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Research Article

"Cognitive Resilience And Perceived Recovery In Post-Pandemic World"

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ABSTRACT

Objective: The pandemic has raised opportunities for study on economic, environmental and social well-being. As the world recovers from the pandemic, the relevance of the 'triple bottom line' (people, planet, profit) needs reinforcement. This study focusses on people and their perception towards recovery from COVID-19 pandemic based on three dimensions of organizational resilience: Cognitive, Behavioral and Contextual.
Theoretical framework: The research was done by using quantitate method, survey was done and use of Descriptive statistics was applied to come to conclusion.
Method: Extensive literature review was done and factors from organization resilience supporting the recovery from Covid-19 Pandemic,
Results and conclusion: The past studies have only looked at the organizational resilience as a unidimensional phenomenon while studying ways to deal with crisis. This study contributes to the knowledge of organizational resilience and crisis relationship by testing for each dimension of organizational resilience and perceived recovery from COVID-19 pandemic amongst employees of SMEs and new businesses. We found that Cognitive dimension has positive influence on perceived recovery.
Implications of the research: These studies show the cognitive support to resilience, organisation needs the same during crisis, these are not the thing which can be developed over night. It's a culture and fabric of the organisations to face challenges and threats.
Originality/value: The study and contents of this literature are original and due citation is given for the literature review.

Keywords: Cognitive, Behavioral, Contextual, organizational resilience and Self-Managed teams

INTRODUCTION

Strategic scholars have placed behavioral strategy as a psychological lens to interpret organizational decision making and perception during extreme conditions. Scholars have found that COVID-19 disruption has been influenced by both the behavioral responses to the pandemic and the public institutions locking down (Kuckertz et al.,2020). The main goal should be to take insights from behavioral strategy and apply it to the COVID-19 pandemic crisis. The COVID-19 pandemic has resulted in disruption of social, economic and healthcare systems of all countries concurrently. Organizational resilience has been recognized by numerous scholars as an important firm capability to deal with such crisis situations. (Castro & Gomez Zermeño, 2020)
Organizations are constantly subjected to dynamic and unpredictable environment. The term resilience is derived from the Latin word, "resilire" which means to bounce back. There is a need to research the right behavior required and the qualities to survive and flourish. Organizations would always be surrounded by uncertainty and needs cognitive behavior to bounce back. Sometimes external environmental shocks such as lockdowns, loss of market or sudden change of customer preferences makes it difficult to survive, with little or no inflow of financial funds or income.
Scholars have studied organizational resilience's impact on recovery from crisis as a unidimensional concept. This paper contributes to the existing literature by studying in detail the influence of three different dimensions of organizational resilience on perceived recovery from the COVID-19 pandemic. These are cognitive dimensions, behavior dimensions, and context dimensions (Xiao & Cao, 2017). We have used survey-based method to collect data from small and medium sized enterprises and new businesses in Indian contexts.

LITERATURE REVIEW

Crisis in Organizations

Organizations have faced many crises in the past in the form of the 1930s great depression, the financial crisis of 2008, and the recent COVID-19 pandemic across the world (Tsilika et al.,2020). This has resulted in sporadic increase in crisis-based research (Williams & Vorley, 2015; Alexander, 2019; Doern, 2016; Pheng, Raphael & Kit ,2006). Crisis is generally understood as a major, uncertain and unanticipated event that needs

organizations to response to it (Doern, Williams & Vorley,2019). World Health Organization announced COVID-19 as pandemic.(WHO,2020). COVID-19 pandemic has been recognized as an acute crisis that has disrupted social, economic and healthcare of all countries concurrently. Mandatory isolation and the absence of social interaction has also seen to affect the mental health of the people leading to psychological disorders (UN, 2020) This pandemic has been found to have far higher implications for new businesses and SMEs (Brown & Rocha, 2020). Therefore, it required organizational response to provide immediate solution for the disruptions created.

