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Organizational performance model based on employees' capacity for openness during the crisis caused by Black Swan Event

Abstract

Research background and purpose: This study aims to develop an organizational performance model based on employees' capacity for openness during a crisis, particularly crises triggered by Black Swan Events (BSE). Using the COVID-19 pandemic as a representative BSE, this research explores how openness—defined as employees' ability to exceed personal limits and build relationships—affects job performance and organizational outcomes.

Design/methodology/approach: A key hypothesis posits that capacity for openness impact organizational performance through mediating factors such as person-organization fit, person-supervisor fit, person-job fit, job-related attitudes (work motivation, satisfaction, engagement), and job performance. Empirical data was collected from 937 organizations in Poland, Italy, and the USA through a survey conducted during the COVID-19 pandemic, covering organizations across various stages of crisis.

Findings: Path analysis confirmed that capacity for openness significantly influences organizational performance, particularly through the mediating effects of work motivation, job satisfaction, and engagement. The findings highlight the importance of fostering openness within organizations to enhance adaptability and resilience during crises. Moreover, job performance emerged as a critical determinant in achieving positive organizational outcomes in BSE contexts.

Value added and limitations: This research contributes to the literature on crisis management, human resource management, and Event System Theory by demonstrating the critical role of individual traits like openness in shaping organizational resilience. The limitations include: the specific conditions of the COVID pandemic, the limited number of countries studied and the managerial perspective adopted. Further research is recommended to explore other BSE contexts and to validate the findings across diverse business environments.

Keywords: *capacity for openness, job - related attitudes, organizational performance*

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1. Introduction

Crisis management during Black Swan Events (BSEs) differs significantly from management in non-crisis conditions, even in turbulent environments (Gilbert, 2019; Ushanov, 2015). In times of crisis, management models or mechanisms useful for non-crisis conditions have to be reviewed and management itself has to respond to the changing paradigms at the time in line with crisis management theory (Al-Ariki & Al-Abed, 2021; Alonazi, 2020; Canyon, 2020; Lin, 2000).

Internal adaptation and anti-crisis planning are key to corporate survival during such events. The COVID-19 pandemic was a BSE that disrupted organizational functioning in unforeseen ways. Many organizations were unprepared for its sudden onset and far-reaching effects (Garrido-Moreno et al., 2024; Qadri et al., 2024; Szeiner et al., 2023). Beyond typical challenges in turbulent environments, the pandemic introduced unique employee issues, including illness, quarantine, and death of family members (Dutta et al., 2023; Haldorai et al., 2023; Sarwar et al., 2023), leading to absenteeism and a shift to remote work (Domae et al., 2024; Labrador Fernández et al., 2023). Organizations also faced income loss, downsizing, and closures, which severely impacted employee morale and job performance (Doan et al., 2023; Lee et al., 2023; Švábová et al., 2024). These factors led to mismatched roles, decreased motivation, and reduced job satisfaction, ultimately lowering organizational performance (Erlam et al., 2021; Li & Griffin, 2022; Parent-Lamarche & Boulet, 2021; Rohwer et al., 2024; Selvaraj & Venkatakrishnan, 2023).

Such a perspective forced organizations to look for solutions that would support the achievement of organizational goals and mitigate the effects of the pandemic (Heredia et al., 2022). It was difficult because, as mentioned earlier, traditional or classical management models did not work during crisis caused by BSE, taking on a new shape related to the pandemic (Bienkowska et al., 2023; Tworek et al., 2023). It also turned out that in the case of this phenomenon, the area of human resources management was of critical importance as it was particularly exposed to the occurrence of disruptions that could subsequently threaten the achievement of the organization's goals as a whole or affect (negatively) the continuity of its functioning (Georgopoulos et al., 2024; Ghasemy & Hwa, 2023). Therefore, there are various studies concerning changes within existing models caused by BSE, based on the example of COVID-19 pandemic, i.e. EDC (Bieńkowska & Tworek, 2023a), correctly adjusted human resource management solutions (Bieńkowska et al., 2022) as well as specific forms of leadership (Bieńkowska et al., 2023b). Hence, building on that, COVID-19 will be used in this study as the example of BSE, as this study also concerns human resource management area.

It is worth noting that employees' openness, expressed in the ability to cross the limits and be open to other employees in the organization, was present in many verified models

proposed during that time. It is not surprising, especially since Katz (1964) underlined that among three basic types of behaviour essential for a functioning of the organization, there is “innovative and spontaneous activity that goes beyond role prescriptions” (Smith et al., 1983) and Bienkowska and colleagues (2020) emphasize that the capacity for openness is important in the context of not only human resources reliability, but organizational reliability as well (Bienkowska et al., 2020). Koronis, and Ponis (2018) also emphasize the importance of an open organizational culture in overcoming crisis situations in the organization (Koronis & Ponis, 2018).

