids getting involved when important issues arise | Unsure | 1 | .7 |
| | Not at all | 70 | 51.9 |
| | Once in a while | 9 | 6.7 |
| | Sometimes | 26 | 19.3 |
| | Fairly often | 24 | 17.8 |
| | Frequent, if not always | 5 | 3.7 |
| | Total | 135 | 100.0 |
| | Unsure | 0 | 0 |

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| | | | |
|--|-------------------------|-------|-------|
| Talks about their most important values and beliefs | Not at all | 9 | 6.7 |
| | Once in a while | 10 | 7.4 |
| | Sometimes | 31 | 23.0 |
| | Fairly often | 54 | 40.0 |
| | Frequent, if not always | 31 | 23.0 |
| | Total | 135 | 100.0 |
| Instills pride in me for being associated with him/her | Unsure | 3 | 2.2 |
| | Not at all | 3 | 2.2 |
| | Once in a while | 11 | 8.1 |
| | Sometimes | 31 | 23.0 |
| | Fairly often | 52 | 38.5 |
| | Frequent, if not always | 35 | 25.9 |
| Total | 135 | 100.0 | |
| Discusses in specific terms who is responsible for achieving performance targets | Unsure | 0 | 0 |
| | Not at all | 4 | 3.0 |
| | Once in a while | 10 | 7.4 |
| | Sometimes | 24 | 17.8 |
| | Fairly often | 63 | 46.7 |
| | Frequent, if not always | 34 | 25.2 |
| Total | 135 | 100.0 | |
| Talks enthusiastically about what needs to be accomplished | Unsure | 0 | 0 |
| | Not at all | 2 | 1.5 |
| | Once in a while | 5 | 3.7 |
| | Sometimes | 20 | 14.8 |
| | Fairly often | 67 | 49.6 |
| | Frequent, if not always | 41 | 30.4 |
| Total | 135 | 100.0 | |
| Specifies the importance of having a strong sense of purpose | Unsure | 0 | 0 |
| | Not at all | 5 | 3.7 |
| | Once in a while | 12 | 8.9 |
| | Sometimes | 17 | 12.6 |
| | Fairly often | 62 | 45.9 |
| | Frequent, if not always | 39 | 28.9 |
| Total | 135 | 100.0 | |
| Spends time teaching and coaching | Unsure | 2 | 1.5 |
| | Not at all | 10 | 7.4 |
| | Once in a while | 12 | 8.9 |
| | Sometimes | 24 | 17.8 |
| | Fairly often | 61 | 45.2 |
| | Frequent, if not always | 26 | 19.3 |
| Total | 135 | 100.0 | |

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

| | | | |
|--|-------------------------|-----|-------|
| Makes clear what one can expect to receive when performance goals are achieved | Unsure | 1 | .7 |
| | Not at all | 11 | 8.1 |
| | Once in a while | 8 | 5.9 |
| | Sometimes | 34 | 25.2 |
| | Fairly often | 53 | 39.3 |
| | Frequent, if not always | 28 | 20.7 |
| | Total | 135 | 100.0 |
| Goes beyond self-interest for the good of the group | Unsure | 2 | 1.5 |
| | Not at all | 5 | 3.7 |
| | Once in a while | 5 | 3.7 |
| | Sometimes | 30 | 22.2 |
| | Fairly often | 59 | 43.7 |
| | Frequent, if not always | 34 | 25.2 |
| | Total | 135 | 100.0 |
| Treats me as an individual rather than just a member of a group | Unsure | 1 | .7 |
| | Not at all | 3 | 2.2 |
| | Once in a while | 6 | 4.4 |
| | Sometimes | 27 | 20.0 |
| | Fairly often | 51 | 37.8 |
| | Frequent, if not always | 47 | 34.8 |
| | Total | 135 | 100.0 |
| Acts in ways that builds my respect | Unsure | 0 | 0 |
| | Not at all | 6 | 4.4 |
| | Once in a while | 10 | 7.4 |
| | Sometimes | 26 | 19.3 |
| | Fairly often | 51 | 37.8 |
| | Frequent, if not always | 42 | 31.1 |
| | Total | 135 | 100.0 |
| Concentrates his/her full attention on dealing with mistakes, complaints, and failures | Unsure | 1 | .7 |
| | Not at all | 13 | 9.6 |
| | Once in a while | 17 | 12.6 |
| | Sometimes | 34 | 25.2 |
| | Fairly often | 50 | 37.0 |
| | Frequent, if not always | 20 | 14.8 |
| | Total | 135 | 100.0 |
| Considers the moral and ethical consequences of a decision | Unsure | 2 | 1.5 |
| | Not at all | 4 | 3.0 |
| | Once in a while | 9 | 6.7 |
| | Sometimes | 29 | 21.5 |
| | Fairly often | 59 | 43.7 |

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| | | | |
|--|-------------------------|-----|-------|
| | Frequent, if not always | 32 | 23.7 |
| | Total | 135 | 100.0 |
| Keeps track of all mistakes | Unsure | 12 | 8.9 |
| | Not at all | 15 | 11.1 |
| | Once in a while | 35 | 25.9 |
| | Sometimes | 28 | 20.7 |
| | Fairly often | 33 | 24.4 |
| | Frequent, if not always | 12 | 8.9 |
| | Total | 135 | 100.0 |
| Displays a sense of power and confidence | Unsure | 1 | .7 |
| | Not at all | 4 | 3.0 |
| | Once in a while | 7 | 5.2 |
| | Sometimes | 28 | 20.7 |
| | Fairly often | 61 | 45.2 |
| | Frequent, if not always | 34 | 25.2 |
| | Total | 135 | 100.0 |
| Articulates a compelling vision of the future | Unsure | 0 | 0 |
| | Not at all | 2 | 1.5 |
| | Once in a while | 11 | 8.1 |
| | Sometimes | 25 | 18.5 |
| | Fairly often | 54 | 40.0 |
| | Frequent, if not always | 43 | 31.9 |
| | Total | 135 | 100.0 |
| Directs my attention towards failures to meet standards | Unsure | 3 | 2.2 |
| | Not at all | 30 | 22.2 |
| | Once in a while | 21 | 15.6 |
| | Sometimes | 36 | 26.7 |
| | Fairly often | 30 | 22.2 |
| | Frequent, if not always | 15 | 11.1 |
| | Total | 135 | 100.0 |
| Considers me as having different needs, abilities, and aspirations from others | Unsure | 6 | 4.4 |
| | Not at all | 19 | 14.1 |
| | Once in a while | 14 | 10.4 |
| | Sometimes | 41 | 30.4 |
| | Fairly often | 37 | 27.4 |
| | Frequent, if not always | 18 | 13.3 |
| | Total | 135 | 100.0 |
| Get me to look at problems from many different angles | Unsure | 0 | 0 |
| | Not at all | 5 | 3.7 |
| | Once in a while | 16 | 11.9 |

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| | | | |
|---|-------------------------|-----|-------|
| | Sometimes | 41 | 30.4 |
| | Fairly often | 47 | 34.8 |
| | Frequent, if not always | 26 | 19.3 |
| | Total | 135 | 100.0 |
| Helps me to develop my strengths | Unsure | 1 | .7 |
| | Not at all | 8 | 5.9 |
| | Once in a while | 13 | 9.6 |
| | Sometimes | 39 | 28.9 |
| | Fairly often | 39 | 28.9 |
| | Frequent, if not always | 35 | 25.9 |
| | Total | 135 | 100.0 |
| Suggest new ways of looking at how to complete assignments | Unsure | 0 | 0 |
| | Not at all | 6 | 4.4 |
| | Once in a while | 16 | 11.9 |
| | Sometimes | 44 | 32.6 |
| | Fairly often | 47 | 34.8 |
| | Frequent, if not always | 22 | 16.3 |
| | Total | 135 | 100.0 |
| Emphasizes the importance of having a collective sense of mission | Unsure | 2 | 1.5 |
| | Not at all | 5 | 3.7 |
| | Once in a while | 6 | 4.4 |
| | Sometimes | 33 | 24.4 |
| | Fairly often | 47 | 34.8 |
| | Frequent, if not always | 42 | 31.1 |
| | Total | 135 | 100.0 |
| Expresses satisfaction when I meet expectations | Unsure | 1 | .7 |
| | Not at all | 3 | 2.2 |
| | Once in a while | 15 | 11.1 |
| | Sometimes | 22 | 16.3 |
| | Fairly often | 53 | 39.3 |
| | Frequent, if not always | 41 | 30.4 |
| | Total | 135 | 100.0 |
| Expresses confidence that goals will be achieved | Unsure | 0 | 0 |
| | Not at all | 3 | 2.2 |
| | Once in a while | 11 | 8.1 |
| | Sometimes | 26 | 19.3 |
| | Fairly often | 56 | 41.5 |
| | Frequent, if not always | 39 | 28.9 |
| | Total | 135 | 100.0 |

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Organizational Culture

The Self-Realization subscale measures the extent that staff members feel supported, whether they gain confidence, and if they experience the ability to utilize their knowledge within the organization. Over 96% of participants responded that their role in the organization builds their confidence, and they can use themselves, their knowledge, and experience to work in their organization to some extent or to a large or very large extent. However, only 70% of participants responded that their organizations allowed them to see how good their abilities are to a large or very large extent.

The Workload subscale measures the number of tasks imposed on staff and to what extent they feel they should be in multiple places simultaneously. About 67.43% of participants responded that they needed to be in several places at the same time. The Conflict subscale gauges to what extent staff experience disputes or loyalty concerns. Approximately 86.36% of participants responded that they received the support they needed when faced with complex problems. Similarly, 84.65% of participants responded that conflicts among the staff members complicate treatment. The Nervousness subscale measures to what extent staff members are concerned about going to work and whether they feel anxious or stressed. About 50% of participants responded experiencing no nervous or tense feelings in the organization, while the remaining 50% responded experiencing such feelings to some extent or to a large or very large extent. Table 3 provides a detailed summary of frequencies and percentages of organizational culture survey items.

