Presilience for Enhancing Organizational Adaptive Performance within the Sri Lankan Private Sector

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Abstract

The Sri Lankan private sector plays a vital role in the economic development of Sri Lanka, and these organizations are constantly faced with unpredicted circumstances. In this rapidly changing world, being prepared to effectively face and adapt to unexpected crises is an absolute requirement. Therefore, identifying new concepts for enhancing organizational adaptive performance within the Sri Lankan private sector is essential. This study attempts to understand the impact of the newly developed concept of presilience and its contribution towards enhancing organizational adaptive performance (OAP) within the Sri Lankan private sector. The survey questionnaire of the study collected information regarding three independent variables: Openness (OS), Emotional Stability (ES) and Critical Decision Making (CDM) of 180 respondents, which were then analyzed using partial least squares path modeling (PLS) to test the study's hypotheses. The research data analysis reflected that all three variables (OS), (ES) and (CDM) have a positive relationship towards the dependent variable (OAP).

Keywords: Openness (OS); Emotional Stability (ES); Critical Decision Making (CDM); Organizational Adaptive Performance (OAP)

1. Introduction

Preemptive resilience response (Presilience) is a recent concept which discusses "recovery as bouncing back towards a state preceding the hazard event and the transition of the disaster recovery phase into adaptation and further development" (Bogardi & Fekete, 2018). Bogardi and Fekete (2018) further elaborate presilience as a state of the strategic mindset and a state of summarized preparations for mitigating and reducing crises. Further, Presilience is defined as a "very specific phase just before the hazard impact, when the resilience ability is activated by the perception of the immediate realization of risk. Such pre-event resilience relies on those parts of resilience ability in triggering the process that can help to avoid hazard and, hence, disaster impact by swift actions " (Bogardi & Fekete, 2018).

"Presilience" is about being flexible when responding to unforeseeable future circumstances and it further focuses on building the openness, critical decision making, and the emotional stability of the whole organization, while allowing the organization to bounce back better or effectively face the crisis with minimum negative effects (Schneider & Mcquirk, 2020). Prior to discussing "Presilience", the concept of "Resilience" had been discussed since around the mid-1970s. Resilience is the "ability of an interesting system to resist or recover from gigantic challenges that compromise its constancy, possibility, or improvement" (Sapienza & Masten, 2011). Resilience discusses about an organization going back to where they were prior to the incident. As individuals and organizations, there is an utmost need in being prepared for the unexpected and this has been continuously discussed in greater length over the years. Rosowsky (2020) has demonstrated that most organizations have prepared all possible scenarios and drills to face unforeseen circumstances that have been predicted as could occur. Irrespective of all this preparedness, with most recent incidents such as COVID 19 pandemic, there are still a vast number of Sri Lankan public sector organizations that suffered to effectively adopt to the new normal. Therefore, there is a pressing need in identifying concepts for preparing organizations to effectively face crises and smoothly adapt to the new normal

"Presilience" has been demonstrated as a risk management concept, and few research specialists have attempted to show the applicability of this concept towards adaptability of all other businesses' operations. The main focus of the study is to understand the impact of the newly developing concept of Presilience

and its components, towards enhancing organizational adaptive performance of Sri Lankan Private sector businesses.

Adaptive Performance is "to reflect the willingness or ability to change in addition to the enactment of change behaviors" (Jundt, et al, 2015). The concept of adaptive performance is defined in general terms as "an individual's ability to adapt to dynamic work situations" (Charbonnier & Roussel, 2012). Employees demonstrate adaptive performance by "adjusting their behaviors to the requirements of work situations and new events" (Charbonnier & Roussel, 2012).

The organization is the "mix blend of employees with different skills and employees' adaptability to change and getting the competitive advantage is an organization's responsibility" (Tariq, Anwar & Aslam, 2011). Change is the most common and frequent occurrence in future world and improving organizations' adaptability mindset require discussions in greater length. Further, "influence of employees' adaptability and change-related uncertainty on their interpretation of organizational actions" are ultimate requirements for discussions (Cullen et al.,2014).