Therefore, it may be assumed that capacity for openness may affect the employee’s adjustment to the organizational change caused by BSE, especially COVID-19 pandemic. The ability to properly react to the changes in the workplace, including changes in the requirements of the supervisor, ultimately determine the possibility of achieving the expected job performance and will have a positive impact on the organization as a whole. Unfortunately, so far, the mechanism of the influence of capacity for openness on both job performance and organizational performance during BSE, described above, has not been the subject of research or scientific description, including in the literature relating directly to crisis management. Hence, there is a research gap in the area of human resources management.

Therefore, the aim of the article is to identify the mechanism of capacity for openness influence on organizational performance, considering not only job performance, but also various job-related attitudes and fit of employees to their organization, supervisors, and job itself. Such aim will be fulfilled by critical literature review, which will be a basis for detailed hypothetical model development and empirical research used for its verification. This study situates itself within the framework of Event System Theory (EST) (Morgeson et al., 2015), which examines how events – especially those that are novel, disruptive, and impactful – shape organizational dynamics and outcomes. In the context of unpredictable and high-impact events, such as BSE, the role of individual traits and capabilities, particularly capacity for openness, becomes crucial in understanding how organizations can effectively adapt and maintain performance.

2. Theoretical background

2.1. The role of job performance and organizational performance during the crisis caused by COVID-19 – example of BSE

The COVID-19 pandemic caused by the SARS-CoV-2 virus has abruptly changed the entire world and significantly influenced the everyday activities of individuals and organizations (Bachtiar et al., 2023; Lane & Aplin-Houtz, 2023). The necessity to discontinue social contacts due to the spread of contamination had an impact on

the way work was performed (Todisco et al., 2023). From the organization's point of view, it became necessary to ensure employee safety, which created favourable conditions for switching to remote mode - provided where it was possible, create new operational strategies, to adapt the infrastructure, as well as prepare to support for employees for changing processes (Bogosian & Byrd-poller, 2023; Bullini Orlandi et al., 2024). From the employee's point of view appeared the need to adapt to new conditions. The growing body of literature in this area emphasized the possibility of personal difficulties (Mohammad et al., 2024). Therefore, job performance started to be analysed in the context of COVID-19. There have been many studies that have taken into account diversified variables that influence job performance in new circumstances, emphasizing the specificity of activities during the pandemic (Hamza, 2023; Han et al., 2022; Muttaqin et al., 2020; Tavares et al., 2020; Vo-Thanh et al., 2020; A. K. F. Wong et al., 2021).

Moreover, in the context of difficult business situations caused by the COVID-19 pandemic, it is worth considering the issues of organizational survival. Ensuring business continuity is related to organizational performance (Awang Ali et al., 2024), and this, in turn, provides the justification for linking the employee's activity with organizational outcomes. Interestingly, research on the impact of job performance on organizational performance is not clear. On the one hand, there is evidence that allows to claim that there is a relationship between these constructs (Ibrahim et al., 2022), but on the other hand, there are results that are not so unambiguous (Mrak & Kvasić, 2021). Therefore, it seems advisable to deepen knowledge in this area.

2.2. Employees' capacity for openness during the crisis

2.2.1. Definition and characteristics of employees' capacity for openness

The issue of openness relating to employees in the organization seems to gain the importance in modern organizations operating in a changing or turbulent environment. The growing body of literature in this area discusses the issue of openness to experience, where "open individuals are imaginative, curious, original, and broad-minded" (Barrick & Mount, 1991; Le Pine et al., 2000), which affects their job performance as employees in an organization (Bing & Lounsbury, 2000) and depends, among others, on from leadership style in the organization (Ghimire et al., 2021; Raub et al., 2024). Openness to experience is one of the Big Five personality factors (Goldberg, 1981). At the same time, the literature raises the issue of openness toward others, which, among others, is a mediator in the relationship between the influence of leadership on innovation performance (Rangus & Černe, 2019), and also it is discussed openness to difference in the context of emotional intelligence (Wells, 2004) and openness to change in relation to employee creativity (Park et al., 2014). All the above-mentioned

perspectives on examining the issue of openness in organizations take into account the dynamic nature of the phenomena that accompany it and the resulting changes taking place in the organization.