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Table 3: Frequencies and Percentages of Organizational Culture Item Responses

| | | Frequency | Percent |
|---|------------------------|-----------|---------|
| Does what you do in the organization give you a chance to see how good your abilities are? | Not at all | 0 | 0 |
| | To a small extent | 9 | 6.8 |
| | To some extent | 32 | 24.2 |
| | To a large extent | 62 | 47.0 |
| | To a very large extent | 29 | 22.0 |
| | Total | 132 | 100.0 |
| Does what you do in the organization help you to have more confidence in yourself? | Not at all | 1 | .8 |
| | To a small extent | 4 | 3.0 |
| | To some extent | 40 | 30.3 |
| | To a large extent | 58 | 43.9 |
| | To a very large extent | 29 | 22.0 |
| | Total | 132 | 100.0 |
| To what extent do you feel nervous or tense in the organization? | Not at all | 25 | 18.9 |
| | To a small extent | 42 | 31.8 |
| | To some extent | 38 | 28.8 |
| | To a large extent | 19 | 14.4 |
| | To a very large extent | 8 | 6.1 |
| | Total | 132 | 100.0 |
| How often does it happen that you are worried about going to work? | Not at all | 60 | 45.5 |
| | To a small extent | 30 | 22.7 |
| | To some extent | 24 | 18.2 |
| | To a large extent | 15 | 11.4 |
| | To a very large extent | 3 | 2.3 |
| | Total | 132 | 100.0 |
| To what extent do you feel that you get the support you need when you are faced with difficult problems? | Not at all | 3 | 2.3 |
| | To a small extent | 15 | 11.4 |
| | To some extent | 37 | 28.0 |
| | To a large extent | 57 | 43.2 |
| | To a very large extent | 20 | 15.2 |
| | total | 132 | 100.0 |
| To what extent do you find that you can use yourself, your knowledge, and experience in the work here in this organization? | Not at all | 1 | .8 |
| | To a small extent | 6 | 4.5 |
| | To some extent | 28 | 21.2 |
| | To a large extent | 56 | 42.4 |
| | To a very large extent | 41 | 31.1 |
| | Total | 132 | 100.0 |

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| | | | |
|--|------------------------|-----|-------|
| To what extent do you find that treatment is complicated by conflicts among the staff members? | Not at all | | |
| | To a small extent | 14 | 10.6 |
| | To some extent | 38 | 28.8 |
| | To a large extent | 49 | 37.1 |
| | To a very large extent | 25 | 18.9 |
| | Total | 6 | 4.5 |
| | | 132 | 100.0 |
| To what extent do you find that it can be difficult to reconcile loyalty towards your team with loyalty towards your own profession? | Not at all | 25 | 18.9 |
| | To a small extent | 38 | 28.8 |
| | To some extent | 48 | 36.4 |
| | To a large extent | 19 | 14.4 |
| | To a very large extent | 2 | 1.5 |
| | Total | 132 | 100.0 |
| What do you think about the number of tasks imposed on you? | Not at all | 19 | 14.4 |
| | To a small extent | 25 | 18.9 |
| | To some extent | 44 | 33.3 |
| | To a large extent | 29 | 22.0 |
| | To a very large extent | 15 | 11.4 |
| | Total | 132 | 100.0 |
| How often does it happen that you have a feeling that you should have been in several places at the same time? | Not at all | 14 | 10.6 |
| | To a small extent | 29 | 22.0 |
| | To some extent | 39 | 29.5 |
| | To a large extent | 34 | 25.8 |
| | To a very large extent | 16 | 12.1 |
| | Total | 132 | 100.0 |

Organizational Preparedness

Participants rated their organization on an interval scale, with responses ranging from disagree, somewhat disagree, neither agree nor disagree, somewhat agree, and agree. Out of 148 completed responses, the average response was “somewhat agree” for statements regarding organizational preparedness. The data indicated that 68.8% of participants responded that they are confident their organization could get people invested in implementing change, with 73%

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acknowledging that people who work in their organization are committed to its implementation. About 70% of these participants responded that the organization could maintain momentum by implementing a change.

The results regarding motivations for implementing a change were varied. Only 66.4% of participants responded that the people in their organization would do whatever it takes to implement a change, but 69.6% said people are motivated to implement a change. The same 69.6% were confident the organization could handle challenges that might arise in implementing this change. About 72% of participants responded that the people who work at their organization are determined to implement such a change.

Additionally, 72% of participants are confident they can keep track of progress in implementing changes and feel supported as they adjust. However, only 62.4% of participants responded that they could manage the politics of implementation. Overall, about 70% of participants somewhat agreed that their organization could activate the change necessary for the organization to succeed. Table 4 provides a detailed summary of frequencies and percentages of organizational preparedness survey item responses.

Table 4: Frequencies and Percentages of Organizational Preparedness Item Responses

| | | Frequency | Percent |
|---|----------------------------|-----------|---------|
| People who work here feel confident that the organization can get people invested in implementing the change. | Disagree | 4 | 3.2 |
| | Somewhat Disagree | 20 | 16.0 |
| | Neither Agree nor Disagree | 15 | 12.0 |
| | Somewhat Agree | 57 | 45.6 |
| | Agree | 29 | 23.2 |
| | Total | 125 | 100.0 |
| People who work here are committed to implementing the change. | Disagree | 2 | 1.6 |
| | Somewhat Disagree | 14 | 11.2 |
| | Neither Agree nor Disagree | 17 | 13.6 |
| | Somewhat Agree | 57 | 45.6 |
| | Agree | 35 | 28.0 |

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| | | | |
|---|----------------------------|-----|-------|
| | Total | 125 | 100.0 |
| People who work here feel confident that they can keep track of progress in implementing this change. | Disagree | 3 | 2.4 |
| | Somewhat Disagree | 14 | 11.2 |
| | Neither Agree nor Disagree | 18 | 14.4 |
| | Somewhat Agree | 67 | 53.6 |
| | Agree | 23 | 18.4 |
| | Total | 125 | 100.0 |
| People who work here will do whatever it takes to implement this change. | Disagree | 3 | 2.4 |
| | Somewhat disagree | 14 | 11.2 |
| | Neither agree nor disagree | 25 | 14.4 |
| | Somewhat agree | 59 | 53.6 |
| | Agree | 24 | 18.4 |
| | Total | 125 | 100.0 |
| People who work here feel confident that the organization can support people as they adjust to this change. | Disagree | 3 | 2.4 |
| | Somewhat disagree | 14 | 11.2 |
| | Neither agree nor disagree | 18 | 20.0 |
| | Somewhat agree | 51 | 47.2 |
| | Agree | 39 | 19.2 |
| | Total | 125 | 100.0 |
| People who work here want to implement this change. | Disagree | 3 | 2.4 |
| | Somewhat disagree | 10 | 11.2 |
| | Neither agree nor disagree | 29 | 14.4 |
| | Somewhat agree | 50 | 40.8 |
| | Agree | 33 | 31.2 |
| | Total | 125 | 100.0 |
| People who work here feel confident that they can keep the momentum going by implementing this change. | Disagree | 5 | 4.0 |
| | Somewhat disagree | 11 | 8.8 |
| | Neither agree nor disagree | 21 | 16.8 |
| | Somewhat agree | 60 | 48.0 |
| | Agree | 28 | 22.4 |
| | Total | 125 | 100.0 |
| People who work here feel confident that they can handle the challenges that might arise in implementing this change. | Disagree | 2 | 1.6 |
| | Somewhat disagree | 17 | 13.6 |
| | Neither agree nor disagree | 19 | 15.2 |
| | Somewhat agree | 53 | 42.4 |
| | Agree | 34 | 27.2 |
| | Total | 125 | 100.0 |

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| | | | |
|--|----------------------------|-----|-------|
| People who work here are determined to implement this change. | Disagree | 4 | 3.2 |
| | Somewhat disagree | 12 | 9.6 |
| | Neither agree nor disagree | 19 | 15.2 |
| | Somewhat agree | 60 | 48.0 |
| | Agree | 30 | 24.0 |
| | Total | 125 | 100.0 |
| People who work here feel confident that they can coordinate tasks so that implementation goes smoothly. | Disagree | 4 | 3.2 |
| | Somewhat disagree | 12 | 9.6 |
| | Neither agree nor disagree | 14 | 11.2 |
| | Somewhat agree | 56 | 44.8 |
| | Agree | 39 | 31.2 |
| | Total | 125 | 100.0 |
| People who work here are motivated to implement this change. | Disagree | 4 | 3.2 |
| | Somewhat disagree | 13 | 10.4 |
| | Neither agree nor disagree | 21 | 16.8 |
| | Somewhat agree | 50 | 40.0 |
| | Agree | 37 | 29.6 |
| | Total | 125 | 100.0 |
| People who work here feel confident that they can manage the politics of implementing this change. | Disagree | 5 | 4.0 |
| | Somewhat disagree | 22 | 17.6 |
| | Neither agree nor disagree | 20 | 16.0 |
| | Somewhat agree | 43 | 34.4 |
| | Agree | 35 | 28.0 |
| | Total | 125 | 100.0 |

Organizational Resilience

Out of 148 participants, the average rating on the OrgRes Diagnostic Tool was 5 out of 7 (strongest). Most participants, often 70% or more, rated their organizations a four or higher regarding how their organization and its personnel will fare in the future based on how they have performed in the past. When asked about organizational leadership, 92% of participants responded with a four or higher for leadership performance in the face of adversity. About 88.8% of participants responded with a four or higher in terms of their organization making tough decisions effectively.

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Approximately 88.8% of participants consistently responded with a four or higher regarding situational awareness, planning, and stress testing. These participants responded that their organization was somewhat strong to the strongest at proactively monitoring the industry for early warning of emergency issues. Participants indicated that their organization critically reviewed their capabilities regularly to identify potential weaknesses and vulnerabilities. The same 88.8% of respondents responded that their organization could reasonably allocate others to fill a role if key individuals were unavailable. The organization planned how it would continue to deliver its core functions.

Only 76% of participants responded that their organization could maintain sufficient members and resources to cope with an unexpected change with a strength of 4 or higher. About 80% responded that their organization actively fosters a mindset that is important to prepare for the unexpected with a four or higher. Approximately 83% responded with a four or higher regarding their employees clearly understanding organizational priorities during a crisis, as seen in Table 5.

Table 5: Frequencies and Percentages of Organizational Resilience Item Responses

| | | Frequency | Percent |
|---|---------------|-----------|---------|
| Our organization's leadership performs well in the face of adversity. | 1 - Weakest | 1 | .8 |
| | 2 | 1 | .8 |
| | 3 | 8 | 6.4 |
| | 4 | 22 | 17.6 |
| | 5 | 33 | 26.4 |
| | 6 | 32 | 25.6 |
| | 7 - Strongest | 28 | 22.4 |
| Total | 125 | 100.0 | |
| Our employees are committed to working on a problem until it is resolved. | 1 - Weakest | 1 | .8 |
| | 2 | 3 | 2.4 |
| | 3 | 9 | 7.2 |
| | 4 | 19 | 15.2 |
| | 5 | 41 | 32.8 |

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| | | | |
|--|---------------|-----|-------|
| | 6 | 25 | 20.0 |
| | 7 - Strongest | 27 | 21.6 |
| | Total | 125 | 100.0 |
| We proactively monitor our industry to have an early warning of emergency issues. | 1 - Weakest | 1 | .8 |
| | 2 | 3 | 2.4 |
| | 3 | 10 | 8.0 |
| | 4 | 24 | 19.2 |
| | 5 | 34 | 27.2 |
| | 6 | 27 | 21.6 |
| | 7 - Strongest | 26 | 20.8 |
| | Total | 125 | 100.0 |
| Our organization can make tough decisions effectively. | 1 - Weakest | 1 | .8 |
| | 2 | 4 | 3.2 |
| | 3 | 9 | 7.2 |
| | 4 | 20 | 16.0 |
| | 5 | 37 | 29.6 |
| | 6 | 32 | 25.6 |
| | 7 - Strongest | 22 | 17.6 |
| | Total | 125 | 100.0 |
| We foster creative problem solvers in our organization. | 1 - Weakest | 2 | 1.6 |
| | 2 | 3 | 2.4 |
| | 3 | 9 | 7.2 |
| | 4 | 22 | 17.6 |
| | 5 | 36 | 28.8 |
| | 6 | 33 | 26.4 |
| | 7 - Strongest | 20 | 16.0 |
| | Total | 125 | 100.0 |
| We build strong, trusting relationships with others we might have to work within a crisis. | 1 - Weakest | 4 | 3.2 |
| | 2 | 3 | 2.4 |
| | 3 | 9 | 7.2 |
| | 4 | 20 | 16.0 |
| | 5 | 29 | 23.2 |
| | 6 | 28 | 22.4 |
| | 7 - Strongest | 32 | 25.6 |
| | Total | 125 | 100.0 |
| If key people are unavailable, there are always others who can fill their role. | 1 - Weakest | 5 | 4.0 |
| | 2 | 8 | 6.4 |
| | 3 | 5 | 4.0 |
| | 4 | 24 | 19.2 |
| | 5 | 34 | 27.2 |
| | 6 | 30 | 24.0 |