Many scholars have studied and proposed various factors that enable better results to deal with crises situation in organizations (Kirkman & Rosen, 1999; Cohen & Bailey, 1997; Pearce & Ravlin, 1987). These factors include setting clear goals, consistent performance, information accessibility, adequate recognition and renumeration, good communication amongst the team members, discretion towards work and strong and competent authority Andrés, Broncano, & Monsalve, 2015). These factors in general come under human resource management in organization.

Self-Managed Teams

Self-Managed teams are groups in organizations that work independently and share their responsibilities without being answerable to any higher order of leadership (Yang & Guy,2011). The individual knowledge and skillset of each group member adds up to develop a collective knowledge of the group that is capable of autonomously making decisions (Grant, 1997; Wellis Byham & Wilson, 1991). This type of structure has been found to be better human resource practice that gives competitive advantage to SMEs and new businesses (Rubio, Gutiérrez & Varona, 2013).

In a crisis like COVID-19 pandemic, organizations need to respond to sustain their businesses and keep themselves profitable. Markets become extremely volatile and fiercely competitive. Scholars suggest organizational innovation as an ideal response to get through these challenging environments. Some organizations build human resource models concurrent with the competitive environment. These include democratic structures and systems, flexibility in work processes, accountability and responsibility sharing and increasing the self-control of teams. These form the core elements of self-managed or self-directed teams in an organization. (Andrés, Broncano, & Monsalve, 2015). The environment is constantly changing, and it is crucial that organizations work towards adaptability for survival and success (Terreberry, 1968). Working together in teams, organizations can increase their effectiveness and deal with challenges successfully by being flexible towards the rapidly changing and unstable environment specially in a time like the pandemic crisis. (Tushman & O'Reilly, 1997; Andrés, Broncano, & Monsalve, 2015).

There are studies that show that team behavior reacts and faces difficult environments during crises. There are cases which we have seen in Japan after floods or national calamities. There was an electronic parts manufacturer near Fukushima supplying parts to the worldwide Toyota plant. When there was a Tsunami, the plant washed off and nothing remained. All plants worldwide came to stop in 48hrs (single supplier with lean inventories). The plant with their employees restarted with New machinery in one month's time. The world economy has crashed which has created a dysfunctional economy. This also has created new markets, new requirements, change in lifestyle in working and living. With these opportunities and rise in unemployment, new startups have emerged. The study is on Self-managed teams with inbuilt resilience can do better and cash on the opportunities.

Organizational Resilience

The world is rapidly changing and there is a growing need within organizations to deal with this uncertainty (Teixeira & Werther, 2013). The need was felt before Covid and post Covid, it is evident that we need to focus on urgent basis. Organizational resilience as a way of bouncing back up on facing the challenges of changing competitive environment and also situations of crisis"(Alliger, Cerasoli, Tannenbaum & Vessey,2015); Bhamra, Dani & Burnard, 2011; Powley, 2009; Castellion & Markham, 2013). This is the need of the hour . Due to the pandemic, SMEs and new businesses are finding difficulties due to lockdown and uncertain markets. Academicians, researchers and practitioners are giving prominence to the uncertainty management given the rise of various types of external crises such as natural disasters, pandemics, financial recession. Organizational resilience has been seen to maintain stability and safety during uncertainty from external environment (Bhamra, Dani & Burnard, 2011; Oeij, Dhondt, Gaspersz & Vuuren, 2017; Williams & Shepherd, 2016; Ma et al., 2018)

Organizational resilience has been identified as an organizational skill to counter and bounce back from external or internal shocks (Luthar, Cicchetti, & Becker, 2000). There are two main elements researched in organizational resilience. Firstly, the survival capability during crisis. Secondly, the growing capability during crisis. In the first element, scholars have the perspective of organizational toughness and the ability to bounce back and recover through adapting positively with the challenges. (Sutcliffe & Vogus, 2003; Worline et al., 2004). In the second element, scholars have the perspective that challenges and the organizational preparedness and response towards it ultimately transforms and contributes towards organizational growth (Gilbert, Eyring & Foster, 2012; Ma et al., 2018). Relationship between organizational resilience and self-managed teams has been shown in the following table:

Table I: Relationship between Self-Managed teams and Organizational Resilience

Organizational Resilience		Flexibility				Agility					Adaptability					Variable		
		Ct D	BD	BD	BD	Ct D	BD	CD	Ct D	Ct D	CD	BD	Ct D	Ct D	CD			
Independent Variables		Available resources	Cohesion	Communication	Information system	Openess to change	Commitment	Trust	Self Managed level (Autonomy)	Goal clarity	Motivation	Collectivism	Power distance	Empowerment	Learning	Work Process	Performance	Motivation
Dale, Vijayan and Leslie (2001),	Self-Management	β=0.41 ,0.33	β=0.02 ,ns	β=0.18, .νσ		β=0.42, 0.01	β=0.19, νσ	β=0.02, .νσ			β=0.13, .002							
			β=0.22, .0.028		β=0.49, 0.002				β=0.32, 0.037	β=0.26, .0013								
			β=0.31, 0.028		β=0.10, νσ		β=0.41, 0.001											
Bradely L Kirkman and Debra Shapro			α–0.90									α–0.75	α–0.85	α–0.95				
Susan G.Cohen																		
		Available resources	Cohesion	Communication	Information system	Openess to change	Commitment	Trust	Self Managed level (Autonomy)	Goal clarity	Motivation	Collectivism	Power distance	Empowerment	Learning	Work Process	Performance	Motivation
B.S. Kuipers and J.I. Stoker																		
Rosemary Bhatt											p<.01			p<.01			p<.01	
															p < .01	p < .01		
Erick et al.(2014)									p<.01	p<.01								
Christopher Allen PRAMONO1, Adler Haymans MANURUNG2, Pantri HARIYATI, Wibowo KOSASIH 4	Organizational Resilience		p<.01												p=0.026			

In this paper we are discussing the first aspect where survival is important during and post pandemic and what part of the organizational resilience can help to better recover from this crisis.

Impact of pandemic

COVID-19 has put a break on the Global economy and the wheels came to grinding halt. It's widespread negative impact on populace has led to institutions taking extreme steps in the form of total lockdown. This has put huge pressures across all business sectors globally which has resulted in a negative influence on the economy (Kuckertz et al., 2020). Industry specialists and scholars are not certain about the long-term consequences of this pandemic on business organizations (Brown & Rocha, 2020; Castro & Zermeño, 2020). With the unprecedented economy in business, new investments were conservative towards start new ventures as shown in the below figure:1