Referred to the organization as a whole, capacity for openness, as slightly different from those described above due to the particular emphasis on the ability to build relationships both inside and outside the organization, may be defined as employees' ability to exceed their own limitations and be open to other employees in the organization as well as building relationships outside the organization (Bieńkowska et al., 2020). In this context, the concept pertains to employees' competencies in three key domains: (1) establishing and maintaining effective communication and interpersonal relationships both within the organization and with external stakeholders; (2) demonstrating creativity, innovation, and the ability to think beyond conventional frameworks; and (3) understanding the broader organizational context, including the interdependencies and systemic impact of their tasks and actions (Bieńkowska et al., 2020).

2.2.2. The role of employees' capacity for openness during the crisis caused by COVID-19 – example of BSE

In the light of the above-mentioned definition, it can be assumed that capacity for openness refer to the creation of the organization's ability to adapt to changes taking place both outside and inside the organization, and in fact, they condition this possibility. They are important both in the narrowly understood employee's work environment, as well as in relation to the broadly understood organization as a whole. Crisis caused by BSE - COVID-19 was one of the highly dynamic and - by its nature - impossible to predict phenomena occurring in the organization's environment, which required the implementation of adaptive changes in the organization (de Amorim Lana Dib et al., 2024). It is therefore not surprising that in such conditions of functioning of the organization, capacity for openness turned out to be necessary, which in fact conditioned the creation of opportunities in the organization to adapt to the changes taking place (Sánchez et al., 2023).

In order to explain the mechanism of the impact of employees' capacity for openness on the diversified parameters in the conditions of the crisis caused by the BSE - COVID-19, it is primarily necessary to take into account the dynamic nature of the phenomena that accompany it and the resulting changes taking place in the organization as a broadly understood work environment.

Therefore, at the beginning it should be assumed that capacity for openness will increase the fit between the employees and the organization, the supervisor, and then the workplace. Previous reports show that there may be a relationship between this personality trait and fits. Jain and D'Lima (2017) in their research noticed that there is

a relationship between openness to change and P-O fit (Jain & D'Lima, 2017). In turn, Zhu et al. (2023) in their analysis of aspects related to change concluded that there is a relationship between openness to change and P-S fit (Zhu et al., 2023). Moreover, according to Bishop (1996) perceived P-Jfit has significant positive relationships with this personality trait (Bishop, 1996).

Taking the above into account in the conditions of the crisis caused by BSE - COVID-19, the status quo of matching the employee to the organization, the supervisor, and - and perhaps above all - the job is disrupted. This is especially due to the changing hierarchy of organizational values in times of crisis (Ahmad et al., 2022) (which affects the decreasing P-O fit values), changes in the attitudes and behaviours of managers who are forced to make high-risk decisions in conditions of time and information deficit (which results in falling P-S fit values) as well as changes in the methods and scope of job performance (Fridan & Maamari, 2023; M. M. L. Wong et al., 2021) (which results in falling P-J fit values). Hence, it is justified to include P-O fit, P-S fit and P-J fit in the model of the impact of capacity for openness on job and organizational performance as the first group of mediators (Deschênes, 2021; Du et al., 2023; Kim & Gatling, 2019; Tsai & Qiao, 2023).

Only when a new balance is achieved in the conditions of the crisis caused by BSE (on the example of COVID-19) in the form of satisfactory levels of employees' adjustment, the positive impact of capacity for openness on job related attitudes in the form of work motivation, work engagement and job satisfaction may occur. It should be noted that the issue of shaping job related attitudes in the conditions of the crisis caused by COVID-19 as the BSE is relatively often discussed in the literature (Demirović & Bajrami et al., 2021; Rizvi & Sikand, 2023; Weiss et al., 2022). However, these variables refer to the issue of broadly understood openness in the organization (Duong & Phan, 2024). Finally, job related attitudes are, of course, naturally included in models of the impact of factors related to work and employees on job and then organizational performance (Rachmanantya & Martdianty, 2023; Van et al., 2024). Moreover, it is known that particular types of fit, due to the condition of performing effective work at the organization, influence job related attitudes such as work motivation, work engagement and job satisfaction. There are many studies in the literature proving these relationships. Therefore, studies on the impact of P-O fit on motivation (Piotrowska, 2024), satisfaction (Ambrose et al., 2008; Blanchard et al., 2020; Steijn, 2008) and engagement (Subramanian et al., 2023) can be found. It is also possible to observe research results that clearly indicate the relationship of person - supervisor fit on motivation (Stazyk, 2010), satisfaction (Baik & Park, 2020) and engagement (Kong et al., 2021). Finally, there are reports illustrating the impact of P-J fit on motivation (Neumann, 2016), satisfaction (Cifre et al., 2013; Sharma & Kumar, 2024) and engagement (Cifre et al., 2013). In this context, it seems particularly important during the occurrence of the BSE to take into account the employee's personality

traits connected to openness. Many authors agree with the statement that during the COVID-19 pandemic, the perception of job related attitudes has changed due to the specific conditions of work organization that appeared at that time (Demerouti & Bakker, 2023; Jackson et al., 2024; Lathabhavan & Griffiths, 2024; Lee & Na, 2024). Therefore, the need to adapt to these changes becomes extremely important in the context of employees.