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| | | | |
|---|---------------|-------|-------|
| | 7 - Strongest | 19 | 15.2 |
| | Total | 125 | 100.0 |
| Our employees work well with others to get a job done. | 1 - Weakest | 1 | .8 |
| | 2 | 9 | 7.2 |
| | 3 | 19 | 15.2 |
| | 4 | 29 | 23.2 |
| | 5 | 37 | 29.6 |
| | 6 | 30 | 24.0 |
| | 7 - Strongest | 125 | 100.0 |
| Our organization maintains sufficient people and resources to cope with unexpected change. | 1 - Weakest | 8 | 6.4 |
| | 2 | 10 | 8.0 |
| | 3 | 12 | 9.6 |
| | 4 | 21 | 16.8 |
| | 5 | 41 | 32.8 |
| | 6 | 19 | 15.2 |
| | 7 - Strongest | 14 | 11.2 |
| Total | 125 | 100.0 | |
| Our employees have a clear understanding of organizational priorities during a crisis. | 1 - Weakest | 3 | 2.4 |
| | 2 | 5 | 4.0 |
| | 3 | 13 | 10.4 |
| | 4 | 22 | 17.6 |
| | 5 | 29 | 23.2 |
| | 6 | 29 | 23.2 |
| | 7 - Strongest | 24 | 19.2 |
| Total | 125 | 100.0 | |
| Our organization actively fosters a mindset that it is important to prepare for the unexpected. | 1 - Weakest | 3 | 2.4 |
| | 2 | 7 | 5.6 |
| | 3 | 14 | 11.2 |
| | 4 | 17 | 13.6 |
| | 5 | 35 | 28.0 |
| | 6 | 28 | 22.4 |
| | 7 - Strongest | 21 | 16.8 |
| Total | 125 | 100.0 | |
| Our organization has planned for how we will continue to deliver our core functions. | 1 - Weakest | 2 | 1.6 |
| | 2 | 2 | 1.6 |
| | 3 | 11 | 8.8 |
| | 4 | 20 | 16.0 |
| | 5 | 30 | 24.0 |
| | 6 | 32 | 25.6 |
| | 7 - Strongest | 28 | 22.4 |
| Total | 125 | 100.0 | |

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| | | | |
|---|---------------|-----|-------|
| We critically review our capabilities at regular intervals, to identify potential weakness and vulnerabilities. | 1 - Weakest | 3 | 2.4 |
| | 2 | 10 | 8.0 |
| | 3 | 12 | 9.6 |
| | 4 | 25 | 20.0 |
| | 5 | 26 | 20.8 |
| | 6 | 26 | 20.8 |
| | 7 - Strongest | 23 | 18.4 |
| | Total | 125 | 100.0 |

The descriptive statistics of the leadership, organizational culture, organizational preparedness, and organizational resilience are presented in Table 6. The mean leadership score is 125.91 (SD = 16.59), ranging from 76 to 168. The mean organizational culture score is 31.15 (SD = 4.62), ranging from 22 to 44. The mean organizational preparedness is 45.42 (SD = 10.37), ranging from 13 to 60. For the dependent variable, organizational resilience, the mean score is 66.24 (SD = 14.49), ranging from 29 to 91.

Table 6: Descriptive Statistics of Study Variables

| | N | Min | Max | Mean | SD |
|------------------|-----|-------|--------|--------|-------|
| Leadership | 135 | 76.00 | 168.00 | 125.91 | 16.59 |
| Org Culture | 132 | 22.00 | 44.00 | 31.15 | 4.62 |
| Org Preparedness | 125 | 13.00 | 60.00 | 45.42 | 10.37 |
| Org Resilience | 125 | 29.00 | 91.00 | 66.24 | 14.49 |

Before conducting the correlation analyses, I tested the assumption of normality. I used the Shapiro-Wilk test to determine whether the study variables were normally distributed. Based on the results (see Table 7), all the study variables were not normally distributed ($p < .01$). Therefore, I conducted a Spearman’s correlation analysis, which is the nonparametric counterpart of Pearson’s correlation analysis.

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Table 7: Shapiro-Wilk Test for Normality for Study Variables

| | Statistic | Shapiro-Wilk | |
|------------------|-----------|--------------|------|
| | | Df | Sig. |
| Leadership | .971 | 125 | .009 |
| Org Culture | .978 | 125 | .038 |
| Org Preparedness | .930 | 125 | .000 |
| Org Resilience | .978 | 125 | .039 |

The results of Spearman's correlation analyses are presented in Table 8. Leadership is significantly correlated with organizational resilience ($Rho = .419, p < .01$). The positive correlation coefficient determines that a higher leadership score also results in a higher organizational resilience score. Similarly, organizational preparedness is significantly correlated with organizational resilience ($Rho = .722, p < .01$). The result indicated that a higher organizational preparedness score results in a higher organizational resilience score. Organizational culture was not correlated with organizational resilience ($Rho = -.020, p = .828$). Therefore, to address the research questions, there is a significant correlation between leadership and organizational resilience, as well as between organizational preparedness and organizational resilience. However, there is no significant correlation between organizational culture and organizational resilience.

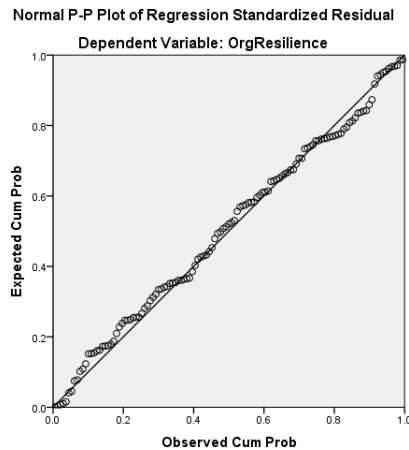
Table 8: Spearman’s Correlation Analysis with Organizational Resilience

| | | Org Resilience | |
|----------------|------------------|-------------------------|--------|
| Spearman's rho | Leadership | Correlation Coefficient | .419** |
| | | Sig. (2-tailed) | .000 |
| | | N | 125 |
| | Org Culture | Correlation Coefficient | -.020 |
| | | Sig. (2-tailed) | .828 |
| | | N | 125 |
| | Org Preparedness | Correlation Coefficient | .722** |
| | | Sig. (2-tailed) | .000 |
| | | N | 125 |

** . Correlation is significant at the 0.01 level (2-tailed).

To further analyze the data, I conducted a linear regression analysis to determine whether leadership, organizational culture, and organizational preparedness variables significantly predict organizational resilience. Before performing the regression analysis, I tested the assumptions of regression analysis. The first assumption is that the independent variables are measured on a continuous scale. The independent variables for this study are leadership, organizational culture, and organizational preparedness. All the independent variables are measured on a continuous scale. The second assumption is that the dependent variable is calculated on a continuous scale. The organizational resilience variable is measured on a continuous scale. The third assumption is the normality of residuals. As presented in Figure 3, the residuals are along the standard line, indicating that the residuals are normally distributed. All three of these assumptions were met.

Figure 3: Normal P-P Plot of Residuals



The fourth assumption is multicollinearity, meaning there should be no linear relationship between the predictor variables. The variance inflation factor (VIF) was used to test multicollinearity as seen in Table 9. A value of less than 10 indicates that there is no multicollinearity. As observed, the VIFs ranged from 1.053 to 1.289. Thus, the assumption of multicollinearity was met. The fifth assumption is the assumption of independence. I calculated the Durbin-Watson statistic to determine if the independence assumption was met. A value ranging from 1.5 to 2.5 was acceptable. The Durbin-Watson statistic was 1.828. Therefore, the premise of independence was met.

Table 9: Variance Inflation Factors

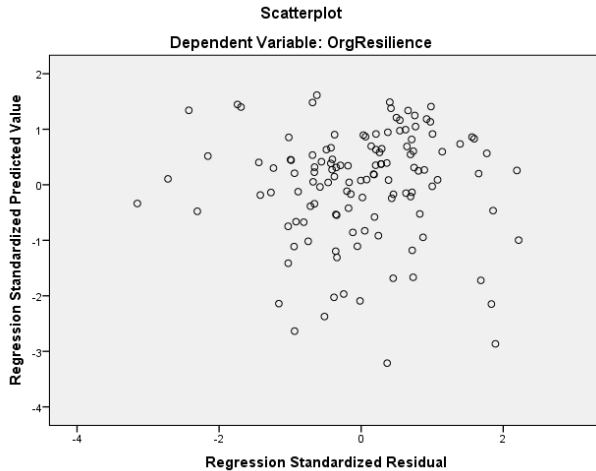
| | Collinearity Statistics | |
|------------------|-------------------------|-------|
| | Tolerance | VIF |
| Leadership | .776 | 1.289 |
| Org Culture | .950 | 1.053 |
| Org Preparedness | .811 | 1.233 |

The sixth assumption relates to homoscedasticity. The scatterplot presented in Figure 4 shows no pattern formed with the predicted and residual values, indicating that the assumption

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was met. All assumptions of regression were met; thus, I conducted the linear regression analysis.

Figure 4: Scatterplot of Predicted vs. Residual Values



The result of the linear regression analysis is presented in Table 10. As observed, the predictor variable organizational preparedness is a significant predictor of the organizational resilience variable ($B = .937, p < .01$). Both the leadership and organizational culture variables are not significant predictors of organizational resilience. The result showed that a change in one organizational preparedness score unit increases by .937 in the dependent variable. The model was determined to be significant ($F[3,124] = 45.56, p < .01$). The predictor variables explain 53% of the variance in the organizational resilience variable.

Table 10: Linear Regression Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | | Sig. |
|------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | t | |
| 1 (Constant) | 18.947 | 8.499 | | 2.229 | .028 |
| Leadership | .110 | .063 | .123 | 1.734 | .085 |
| Org Culture | -.291 | .198 | -.094 | -1.466 | .145 |
| Org Preparedness | .937 | .097 | .671 | 9.695 | .000 |

a. Dependent Variable: Org Resilience; $F(3,124) = 45.56, p < .01, R\text{-Square} = .530$

Significance of Statistics

Based on the analyses for this study, I determined that there is a significant correlation between leadership and organizational resilience, as well as between organizational preparedness and organizational resilience. However, there is no significant correlation between organizational culture and organizational resilience. I conducted further analysis using linear regression analysis to determine whether the variables of leadership, organizational culture, and organizational preparedness significantly predict the organizational resilience of participants. Based on the results, the predictor variable organizational preparedness is a significant predictor of the organizational resilience variable. Both the leadership and organizational culture variables are not significant predictors of organizational resilience. The results of the analyses determined that there is sufficient evidence to reject the null hypotheses that there is no correlation between leadership style and organizational resilience. The difference between the results in the correlation and the regression is not unusual. The .08 *p*-value indicates a meaningful effect. The results also provide sufficient evidence to reject the null hypothesis that there is a correlation between organizational preparedness and organizational resilience.

Summary

In this chapter, I presented the results of the data analysis, connected the results back to the research questions, and demonstrated the consistency of the investigation with a quantitative correlational design. I received 148 completed surveys for this research study. I conducted data collection and analysis to examine the possibility of significant relationships between the independent and dependent variables among middle managers who experienced the death of a peer in an organizational setting via survey responses to valid and reliable instruments with

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relevant questions that appeared in a survey hosted on SurveyMonkey. To address the research questions posed in this study, I conducted correlation and regression analyses.