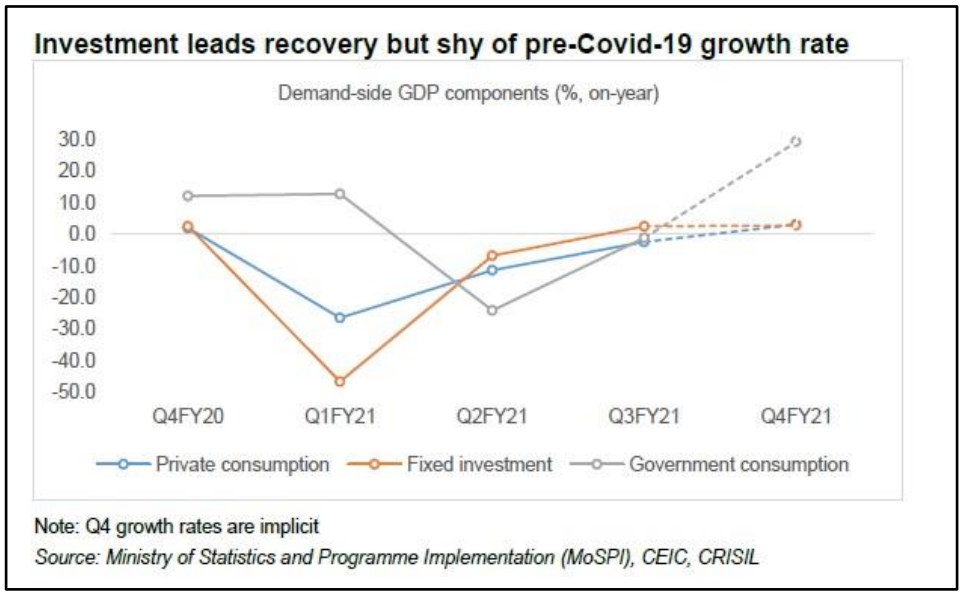

Fig 1: Source: Investment during the pandemic (*Scarred, but Recovering*, 2021)

The credit offtake is lowest after the pandemic making very low confidence on present and future investors. The swing needs to be positive. We will investigate if organizational resilience changes the tide. The credit offtake snapshot during the pandemic is shown in Figure 2 as follows:

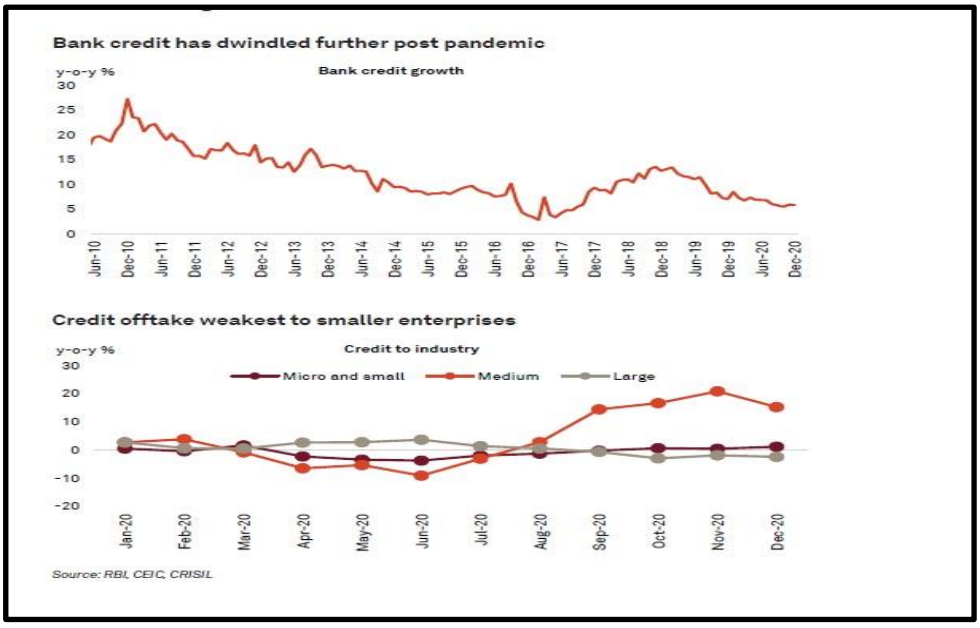

Fig 2: Source: CRSIL data on Credit offtake during pandemic

The purpose of this paper is to find how research can overcome the uncertainty and what cognitive qualities is required to move towards recovery.

Organizational resilience helps to tackle four types of challenges which are cognitive challenges, strategic challenges, political challenges and ideological challenges (Hamel & Välikangas, 2003; Ma et al., 2018). After

decades of research, scholars proposed that organizational resilience is a multi dimentional concept (Kantur & Iseri-Say, 2015; Richtnér & Löfsten, 2014).

HYPOTHESIS DEVELOPMENT

Organizational resilience mainly consists of three dimension's which are cognitive dimension, behavior dimension, and context dimension (Lengnick-Hall & Beck, 2009, Xiao & Cao, 2017).
The variables influencing each dimension of organizational resilience is tabulated below. These dimensions have different influence on the perception of the organization towards recovery.

