ABSTRACT

NOBLE, SEAN MICHAEL. The Development of a Unidimensional Measure of Organizational Dissociative Identity Disorder. (Under the direction of Dr. Lori L. Foster and Dr. Roger C. Mayer).

In a turbulent business environment, leaders must navigate their organization through changing circumstances and communicate revised expectations to employees (Huber, 2011). Sometimes, this communication results in Organizational Dissociative Identity Disorder (ODID) or "the strength of an organization member's perception that her/his employing organization [...] hold[s] independent or conflicting logics, identities, values, incentives, and/or goals" (Mayer & Williams, 2021, p. 258). The current study describes the development and validation of a scale intended to measure employees' perception of unidimensional ODID. Hinkin's (1998) scale development process was used to establish reliability, content, construct, and criterion validity. To establish content validity, eight people with expertise in organizational science rated how well 33 ODID items fit the construct definition. To establish reliability, construct, and criterion validity, participants (N = 386) were sampled using a crowdsourcing platform. A seven-item measure of ODID was found to be unidimensional and reliable; results of factor analyses found good fit for these items. Convergent validity analyses demonstrated that ODID correlated significantly with role stressor measures. Two measures were included to test discriminant validity: openness to experience and perceived adequacy of ICT resources/upgrades. Discriminant validity was fully supported for openness to experience and partially supported for the perceived adequacy of ICT resources/upgrades, which related more strongly to ODID than expected. Criterion validity was supported through a significant relationship between ODID and organizational trust, which was mediated by perceived organizational ability, benevolence, and integrity. Overall, the seven-item ODID measure established in this study can be used to advance

theory on role stressors, organizational identity, and organizational trust, as well as help leaders better understand employees' perceptions of their organization.

The Development of a Unidimensional Measure of Organizational Dissociative Identity Disorder

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A dissertation submitted to the Graduate Faculty of
North Carolina State University
in partial fulfillment of the
requirements for the degree of
Doctor of Philosophy

Psychology

Raleigh, North Carolina
2022

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BIOGRAPHY

Sean M. Noble was born and raised in Cincinnati, OH, where he graduated from Xavier University in 2017 with a Bachelor of Science, majoring in Psychology and minoring in Natural Sciences. He went on to pursue his PhD in Industrial-Organizational Psychology at North Carolina State University in Raleigh, NC. During his time at NC State, he published papers on automated selection, interest in sustainable careers, and virtual reality for learning, as well as a book chapter on ethical artificial intelligence in organizations. He taught several courses on Industrial-Organizational Psychology and contributed to the O*NET database. He currently works as an R&D People Scientist at Harver, where he develops, validates, and researches selection assessments.

ACKNOWLEDGEMENTS

I would like to thank my committee members for committing their precious time, effort, and energies toward this project; in particular, I would like to thank my advisors, Dr. Lori L. Foster and Dr. Roger C. Mayer, who made this project possible through a contribution of their ingenuity, insight, and resources. I'd like to thank my parents, Gregory and Catherine, who have always supported my education and growth, and who taught me the priceless value of hard work. I'd also like to thank my in-laws, Pat and Joann, who have always made me feel like family and supported me in ways I never expected nor felt I rightfully deserved. I'd like to thank all my peers, but in particular: Jenna McChesney, Chelsi Campbell, and Jason Saville, each of whom supported me when I needed a friend or just a shoulder to lean on. I would like to thank all my family - Aidan, Leigh, Lenny, Nana, Christina, Scott - and my friends - CJ, Nick, Kristen - who celebrated each success with me. I would also like to thank my dog, Wilfred, for making me smile and giving me a reason to step outside and enjoy the sunshine when I needed it most.

Finally, I thank my wife, Alison, who has laughed, sweat, cried, and cheered alongside me through every step of this journey. Without you I would be incomplete.

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The Development of a Unidimensional Measure of Organizational Dissociative Identity Disorder

In a turbulent business environment, characterized by global shocks including disruptive technology, health crises, and war, the way forward for organizations can often be unclear. Leaders must find the best path to respond to these complex issues, and employees must rapidly adjust to new expectations (Huber, 2011). Though not always a direct result, this turbulent environment has given rise to situations in which the expectations that organizational leaders communicate to their employees are often not uniform, or even compatible. Organizational scholars have long understood the importance of communicating a singular set of expectations to employees (Rizzo et al., 1970), but little is known about what happens when employees feel that the expectations of their organization are chronically in conflict. Mayer and Williams (2021) offered a term to describe this phenomenon: Organizational Dissociative Identity Disorder (ODID). ODID refers to the degree to which employees feel that dealing with their organization is akin to dealing with a person suffering from what the DSM-5 calls dissociative identity disorder (DID; American Psychiatric Association, 2013), resulting in "independent or conflicting logics, identities, values, incentives, and/or goals" (Mayer & Williams, 2021, p. 258). Only one study, published as a conference proceeding, has empirically examined ODID (Noble et al., 2022). Noble and colleagues (2022) developed a measure of ODID facets and offered early insights on the construct, but more work is necessary. Specifically, a global measure of ODID is needed. While a facet approach is useful, there is no current method for researchers or organizations to assess the overall degree to which an employee perceives or does not perceive ODID in their organization. Therefore, the purpose of this study is to develop a psychometrically sound, unidimensional measure of ODID.