Based on the results of the analyses, there is a significant correlation between leadership and organizational resilience, as well as between organizational preparedness and organizational resilience. Regarding the hypotheses, the null hypothesis that there would not be any statistically significant relationships among leadership style, organizational culture, organizational preparedness, and organizational resilience was rejected. I accepted the alternative hypothesis that statistically significant relationships among leadership style, organizational culture, organizational preparedness, and organizational resilience exist. Organizational resilience was significantly correlated with leadership and organizational preparedness. However, there was no significant correlation between organizational culture and organizational resilience. In Chapter 5, I draw conclusions from the findings, discuss the implications of the findings and conclusions, and present recommendations for future research.

Chapter 5: Discussion

Introduction

The purpose of this study was to examine the factors that influence organizational resilience when a middle manager unexpectedly dies through the lens of leadership style, organizational culture, and organizational preparedness. Middle managers employed by organizations and companies across various sectors and industries in the United States who were 18 or older, experienced the death of a peer, and had a relationship with the peer for a minimum of 1 year participated in this study. I conducted a quantitative correlational study and used Statistical Package for Social Sciences (SPSS) for statistical analysis to address the research questions. The analysis was consistent with the quantitative research approach using a multiple linear regression model to analyze the data and tie the results back to the research questions. I investigated the problem, which was how the untimely death of a middle manager can cause an unexpected organizational disruption if there are no safeguards in place to protect the organization and the employees. The research was guided by the following research questions and null hypotheses:

RQ1: Is there a correlation between leadership style and organizational resiliency?

H1: There is a correlation between leadership style and organizational resilience.

N1: There is not a correlation between leadership style and organizational resilience.

RQ2: Is there a correlation between organizational culture and organizational resilience?

H2: There is a correlation between organizational culture and organizational resilience.

N2: There is not a correlation between organizational culture and organizational resilience.

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RQ3: Is there a correlation between organizational preparedness and organizational resilience?

H3: There is a correlation between organizational preparedness and organizational resilience.

N3: There is not a correlation between organizational preparedness and organizational resilience.

I employed a quantitative correlational design in my study to compare variables. The findings of the study addressed the research questions, as the analysis results revealed significant correlations between leadership and organizational resilience, as well as between organizational preparedness and organizational resilience. I rejected the null hypotheses that proposed no statistically significant relationships between leadership style organizational resilience; and organizational preparedness and organizational resilience. Instead, I accepted the alternative hypotheses, indicating significant relationships between leadership style and organizational resilience; and organizational preparedness and organizational resilience. Organizational resilience showed significant correlations with both leadership and organizational preparedness. However, I failed to reject the null hypotheses that suggested no correlation between organizational culture and organizational resilience.

Interpretation of the Findings

Correlation Between Leadership Style and Organizational Resiliency

RQ1: Is there a correlation between leadership style and organizational resiliency?

Leaders have a significant role in cultivating resilient organizations and organizational cultures. By understanding the correlation between leadership style and organizational resilience, middle managers can better prepare themselves and their organizations to withstand challenges

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and emerge stronger. Over 90% of participants indicated their middle managers displayed power and confidence. Similarly, 90% responded their manager provided them with assistance in exchange for their efforts and instilled pride in their being associated sometimes, fairly often, or frequently, if not always. About 83.71% of participants responded that their manager helps to develop their strengths and suggests new ways of completing assignments. About 92.5% of participants indicated that their managers treated them as an individual rather than just a member of the group. Close to 90% of participants responded that their manager acts in ways that build their respect. According to Riopel (2019), resilient leaders in an organization support their teams all through. Burrell (2021) found that resilient leaders inspire and motivate their teams by creating a positive organizational culture, which helps to bolster individual resilience, thereby creating organizational resilience. The findings acknowledge that collaboration and accountability build resilience in a team. During times of difficulty, such as untimely death, middle managers are required to be inclusive through their leadership style to delegate responsibilities. When an unexpected death occurs, family and friends often give support to surviving friends and loved ones, but sometimes the individuals who spent most of their time with the person(s) who passed away, their coworkers, are overlooked; therefore, it is paramount that organizational leaders lead the organization through an untimely death that will require sudden attention to sustain organizational performance (Fox, 2018).

Middle managers, as transformational leaders, are likely to instigate change. The findings of this study indicate that leadership is significantly correlated with organizational resilience ($Rho = .419, p < .01$). The positive correlation coefficient determines that a higher leadership score also results in a higher organizational resilience score. Organizational leaders should focus on minimizing grief's impact on the organization (Kerr, 2015). However, the untimely death of a

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middle manager requires a resilient workforce, and this demise impacts leadership. The findings support the study of Bhamra et al. (2011), who noted that resilience helps individuals and organizations to survive, adapt, and even thrive in the face of one of life's difficulties— the death of a beloved peer. According to Oeij et al. (2017), organizational resilience comes from the adjustment to planned disruptions and adapting to unseen or unplanned sudden shocks. The correlation was supported by the finding that 92% of participants responded favorably for leadership performance in the face of adversity, indicating that the leadership team was able to effectively navigate the challenges that arose following the death of the middle manager. Preparation and personnel training can help leaders navigate such losses. Therefore, transactional leadership regards the action of reinforcement, such as praise and rewards from a leader. The findings of the study further indicate that almost 70% of participants responded that their manager focuses their attention and deals with and keeps track of irregularities, mistakes, exceptions, and deviations from standards sometimes or fairly often.

Transformational leadership emanates from a resilient and inspirational leader. Such leadership is linked to organizational resilience. An organization's success is not only a reflection of its strength to thrive but also its ability to adapt to challenging environments, such as the death of a key employee (Lampel et al., 2014). The findings of this study indicate that approximately 88.8% of participants consistently responded that their organization was somewhat strong to very strong at proactively monitoring the industry for early warning of emergency issues. The findings affirm the study by Riopel (2019), who noted that some of the leadership traits that resilient leaders possess are strong relationships that provide employees with a support network that they can rely on during challenging times – the foundation of this relationship is supportive communication, effective listening, and trust.

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There is a significant correlation between leadership and organizational resilience, as well as between organizational preparedness and organizational resilience. The result showed that a change in one organizational preparedness score unit increases by .937 in the dependent variable. The model was found to have a significant predictive value ($F[3,124] = 45.56, p < .01$). The predictor variables explain 53% of the variance in the organizational resilience variable. The cost of disenfranchised grief is higher as it prolongs and sometimes worsens the grief process, stopping its healthy resolve (Zoll, 2019). The organization is adversely affected twice by the unexpressive grief of employees. Transactional leaders are goal-oriented and, thus, are not concerned about the future but are laser-focused on setting goals. The findings of this study affirm the study by Bass et al. (2003), who found that followers are rewarded when they are results-oriented and achieve the organization's objective through their understanding of leadership. Such leaders hinder the opportunity to take the emotional reaction of personnel into account when rewards and consequences are established. The desire to attain goals and discouraging creativity at the workplace, in turn, breeds a lack of cohesion. In transactional leadership, the lack of collaborative effort from the middle manager would instill fear in the organizational culture. The findings of this study further affirm Bass et al. (2003), who noted further that organizational leaders should be cautious not to practice transactional leadership, as it will lead to an organizational culture grounded by position, rank, and power. As a result, the middle manager and the organization fail to provide an environment that fosters resilience.

Correlation Between Organizational Culture and Organizational Resilience

RQ2: Is there a correlation between organizational culture and organizational resilience?

The untimely death of a middle manager may create unique challenges for the organization. The findings of this study indicated that organizational culture was not correlated

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with organizational resilience ($Rho = -.020, p = .828$). The findings failed to show any correlation due to the fact that change is inevitable, and organizations must develop a holistic approach when dealing with their employees (Vivona & Ty, 2011), providing access to physical and mental health resources and encouraging solid social relationships. Over 96% of participants responded that their role in the organization builds their confidence, and they can use themselves, their knowledge, and experience to work in their organization to some extent or to a large or very large extent.

Organizational culture and resilience when a middle manager dies unexpectedly can be significantly impacted. Organizations are prone to vulnerabilities that arise from unforeseen events in our lives. An organization's resilience is tested when faced with such challenges and the ability to adapt and recover. The findings of this study fail to confirm the findings by Sakikawa (2021) that resilience in organizations is defined as the ability to bounce back when faced with adversity. In an organizational setting, resilience is not just about recovering from adversity but also about learning from the experience and using it to improve and grow. When a middle manager dies unexpectedly, the impact can be felt throughout the organization, from the immediate team to the entire company. The concept of organizational resilience encompasses several key components, including the ability to identify and respond to risks, adapt strategies, and enable a culture of learning and innovation. However, the findings of this study do not support the definition of resilience proposed by Juvet et al. (2021), which emphasizes adapting, resisting, and overcoming significant adversities. Adapting in the context of resilience involves adjusting one's thoughts, actions, and emotions in response to challenges, demonstrating flexibility, open-mindedness, and the ability to change strategies as needed. Resisting refers to the capability of withstanding the negative effects of adverse situations while maintaining

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positive emotional well-being. Overcoming encompasses the capacity to recover from setbacks, rebuild one's life, regain a sense of normalcy, and even experience personal growth. It should be noted that Juvet et al. (2021) argue that the loss of a manager who holds a critical position within the organization and strongly influences the company's culture and values can have broader repercussions beyond productivity and performance, impacting morale and motivation as well.

The findings of this study indicate a lack of correlation between organizational culture and organizational resilience. This study contradicts the assertion made by He et al. (2023) that organizational resilience emerges and is fostered through organizational culture. Additionally, the findings of He et al. (2023) suggested that investing in technology helps organizations sustain their operations, but it may not necessarily enhance employees' ability to assess and effectively address organizational disruptions by employing resources and implementing solutions. Relying solely on technology does not guarantee that employees will be able to accurately identify and respond to organizational disruptions. Addressing such disruptions often requires a combination of technology resources and human capital, including strategic thinking, problem-solving skills, and adaptability. An organization with a strong culture can more easily adapt to change and recover from setbacks, as the values and beliefs of the organization serve as a guiding force. Additionally, the findings of this study disaffirm the position that a strong culture can provide a sense of belonging and purpose, which can help employees cope with the loss of a colleague. The study's findings further disconfirm Touson et al. (2021), who stated that organizational learning develops into organizational culture, and adapting to the shocks of adverse events becomes part of the organization's culture. As per scholars, by fostering a culture of resilience, organizations can better navigate the challenges that arise today. Despite middle managers playing a critical role in the day-to-day operations of an organization, and their sudden absence

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can cause significant disruptions, the findings of this study show the lack of correlation between organizational culture and organizational resilience.

These findings disaffirm the study by Charles-Edwards (2009), who acknowledged that organizational culture must foster an environment that inspires employees to be humane. Kolzow (2014) stated that it is up to the organization's leaders to be present during times of loss, patient with the inconsistencies they may bring, and open to the organization's growth potential that can be realized. The findings of this study indicated that approximately 86.36% of participants responded that they received the support they needed when faced with complex problems. Kolzow's finding is supported by the findings of Zoll (2019), who noted that when employees suffer grief, having a positive and supportive environment nurtures the psychological well-being of the employees. Employees would then enjoy a work environment that nurtures resilience as well as compassion and would be highly likely to connect with their spiritual side. However, cost can have a further impact in the future if employees never fully recover from their grief, as unexpressed grief of employees hurts the organization (Bento, 1994).

Correlation Between Organizational Preparedness and Organizational Resilience

RQ3: Is there a correlation between organizational preparedness and organizational resilience?