Research by Zhao and colleagues (2022) shows that there is a relation between employees' fit, attitudes, and behaviours in an organization. Moreover, it has a positive impact on performance (Zhao et al., 2022). Stevens and Ash (2021) also seem to agree with this. They found that fit through job related attitudes affects customer satisfaction and, consequently, the results achieved by the organization (Stevens & Ash, 2021). These relations seem to be particularly important in times of crisis caused by BSE.

The sole impact of capacity for openness on job and – ultimately – organizational performance is confirmed by Bieńkowska and colleagues (2020), who emphasize that capacity for openness are important in the context of not only human resources reliability, but organizational reliability as well (Bieńkowska et al., 2020). Both job and organizational performance are part of the phenomenon called reliability, so it is possible to include these variables as output variables in the proposed model. Of course, the sequence of relations mediators in such models is widely described in the literature (Ghadermarzi et al., 2023), also in organizations functioning during crisis caused by BSE and therefore will also be adopted in the proposed model. Since the validity of including both various fits and job related attitudes in the model of the impact of capacity for openness on job and organizational performance as the first and second group of mediators was confirmed above, the following hypothesis is proposed:

RH: Capacity for openness is influencing organizational performance through P-O fit, P-S fit, P-J fit, work motivation, job satisfaction, work engagement and job performance in organizations functioning during crisis caused by BSE.

Therefore, the initial form of the model of the influence of capacity for openness on organizational performance through P-O fit, P-S fit, P-J fit, work motivation, job satisfaction, work engagement and job performance in organizations functioning during crisis caused by BSE is presented in Fig. 1.

Based on the above-mentioned considerations and the presented hypothesis, the theoretical model of capacity for openness influence on organizational performance was designed and presented in Figure 1.

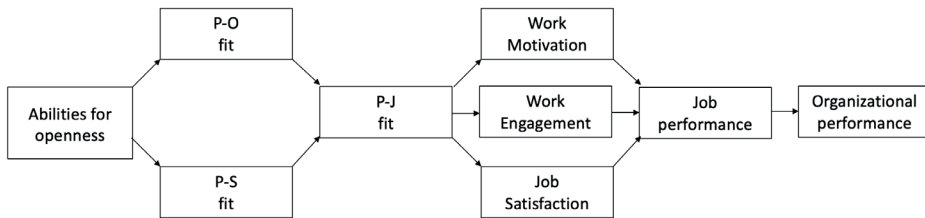


Figure 1. Theoretical model

Source: own work

3. Research methodology

The theoretical model, which was formulated based on an extensive literature review and represented by hypothesis RH, was empirically validated through research conducted as part of project funded by the National Science Centre in Poland. The principal study was preceded by a pilot study involving 25 managers serving as competent judges to evaluate the quality of the questionnaire used as the research tool. Insights from the pilot study obtained from the managers facilitated improvements in the questionnaire, including the revision of several questions to enhance clarity, thus mitigating common method bias.

The main study surveyed 1200 organizations across Poland, Italy, and the USA, using a computer-assisted web interview (CAWI) method based on a purchased panel of respondents. This panel included higher-level managers from organizations with more than 10 employees. Each organization completed a single survey, taking approximately 15 minutes. It was conducted in the first quarter of 2021 during an active wave of the COVID-19 pandemic, characterized by rising case numbers, social distancing, travel restrictions, and remote work, the study considered the pandemic as a significant disruptive event (BSE) that induced crises in many organizations globally. The organizations were in various stages of crisis due to the pandemic, nearly 1.5 years after its onset.

The sample was purposefully selected, focusing on organizations from Poland, Italy, and the USA – countries severely affected by COVID-19 and experiencing organizational crises due to pandemic-related restrictions and environment created by it. Screening questions ensured the inclusion of organizations meeting the criteria. Although the sample was not representative, conclusions could be drawn due to the diversity of the included organizations.