Unpredicted disasters have evolved over the years and Sri Lankan Private sector businesses have been continuously struggling to survive within this ever changing, unpredictable world. Therefore, it is necessary for businesses to develop organizational adaptive performance in order to effectively compete and sustain their business operations. Organizations have to create concepts that surpass resilience, where they are able to effectively adapt to the new normal and sustain themselves in an altered environment. Therefore, the study tries to understand the impact of newly forming concept; "Presilience" for enhancing organizational adaptive performance within the Sri Lankan Private sector businesses.

1.1. Presilience

Experts show that current risk board frameworks and reaction plans are overly muddled and that they are not adaptable enough to adequately meet future unforeseen conditions (Schneider, G., and Mcquirk, T. 2020). They further explain that the solid situational consciousness of workers is driven by a few significant drivers: openness, emotional stability, and critical decision making. "Presilience" develops human interpersonal skills to face unpredicted adversity with a better prepared mindset and adapt to the new normal in a much smoother manner (Diener,

2021). Future focus should be on the people who manage/respond to unexpected circumstances, enhancing their inherent skills and capabilities to be adaptable, flexible and agile in responses, and then building the systems to support their decision making, as opposed to making them unreasoningly fit into the system (Schultz, 2021). The "Presilience" concept demonstrates that giving high attention to enhancing employees' interpersonal skills such as openness, emotional stability and critical decision making will lead organizations to be effectively prepared for unpredicted unforeseen circumstances (Schneider, & Mcquirk 2020).

1.2. Resilience and presilience

Resilience is the "ability of an interesting system to resist or recover from gigantic challenges that compromise its constancy, possibility, or improvement" (Sapienza & Masten, 2011). Investigators permit discernments on the term "resilience," which at a point may be supplanted with other obscure terms like "supportability" and "Presilience" (Normandin, et al., 2019; Torabi, Dedekorkut-Howes, & Howes, 2018; Davoudi, et al 2012).

Resilience can be viewed as a distinct ability that is important in adapting and transforming measures (Ogiska & Kobylarczyk, 2015). However, there are a significant number of scholarly inquiries that have been distributed, complaining about the need for clarity in "resilience", flexibility, and its commonsense appropriateness to today's trade world (Shamsuddin, 2020). "Presilience" is the "forward approach" where the organization endeavors to rapidly respond to the circumstance, and the strength is the "regressive approach" where it endeavors to recover and put where the organization was some time ago on the scene (Diener, 2009). According to research, there is a requirement in building models and structures for "preliminary resilience" which can "consolidate nearness and arrangement" of human compulsion and, after a short time, the full individual internal limits will brace the authoritative/local extend levels (Potts, 2019). She assisted in showing that versatility ought to be worked at an individual level (person flexibility) as well as a group/aggregate level (team/collective strength) and that this common status will incite the present day thought of "Presilience".

The "Presilience" concept discusses preparing people to effectively think, make decisions, and be psychologically stable to face unforeseen circumstances, as

opposed to preparing people for those circumstances that have been predicted to happen. Hence, the present study considers openness, emotional stability and critical decision making and these sub variables of presilience are explained below.

1.3. Openness

Openness refers to "one's curiosity, broadmindedness, and receptiveness to new environments and events and is one of the Big Five dimensions" (Pulakos. et al.,2014). Individuals high on Openness tend to display "traits such as tolerance and curiosity when confronted with novel situations; hence, they should be less likely to perceive change as stressful and more likely to adapt more effectively" (Barrick, & Mount, 1991) and further people high on Openness "performed better when asked to do new tasks; and judge while reflecting a positive correlation between Openness and coping with organizational change" (Vijayabanu & Swaminathan, 2016; Thoresen, Pucik, & Welbourne 1999).

1.4. Critical decision making

Critical Decision making is a process that continuously involves risk & uncertainty in the corporate world (Li, et al, 2020). Critical decision making is a "valuable skill: whether you are deciding which courses to take or career to pursue, what toothpaste to use or what stocks to buy, which candidate to vote for or which cause to support, which reports to believe or what claims to reject, critical thinking can be very useful" (Waller, 2021).

