OCTAPACE AND ORGANIZATIONAL RESILIENCE: A CORRELATIONAL STUDY

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ABSTRACT: *We are living in an ever-changing world whereby our frequently unstable environment necessitates the need for individuals, groups, organizations, and even societies to become resilient. In terms of organizations, the literature is overwhelming in its agreement that for organizations to survive the turbulent times, it must develop organizational resilience (see Doe, 1994; Horne, 1997; Warner & Pyle, 1997) because it has become a critical requirement for survival (see Lengnick-Hall, C.A., & Beck, T.E., 2009; Sullivan-Taylor & Wilson, 2009; Sullivan-Taylor & Wilson, 2010). Kantur and Iseri-Say (2012) asserted that organizational resilience is founded on the following four: perceptual stance, contextual integrity, strategic capacity, and strategic acting. Kantur and Iseri-Say's four was equated with the OCTAPACE (Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, Experimentation) in the organizational culture literature before hypotheses were developed and tested. It was found that a strong positive correlation exists for five (confrontation, authenticity, proaction, autonomy, and experimentation) whereas the other three had moderate correlations (openness, trust, and collaboration). The implications of the findings as well as recommendations based on the results will also be discussed.*

KEYWORDS: Organizational Resilience, Octapace, Perceptual Stance, Contextual Integrity, Strategic Capacity, and Strategic Acting

INTRODUCTION

We are living in an ever-changing world whereby our frequently unstable environment necessitates the need for individuals, groups, organizations, and even societies to become resilient. In terms of organizations, the literature is overwhelming in its agreement that for organizations to survive the turbulent times it must develop organizational resilience (see Doe, 1994; Horne, 1997; Warner & Pyle, 1997) because it has become a critical requirement for survival (see Sullivan-Taylor & Wilson, 2009; Sullivan-Taylor & Wilson, 2010).
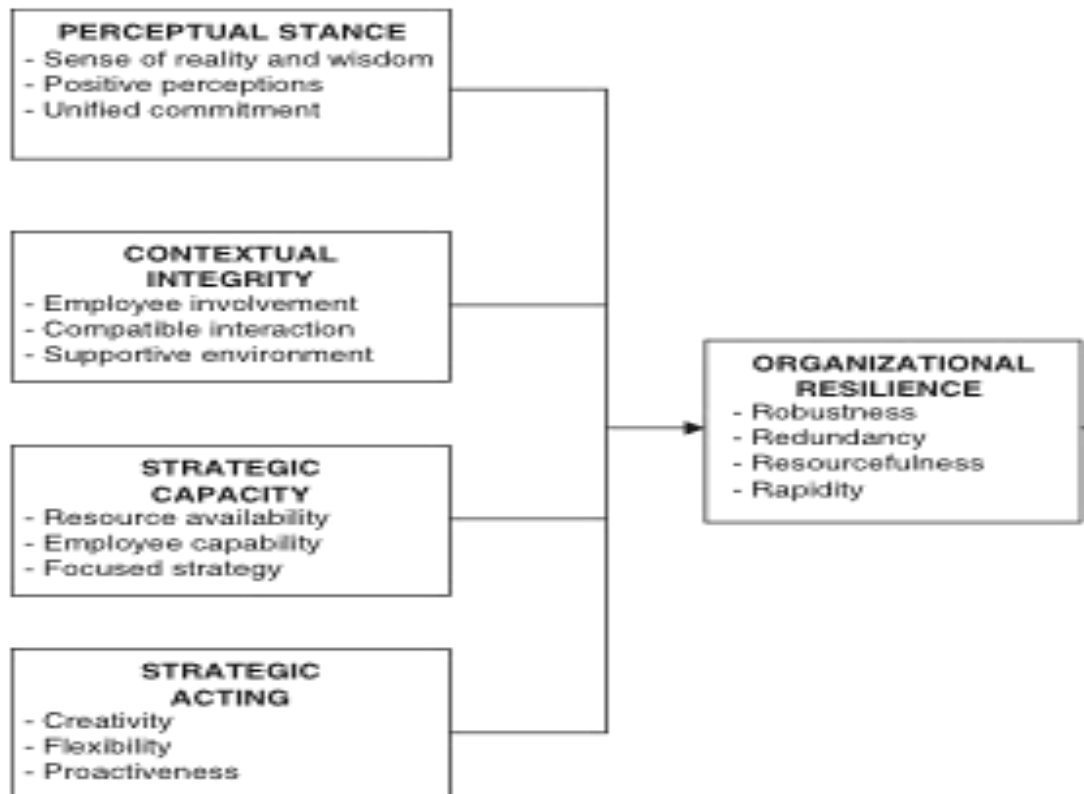
Organizational resilience can be defined as the "fundamental quality of individuals, groups, organizations and systems as a whole to respond productively to a significant change that disrupts the expected pattern of events without engaging in an extended period of regressive behavior" (Horne & Orr, 1998, p. 31). Masten and Reed (2002) assert that resilience refers to the "maintenance of positive adjustment under challenging conditions" (p. 75). Perhaps the summary by Sutcliffe and Vogus (2003) captures the essence of organizational resilience that is: the ability to absorb strain and still function as intended; or an ability to bounce back from untoward events; or both.