Table II: Three dimensions of organizational resilience

Cognitive dimension	Behavioral dimension	Contextual dimension
Innovation	Taking risks	Creativity
Confidence	Locus of internal control	Finding opportunities
Entrepreneurial intent	Communicating ideas	Leadership
Efficacy	Persistence	Networking
Resilience	Responsibility	Troubleshooting
	Initiative	Resilience
	Resilience	

The cognitive approach is taken at the perceptual level and the cognitive resilience enables an organization to perceive anything that is different from the usual. It includes the main purpose of the organization that forms the basis of its vision and mission statements (Ma et al., 2018). It emphasizes promoting resilience at multi-levels including individual and group levels (Windle, 2011; Morgan, Fletcher & Sarkar, 2013; Sharma & Sharma, 2016). It can be better understood in the model proposed by Xiao and Cao(2017) in the following figure:

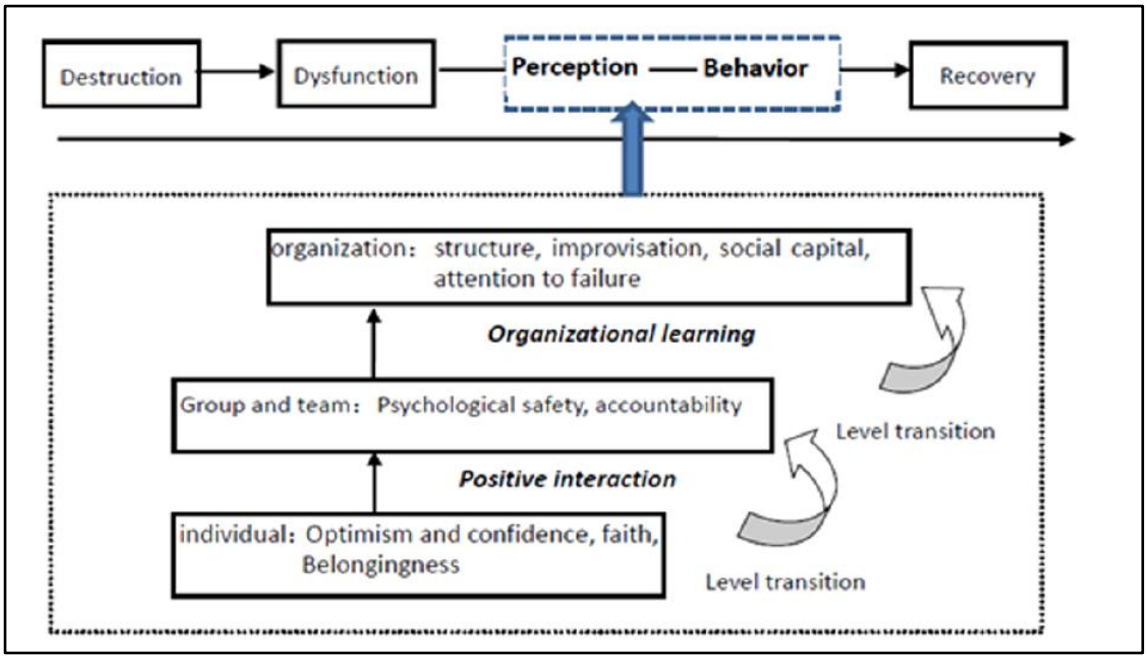

Fig 3: Source: Perception behavior relationship in recovery from crisis (Xiao & Cao, 2017)