Critical Decision making has "evolved over the years where now many organizations are allowing automated systems to provide best decisions after using the data analysis of artificial intelligence" (Araujo, et al 2020). This process contains a high risk of being wrong when used in decision making, as decision making has relied on inputted data to a system and the data accuracy is questioned. Research indicates that a "balanced approach to decision-making during challenging times is necessary in order to avoid risks that jeopardize the lives and wellbeing of people with intellectual and developmental disabilities" (Luckasson, et al 2020).

1.5. Emotional stability

Emotional stability refers to the "ability to remain calm and levelheaded when confronted with difficult, stressful, or changing situations" (Pulakos, et al., 2014) Emotional stability of employees has been identified as a key component that will increase the capabilities of human capital of an organization (Mokhtarian & Mohammadi 2011). Alhozi, Hawamdeh & Edenat (2020) identified emotional stability "as a predictor of employee engagement". Emotional stability and its related effects lead the employees to bring various work behaviors and attitudes that will positively impact the business growth (Abbas, Ashiq, & Noreen 2021).

Previous researchers have identified that emotional stability "has a positive impact on work engagement of the employees and states that higher work engagement enhances the commitment and job satisfaction among the employees and reduces employee absenteeism at the workplace" (Aggarwal, et al., 2020).

2. Material and methods

Since this study focuses on examining presilience for enhancing organizational adaptive performance, the managers who are currently working in Sri Lankan private sector organizations have been considered the target population. The survey questionnaire was constructed, and a total of 300 questionnaires were circulated via Google Forms among managerial level employees working in private-sector organizations with some prior experience with the concept of presilience. As a result, 195 questionnaires (65 percent complete) were collected; however, due to fifteen incomplete questionnaires, only 180 (of the 195 questionnaires) could be used for the survey. As a result, the analysis considered a total of 180 usable surveys. Hair et al. (2013) considered a response rate of 65 percent acceptable in social science research.

A three-part structured questionnaire was employed in the investigation (i.e., Part 1 for background information on managers; Part 2 for Presilience including openness, emotional stability and critical decision making; and Part 3 for organizational adaptive performance). The data was gathered between January 2022 to May 2022. The study's four components were operationalized as multi-item constructs. As a result, (1) openness was adapted from David, Blackburn & Cherry (2020). The (2) emotional stability was adapted from Mead (2019) and

Bariso (2019). Then (3) critical decision making was adopted from Klitmoller, & Jonsen (Klitmøller et al., 2015). Finally, (4) organizational adaptive performance was supported by Voirin & Roussel (2012). All the variables were addressed by using a five-point Likert Scale ranging from "1 strongly disagree" to "5 strongly agree". All four independent variables were answered by the managers of the private sector companies in order to explore the impact on organizational adaptive performance

2.1. Demographic analysis of the sample

According to the survey, which is shown in Table 1, males made up 60% of the sample, with females accounting for 40% of the managers, and 80% of the sample consisted of those aged 18–35 years, and 20% was represented by those aged 36–50 years. The majority (68%) of the managers have more than five years of experience, and 26% of the managers have more than 10 years of working experience. Furthermore, 77% of managers are educated and hold a bachelor's or master's degree, and those managers belong to more than ten sectors of the private sector in Sri Lanka.

Table 4. Demographic analysis

Demographic Data	No. of Surveys	Percentage
Gender (female)	72	40
Gender (male)	108	60
Age (<25 years)	3	2
Age (26–30 years)	6	3
Age (31–35 years)	135	75
Age (36–40 years)	12	7
Age (> 40 years)	24	13
Work experience: (<1 year)	2	1
Work experience (1–5 years)	9	5

Work experience (5–10 years)	123	68
Work experience (10–15 years)	38	21
Work experience (> 15year)	9	5
Advanced Diploma	41	23
Degree or equivalent	107	59
Postgraduate qualification	32	18
Sectors: agriculture and forestry	6	3
Banking, insurance, and financial services	72	40
Industries (mining, manufacturing)	17	10
IT, ITES, KPM, and BPM services	40	22
Services (wholesale, retail, transportation)	45	25
Sample size	180	100