Not all organizations answered every question; 1160 respondents specifically addressed the occurrence of the COVID-19-induced crisis and the crisis stage their

organization was in. For this study's purposes, organizations in all phases of the crisis (aware of the crisis) were selected. The crisis phase was a crucial variable differentiating the sample. The model was validated only among organizations reporting crisis resulting from the BSE. Table 1 provides an overview of the sample, indicating that 937 organizations were in a crisis and those considered further in this study. An Independent Samples t Test for all variables showed no statistically significant differences in the means of these variables ($p > 0.1$) between the entire sample and the 937 organizations selected for this study.

Table 1. Research sample characteristic

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

Source: own work

The proposed theoretical model was verified using a questionnaire, which was shaped to measure variables, which are needed for the model: capacity for openness, P-O fit, P-S fit, P-J fit, work motivation, job satisfaction, work engagement, job performance and organizational performance. All of them were assessed on the 5-points' Likert scale (Appendix A).

The crisis occurrence in surveyed organizations was analyzed using variables assessing the situation (i.e., crisis occurrence and crisis phase) were included. Organizations were queried whether the COVID-19 pandemic, as a representative disruptive event (BSE), had caused a crisis within their organization and, if so, in which crisis phase they were currently operating.

The measurement scales were rigorously verified to ensure their appropriateness for statistical analysis, which was a basis for final theoretical model verification. Two statistical tests were conducted: Cronbach's α and Exploratory Factor Analysis (EFA), both using IBM SPSS. Table 2 shows the results of the carried out tests and it indicates that Average Variance Extracted (AVE) – which is the EFA variance explanation index – is sufficient and indicates a one-factor solution (determining the final scale). Item loadings for each variable were exceeding 0.8, supporting their inclusion in the respective scales. Additionally, Confirmatory Factor Analysis (CFA) was performed using IBM SPSS AMOS, confirming that the models for each variable exhibited

adequate fit indices (CFI, TFI, RMSEA), and each item contributed to a one-factor solution. The scales employed in this study had been previously validated by their creators, ensuring their suitability. Furthermore, the Content Validity Index (CVI) was calculated during Factor Analysis, and each Content Validity Ratio (CVR) was assessed, yielding values that supported the continuation of the analysis. To address common method bias, systematic method variance was controlled, and Harmon's one-factor test was conducted. This test showed that the total variance extracted for the forced one-factor solution remained below 40%, thereby ruling out common method bias. Discriminant validity was also tested to ensure that latent variables representing different theoretical constructs were statistically distinct (all HTMT values were below 0.68), confirming the appropriateness of the variables for path analysis.

Table 2. **Variables overview**

Variable	Items	Alpha-Cronbach	AVE
Capacity for openness (CO)	3	0,656	0,592
Person – organization fit (P-O fit)	2	0,606	0,717
Person – supervisor fit (P-S fit)	3	0,683	0,612
Person – job fit (P-J fit)	3	0,685	0,547
Job satisfaction (Satisf)	3	0,630	0,576
Work motivation (Motiv)	3	0,714	0,637
Work engagement (WrkEng)	3	0,714	0,636
Job performance (JobPerf)	4	0,753	0,577
Organizational performance (OrgPerf)	10	0,886	0,494

Source: own work

In summary, the performed analyses demonstrate that the measurement scales are well-fitted, reliable, and coherent, supporting their use in further statistical analysis.

4. Research results

To evaluate the proposed model, path analysis was conducted using IBM SPSS AMOS. Prior to estimating the structural paths, multicollinearity diagnostics were performed

through the examination of Variance Inflation Factors (VIF). In all instances, VIF values were below the threshold of 5, indicating the absence of problematic multicollinearity among the predictor variables and confirming the appropriateness of including them in the model estimation.

Subsequently, the structural model was estimated and found to be both statistically significant and adequately fitted to the data. Model fit was assessed using key indices, including the Comparative Fit Index (CFI) and the Root Mean Square Error of Approximation (RMSEA). The final model yielded the following fit statistics: $\chi^2(25) = 1322.664$, $p < 0.001$; CFI = 0.926; RMSEA = 0.206. The obtained CFI value suggests an acceptable level of model fit, as it exceeds the commonly accepted cutoff of 0.90. Although the RMSEA value exceeds the ideal threshold of 0.08, it remains interpretable within the broader context of model complexity and sample size. Therefore, the model can be considered sufficiently robust to support interpretation.