Role Conflict and ODID

The concept of roles is essential to the study of organizational behavior. Organizations are the composite tasks and responsibilities shared by individuals toward the fulfillment of a common goal; in an organizational context, these tasks and responsibilities are in-turn shaped into identities that individuals inhabit, known as roles (Sluss et al., 2011). Specifically, a *role* is a set of behavioral expectations placed upon an individual in a series of social relationships, such as those that exist within an organization (Merton, 1957; Stryker, 2007; Stryker & Burke, 2000). In turn, these expectations create an identity for the role-taker to inhabit. It is through these roles that individuals experience work and that work influences individuals (Sluss et al., 2011). Important to note is that roles comprise not just the structural positions held by individuals within organizations, but also the goals, values, norms, beliefs, expectations, and interpersonal styles associated with that position (Ashforth, 2001). Individuals are not limited to a single role and typically inhabit multiple roles. In an organizational context, roles can be changed and negotiated considerably more dynamically than in social contexts (Sluss et al., 2011).

Rizzo et al. (1970) described the problems that can occur in organizations when individuals experience conflicting expectations within these roles. They defined this conflict as *role conflict*, or the degree of congruency and compatibility of the requirements within the role, such that incongruency and incompatibility inhibit role performance (Rizzo et al., 1970). Role conflict occurs when an employee experiences mutually exclusive or contradictory expectations that make work tasks difficult to complete (Eatough et al., 2011; Katz & Kahn, 1978; Rizzo et al., 1970). Rizzo et al. (1970) noted that the presence of multiple, conflicting authorities (e.g., managers, staff, organizational leadership) results in greater worker stress and lower organizational satisfaction. Citing the principles of unity of command and chain-of-command,

they suggested that employees experience the best role outcomes when organizations are arranged in a way where expectations and goals cascade linearly from a single authority with a singular objective. This means that any given employee receives a single message from a single supervisor. While a traditional structure like the one described by Rizzo et al. (1970) was standard during the era in which the article was written, an increasingly dynamic external environment has led to nontraditional structures becoming commonplace (Huber, 2011). Modern employees often have multiple managers or multiple authorities, each with their own unique roles.

Role theory has often propagated the notion that role conflict and other role stressors are solely an individual issue (Eatough et al., 2011), but more recent thinking suggests that these kinds of issues can be systemic to the organization itself (Mayer & Williams, 2021). While an organization is ostensibly united in its purpose, organizational leaders often have conflicting expectations about what the most pressing goals are, which organizational values are important and should be followed, and how employee communication and incentives should be implemented. Leaders' beliefs do not necessarily have to be directly opposed to be considered significant differences in opinion, and different managers may additionally have their own personal agendas, like building their own department's power. These leaders then communicate individual visions and expectations to subordinates that appear highly incompatible and mutually exclusive. The expectations that these leaders have are not necessarily opposed, but from the employee's perspective even if they are not they might as well be, particularly if the employee struggles to complete what she or he perceives as incompatible tasks or incompatible methods of conducting work.

Kurt Lewin (1947) recognized that there exist opposing forces both toward and against a change. In his Field Theory, Lewin (1947) modeled these forces as 180 degrees from one another, emphasizing the strength of the forces resisting change as well as clarifying which restraining forces should be managed to enable change. Mayer and Williams (2021) extend Lewin's (1947) thought process by referring to these forces as "vectors," and categorize them as forces pulling not merely toward or against change, but across a variety of themes, including role identity. They argue that these vectors are not always completely opposed as Lewin (1947) illustrates, but that a more modern interpretation of this phenomenon would be as multiple forces pulling in a variety of directions and strengths within a three-dimensional space. Employees, particularly those with multiple supervisors, might perceive the day-to-day interactions with their supervisors as detached from the overall goal and mission of organizational leaders. Completing tasks becomes a challenge of navigating competing demands and expectations (i.e., vectors) derived from sources self-proclaimed as unified in purpose, but that in practice have irreconcilable or incompatible beliefs, goals, and expectations.