Prior research into organizational resilience has focused on the following: its principles, its sources, and the characteristics that contributes to resilience. In terms of principles, Malak (1998) summarized it as follows: perceiving experience constructively; performing positive adaptive behaviors; ensuring adequate external resources; expanding decision-making boundaries; practicing bricolage; developing tolerance for uncertainty; and building virtual role systems. In terms of sources of resilience, Weick (1993) summarized four sources that will make organizations more resilient: improvisation and bricolage; virtual role systems; the attitude of wisdom; and respectful interaction. In terms of the characteristics that contribute to resilience, Flach (1988) named five: a supportive environment in which change can occur; development of personal autonomy and self-esteem; emotional maturity of the individual; creative thinking; and having a sense of hope for the future.

Kantur and Iseri-Say (2012) in summarizing the literature on organizational resilience argued that, "the literature lacks a comprehensive model that concentrates on resilience in an organizational setting" (p. 763). In their review of the literature, they developed four categories that give rise to the emergence of organizational resilience: perceptual stance; contextual integrity; strategic capacity; and strategic acting (see Figure 1). Perceptual stance refers to the ability of the organization to be realistic about its own strengths, weaknesses, and vulnerabilities that allows them to take appropriate actions when required. Contextual integrity focuses on employee involvement and empowerment that allows employee to "exhibit appropriate behaviors when faced with adversity or a chaotic environment" (p. 767).

Strategic capacity refers to the ability of the organization to realize opportunities amidst adversity. As such, the focus is on the resources available at any given time; the employees' capabilities; and the strategy required to realize those opportunities. Strategic acting refers to the ability of the organizational members to "be creative, flexible and proactive for the emergence of solution-oriented and elastic organizational behaviors" (p. 769). In summary, perceptual stance and contextual integrity are preconditions of resilience whereas strategic capacity and strategic acting focuses more on the preparation for future crisis and the bricolage required during the time of adversity. Kantur and Iseri-Say (2012) argued that these four gives rise to organizational resilience.

The focus of this study is to discover whether the assertions of Kantur and Iseri-Say (2012) can be supported with empirical data. However, rather than creating a new set of constructs to measure their propositions, the researcher proposes the use of the OCTAPACE (openness, confrontation, trust, authenticity, proactive, autonomy, collaboration, experimentation). The term OCTAPACE was coined by Professor T.V. Rao (Lather et. al., 2010) and it deals with the extent that the above-mentioned eight values are found in the culture of an organization. Although the focus of the OCTAPACE is in culture—one can argue based on the review of the resilience literature that an organizational culture that has high levels of each construct in the OCTAPACE will also be resilient. As such, these eight different constructs will be defined and then equated with Kantur and Iseri-Say's four categories; hypotheses will be developed and then tested with the results discussed in the last section of this paper.

Figure 1: Integrative Framework of Organizational Resilience adapted from Kantur & Iseri-Say (2012), p. 765.