2.2. Evaluation of the conceptual model

The conceptual model was evaluated against the measurement model by evaluating the outer loadings of the items in the construct. The outer model of the conceptual framework consisted of the independent and dependent variables and their reflective indicators, which were examined by composite reliability (CR) and average variance extracted (AVE) methods. The threshold values are CR > 0.60 and AVE > 0.50 (Hair Jr et al., 2014; Hair et al., 2011). The final measurement items and outcomes of the measurement model, including standardized factor loadings, composite reliabilities, and average variance extracted, are shown in Table 2. This demonstrates that the indicators and their underlying constructs are valid, and the research constructs' composite reliability scores also show that the measuring model is reliable.

2.3. Discriminant validity of the latent variables

The discriminant validity of the latent variables was assessed using the method proposed by Fornell and Larcker (Fornell & Larcker, 1981). The discriminant validity of each latent variable is shown in Table 3, in which the AVE derived from each construct is also shown in the diagonals. The square of correlations (R2) between constructs is shown in the other items in Table 3. The AVE of the specified construct is not exceeded by any non-diagonal entry.

The next approach to assessing discriminant validity is the heterotrait–monotrait ratio (HTMT) where the threshold value of 0.90 suggests a lack of discriminant validity (Hair Jr et al., 2014). All the values in Table 3 are less than 0.90 and can be concluded not discriminant issues.

Table 2. Standardized factor loadings (t-value) and composite reliability/AVE.

	Constructs and Indicators	Standardized Factor Loadings (*t*- Value)	Composite Reliability/AVE
Openness (OS)	Expressing genuine curiosity about the issue.	0.694(5.255)	0.783/0.647
	Feeling and showing genuine enthusiasm about the possibilities.	0.902(13.329)	
	I can recover from negative emotion quickly	0.881 (8.011)	
Emotional Stability (ES)	I do not get upset easily.	0.853 (10.227)	0.855/0.666
	I do not easily feel as if I am facing imminent disaster	0.702(5.086)	
	I am able to come up with rapid solutions	0.914(13.128)	
	When I am in a team of specialists, I am	0.700(5.154)	0.834/0.5563

Critical Decision Making (CDM)	still able to provide suitable ideas.		
	I can find ways to effectively utilize weaker subordinates.	0.593(3.839)	
	I have the desire to continue research until I find an effective solution to a problem.	0.757(6.747)	
	I often read updates about the industry and global changes	0.891(9.935)	
Organizational Adaptive Performance (OAP)	I try new concepts within the organization with the hope of effectively facing future changes.	0.818(10.135)	0.936/0.747
	I often predict what changes could happen.	0.955(11.841)	
	I easily adjust to new ways of doing things over a short period.	0.800(8.920)	
	I easily adjust to new ways of doing things over a short period	0.850(9.074)	

Table 3. Discriminant validity of the latent variables—Fornell–Larcker criterion and HTMT

Latent Variables	Fornell–Larcker Criterion				Heterotrait—Monotrait ratio (HTMT)			
	CDM	ES	OAP	OS	CDM	ES	OAP	OS
CDM	0.750							
ES	0.118	0.816			0.282			
OAP	0.438	0.372	0.864		0.442	0.403		
OS	0.242	0.624	0.626	0.805	0.456	0.844		0.836

2.4. Evaluation of the structural model

Once the measurement model results were confirmed, the structural model was analysed with the PLS-SEM algorithm in order to produce the values of the reflective and formative paths. The bootstrap procedure was applied to get the significant results of the path co-efficient (p- values). The final bootstrapping results are shown in the figure 1. The significant relationships between the constructs are determined by the value of p, which is less than or equal to zero (5%; two-tailed test) and the empirical t-value is above 1.96 (F. Hair Jr et al., 2014) . The structural model assessment procedure comprises collinearity issues with variance inflation factor (VIF) which is followed by the estimation of the path coefficient in the structural model and assessment of the R^2 which is 47.9%. The critical level of collinearity measured with a VIF value is above 5. The evaluated VIF values are tabulated in Table 4, and all the VIF values of dependent and independent variables are below the threshold value of 2. It can be concluded that there are no multicollinearity issues with this structural model. All three paths (OS-> OAP, 0.000 < 0.05, ES- > OAP, 0.034- > 0.05 and CDM- > OAP, 0.000- > 0.05) of the final structural model were significant ($p < 0.05$) which are shown in the Table 5.