Following the assessment of model fit, regression coefficients were estimated to determine the strength and direction of the relationships among variables. Total effects are reported in Table 3, while direct effects are provided in Table 4. An overview of the model, including standardized regression coefficients, is presented in Table 5. To ensure the robustness of the findings, the model was controlled for organizational-level factors aligned with the Leavitt Diamond framework. This control analysis confirmed that the variables included in the model exert a statistically stronger influence on the key organizational outcomes than the covariates, thereby reinforcing the internal validity and generalizability of the model across diverse organizational configurations.

Table 3. Total effects in the model

	CO	P-S fit	P-O fit	P-J fit	WrkEng	Satisf	Motiv	JobPerf
P-S fit	.601	.000	.000	.000	.000	.000	.000	.000
P-O fit	.679	.000	.000	.000	.000	.000	.000	.000
P-J fit	.392	.288	.322	.000	.000	.000	.000	.000
WrkEng	.247	.182	.203	.631	.000	.000	.000	.000
Satisf	.250	.184	.205	.637	.000	.000	.000	.000
Motiv	.260	.191	.213	.663	.000	.000	.000	.000
JobPerf	.130	.096	.107	.332	.169	.114	.229	.000
OrgPerf	.034	.025	.028	.087	.044	.030	.060	.261

Source: own work

Table 4. **Direct effects in the model**

	CO	P-S fit	P-O fit	P-J fit	WrkEng	Satisf	Motiv	JobPerf
P-S fit	.601	.000	.000	.000	.000	.000	.000	.000
P-O fit	.679	.000	.000	.000	.000	.000	.000	.000
P-J fit	.000	.288	.322	.000	.000	.000	.000	.000
WrkEng	.000	.000	.000	.631	.000	.000	.000	.000
Satisf	.000	.000	.000	.637	.000	.000	.000	.000
Motiv	.000	.000	.000	.663	.000	.000	.000	.000
JobPerf	.000	.000	.000	.000	.169	.114	.229	.000
OrgPerf	.000	.000	.000	.000	.000	.000	.000	.261

Source: own work

Table 5. **Standardized Regression weights for resolution stage of crisis**

			Estimate	S.E.	C.R.	P
P-O fit	<---	CO	.679	.027	25.103	***
P-S fit	<---	CO	.601	.026	23.327	***
P-J fit	<---	P-S fit	.288	.020	14.311	***
P-J fit	<---	P-O fit	.322	.019	17.204	***
Motiv	<---	P-J fit	.663	.028	24.076	***
Satisf	<---	P-J fit	.637	.027	23.641	***
WrkEng	<---	P-J fit	.631	.028	22.297	***
JobPerf	<---	Motiv	.229	.023	10.199	***
JobPerf	<---	Satisf	.114	.023	4.928	***
JobPerf	<---	WrkEng	.169	.022	7.592	***
OrgPerf	<---	JobPerf	.261	.034	-7.762	***

Source: own work

The results, derived through statistical analysis, provide a robust foundation for the verification of the proposed hypothesis and the formulation of general conclusions. Consistent with the theoretical assumptions, the findings confirm that the capacity for openness exerts a significant influence on organizational performance in organizations operating under conditions of internally induced crisis, specifically related to BSE.

More specifically, the analysis revealed that the effect of capacity for openness on organizational performance is mediated by several key individual-level variables, including P-J fit, work motivation, job satisfaction, and work engagement. However, these mediating mechanisms alone were found to be insufficient to fully explain the relationship between capacity for openness and performance outcomes. The data indicate that additional organization-level alignment variables - namely P-O fit and P-S fit - also play a critical mediating role in this relationship.

Accordingly, the results support the acceptance of the primary hypothesis (RH) confirming that the capacity for openness influences organizational performance through a multifaceted mediating structure. This structure encompasses P-O fit, P-S fit, P-J fit, work motivation, job satisfaction, work engagement, and ultimately, job performance. These findings underscore the complex, multidimensional pathways through which capacity for openness contribute to performance outcomes in organizations facing BSE.

5. Discussion

The study under discussion aimed to explore the impact of employees' capacity for openness – their ability to exceed personal limitations, as well as their capacity to build relationships both within and outside the organization, on overall organizational performance. Additionally, the research sought to identify the factors that mediate this relationship. The findings indicate that several factors contribute to organizational performance through employees' openness capacity. Key among these factors are P-O fit, P-S fit, P-J fit, along with job-related attitudes such as work motivation, work engagement, and job satisfaction, all of which ultimately influence job performance. This underscores the critical role of employees' openness in achieving organizational goals, as noted in prior studies (Bing & Lounsbury, 2000; Gridwichai et al., 2020; Wanberg & Banas, 2000; Zhang et al., 2020), particularly during crises triggered by Black Swan Events (BSE) (Günaydin, 2021).