Openness

Openness refers to the fact that employees are free to express their ideas and that the organization is willing to take risks and to experiment with new ideas and new ways of doing things (Lather et. al., 2010). This definition goes beyond Solke's (2013) spontaneous expression of feelings and thoughts because it captures the willingness to express ideas about how to do things as well as take the risks in doing them. Further, Choudry (2011) argues that openness in the organization results in increased communication, feedback, and the discussions of what matters. Thus Subrahmanian (2012) argued that the outcome of openness is that it helps improve implementation of systems and innovation and also improve the interaction among team members and provides clarity in terms of setting objectives. Openness is seen in Kantur and Iseri's (2012) employee involvement and compatible interaction that emphasize communication, involvement, and interaction.

Hypothesis 1: Openness is related to organizational resilience

Confrontation

Confrontation refers to employees being able to work jointly with those concerns in finding solutions to problems that exist. This mean that the employees do not hide or avoid the problems for fear of hurting each other, rather they openly seek a solution together facing

problems and working jointly with others concerned to find its solution (see Lather et. al., 2010; Siddiqui et. al., 2013). As such, confrontation is not understood in its everyday usage as challenging one another or provoking each other—rather confrontation is understood as the ability to "face problems boldly without shying away" from it in order to seek a solution (Subrahmanian, 2012, p. 132). Hence the outcome of confrontation is that it improves problem solving, clarity and team discussion problems (Subrahmanian, 2012). Confrontation can also be seen in Kantur and Iseri's (2012) sense of reality and wisdom (the not shying away from discussion of problems as it is) as well as employee involvement, compatible interaction, and supportive environment. Further, given that it is about solving problems together, this can also be overlapped with focused strategy and proactiveness.

Hypothesis 2: Confrontation is related to organizational resilience

Trust

Trust is when employees, departments, and groups can be relied upon to do whatever they say they will do (Lather et. al., 2010). This definition is extended farther by Subrahmanian (2012) to include the maintaining of confidentiality about information shared and its use. Trust exists when employees "accept what another person says at face value and do not search for ulterior motives" (p. 57). Thus when trust exists, there is a high level of empathy among the employees and creating a positive, friendly, and disciplined environment (Choudhury, 2011). Hence the outcome of trust will bring higher empathy, timely support, reduced stress and reduction and simplification of forms and procedures (Subrahmanian, 2012). Trust can be seen in Kantur and Iseri's (2012) employee involvement, compatible interaction, and supportive environment.

Hypothesis 3: Trust is related to organizational resilience

Authenticity

Authenticity is the willingness of a person to be real about his/her feelings or the consistency between what a person feels, says, and do (see Choudhury, 2011; Panchamia, 2013). Authenticity is the underlying value for trust (Subrahmanian, 2012), openness (Choudhury, 2011) and is revealed in confessing to mistakes such that you are able to 'walk the talk' (Panchamia, 2013) and this enhances also the communication within the organization. Subrahmanian (2012) argues that when organizational actors are authentic, interpersonal communications are improved and there is reduced distortion in the communication of organizational actors. Authenticity can be seen in Kantur and Iseri's (2012) sense of reality and wisdom, positive perceptions, employee involvement, compatible interaction, and supportive environment.

Hypothesis 4: Authenticity is related to organizational resilience

Pro-action

Pro-action refers to the degree with which employees anticipate the issues and respond to the concerns at hand and those that is in the future (see Lather et. al., 2010; Siddiqui et. al., 2013). This means that employees must take the initiative in starting the process (Choudhury, 2011) and that it also involves preplanning (Panchemia, 2013) as well as taking initiative and risks (Mittal & Verna, 2013). To be proactive is not just to react or adapt to circumstances but also to be able to influence and manage the environment. Thus the organization "must embrace diversity…must be relationship oriented…must embrace external connectivity…[and]

promote internal integration" (Siddiqui et al., 2013, p. 55). Further, proactiveness is a requisite for organizational success (Schein as cited by Siddiqui et al., 2013) and it can be seen when organizations respond to situations by taking or planning actions due to immediate concerns (Subrahmanian, 2012). Pro-action can be seen in Kantur and Iseri's (2012) proactiveness and focused strategy.