It helps to develop higher coping skills and well being of the employees of an organization. Therefore, our first hypothesis is as follows:
Hypothesis Ho1. Cognitive dimension of organizational resilience will positively influence perceived recovery post pandemic
Behavioral dimension of the organizational resilience involves the usual behavior and routines processes of the organization. It reflects how prepared the organization is in times of the crisis situation like the latest pandemic. The organization must keep on learning and be agile to improve and adapt its regular habits during

disrupting times (Lengnick-Hall, Beck & Lengnick-Hall, 2011). It is referred to predicted behavior that adapts and is flexible during the crisis times (Ma et al., 2018). Therefore, our second hypothesis is as follows:
Hypothesis Ho 2. Behavioral dimension of organizational resilience will positively influence perceived recovery post pandemic
Contextual dimension of organizational resilience consists of the immediate response to the crisis situation based on the interpersonal networks and resourcefulness of the organization. It requires preparation since long to develop adequate social capital and network to take help from during the time of crisis like the COVID-19 pandemic. Since SMEs and new businesses would not have been able to develop a very good preparedness as compared to large organizations, we hypothesize the following:
Hypothesis H_A 3. Contextual dimension of organizational resilience will not influence perceived recovery post pandemic

METHODOLOGY

We used quantitatively tools to analyze our hypotheses as it includes the latent variable constructs of resilience. We collected the data using a survey that was floated to all the employees of SMEs and entrepreneurs of new businesses through social media platform. We received total 100 responses. This was analyzed in SPSS.

RESULTS

Cronbach's alpha measure's reliability, or internal consistency. Reliability for our model is greater than 0.7 hence it is considered. It can be seen in the following table:

Table III: Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.797	.823	27

Source : Authors analysis by using SPSS

The KMO data is greater than 0.6 hence its acceptable, the significance value is <0.05 which means null hypothesis and the data can be further reduced using varying tools. The KMO and Bartlett's Test results can be seen in the following table:

Table IV: KMO and Bartlett's Test results

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.705
Bartlett's Test of Sphericity	Approx. Chi-Square	1119.534
	df	351
	Sig.	.000

Source : Authors analysis by using SPSS
The principal component analysis was done and the results are shown in table V as follows. The total variance of the components can be seen in table VI as follows:

Table V: Principal Component Analysis

Communalities

	Initial	Extraction
Pacrisis	1.000	.820
Paeloss	1.000	.757
BDCom	1.000	.760
Bdupdate	1.000	.840
CtDintervene	1.000	.810
CtDnextlevel	1.000	.714
CtDstatergy	1.000	.572
cconfiden	1.000	.634
coptim	1.000	.589
CtDextsupp	1.000	.623
Ctconpla	1.000	.673
cdec	1.000	.591
Cttrain	1.000	.741
cres	1.000	.732
Ctresi	1.000	.685
Bdproso	1.000	.701
Bdunple	1.000	.722
Bdhum	1.000	.679
Ctchange	1.000	.727
Bdres	1.000	.760
cbel	1.000	.641
cprob	1.000	.663
Bdpress	1.000	.614
cconf	1.000	.686
Bdfoc	1.000	.824
Ctpos	1.000	.665
Dyrecov	1.000	.396

Extraction Method: Principal Component Analysis.

Comp No	Principal Component Analysis		
1	Bdupdate	Update progress to Superior	0.840
2	Bdfoc	Stay Calm under pressure	0.824
3	CtDintervene	Manger intervenes with team	0.810
4	BDCom	Team interaction with Manager	0.760
5	Bdres	Bounce back after Dysfunction	0.760
6	Paeloss	Economic loss due to covid	0.757
7	Cttrain	Team willing to learn	0.741
8	cres	Plan the unexpected	0.732