Günaydin (2021) previously demonstrated the indirect effect of openness to experience on job performance, defining openness more narrowly in relation to the Big Five personality traits. The current study broadens this understanding by confirming his findings for a more comprehensive conceptualization of openness. The results reveal two distinct groups of mediating factors in the model explaining the indirect

effect of openness: (1) factors related to employee fit with the organization, supervisor, and job, and (2) factors related to job-related attitudes, including work motivation, job satisfaction, and work engagement.

The first group of mediating factors is particularly relevant in the context of the BSE phenomenon, which is characterized by unpredictability and significant impact on the work environment. The study's findings suggest that employees with higher capacity for openness are better equipped to adapt to such environments, supporting the assertions made by Jain and D'Lima (2017), Zhu et al. (2023), and Bishop (1996). However, it should be noted that these authors examined a related but distinct construct - openness to experience as defined by the Big Five personality traits (Goldberg, 1981). The study also highlights a stronger indirect effect of openness on P-J fit through P-O fit, indicating that in BSE contexts, employees who understand the organization's challenges and risks tend to align more with the organization than with their immediate supervisors. This alignment often results from changes in job-related behaviors, such as skill enhancement or alterations in work methods, aligning with Raddatz's theory on organizational fit in crisis contexts (Raddatz, 2024).

The second group of mediating variables involves job-related attitudes, which were found to significantly mediate the effect of openness on organizational performance, particularly during BSE. The findings are consistent with existing literature (Demerouti & Bakker, 2023; Jackson et al., 2024), but they also underscore the distinct importance of work motivation. Work motivation emerged as the most influential factor on job performance in crisis conditions, potentially due to the urgency and short-term focus necessitated by BSEs. In such situations, the opportunity to build long-term engagement is limited, making work motivation a critical driver of job performance. This finding aligns, to some extent, with previous research (Nezakati & Nafe, 2022; Tao et al., 2022).

Finally, the study emphasizes the empirically validated significant role of job performance in mediating the influence of openness on organizational performance. It was demonstrated that job performance remains a foundational element in shaping organizational outcomes, not only in normal operational contexts but also in crisis situations. This conclusion is consistent with a substantial body of literature (Ibrahim et al., 2022; Mrak & Kvasić, 2021), further reinforcing the importance of job performance as a critical determinant of organizational success, particularly during periods of disruption.

The study provides a significant contribution to Event System Theory (EST) (Morgeson et al., 2015) by highlighting the role of employees' capacity for openness in shaping organizational performance, particularly in the context of BSE. By demonstrating how capacity for openness shape organizational outcomes regardless of external factors, this research expands EST by showing that individual-level traits and behaviors, such as openness, play a critical role in how organizations respond to unexpected, high-impact

events. Specifically, the study underscores the importance of openness in enhancing P-O fit and P-J fit, which are crucial for organizational adaptation and resilience during crises.

Moreover, the study reveals that capacity for openness significantly influences job-related attitudes and job performance, which in turn affect overall organizational performance during BSEs. This finding aligns with and extends EST by providing empirical evidence that individual openness can mitigate the negative impact of disruptive events on organizational outcomes by boosting job and organizational performance. Thus, this research not only broadens the understanding of capacity openness within the framework of EST but also offers new insights into how organizations can better prepare for and navigate the challenges posed by unpredictable and high-impact events.

6. Conclusions

The aim of the article was to identify the mechanism of capacity for openness influence on organizational performance, considering not only job performance, but also various job-related attitudes and fit of employees to their organization, supervisors, and job itself. The conducted research confirmed that capacity for openness are indeed influencing organizational performance through a series of mediators and such mechanism is present in BSE condition (confirmed on the example of COVID-19). The relation between capacity for openness and organizational performance was mediated by two sets of mediators: P-O fit, P-S fit, P-J fit, and work motivation, job satisfaction, work engagement, together of course with job performance. The obtained results allowed to fulfil the indicated research gap.

