Development of the Job Performance model based on Employees' Dynamic Capabilities for various phases of crisis in organization

Classic, universally recognized and empirically verified models, theories and even paradigms in management sciences are not fit for organizations functioning in the conditions of a deep crisis caused by Black Swan phenomena, i.e. phenomena with large negative connotations and an extremely low degree of predictability. According to crisis theory, they must be adapted to the new operating conditions defined by the crisis, in which the goal itself is to survive and ensure the existence of the organization as a whole.

One of the important areas of interest of contemporary researchers in the field of management are mechanisms shaping the job performance of employees. It is obvious that models illustrating the impact of selected factors on the job performance in the organization are known in the literature. The Job Performance model based on Employees' Dynamic Capabilities in one of them. In addition to the factors classically related to job performance, i.e. work motivation, job satisfaction or person-job fit, it also takes into account the determinants based on the concept of the dynamic capabilities of the organization, and therefore the employee's skills regarding accurate prediction and assessment of changes occurring both in the organization and its environment as well as efficient adaptation and even taking pre-emptive actions against the changing conditions of the organization's functioning.

On the one hand, the job performance is particularly sensitive to changes in the organization caused by extremely adverse phenomena in the environment. On the other hand, it is a factor critical for ensuring the continuity of the organization's functioning in the conditions of a deep crisis caused by Black Swan phenomena. Unfortunately, till now, no satisfactory mechanisms have been developed to shape the job performance during each phase of crisis, which constitutes significant research gap. Therefore - considering the assumptions of crisis theory - it should be assumed that the developed **Job Performance model based on Employees' Dynamic Capabilities** requires adaptation to new operating conditions defined by the crisis. In this context, the **basic scientific aim of the project is to develop a new, multi-variant Job Performance model based on Employees' Dynamic Capabilities for organizations functioning in various phases of the crisis caused by Black Swan phenomena**, defining the mechanisms for shaping job performance during each of those phases.

It should be noted that contemporary models of job performance rarely consider the role of Employees' Dynamic Capabilities. The authors filled this research gap by developing the Job Performance model based on Employees' Dynamic Capabilities and verifying it in the normal operating conditions (550 organizations from Poland and the USA were examined in the first pilot study). Then, an initial attempt was made to verify it in organizations functioning in the selected phase of the crisis caused by the COVID-19 pandemic (115 organizations from Italy were examined in second pilot study). The research results confirmed the need to develop a new multi-variant version of the Job Performance model based on Employees' Dynamic Capabilities for each phase of the crisis caused by Black Swan phenomena.

Going beyond the existing state of knowledge was planned by carrying out the following tasks:
T1: Indicating factors potentially influencing job performance during various phases of crisis.
T2: Performing empirical research based on selected groups of organizations.
T3: Developing the new version of the job performance model based on EDC for each phase of crisis.
T4: Indicating the mechanisms shaping job performance in various phases of crisis.

Empirical research will be carried out using a survey collected from own sources and offered panels of respondents, selected according to the criteria set by the authors of the project, i.e. functioning in various phases of crisis caused by Black Swan phenomena. Next, statistical analysis will be performed using multi-criteria regression analysis with mediators and moderators, and path model analysis (SEM).

The proposed project will have a significant and clear **impact on the current state of knowledge in the discipline of management and quality sciences**. From the point of view of basic research, the proposed project is contributing by developing a new multi-variant version of the Job Performance model based on Employees' Dynamic Capabilities for organizations operating in crisis caused by Black Swan phenomena, expanding the crisis theory. From a utilitarian point of view, the project contributes to the improvement of management practice by indicating mechanisms for shaping job performance in various phases of the crisis, which seems to be particularly important from the perspective of ensuring the continuity of the organization's operation in extremely difficult conditions.