Hypothesis 5: Pro-action is related to organizational resilience

Autonomy

Autonomy refers to the freedom and willingness to use power without fear and empowering others to do the same. Thus employees have the liberty to act independently within their sphere of influence as imposed by their role or job (see Lather et al., 2010; Subrahmanian, 2012). Further, Choudhury (2011) argues that autonomy creates respect and confidence among organizational actors and is a good motivator for employees to perform. This also means that an organization where trust, openness, authenticity, and confrontation exist, autonomy must also be present. Autonomy empowers organizational actors to do their job to the best of their ability given that they are allowed the freedom to decide what to do and how to do it and in many ways, be responsible for their decisions. Autonomy can be seen in Kantur and Iseri's (2012) employee capability and flexibility.

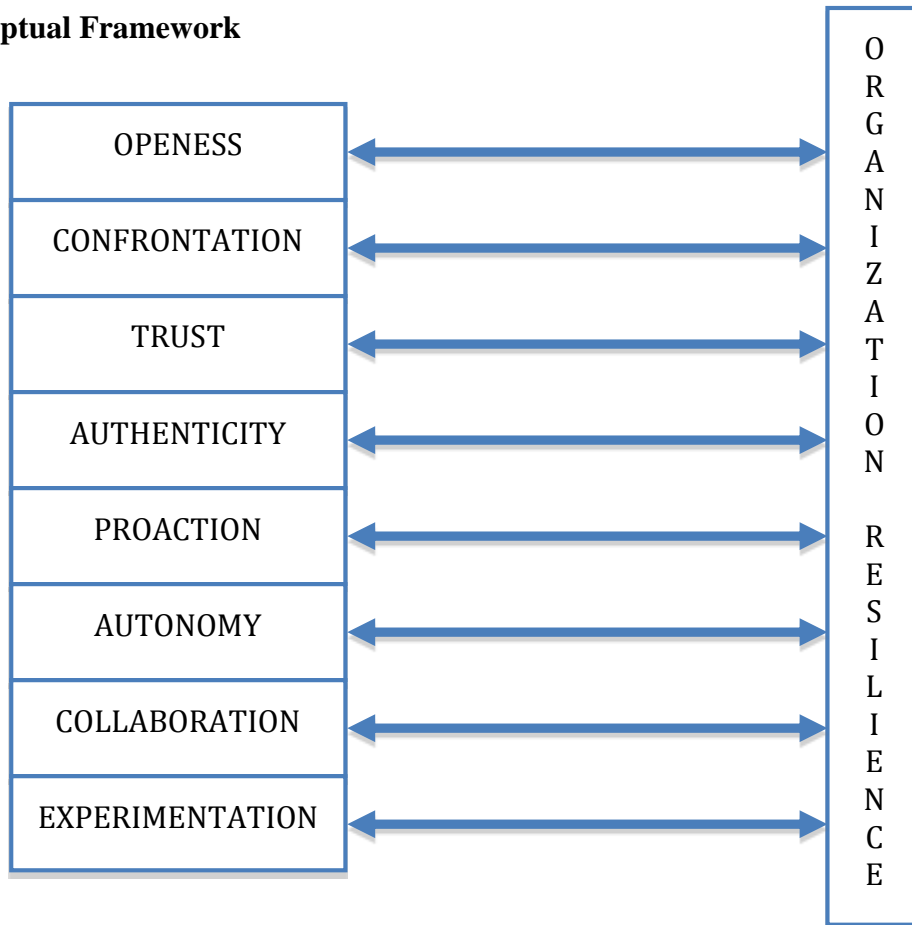**Hypothesis 6: Autonomy is related to organizational resilience**

Collaboration

Collaboration involves working together and the sharing of strengths in order to achieve a common goal (see Lather et al., 2010; Siddiqui 2013). Similarly, Mittal and Verma (2013) pointed out that collaboration is to accept "interdependencies, to be helpful to each other, and to work as teams" (p. 56). Thus Lather et al. (2010) argues that individuals who collaborate do not solve their problems by themselves but "share their concerns with one another and prepare strategies, work out plans of actions, and implement them together" (p. 352). Thus collaboration will result in timely work, improved communication, and resources sharing (Subrahmanian, 2012). Choudhury (2011) argued that collaboration promotes proper use of resources, innovation, and strategic planning. Collaboration can be seen in Kantur and Iseri's (2012) resource availability, employee capability, focused strategy, and unified commitment.