This research contributes to the existing literature both in the field of management (including performance, crucial for ensuring business continuity) and human resource management in various ways. The study makes a substantial contribution to Event System Theory (EST) by emphasizing the pivotal role of employees' capacity for openness in influencing organizational performance, particularly within the context of BSE. By demonstrating how openness enhances P-O fit, P-S fit and P-J fit, the research extends EST by providing evidence that individual-level traits, such as capacity for openness, are crucial in shaping organizational resilience and adaptability during crises. The findings also highlight the significant impact of openness on job-related attitudes and job performance, further reinforcing its importance in mitigating the adverse effects of disruptive events on organizational outcomes. This study thus broadens the application of EST by integrating a more comprehensive understanding of openness and its critical role in organizational preparedness and response to unpredictable, high-impact events. Moreover, the conducted research has the potential to fill the research gap related to the capacity

for openness themselves. So far, this notion has been treated only as part of the Big Five personality factor theory - only few publications have addressed this important issue separately. What is particularly important, the notion was analysed itself in the performed research, and also considerations were placed in the specific circumstances of BSE.

This study holds practical significance in today's business environment, which is evolving from VUCA (volatile, uncertain, complex, agile) to BANI (brittle, anxious, non-linear, incomprehensible), where adaptability and resilience are critical. It highlights the importance of aligning employees' characteristics and job attitudes with organizational needs to ensure performance and survival during crises.

However, the study has limitations. It was conducted during the COVID-19 pandemic, which may limit generalizability, and involved only three countries (Poland, Italy, USA). Additionally, it focused solely on the managerial perspective, suggesting future research should incorporate the employee viewpoint. It constitutes a future direction of research to address them.

Authors' contribution

A.B.: article conception, theoretical content of the article, research methods applied, conducting the research, draft manuscript preparation; **K.T.:** article conception, theoretical content of the article, research methods applied, conducting the research, data collection, analysis and interpretation of results, draft manuscript preparation **A.S.:** theoretical content of the article, conducting the research, data collection, draft manuscript preparation.

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Declaration of Generative AI and AI-assisted technologies in the writing process

During the preparation of this work the authors did not use Generative AI and AI-assisted technologies in the writing process.

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Appendix A

Variable	Item	Source
Capacity for openness (CO)	<p>Employees skillfully build relationships within and outside the company and communicate effectively</p> <p>Employees are creative and innovative. People in our company are thinking outside the box</p> <p>Employees perceive a wider context of their own tasks, their influence and dependence on other parts of the company</p>	own work
Person – organization fit (P-O fit)	<p>The things that Employees value in life are very similar to the organization values</p> <p>The values of Employees match with the organization's values and culture</p>	Cable & DeRue (2002)
Person – supervisor fit (P-S fit)	<p>There is usually a match between the things Employees value in life and the things their supervisor's value</p> <p>There is usually a match between Employees personality and their supervisor's personality</p> <p>There is usually a match between Employees supervisor's leadership style and the leadership style their desire</p>	Chuang et al. (2016)
Person – job fit (P-J fit)	<p>Employees knowledge, skills and abilities fully "match" or fit the requirements of the job</p> <p>Employees felt that their goals and needs are met in this job</p> <p>Employees can use their talent, skills and competencies in this job</p>	Brkich et al. (2002)
Job satisfaction (Satisf)	<p>Generally speaking, Employees are very happy with the work.</p> <p>Basically, Employees really like the type of work they do in this organization.</p> <p>Employees rarely think about resigning from work</p>	Fields (2012)
Work motivation (Motiv)	<p>Employees feel motivated to work</p> <p>Employees are willing and ready to carry out the tasks entrusted to them at the level of a satisfying organization</p> <p>Employees are willing and ready to allocate extra effort allowing exceed the requirements posed in front of them</p>	Hackman & Oldham (1974)
Work engagement (WrkEng)	<p>Employees are enthusiastic about their job</p> <p>At this job, employees feel bursting with energy</p> <p>Employees are immersed in their work</p>	Jung et al. (2021)

<p>Job performance (JobPerf)</p>	<p>Employees always complete the duties specified in their job description</p> <p>Employees always meet all the formal performance requirements of their job</p> <p>Employees complete their tasks efficiently</p> <p>Employees are always able to overcome obstacles to complete their tasks</p> <p>Employees are rarely absent from my work</p> <p>Employees avoid absenteeism at work without a legitimate reason</p> <p>Employees make few mistakes at work</p>	<p>Kwahk & Park (2018)</p>
<p>Organizational performance (OrgPerf)</p>	<p>Please share your opinion about the performance of the company comparing its aspects to your main competitors:</p> <p>Overall financial situation of the company</p> <p>Job performance</p> <p>Quality of products or services (reliability, diligence)</p> <p>Innovativeness of products or services</p> <p>Modernity of applied technological solutions</p> <p>Efficiency of the organization management</p> <p>Reliability of business processes</p> <p>Market share</p> <p>Customers satisfaction</p> <p>Employees' satisfaction</p>	<p>Kaplan & Norton (1996)</p>