Source: Authors analysis by using SPSS

Table VI Total Variance

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.626	20.838	20.838	5.626	20.838	20.838
2	2.518	9.326	30.164	2.518	9.326	30.164
3	2.407	8.914	39.078	2.407	8.914	39.078
4	2.272	8.414	47.492	2.272	8.414	47.492
5	1.960	7.259	54.751	1.960	7.259	54.751
6	1.489	5.514	60.265	1.489	5.514	60.265
7	1.197	4.434	64.699	1.197	4.434	64.699
8	1.152	4.265	68.964	1.152	4.265	68.964
9	.963	3.566	72.530			
10	.827	3.063	75.593			
11	.736	2.725	78.318			
12	.669	2.477	80.795			
13	.587	2.173	82.969			
14	.545	2.019	84.988			
15	.540	1.998	86.986			
16	.495	1.835	88.821			
17	.426	1.578	90.400			
18	.380	1.407	91.807			
19	.350	1.297	93.103			
20	.317	1.173	94.276			
21	.301	1.116	95.392			
22	.295	1.092	96.483			
23	.265	.981	97.465			
24	.220	.815	98.279			
25	.181	.669	98.949			
26	.147	.545	99.494			
27	.137	.506	100.000			

Source: Authors analysis by using SPSS

The 8 constructs contribute 69% based on eigenvalues. The effect of Economic losses due to COVID-19 is confirmed and organizational resilience is ensuring that how to bounce back at the earliest, the key contributors are Manager (leader) who support during this crisis and team readiness to learn due to the unprecedented changes in the environment.

Table VII

	Rotated Component Matrix							
Construct	1	2	3	4	5	6	7	8
You frequently update about your work to manager or boss or next level				0.904				
Under pressure, you stay focused			0.155					
Your organization faced crisis during COVID-19 outbreak								
Your manager or boss or next level intervenes in your work								0.861
Your team interacts frequently with the manager or boss or next level				0.832				
You tend to bounce back after illness or hardship							0.444	
Your organization faced economic loss during COVID-19 outbreak								
After the COVID-19 crisis, your team is willing to invest in learning and training on the crisis management					0.778			

Source: Authors analysis by using SPSS

From table VII, we see that communication with manager and leader in crisis is very critical (0.904), supported by the team interacting with the boss on a regular basis (0.832). With the COVID-19 crisis, the realization of learning has got importance, and team are willing to learn (0.778). Organizational resilience has supported the COVID-19 crisis and teams are ready to bounce back (0.444). Our study reveals that Self-managed team has no significance towards perceived recovery from COVID-19 crisis, however there is a relationship with Organizational resilience

The organizational resilience summary based on behavioral dimensions are shown in Table VIII as follows:

Table VIII: Organizational resilience summary based on behavioral dimensions

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347[a]	.120	.053	.762

a. Predictors: (Constant), Bdfoc, Bdproso, BDCom, Bdunple, Bdres, Bdpress, Bdupdate

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.289	7	1.041	1.796	.097[b]
	Residual	53.351	92	.580		
	Total	60.640	99			

a. Dependent Variable: Dyrecov

b. Predictors: (Constant), Bdfoc, Bdproso, BDCom, Bdunple, Bdres, Bdpress, Bdupdate

Source: Authors analysis by using SPSS

The level of behavioral dimension **(combined)** as a part of organizational resilience does not have significant impact on the recovery post COVID-19 pandemic ,F(7,92)=1.796 ,p=0.097. The level of behavioral dimension **(Update progress to superior)** as a part of Behavioral dimensions does not have significant impact on the recovery post COVID-19 pandemic ,F(1,98)=0.852 ,p=0.358.The level of behavioral dimension **(Stay calm under pressure)** as a part of Behavioral dimensions does not have significant impact on the recovery post COVID-19 pandemic, F(1,98)=1.958 ,p=0.074. The level of behavioral dimension **(Team interactions with Manager)** as a part of Behavioral dimensions does have significant impact on the recovery post COVID-19 pandemic ,F(1,98)=3.742 ,p=0.056. The level of behavioral dimension **(Bounce back after dysfunctional)** as a part of Behavioral dimensions does have significant impact on the recovery post COVID-19 pandemic ,F(1,98)=3.257 ,p=0.020.