Hypothesis 7: Collaboration is related to organizational resilience

Experimentation

Experimentation emphasizes the importance of innovation and trying out of new ways in dealing with problems in the organization (Subrahmanian, 2012). Mittal and Verma (2013) furthered the definition of experimentation to emphasize a fresh perspective and creativity in solving problems. Likewise, Siddiqui et al. (2013) argued that experimenting emphasizes innovation and the trying out of new ways in dealing with organizational problems. As such, for experimentation to be successful, mistakes must be accepted as a byproduct of the processes—it should be forgiven—and employees should be encouraged to try out new ways of doing things even if mistakes are made (see Siddiqui et al., 2013; Choudhury, 2011). Experimentation can be seen in Kantur and Iseri's (2012) creativity, flexibility, and proactiveness.

Hypothesis 8: Experimentation is related to organizational resilience

Conceptual Framework

METHODOLOGY

A cross-sectional survey design was used to accomplish the purpose of this study and was considered appropriate because it is a one-time testing of the hypothesized model.

A total of 779 instruments were distributed to employees of four private higher education institutions. Convenience sampling was used to select the participants from those institutions. Of the 779 instruments that were distributed, only 520 (67%) were returned and this was used for the purposes of the study. After the data screening, meeting the assumptions of normality and other concerns, only 77% (400 respondents) of the 520 returned instruments were used in this study.

In terms of analyzing the data, the Pearson correlation was used to test all hypotheses (as developed above) of this study. The Pearson correlation coefficient is appropriate for it reveals whether there is a relationship, the strength of the relationship if it does exist, and whether that relationship is positive or negative. The SPSS software was used to analyze the data and all ethical considerations pertaining to research was observed.

RESULTS AND DISCUSSIONS

There were 8 hypotheses that were tested in this study. Table 1 is a statistical summary of the results of the testing and will be first given before the explanations of the results of the hypothesis testing. A common rule of thumb when looking at correlation coefficients is that if it is 0.5 to 1.0 (whether positive or negative)—it is considered strong. If the correlation coefficient is between 0.3 to 0.5—it is considered moderate (see Cohen, 1977; 1988). If the correlation coefficient is less than 0.3 than it is considered weak. The explanations of the hypothesis will use this rule of thumb to determine the strength of the correlations between the variables.

Table 1: Correlations

	O	C	T	A	P	A	C	E
Pearson Correlation	.427**	.529**	.496**	.582**	.552**	.510**	.493**	.555**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000
N	400	400	400	400	400	400	400	400

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

Hypothesis 1_o: There is no relationship between openness and organizational resilience

When testing Hypothesis 1_o, it was found that there was a moderate correlation between openness and organizational resilience (r=0.427; p=0.000; $\alpha = 0.01$). Therefore Hypothesis 1_o was rejected for there is a moderate positive correlation that exists between openness and organizational resilience.

Hypothesis 2_o: There is no relationship between confrontation and organizational resilience

When testing Hypothesis 2_o, it was found that there was a strong relationship between openness and organizational resilience (r=0.529; p=0.000; $\alpha = 0.01$). Therefore Hypothesis 2_o was rejected for there is a strong positive correlation that exists between openness and organizational resilience.

Hypothesis 3_o: There is no relationship between trust and organizational resilience

When testing Hypothesis 3_o, it was found that there was a moderate correlation between trust and organizational resilience (r=0.496; p=0.000; $\alpha = 0.01$). Therefore Hypothesis 3_o was rejected for there is a moderate positive correlation that exists between openness and organizational resilience.

Hypothesis 4_o: There is no relationship between authenticity and organizational resilience

When testing Hypothesis 4_o, it was found that there was a strong correlation between openness and organizational resilience (r=0.582; p=0.000; $\alpha = 0.01$). Therefore Hypothesis 4_o was rejected for there is a strong positive correlation that exists between openness and organizational resilience.

Hypothesis 5_o: There is no relationship between proaction and organizational resilience

When testing Hypothesis 5_o, it was found that there was a strong correlation between openness and organizational resilience (r=0.552; p=0.000; $\alpha = 0.01$). Therefore Hypothesis 5_o was rejected for there is a strong positive correlation that exists between openness and organizational resilience.