Table 4. The collinearity assessment is performed by variance inflation factor (VIF).

Variables	OAP
OS	1.7187
ES	1.6404
CDM	1.0645

Table 5. Path values of the relationship

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Statistics (O/STDEV)	p Value
OS-> OAP	0.561	0.546	0.147	3.818	0.000
ES-> OAP	0.143	0.152	0.118	1.206	0.034
CDM-> OAP	0.303	0.310	0.082	3.713	0.000

Table 6. Evaluation of the hypotheses

| Relationship	Hypotheses	Path Values ($p <$ 0.05)	Results
OS -> OAP	H1: There is a significant impact of openness on organizational adaptive performance.	0.561 (0.000)	Accepted
ES-> OAP	H2: There is a significant impact of emotional stability on organizational adaptive performance	0.163 (0.034)	Accepted
CDM-> OAP	H3: There is a significant impact of critical decision making on organizational adaptive performance.	0.303 (0.000)	Accepted
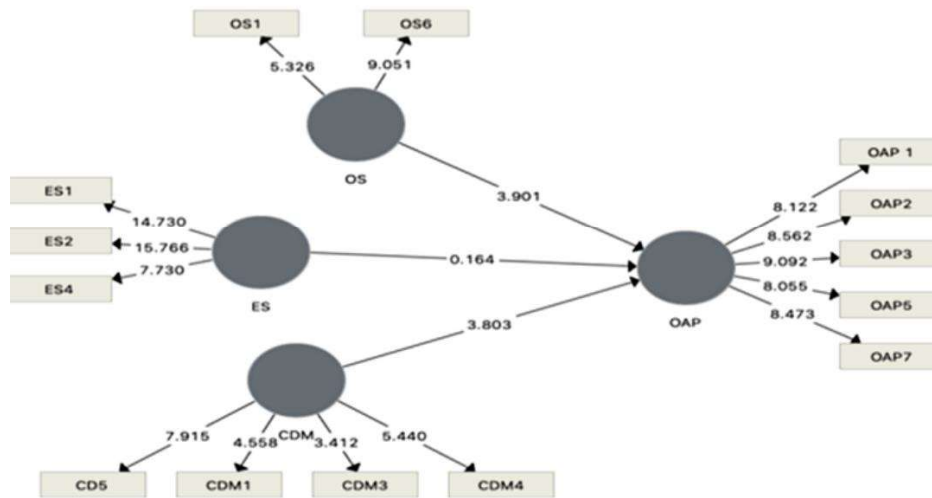
Figure 1: PLS-SEM Bootstrapping Diagram

3. Results and discussion

The analysis attempts to examine the dimensionality of the presilience constructs and to examine how the dimensions of these constructs impact organizational adaptive performance. Table 6 illustrates the summary of the hypotheses evaluation. The results of the study confirmed the positive and significant impact of the first independent variable of openness of managers on the organizational adaptive performance in the private sector of Sri Lanka. Much of the existing literature is in line with the present findings. Pulakos, et al. (2014) carried out an analysis to identify how one's openness leads to effective receptiveness towards new environments. Vijayabanu & Swaminathan (2016) described in a similar analysis that people who tend to have high openness had the ability to perform effectively when new tasks were given.