The findings of the study indicated there is a significant relationship between organizational preparedness and resilience. Regarding organizational preparedness, the data indicated that 68.8% of participants responded that they are confident their organization could get people invested in implementing change, with 73% acknowledging that people who work in their organization are committed to its implementation. The participants believe in the organizational preparedness set by the management and are thus committed to its

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implementation. This finding affirms the findings of Bloom and Menefee (1994), who articulated that a strategic plan would prepare the organization to engage with forces within its environment. The findings further affirm the study on resilience theory by Greene et al. (2004), who found that it is not the adverse situation but how the negative problem is dealt with that determines the level of resilience within an organization. During an organizational loss, organizational leadership should support the vision, planning, and guidance employees expect from leadership. Building a resilient culture and preparation can help leaders navigate such losses (Flux et al., 2019). As a result, developing a resilient workforce through organizational readiness may be achieved by engaging in mindful actions necessary for the organization to become more resilient.

Every organization needs to be adequately prepared for untimely loss by engaging its employees in resilience training. Strategic planning helps organizations anticipate and act with wisdom (Bryson, 2018). The findings of this study indicate that 69.6% of respondents were confident the organization could handle challenges that might arise in implementing this change. The data also indicated that 72% of participants were confident they can keep track of progress in implementing changes and feel supported as they adjust. Establishing ongoing skill sets and evaluations will build skills, providing more advanced skills through education and training for all team members (Prichard & Ashleigh, 2007). According to Taylor et al. (2014), having a visionary leader is integral, as they tend to implement goals due to their leadership style. In terms of resilience theory, thriving in the face of adversity enables the organization and its employees to adapt to the change caused by the death of the middle manager. The findings of this study further revealed about 70% of participants somewhat agreed that their organization could activate the change necessary for the organization to succeed in organizational preparedness. This research supports the findings of Bonanno (2004), who noted that the majority of

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employees will be exposed to loss or traumatic events at some point in their lives. As a result, they continue to have healthy emotional experiences and display only minor disruptions in their ability to thrive. Therefore, through organizational preparedness, having a training program for leaders like middle managers would facilitate their acquisition of skills similar to the middle managers, thus increasing in numbers while gaining similar skills and knowledge to an advanced level.

Leadership in Relation to Organizational Preparedness

Organizational resilience was significantly correlated with leadership and organizational preparedness. Organizational resilience is a definitive action that is either defensive or progressive in anticipation of change. The mean leadership score was 125.91 (SD = 16.59), ranging from 76 to 168. The mean organizational culture score was 31.15 (SD = 4.62), ranging from 22 to 44. The mean organizational preparedness was 45.42 (SD = 10.37), ranging from 13 to 60. For the dependent variable, organizational resilience, the mean score was 66.24 (SD = 14.49), ranging from 29 to 91. The positive correlation coefficient determined that a higher leadership score also results in a higher organizational resilience score. Similarly, organizational preparedness is significantly correlated with organizational resilience ($Rho = .722, p < .01$). The findings support Holling (1973), who viewed resilience as the persistence of a system and a measure of the ability of the system to absorb change and still forge ahead. According to Bhamra et al. (2011), the objective of resilience is to confront, survive, adapt, grow, and maintain organizational sustenance and security within an uncertain environment. Therefore, organizational resilience is achievable through leadership and organizational preparedness. The result indicated that a higher organizational preparedness score results in a higher organizational resilience score.

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Organizations must innovate ways to support their employees and help them be more effective and efficient through resilience training. The training will strengthen their emotional, cognitive, mental, physical, and spiritual resilience, thus increasing their ability to face any adversity. Under resilience theory, the employees affected adapt to the adverse condition from the loss of the middle manager (Greene et al., 2004). In developing a positive self-image in their environment, employees will require strength to face high stress in the workplace. It is through organizational preparedness that organizational leaders take control of the work environment to minimize work-related stressors. Therefore, by establishing resilience training in the workplace, employees have the opportunity to grow and identify challenges and consider them opportunities.

I drew the findings from using linear regression analysis to determine whether the variables of leadership, organizational culture, and organizational preparedness significantly predict the organizational resilience of participants. The result showed that the predictor variable organizational preparedness is a significant predictor of the organizational resilience variable. The findings affirm Doheny (2021), who noted that middle managers connect promises to customers, and leaders realize that having resilience empowers middle managers to overcome setbacks that the organization may face. In democratic leadership, resilience ensures that all employees contribute to organizational effectiveness (Woods, 2004). The support of leadership will reduce stress in the workplace.

Limitations of the Study

I used a quantitative correlational design to obtain preliminary data that may be used as a guide for future research. However, this study was limited in terms of its credibility, confirmability, and transferability. The correlational research design failed to determine the

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causation between the variables. While self-reported questionnaires are a commonly used method in research studies, they are not without limitations (Wilmot et al., 2019). One of the main limitations is the potential for bias to be introduced. Participants may be hesitant to report certain information or may provide socially desirable responses, leading to inaccurate data. This bias may lead to inaccurate conclusions and limit the generalizability of the findings, limiting dependability. Additionally, generalizability impacts the reliability and internal validity of the findings, thus reflecting on confirmability, as objectivity is hindered. Transferability is limited due to the generalizability of the findings of the study. The findings may fail to reflect populations from different countries. I acknowledged that errors in measurement were possible due to personal factors, such as research participants' mood or motivation and the amount of time that has passed since the death of the peer.

Implications

Organizational Resilience

Adaptation to Change. Organizations can create change through resilience training before being stricken by adversity and the loss of their middle managers. Through increased employee self-awareness and a more adaptable workforce, organizational leaders can try new approaches to support the dominant leadership style. Resilient organizations have a strong foundation of communication and teamwork, which allows them to work together to overcome challenges and find new solutions. The study's limitations affect adaptability, as correlational designs lack insight into the causation of variables. Adapting to change in an organization is critical in a situation where a key member of the organization has passed away suddenly.

Organizational leaders must be able to adapt by adopting how to lead through relative context, which is suitable for the organization and its employees (Hersey & Blanchard, 1982).

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The team can come together to ensure that the manager's responsibilities are covered and that the company can continue to function smoothly. Therefore, organizational resilience occurs when the company shows support for grieving employees by providing counseling services, flexible work arrangements, and resources so as to maintain productivity within the organization.

According to McManus (2019), resilience fosters a company's capacity to be aware, learn, heal, adapt, and thrive. Ideally, transformational leaders possess the capability to activate compassion throughout the organization positively, which will impact the organization's ability to maintain performance in difficult times.

Maintain Stability and Foster the Company's Continuity. Building resilience among employees equips them with the necessary tools to face adversity that may arise from the loss of a middle manager or peer within the organization. Creating resilient organizational structures enables organizations to thrive in the face of adversity, thereby leading to a smooth transition from the necessary adjustments that will have been made. Therefore, the death of a beloved peer is a challenge for individuals and organizations, and thriving through it depends on one's capacity for resilience (Bhamra et al., 2011). Under resilience theory, resilience is embodied as protective gear against vulnerability factors (Greene et al., 2004). The study's limitation was impacted by personal bias from self-reported measures, thereby impacting the results in the data collected. As a result, the self-reported data would lead to inconclusive results, thereby affecting the findings.

Mitigation of Risks. The organization, through exercising resilience, is able to mitigate the negative impacts that the death of a manager may have on employee morale and productivity. As a result, mitigation of risk will lead to minimal disruption by the employees, as resilient organizations will promote a positive work environment that creates a sense of security among

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the employees. Such an assurance enables the company to recover. According to Gartner (2020), response, recovery, and preparedness form the foundation for resilience. Therefore, resilient organizations recover and thrive after business disturbances because they are unyielding to the impacts of disruption and are adaptive, agile, and sustainable in the face of adversity (Oeij et al., 2017). Additionally, organizational management can use resilience to instill in their employees a sense of shared purpose so as to create social bonds that enhance resilience. The implications were affected by the study's limitation as to generalizability due to the inconclusive results from the measures used.

Leadership Style

Promote Compassion. Transformational leaders promote healing through actions that demonstrate their compassion. This leadership style is known to foster the organization's capacity to be aware, learn, heal, adapt, and thrive (McManus, 2019). Middle managers are change agents within the organization, as they ensure continuity for any change that will affect the organization's strength (Quy, 2001). The death or loss of a peer may impact a single employee or the entire organization. As a result, the loss of a peer can lead to absenteeism and reduced productivity and may take a toll on the team's emotional and mental health. Therefore, it is through leadership that they should focus on minimizing grief's impact on the organization (Kerr, 2015). Therefore, in a competitive business environment, it is important that organizational leaders exercise a comprehensive leadership style that promotes resilience and active engagers. Through strong and effective leadership, creating and showing support for the employees leads to trust and loyalty when the loss of a peer or middle manager is experienced. The implication was limited by the lack of causality of the variables to determine the cause and effect between organizational resilience and leadership style.

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Create a Sense of Purpose and Belonging. Leaders in an organization can create positive outcomes through effective leadership when faced with a crisis as an organization. By providing effective guidance and support from the leaders during the period of the untimely death of a middle manager, the team may feel supported by the organization. Organizational support, in turn, breeds loyalty and unity among the employees, thus increasing faith in the leadership's ability (Frost et al., 1985). As a result, the employees are bound to connect as a team and collaborate due to the sense of purpose instilled as well as the sense of community. The collaborative effort will ensure that the employees are invaluable in maintaining productivity and morale. By demonstrating a commitment to employees by building a supportive work environment, leaders will enable employees to nurture resilience. The implication was limited by generalizability, as I investigated only transformational leadership and transactional leadership as opposed to all types of leadership styles.

Organizational Culture

Providing a Supportive Environment. The organizational culture that offers support through resources and leadership will impact the attitudes and conduct of its employees. Therefore, it is important that organizations should prepare for adversity by developing an organizational culture of resilience. Despite the findings of this study that showed no significant relationship between organizational culture and organizational resilience, organizational culture may have increased loyalty. When organizational culture aligns with leadership, it is highly likely for employees to feel safe, supported, and valued (Schein, 1985). There is a significant relationship between leadership style and organizational culture as per the alternative hypothesis. In this case, a lack of the leader's input could lead to an unhealthy and unproductive culture, thereby negatively impacting the organizational culture and productivity. According to Goldman

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(1998), meeting organizational needs and effectiveness depends on the leadership model and response style. An ineffective organizational culture includes disengaged personnel, increased turnover, and poor internal relationships. Therefore, through leadership, the organization's values are projected onto employees, creating a sense of purpose among employees that will later cultivate resilience. The implication was limited by errors in measurement, which were possible due to personal factors which led to inconclusive results as the findings failed to show causality.

Organizational Preparedness

Developed a Strategic and Contingency Plan. Training employees in resilience-building programs will nurture their behavior, which is vital when faced with adversity. Organizational resilience is enhanced by providing individual training and developing targeted competencies to enhance resiliency (Duke & Giarrusso, 2008). The sudden passing of a manager can create a significant disruption in the company's operations, especially if they were responsible for critical tasks or projects. However, if the company has a contingency plan in place, members can quickly identify who will assume the manager's responsibilities and ensure that essential tasks continue to be completed. This plan can help prevent delays or setbacks that may negatively impact the company's performance and reputation. According to Valamis (2022), when resilience training is part of the organizational culture, the employee's effectiveness and sustenance is maintained. The findings of this study indicated a correlation between organizational preparedness and resilience. Therefore, if leaders establish effective resilience through training programs, those employees will respond better to untimely organizational disruptions, thereby improving the well-being and resilience among employees upon the untimely death of the middle manager. The limitation of the study that impacted this implication is the generalizability of the findings.