Hypothesis 6_o: There is no relationship between autonomy and organizational resilience

When testing Hypothesis 6_o, it was found that there was a strong correlation between openness and organizational resilience (r=0.510; p=0.000; $\alpha = 0.01$). Therefore Hypothesis 6_o was rejected for there is a strong positive correlation that exists between openness and organizational resilience.

Hypothesis 7_o: There is no relationship between collaboration and organizational resilience

When testing Hypothesis 7_o, it was found that there was a moderate correlation between openness and organizational resilience (r=0.493; p=0.000; $\alpha = 0.01$). Therefore Hypothesis 7_o was rejected for there is a moderate positive correlation that exists between openness and organizational resilience.

Hypothesis 8_o: There is no relationship between experimentation and organizational resilience

When testing Hypothesis 8_o, it was found that there was a strong correlation between openness and organizational resilience (r=0.555; p=0.000; $\alpha = 0.01$). Therefore Hypothesis 8_o was rejected for there is a strong positive correlation that exists between openness and organizational resilience.

CONCLUSION

To conclude, the results of this study have several implications. First, all the research hypotheses (as developed in the literature review) were accepted. Since 7 of the 8 constructs of OCTAPACE are strongly positively correlated to organizational resilience (if we round off trust and collaboration, its r will be 0.500), this can be interpreted to mean that an organization with high levels of OCTAPACE would also possess high levels of organizational resilience. This can be so because the correlations were not only strong, it was also positive. When positive, it means that both variables move the same direction such that OCTAPACE and organizational resilience moves up together.

Second, given that seven of the OCTAPACE variables were strongly correlated and one was moderately correlated with organizational resilience, it can be construed to mean that the propositions developed in Kantur and Iseri-Say's (2012)—that was equated to the OCTAPACE—can be said to be supported by this initial analysis. However caution needs to be used in the interpretation of the above findings because the instruments used was for OCTAPACE and it may not be the same as Kantur and Iseri-Say's (2012) conceptualization of organizational resilience.

Third, given that all of the OCTAPACE variables were positively correlated with organizational resilience, and OCTAPACE is a construct from the organizational culture literature—it would seem that organizations that has nurtured OCTAPACE in its culture would also reap organizational resilience as a byproduct.

Last but not the least, one can argue that organizational resilience rests on organizational routines and processes (Lengnick-Hall & Beck, 2010). This study looked at employees' individually in terms of their perceptions on OCTAPACE and their resilience. Though the literature is not clear whether organizational resilience rests on the resilience of the individuals (see Lengnick-Hall & Beck as cited in Kantur & Iseri, 2012); individual resilience is still considered as important for the organizational level because resilient individuals leads to the development of organization's resilient capability (see Kantur & Iseri-Say, 2012).

MANAGERIAL RECOMMENDATIONS AND FUTURE RESEARCH

The obvious implication of the above research is that managers in any organization should develop an organizational culture that is infused with OCTAPACE. This would not only make the organization effective but it would also make them be more resilient. Thus managers enact policies that would enhance the implementations of the OCTAPACE constructs in terms of providing incentives and other mechanisms that encourages employees to inculcate these constructs internally. Further managers should lead by example—becoming open, confrontational, trusting, authentic, proactive, gives autonomy, collaborate, and allows for experimentation—because it is there "walking the talk" that would help instill the OCTAPACE culture.

In light of the results of this study, the following is a list of further research that can be done in the area:

1. This study was about finding correlation. Correlation may tell us about the strength of the relationships but does not tell us about causation or which of the OCTAPACE construct has the most impact on organizational resilience. As such, a change of the methodology of the study such as multiple regression will give us the results required to establish this.

2. This study does not show the relationships among the constructs of OCTAPACE. A path analysis would enable us to find out the relationships among the OCTAPACE as well as its effect on organizational resilience.

3. One of the limitations of this study is that OCTAPACE was used to equate with Kantur and Iseri's (2012) model for organizational resilience. As such, proper operationalization of Kantur and Iseri's model and testing may yield a different result than those presented in this study.

4. This study was done in the context of employees of private higher education institutions in the Philippines. A study done in a more volatile industry in terms of changes such as the technology industry may yield different results.

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