Further, the present study confirmed that the emotional stability & critical decision making of managers have a statistically positive and significant impact on organizational adaptive performance in the private sector of Sri Lanka. The findings of numerous researchers and professionals are on par with the above-mentioned outcome of the present study. Abbas, Ashiq, & Noreen, (2021) identified that emotional stability of employees has a positive impact towards bringing various work behaviors and attitudes that ultimately benefit the organizational growth. Alhozi, Hawamdeh & Edenat (2020) had demonstrated that

emotional stability has a positive relationship towards employee engagement which enhances overall business performance. According to Li, M. and Chapman G.B. et al, (2020), analysis identified that Critical Decision Making is an effective process that involves both risk and uncertainty. Further, the research analysis of Luckasson, et al. (2020) affirms that the balanced approach of critical decision making enhances the personal ability to adapt to the new normal.

3.1. Theoretical implications

Sri Lankan private sector businesses have continuously faced unforeseen disasters over the last several years and have struggled to effectively adapt to the new normal or sustain themselves. There are numerous researches being conducted with a similar interest of enhancing organizational adaptive performance. However, there is still a considerable literature gap when considering the research interest over the Sri Lankan private sector organizations' point of view. Sri Lankan Private sector organizations greatly contribute towards the Sri Lankan economy and therefore, more research should be conducted to identify methods of enhancing this sector's organizational adaptive performance ability. This study made a significant theoretical contribution by studying the untapped new concept of Presilience and its components' contribution towards the enhancement of organizational adaptive performance. According to the findings of this study, all three components of Presilience have a positive relationship towards enhancing organizational adaptive performance. This research study's findings may support future researchers towards elaborating the impact of the Presilience components to enhance the organizational adaptive performance.

3.2. Practical implications

In this study, it was identified that the newly emerging concept of Presilience and its components have a significant relationship towards organizational adaptive performance. As per the Colombo Stock Exchange (CSE) listing in March 2022, there are 296 companies representing twenty different industry groups. Sri Lanka's private sector employs approximately 43% of the country's overall workforce, making it the country's largest industry. When conducting reviews of previously conducted research analyses, it is evident that certain industries in Sri Lanka have already introduced Presilience concepts and have been effectively adapting to the unfortunate circumstances that occurred over the last few years. Approximately, the Private Banking sector had expanded by 12.1%, Tea plantation had expanded

by 17.9% and garments exports had increased by 21.9% during the year 2021. However, based on present trends, it has become difficult for most organizations to predict future disasters and organizations being resilient has become even more difficult. As a result, private sector companies must invest their time in researching new concepts in order to effectively enhance the adaptive performance and sustain the business.

3.3. Limitations and recommendations for future research

There is very limited research that has been conducted on the research topic in Sri Lanka, and therefore, collecting existing literature was a difficulty. Further, due to a few confinements, the estimated data calculation had to be limited to about 180 mangers, whereas a larger number of respondents would have provided a more accurate influence on the research findings.

4. Conclusion

Resilience is the ability of an interesting system to resist or recover from gigantic challenges that compromise its constancy, possibility, or improvement (Sapienz & Masten, 2011). Resilience discusses about an organization going back to where they were prior to the incident. However, most recent global crises have allowed researchers to further question the applicability of the Resilience concept and if it is alone enough for organizations to effectively face unpredictable crises. In most recent global crises, irrespective of the resilience efforts these organizations had put in place, it was extremely difficult for organizations to get back to where they were prior to the incident. Therefore, recent researchers have been discussing a next level of the concept that might fulfill the need of organizations to develop their adaptive performance to effectively face unforeseen global crises.

Preemptive resilience response (Presilience) is a concept that has been recently developed by researchers, as next level of Resilience. Presilience discusses about recovery as bouncing back towards a state preceding the hazard event and transition of the disaster recovery phase into adaptation and further development (Bogardi & Fekete 2018).

Sri Lankan private sector contributes to a major revenue of the economy and these organizations will be faced by unpredicted circumstances at all times. In this rapidly changing world, being prepared to effectively face and adapt to unexpected

crises is an utmost requirement. Therefore, identifying new concepts for enhancing organizational adaptive performance within the Sri Lankan private sector has to be discussed in greater length. This study attempts to understand the impact of the newly developing concept of Presilience and its components, towards enhancing organizational adaptive performance (OAP) within the Sri Lankan private sector.

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