Future Research

I recommend future research to examine all leadership styles in connection to organizational resilience upon the untimely death of a middle manager or peer. Little is known about the effectiveness of all leadership styles in promoting organizational resilience. Researchers should investigate whether a more decentralized leadership structure promotes greater resilience or if a more centralized approach leads to better crisis management when faced with adverse events. In addition, by exploring the role of communication and its effectiveness in the organizational crisis management plan, a deeper understanding will be achieved of the importance of organizational resilience. Also, it would be valuable to examine the impact of the company's culture on its ability to respond and recover from unexpected events, such as the untimely death of the middle manager. It would also be valuable to examine the various elements or layers of organizational culture to determine whether any of them have a greater influence on organizational resilience. I suggest investigating the role of employee preparedness and training in building organizational resilience in the face of unexpected challenges. Therefore, through a mixed-methods research approach, researchers should gain insight into the effectiveness of all leadership styles on exercising organizational resilience. As a result, investigating the impact of different leadership styles on organizational resilience could also be an interesting area of study.

I further recommend exploring the organizational preparedness measure and organizational resilience to include the effectiveness of a given training program. In addition, future research should cover the role of the employees in organizational preparedness that matches organizational resilience and demonstrates healthy changes in the performance of employees. By challenging leaders to equip themselves and use proactive development and implementation of plans, they may drive the organization to its desired future position.

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Conducting a research study to investigate the role of partnerships and collaborations in building resilience can provide insight into how companies work to mitigate risks and overcome challenges that rely on resilience. Using a qualitative case study design, researchers should explore how organizations thrive and recover from adversity. Researchers should delve deeper into the experiences and perspectives of individuals within the organization to gain a more nuanced understanding of the dynamics at play and identify potential areas for improvement. Therefore, researchers need to explore the connection between organizational resilience and collaborative effort in order to understand the concept of bouncing back as an organization despite adverse events. In a phenomenological research study, researchers obtain participants' lived experiences regarding a phenomenon to gain a deeper understanding of those experiences (Dumlao, 2022).

Conclusion

In this study, I used a quantitative correlational design to examine the factors that influence organizational resilience when a middle manager unexpectedly dies through the lens of leadership style, organizational culture, and organizational preparedness. The study's findings indicated a significant correlation between leadership and organizational resilience, as well as between organizational preparedness and organizational resilience. Organizational resilience was significantly correlated with leadership and organizational preparedness. I used resilience theory to connect the variables with the literature. According to Burrell (2021), resilient leaders inspire and motivate their team by creating a positive organizational culture, which helps to bolster individual resilience, thereby enhancing the team's resilience. The implications of the findings are an adaptation to change; maintaining stability and the company as a going concern; and leaders should promote compassion, provide a supportive environment, and develop a strategic

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contingency plan. One limitation of the study was the lack of generalizability of the findings due to inconclusive data from possible measurement errors that resulted from self-reported personal factors. The study may inform organizations' development and training of resilience programs and may inform leaders regarding crisis management plans to mitigate risks from adverse events. Therefore, nurturing resilience is a virtue and value that benefits organizations.

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Appendix A: Multifactor Leadership Questionnaire

Multifactor Leadership Questionnaire
For use by April J. Brown only. Received from Mind Garden, Inc. on August 25, 2022

The Person I Am Rating —

1. Provides me with assistance in achieving my efforts

2. Re-examines critical assumptions to question whether they are appropriate

3. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards

4. Talks about their most important values and beliefs

5. Seeks differing perspectives when solving problems

6. Talks optimistically about the future

7. Instills pride in me for being associated with him/her

8. Discusses in specific terms who is responsible for achieving performance targets

9. Talks enthusiastically about what needs to be accomplished

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* 10. Specifies the importance of having a strong sense of purpose

| | | | | | |
|--------|------------|----------------|-----------|--------------|---------------------------|
| Unsure | Not at all | Once in awhile | Sometimes | Fairly often | Frequently, if not always |
|--------|------------|----------------|-----------|--------------|---------------------------|

* 11. Spends time teaching and coaching

| | | | | | |
|--------|------------|----------------|-----------|--------------|---------------------------|
| Unsure | Not at all | Once in awhile | Sometimes | Fairly often | Frequently, if not always |
|--------|------------|----------------|-----------|--------------|---------------------------|

* 12. Makes clear what one can expect to receive when performance goals are achieved

| | | | | | |
|--------|------------|----------------|-----------|--------------|---------------------------|
| Unsure | Not at all | Once in awhile | Sometimes | Fairly often | Frequently, if not always |
|--------|------------|----------------|-----------|--------------|---------------------------|

* 13. Goes beyond self-interest for the good of the group

| | | | | | |
|--------|------------|----------------|-----------|--------------|---------------------------|
| Unsure | Not at all | Once in awhile | Sometimes | Fairly often | Frequently, if not always |
|--------|------------|----------------|-----------|--------------|---------------------------|

* 14. Treats me as an individual rather than just as a member of a group

| | | | | | |
|--------|------------|----------------|-----------|--------------|---------------------------|
| Unsure | Not at all | Once in awhile | Sometimes | Fairly often | Frequently, if not always |
|--------|------------|----------------|-----------|--------------|---------------------------|

The Person I Am Rating ...

* 15. Acts in ways that builds my respect

Unsure Not at all Once in awhile Sometimes Fairly often Frequently, if not always

* 16. Concentrates his/her full attention on dealing with mistakes, complaints, and failures

Unsure Not at all Once in awhile Sometimes Fairly often Frequently, if not always

* 17. Considers the moral and ethical consequences of decisions

Unsure Not at all Once in awhile Sometimes Fairly often Frequently, if not always

* 18. Keeps track of all mistakes

Unsure Not at all Once in awhile Sometimes Fairly often Frequently, if not always

* 19. Displays a sense of power and confidence

Unsure Not at all Once in awhile Sometimes Fairly often Frequently, if not always

* 20. Articulates a compelling vision of the future

Unsure Not at all Once in awhile Sometimes Fairly often Frequently, if not always

* 21. Directs my attention toward failures to meet standards

Unsure Not at all Once in awhile Sometimes Fairly often Frequently, if not always

* 22. Considers me as having different needs, abilities, and aspirations from others

Unsure Not at all Once in awhile Sometimes Fairly often Frequently, if not always

* 23. Gets me to look at problems from many different angles

Unsure Not at all Once in awhile Sometimes Fairly often Frequently, if not always

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* 24. Helps me to develop my strengths

| | | | | | |
|--------|------------|----------------|-----------|--------------|---------------------------|
| Unsure | Not at all | Once in awhile | Sometimes | Fairly often | Frequently, if not always |
|--------|------------|----------------|-----------|--------------|---------------------------|

* 25. Suggests new ways of looking at how to complete assignments

| | | | | | |
|--------|------------|----------------|-----------|--------------|---------------------------|
| Unsure | Not at all | Once in awhile | Sometimes | Fairly often | Frequently, if not always |
|--------|------------|----------------|-----------|--------------|---------------------------|

* 26. Emphasizes the importance of having a collective sense of mission

| | | | | | |
|--------|------------|----------------|-----------|--------------|---------------------------|
| Unsure | Not at all | Once in awhile | Sometimes | Fairly often | Frequently, if not always |
|--------|------------|----------------|-----------|--------------|---------------------------|

* 27. Expresses satisfaction when I meet expectations

| | | | | | |
|--------|------------|----------------|-----------|--------------|---------------------------|
| Unsure | Not at all | Once in awhile | Sometimes | Fairly often | Frequently, if not always |
|--------|------------|----------------|-----------|--------------|---------------------------|

* 28. Expresses confidence that goals will be achieved

| | | | | | |
|--------|------------|----------------|-----------|--------------|---------------------------|
| Unsure | Not at all | Once in awhile | Sometimes | Fairly often | Frequently, if not always |
|--------|------------|----------------|-----------|--------------|---------------------------|

Appendix B: Work Environment Scale (WES-10)

For use by April J. Brown only.

■ The Working Environment Scale 10 (WES-10) [Friis, 1981]

Please mark the answer you think best describes what you feel.

1. Does what you do on the ward give you a chance to see how good your abilities really are?
 Not at all To a small extent To some extent To a large extent To a very large extent
2. Does what you do on the ward help you to have more confidence in yourself?
 Not at all To a small extent To some extent To a large extent To a very large extent
3. To what extent do you feel nervous or tense on this ward?
 Not at all To a small extent To some extent To a large extent To a very large extent
4. How often does it happen that you are worried about going to work?
 Very often Often Occasionally Rarely Never
5. To what extent do you feel that you get the support you need, when you are faced with difficult treatment problems?
 Very often Often Occasionally Rarely Never
6. To what extent do you find that you can use yourself, your knowledge and experience in the work here on this ward?
 Not at all To a small extent To some extent To a large extent To a very large extent
7. To what extent do you find that the patient treatment is complicated by conflicts among the staff members?
 Not at all To a small extent To some extent To a large extent To a very large extent
8. To what extent do you find that it can be difficult to reconcile loyalty towards your team with loyalty towards your own profession?
 Not at all To a small extent To some extent To a large extent To a very large extent
9. What do you think about the number of tasks imposed on you?
 Far too few Too few Sufficient Too many Far too many
10. How often does it happen that you have a feeling that you should have been on several places at the same time?
 Very often Often Occasionally Rarely Never

Appendix C: Organizational Readiness Implementation Change (ORIC)



Data Collection Worksheet

Please Note: The Data Collection Worksheet (DCW) is a tool to aid integration of a PhenX protocol into a study. The PhenX DCW is not designed to be a data collection instrument. Investigators will need to decide the best way to collect data for the PhenX protocol in their study. Variables captured in the DCW, along with variable names and unique PhenX variable identifiers, are included in the PhenX Data Dictionary (DD) files.

1. People who work here feel confident that the organization can get people invested in implementing this change.

- 1 [] Disagree
- 2 [] Somewhat Disagree
- 3 [] Neither Agree nor Disagree
- 4 [] Somewhat Agree
- 5 [] Agree

2. People who work here are committed to implementing this change.

- 1 [] Disagree
- 2 [] Somewhat Disagree
- 3 [] Neither Agree nor Disagree
- 4 [] Somewhat Agree
- 5 [] Agree

3. People who work here feel confident that they can keep track of progress in implementing this change.

- 1 [] Disagree
- 2 [] Somewhat Disagree
- 3 [] Neither Agree nor Disagree
- 4 [] Somewhat Agree
- 5 [] Agree

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4. People who work here will do whatever it takes to implement this change.