The organizational resilience summary based on Contextual Dimension are shown in Table 9 as follows:

Table IX: Organizational resilience summary based on Cognitive dimensions

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.288[a]	.083	.003	.782

a. Predictors: (Constant), Ctpos, CtDextsupp, CtDnextlevel, Ctresi, CtDstatergy, CtDintervene, Ctchange, Cttrain

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.047	8	.631	1.033	.418[b]
	Residual	55.593	91	.611		
	Total	60.640	99			

a. Dependent Variable: Dyrecov

b. Predictors: (Constant), Ctpos, CtDextsupp, CtDnextlevel, Ctresi, CtDstatergy, CtDintervene, Ctchange, Cttrain

Source: Authors analysis by using SPSS

The level of Contextual Dimension **(combined)** as a part of organizational resilience does not have significant impact on the recovery post COVID-19 pandemic ,F(8,91)=1.033 ,p=0.418. The level of Contextual Dimension **(Managers intervenes with team)** as a part of Contextual Dimension does not have significant impact on the recovery post COVID-19 pandemic(1,98)=0.929 ,p=0.337. The level of Contextual Dimension **(Team willing to learn)** as a part of Contextual Dimension does not have significant impact on the recovery post COVID-19 pandemic ,F(1,98)=2.029 ,p=0.157.
The organizational resilience summary based on Cognitive dimension are shown in Table 10 as follows:

Table X:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.485[a]	.235	.177	.710

a. Predictors: (Constant), cconf, cconfiden, cprob, cres, coptim, cbel, cdec

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.263	7	2.038	4.042	.001[b]
	Residual	46.377	92	.504		
	Total	60.640	99			

a. Dependent Variable: Dyrecov

b. Predictors: (Constant), cconf, cconfiden, cprob, cres, coptim, cbel, cdec

The level of cognitive dimension **(combined)** as a part of organizational resilience does have significant impact on the recovery post COVID-19 pandemic ,F(7,92)=4.042 ,p=0.001**. The level of cognitive dimension **(plan the unexpected)** as a part of cognitive dimension does have significant impact on the recovery post COVID-19 pandemic ,F(1,98)=3.649 ,p=0.05*.
Conclusion on the Hypothesis.

1.Ho	*Cognitive dimension of organizational resilience will positively influence perceived recovery post pandemic*	Rejected	Has influence in recovery after post Pandemic
2.Ho	*Behavioral dimension of organizational resilience will positively influence perceived recovery post pandemic*	Rejected	Behavioral dimension has impact on the perceived recovery post pandemic
3. H_A	*Contextual dimension of organizational resilience will not influence perceived recovery post pandemic*	Accepted	Contextual dimension is not signifcant towards Perceived recovery post Pandemic

Its concluded from the above studies that cognitive behavior has influence towards the organizational resilience along with the Behavioral dimensions , however the contextual dimensions does not have .

DISCUSSION AND IMPLICATIONS

The dysfunctional environment due to COVID-19 pandemic was initially thought to be short-lived , the reality is its spreading more than 2-3 years. While each country is trying to recover from economic losses, India has ambitious targets of 3 Trillion $ (2.78 T) and it's finding it difficult to touch 5T by 2025 . The only way to do it is by Triple bottom line while the pressure is on People and Planet. Organizational resilience has demonstrated recovery post wars, natural calamities and economic recessions. So far, research on crisis showed only organizational resilience and its impact on the dealing with crisis.

This study contributes towards increasing the knowledge on organizational resilience by studying in detail the effects of each dimensions of organizational resilience on the perceived recovery post crisis. Our study shows that different dimensions of organizational resilience influence the perceived recovery differently. One limitation that this study has is the small sample size. Further data can be collected and the robustness of the results must be checked. Also, future authors can also look at the alternative dimensions to organizational resilience that has arised due to digitalization , new ways of working such as work from home and with the changing market conditions such as online buying. Having said that, this study is an important contribution to the organizational resilience and dealing with crisis literature.

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