- 1 Disagree
- 2 Somewhat Disagree
- 3 Neither Agree nor Disagree
- 4 Somewhat Agree
- 5 Agree

5. People who work here feel confident that the organization can support people as they adjust to this change.

- 1 Disagree
- 2 Somewhat Disagree
- 3 Neither Agree nor Disagree
- 4 Somewhat Agree
- 5 Agree

6. People who work here want to implement this change.


- 1 Disagree
- 2 Somewhat Disagree
- 3 Neither Agree nor Disagree
- 4 Somewhat Agree
- 5 Agree

7. People who work here feel confident that they can keep the momentum going in implementing this change.

- 1 Disagree
- 2 Somewhat Disagree
- 3 Neither Agree nor Disagree
- 4 Somewhat Agree
- 5 Agree

8. People who work here feel confident that they can handle the challenges that might arise in implementing this change.

Appendix D: OrgRes Diagnostic Tool





| # | Weakness <----- -----> Strength# | | | | | | | Score |
|---|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | 1# | 2# | 3# | 4# | 5# | 6# | 7# | |
| 1.→ Our organisation’s leadership performs well in the face of adversity.# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2.→ Our employees are committed to working on a problem until it is resolved.# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3.→ We proactively monitor our industry to have an early warning of emerging issues.# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.→ Our organisation can make tough decisions effectively.# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5.→ We foster creative problem solvers in our organisation.# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.→ We build strong trusting relationships with others we might have to work with in a crisis (as well those we work with in business as usual).# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7.→ If key people are unavailable, there are always others who can fill their role.# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8.→ Our employees work well with others to get a job done.# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9.→ Our organisation maintains sufficient people and resources to cope with unexpected change.# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10.→ Our employees have a clear understanding of organisational priorities during a crisis.# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11.→ Our organisation actively fosters a mindset that it is important to prepare for the unexpected.# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12.→ Our organisation has planned for how we will continue to deliver our core functions during times of adversity.# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13.→ We critically review our capabilities at regular intervals, to identify potential weaknesses and vulnerabilities.# | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Your overall resilience score# | | | | | | | | <input type="checkbox"/> |


This offers a snapshot of the resilience of your organisation using a cut-down version of a full organisational resilience diagnostic tool. To fully understand your organisation’s resilience, the full survey needs to be completed by a broad cross-section of your staff.↵

If you are interested in an in-depth view of your resilience, please get in touch.

Brought to you by

Resilient ORGANISATIONS



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+64 (0)21 259 6993#
→ admin@resorgs.org.nz

Appendix E: Invitation to Research Study

Dear (Participant Name),

I would like to invite you to participate in a voluntary research study in association with the Doctor of Psychology in Human Organizational Psychology program at Touro University Worldwide. The purpose of this research study is to identify leadership styles and practices that influence behaviors when an untimely death occurs among middle managers within an organization. Your participation in this study is voluntary, and confidentiality will be maintained to your satisfaction. Participation time commitment is no more than 17 minutes of responding to a survey online. Your participation in this study will be extremely valuable to new and emerging leaders, as well as scholars and practitioners.

The direct link to the online survey can be found at <https://www.surveymonkey.com/r/YHT956F>. If you have any questions before participating in this research study, please contact me via email at aprilb@bustransportation.com or via mobile phone at (707) 656-6314.

Please respond to this message if you are willing to be a participant in this study.

Appendix F: Multifactor Leadership Questionnaire

For use by April Brown only. Received from Mind Garden, Inc. on September 8, 2022

**Permission for April Brown to reproduce 150 copies
within three years of September 8, 2022**

Multifactor Leadership Questionnaire™

Instrument (Leader and Rater Form)

**and Scoring Guide
(Form 5X-Short)**

by Bruce Avolio and Bernard Bass

Published by Mind Garden, Inc.

info@mindgarden.com
www.mindgarden.com

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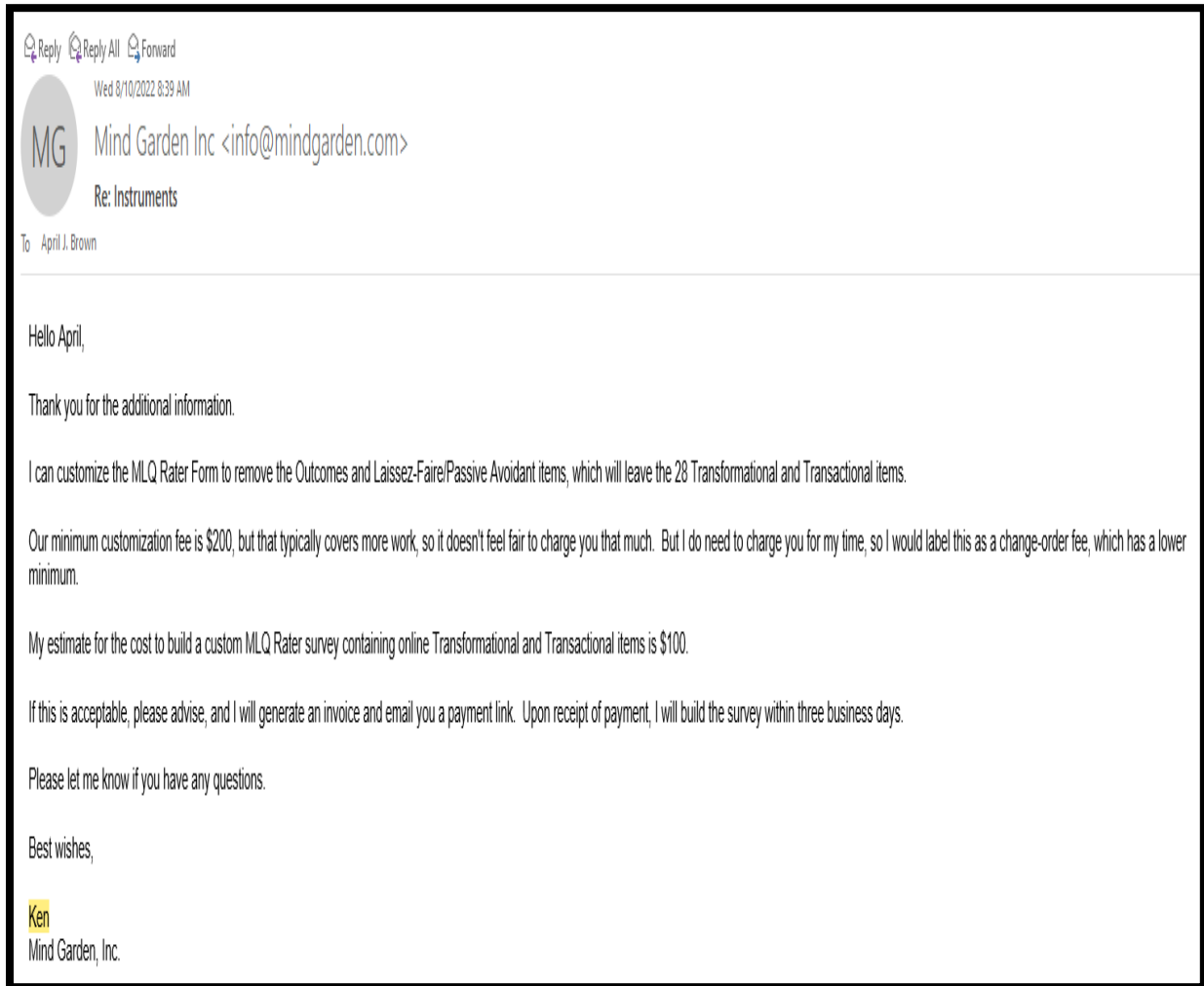
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Appendix G: Mind Garden Authorization to Modify MLQ




Appendix H: Request to Modify the WES-10 Scale

 Reply  Reply All  Forward

Fri 8/26/2022 1:49 AM

 Jan Ivar Røssberg <j.i.rossberg@medisin.uio.no>
RE: Request to Modify the WES-10 Scale

To: April J. Brown

 You replied to this message on 8/26/2022 9:05 AM.
We removed extra line breaks from this message.

Dear April

Sounds like an interesting project. Feel free to adjust the WES 10 Best Jan Ivar

-----Original Message-----

From: April J. Brown <aprilb@bustransportation.com>
Sent: Thursday, August 25, 2022 10:23 PM
To: Jan Ivar Røssberg <j.i.rossberg@medisin.uio.no>
Subject: Request to Modify the WES-10 Scale




Hello –


I am finalizing my research instruments, and I'd like to modify the WES-10 scale to fit an organizational setting not a clinical word.

There are words in the current scale that I'd like to modify. Would that be a possibility? Please advise.


Thank you!

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

 Reply  Reply All  Forward

 **Jan** Ivar Røssberg <j.i.rossberg@medisin.uio.no>
RE: Request to Modify the WES-10 Scale (Time Sensitive Deadline)

To: April J. Brown

 You replied to this message on 10/4/2022 9:20 AM.

Dear April and congratulation
I don't think that changing those name would influence the instrument in any way.
Best
Jan Ivar

-----Original Message-----
From: April J. Brown <aprilb@bustransportation.com>
Sent: Monday, October 3, 2022 11:55 PM
To: **Jan** Ivar Røssberg <j.i.rossberg@medisin.uio.no>
Subject: RE: Request to Modify the WES-10 Scale (Time Sensitive Deadline)

Hello Dr. Rossberg,

I successfully defended my proposal today. 😊

My committee wanted me to inquire if changing the word "ward" to "workplace" affects the instrument's efficacy, specifically reliability and validity. I need to have an answer to them by Friday, October 7th.

Please advise.

Thank you!

Appendix I: Survey Monkey Permission



Momentive Inc.
www.momentive.ai

For questions, visit our Help Center
help.surveymonkey.com

Re: Permission to Conduct Research Using SurveyMonkey

To Whom It May Concern:

This letter is being produced in response to a request by a student at your institution who wishes to conduct a survey using SurveyMonkey in order to support their research. The student has indicated that they require a letter from Momentive granting them permission to do this. Please accept this letter as evidence of such permission. Students are permitted to conduct research via the SurveyMonkey platform provided that they abide by our [Terms of Use](https://www.surveymonkey.com/mp/legal/terms-of-use/) at <https://www.surveymonkey.com/mp/legal/terms-of-use/>.

Our SurveyMonkey product/tool is a self-serve survey platform on which our users can, by themselves, create, deploy and analyze surveys through an online interface. We have users in many different industries who use surveys for many different purposes. One of our most common use cases is students and other types of researchers using our online tools to conduct academic research.

If you have any questions about this letter, please contact us through our Help Center at help.surveymonkey.com.

Sincerely,

Momentive Inc.

Appendix J: Informed Consent to Participate in Research Study

Touro University Worldwide

Doctor of Psychology in Human and Organizational Psychology

INFORMED CONSENT FOR PARTICIPATION IN RESEARCH ACTIVITIES

RESEARCH STUDY TITLE:

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE WHEN
A MIDDLE MANAGER DIES: LEADERSHIP, CULTURE, AND PREPAREDNESS

RESEARCHER: April. J. Brown. MBA

You are invited to participate in a research study conducted by Ms. April J. Brown, a doctoral student at Touro University Worldwide. You were carefully selected because of your classification as a middle manager at an organization that had a minimum of one-year relationship with a (middle manager) peer that died unexpectedly. Your participation is voluntary. The information in this consent form is presented to help you decide if you want to participate in this research study. Please take your time reading this informed consent form and contact the researcher to ask questions if there is anything you do not understand.

PURPOSE OF THE STUDY

This research study aims to identify leadership styles and practices that influence behaviors when an untimely death occurs within an organization. This research study examined leadership styles, organizational culture, preparedness, and organizational resilience. Finally, this study considered what recommendations executive leaders would make to middle managers wanting to minimize the negative impact of sudden death in their organizations in the future.

RESEARCH STUDY PROCEDURES

If you volunteer in this research study, you will be asked to participate in an approximately 17-minute online survey. The survey includes questions about leadership style, organizational culture, organizational preparedness, and organizational resilience.

Can I say “NO?”

Participating in this research study is up to you. If you believe you will not be able to participate in this survey fully, please do not participate.

POTENTIAL RISKS AND DISCOMFORT

The nature of this study may pose psychological risk or discomfort to participants as they may be prompted to recall a sad or traumatic event in their workplace. The questions posed in this questionnaire are benign, as they focus on aspects of an organization, but they are nonetheless associated with a sad or traumatic event. If participants experience any discomfort due to participation in the online survey, please stop participation immediately and contact the National Alliance on Mental Illness (NAMI) Helpline, which can be reached Monday through Friday, 10am – 6pm, ET. 1-800-950-NAMI (6264) for mental health support.

POTENTIAL BENEFITS TO PARTICIPANTS AND/OR TO SOCIETY

While there are no direct benefits to the research participants, the practical benefits to organizations include the following:

- The practical importance of this study is that finding practices and strategies when an untimely death occurs can help middle managers navigate the loss
- The conclusions of this study may help improve leader selection and
- Developing and understanding how organizational leaders foster resilience in their organizations can be of great value to all types of businesses and sectors
- This research study may also provide a more thorough understanding of leadership.

In addition, upon your request, a completed copy of this study will be provided to you.

HOW LONG WILL IT TAKE?

It will take approximately 17 minutes to complete the survey. The survey must be completed in one session. If you believe you will not be able to complete the survey in one session, please do not attempt it.

CONFIDENTIALITY

Survey questions are anonymous, and no one will be able to link your survey responses back to you. Your responses to the survey questions will not be linked to your computer, phone, tablet, email address, or other electronic identifiers. Please do not include your name or other personal information that could be used to identify you in your survey responses. Research data will be stored on the servers of the online survey software SurveyMonkey.

WILL I BE PAID FOR BEING IN THIS RESEARCH STUDY?

You will not be paid for participating in this study.

WHO CAN ANSWER MY QUESTIONS ABOUT THIS RESEARCH STUDY?

If you have questions or concerns about this research study or have experienced a research-related problem or injury, please contact the researcher.

RESEARCHER'S CONTACT INFORMATION

As a participant, the researcher, Ms. April J. Brown, is willing to answer any inquiries you may have concerning the research herein described. The direct link to the online survey can be found at <https://www.surveymonkey.com/r/YHT956F>. The researcher can be reached by emailing aprilb@bustransportation.com or via mobile phone at (707) 656-6314. Additionally, if you (the participant) have further questions about your rights as a research participant, you may contact: Institutional Review Board:

Dr. Aldwin Domingo
Touro University Worldwide
10601 Calle Lee #179
Los Alamitos, CA 90720
Phone: (818) 575-6800
Email: Aldwin.Domingo@tuw.edu

QUALIFYING QUESTIONS TO PARTICIPATE IN THIS RESEARCH STUDY

- **Are you 18 or older?**
 - Yes
 - No

- **Are you a Middle Manager? *A middle manager is defined as a director of a department within an organization, an employee that supervises staff and reports to higher-level managers (Knight & Haslam, 2010).***
 - Yes
 - No

If you answered yes to Question #2,

- **Have you experienced a death of a middle manager (peer)?**
 - Yes
 - No

- **Did you have a minimum of a 1-year relationship with the deceased middle manager (peer)?**
 - Yes
 - No

I have read this informed consent form and been allowed to ask questions had had my questions answered. If I have additional questions, I have been told whom to contact. By clicking on the “Agree” button and the “submit” below, I agree to participate in this research study. If I do not want to participate in this research study, I can close my internet browser at this time.

- Agree



Appendix K: Survey

SECTION 1: DEMOGRAPHICS

* 6. **Gender**

Male Non-Binary

Female Elect Not to Respond

* 7. **Level of Education**

High School Some Doctoral Level

Bachelor's Degree Doctorate Degree

Some Master's Level Professional Degree (e.g., JD, MD)

Master's Degree Elect Not to Respond

* 8. **Race**

Asian Native Hawaiian or Other Pacific Islander

Black or African American White or Caucasian

Mixed Race Elect Not to Respond

Native American or Alaska Native

* 9. **Ethnicity**

Hispanic or Latino Elect Not to Respond

Not Hispanic or Latino

* 10. **Type of Work**

For Profit Government

Non-Profit Education


EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

SECTION 2: LEADERSHIP STYLE

Respond to these items as they pertain to the prevailing leadership style in your organization. 

* 11. **Provides me with assistance in exchange for my efforts** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 12. **Re-examines critical assumptions to question whether they are appropriate** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 13. **Fails to interfere until problems become serious** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 14. **Focuses attention on irregularities, mistakes, exceptions, and deviations from standards** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |


* 15. **Avoids getting involved when important issues arise** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |


* 16. **Talks about their most important values and beliefs** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

* 17. **Instills pride in me for being associated with him/her** 


- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 18. **Discusses in specific terms who is responsible for achieving performance targets** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 19. **Talks enthusiastically about what needs to be accomplished** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 20. **Specifies the importance of having a strong sense of purpose** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 21. **Spends time teaching and coaching** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |


* 22. **Makes clear what one can expect to receive when performance goals are achieved** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

* 23. **Goes beyond self-interest for the good of the group** 


- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 24. **Treats me as an individual rather than just a member of a group** 


- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 25. **Acts in ways that builds my respect** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 26. **Concentrates his/her full attention on dealing with mistakes, complaints, and failures** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |


* 27. **Considers the moral and ethical consequences of a decision** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 28. **Keeps track of all mistakes** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |


EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

* 29. **Displays a sense of power and confidence** 


- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 30. **Articulates a compelling vision of the future** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 31. **Directs my attention towards failures to meet standards** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 32. **Considers me as having different needs, abilities, and aspirations from others** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 33. **Get me to look at problems from many different angles** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 34. **Helps me to develop my strengths** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 35. **Suggest new ways of looking at how to complete assignments** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 36. **Emphasizes the importance of having a collective sense of mission** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 37. **Expresses satisfaction when I meet expectations** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

* 38. **Expresses confidence that goals will be achieved** 

- | | | |
|----------------------------------|---------------------------------------|---|
| <input type="radio"/> Unsure | <input type="radio"/> Once in a while | <input type="radio"/> Fairly Often |
| <input type="radio"/> Not At All | <input type="radio"/> Sometimes | <input type="radio"/> Frequent, if not always |

Subset of MLQ items. Altered with permission of the publisher. Copyright 1995 Bruce Avolio and Bernard Bass. All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com 

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EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

SECTION 3: ORGANIZATIONAL CULTURE


Respond to these items as they pertain to the prevailing work environment in your organization.



* 39. Does what you do in the organization give you a chance to see how good your abilities are?




- Not at all To a small extent To some extent To a large extent To a very large extent

* 40. Does what you do in the organization help you to have more confidence in yourself? 

- Not at all To a small extent To some extent To a large extent To a very large extent

* 41. To what extent do you feel nervous or tense in the organization? 


- Not at all To a small extent To some extent To a large extent To a very large extent

* 42. How often does it happen that you are worried about going to work? 

- Not at all To a small extent To some extent To a large extent To a very large extent

* 43. To what extent do you feel that you get the support you need when you are faced with difficult problems? 


- Not at all To a small extent To some extent To a large extent To a very large extent

* 44. To what extent do you find that you can use yourself, your knowledge, and experience in the work here in this organization? 


- Not at all To a small extent To some extent To a large extent To a very large extent

* 45. To what extent do you find that treatment is complicated by conflicts among the staff members? 


- Not at all To a small extent To some extent To a large extent To a very large extent

* 46. To what extent do you find that it can be difficult to reconcile loyalty towards your team with loyalty towards your own profession? 

- Not at all To a small extent To some extent To a large extent To a very large extent

* 47. What do you think about the number of tasks imposed on you? 


- Not at all To a small extent To some extent To a large extent To a very large extent

* 48. How often does it happen that you have a feeling that you should have been in several places at the same time? 

- Not at all To a small extent To some extent To a large extent To a very large extent

The Working Environment Scale 10 (WES-10) (Friis, 1981). Altered with permission from the publisher. 

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See how easy it is to [create a survey](#).

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

SECTION 4: ORGANIZATIONAL PREPAREDNESS FOR IMPLEMENTING CHANGE

Respond to these items as they best pertain to your organization's preparedness for change.



* 49. **People who work here feel confident that the organization can get people invested in implementing the change.**

- Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree

* 50. **People who work here are committed to implementing the change.**

- Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree

* 51. **People who work here feel confident that they can keep track of progress in implementing this change.**

- Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree

* 52. **People who work here will do whatever it takes to implement this change.**

- Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree


* 53. **People who work here feel confident that the organization can support people as they adjust to this change.**

- Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree


* 54. **People who work here want to implement this change.**

- Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

* 55. People who work here feel confident that they can keep the momentum going by implementing this change. 


- Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree

56. People who work here feel confident that they can handle the challenges that might arise in implementing this change. 

- Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree

* 57. People who work here are determined to implement this change. 

- Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree

* 58. People who work here feel confident that they can coordinate tasks so that implementation goes smoothly. 


- Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree

* 59. People who work here are motivated to implement this change. 

- Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree


* 60. People who work here feel confident that they can manage the politics of implementing this change. 

- Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Agree

Shea, C. M., Jacobs. S. R., Esserman, D. A., Bruce, K., Y Weiner, B. J. (2014). Organizational readiness for implementing change: a psychometric assessment of a new measure. *Implementation Science*, 9, 7. 

SECTION 5: ORGANIZATIONAL RESILIENCE

Respond to these items as they best represent your organization. 

* 61. **Our organization's leadership performs well in the face of adversity.** 

- 1 - Weakest
- 2
- 3
- 4
- 5
- 6
- 7 - Strongest


* 62. **Our employees are committed to working on a problem until it is resolved.** 

- 1 - Weakest
- 2
- 3
- 4
- 5
- 6
- 7 - Strongest

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

* 63. **We proactively monitor our industry to have an early warning of emergency issues.** 

- 1 - Weakest
- 2
- 3
- 4
- 5
- 6
- 7 - Strongest

* 64. **Our organization can make tough decisions effectively.** 

- 1 - Weakest
- 2
- 3
- 4
- 5
- 6
- 7 - Strongest


* 65. **We foster creative problem solvers in our organization.** 

- 1 - Weakest
- 2
- 3
- 4
- 5
- 6
- 7 - Strongest

* 66. **We build strong, trusting relationships with others we might have to work within a crisis.** 

- 1 - Weakest
- 2
- 3
- 4
- 5
- 6
- 7 - Strongest

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

* 67. **If key people are unavailable, there are always others who can fill their role.** 

- 1 - Weakest
- 2
- 3
- 4
- 5
- 6
- 7 - Strongest

* 68. **Our employees work well with others to get a job done.** 

- 1 - Weakest
- 2
- 3
- 4
- 5
- 6
- 7 - Strongest

69. **Our organization maintains sufficient people and resources to cope with unexpected change.**



- 1 - Weakest
- 2
- 3
- 4
- 5
- 6
- 7 - Strongest

* 70. **Our employees have a clear understanding of organizational priorities during a crisis.**



- 1 - Weakest
- 2
- 3
- 4
- 5
- 6
- 7 - Strongest

EXAMINING FACTORS INFLUENCING ORGANIZATIONAL RESILIENCE

* 71. **Our organization actively fosters a mindset that it is important to prepare for the unexpected.**



- 1 - Weakest
- 2
- 3
- 4
- 5
- 6
- 7 - Strongest

* 72. **Our organization has planned for how we will continue to deliver our core functions.**



- 1 - Weakest
- 2
- 3
- 4
- 5
- 6
- 7 - Strongest

You have reached the end of the survey. Thank you for participating in this research study.

Submit