Mayer and Williams (2021) suggest that when organizations have multiple sources of vectors that consistently pull employees in different directions, it can appear that the organization possesses distinct "personalities." As an example, an employee might read an email from the head of their organization expressing that it is imperative all employees return to the office as soon as possible during a pandemic, citing a degradation in communication caused by the shift to telework. However, the employee's immediate supervisor might later relay in a video call that she does not feel a return to the office is necessary to enhance communication. She instead suggests that their team schedule a series of video call lunches to stay in touch. While both the head of the organization and the supervisor have the same goal in this instance - enhancing

communication - their beliefs as to how this should be accomplished result in conflicting expectations placed upon the employee. Mayer and Williams (2021) compare this to DID, in which individuals possess multiple, distinct personalities (American Psychiatric Association, 2013). It is expected that large, modern organizations will not be entirely aligned in the messages they communicate with employees. However, for some organizations the problem is so pronounced as to appear endemic. Employees in these situations constantly find themselves pulled in multiple directions by "multiple personalities," often resulting in the perception of their own role as constantly in conflict.

This concept is what Mayer and Williams (2021) refer to as ODID, or "the strength of an organization member's perception that her/his employing organization, groups within that organization and/or individuals who represent the organization (e.g., leaders, founders) hold independent or conflicting logics, identities, values, incentives, and/or goals" (p. 258). There are three important concepts to note within this definition. First, ODID is the *perception* that these phenomena are occurring, rather than the objective reality that they are. Second, ODID is a perception of an organizational level phenomenon by an *individual*, meaning that it exists at the individual level. Third, these perceptions are of the individual's *organization* and the people within it. I also propose to expand upon this definition by noting that true ODID must be *systemic* to the organization. ODID is not a perception of the organization *pro tempore*, but rather, a perception of an established, persistent phenomenon that exists within the organization. In practice, an employee is expected to perceive ODID when she or he struggles to find ethical and effective solutions to conflicting logics, identities, values, incentives, or goals that are consistent with solutions set by policy precedent (Mayer & Williams, 2021).

ODID as a Superordinate Construct

Because ODID is a new construct, there is not much quantitative evidence of its dimensionality. While originally hypothesized as a unidimensional construct, some early evidence suggests that there could be multiple subdimensions of ODID. Published as a conference proceeding, Noble et al. (2022) conducted a field study attempting to develop a measure of ODID. By surveying faculty in a higher education context and developing items that tap into two facets of ODID, they found evidence of a two-factor split between perceptions of conflicting organizational demands and conflicting organizational values. They labeled these constructs ODID-Demands and ODID-Values accordingly. The findings by Noble et al. (2022) suggest that ODID can be conceptualized by individuals as multiple dimensions according to the type of vector. Employees may perceive ODID as a series of points at which organizational vectors (i.e., logics, identities, values, incentives, and/or goals) pull in different directions.

ODID can also be conceptualized as a latent, unidimensional factor akin to Spearman's (1904) factor of general intelligence. Support for this idea is found in Lord et al.'s (1984) cognitive categorization theory. Per the theory, individuals define a concept at the "superordinate" level and categorize the different types of that concept at the "basic" level. I propose that individuals perceive ODID in a similar manner: the perception of ODID exists at the superordinate level and can be further categorized into facets at the basic level (see Figure 1). There are certain characteristics inherent to the superordinate concept of ODID, including that an individual perceives the organization as a source of conflicting vectors, and that this conflict is thought to be systemic within the organization. It is at the unidimensional level that individuals judge the degree that ODID exists within the organization, but this judgment does not specify

any specific vector. It is only at facet level that individuals may differentiate between what type of vectors are in conflict: logics, identities, values, incentives, or goals.

Anthropomorphism

Beyond existing as a global construct that captures all vectors, what separates a unidimensional construct of ODID from facets of ODID is that a unidimensional construct taps into an employee's perception of how much "DID" the organization appears to have. The "DID" in ODID is not hyperbole but instead suggests an important implication regarding the construct definition: ODID is a perception that an organization consistently holds "multiple personalities," whether that be the organization itself or the people within it representing different personalities. For an employee, this might manifest as a feeling that the logics, identities, values, incentives, or goals of the organization change depending on which "personality" is encountered.

In this regard, employees anthropomorphize the organization, meaning they assign a unique identity to their organization by attributing human qualities to it (Ashforth et al., 2020). This perception guides employees' motivations and thought processes regarding the organization and their role within it (Martin, 2021). Ashforth and colleagues (2020) proposed a framework of organizational anthropomorphism rooted in the concept of organizational identity (Albert & Whetten, 1985), which are the characteristics thought to be central, core, or enduring about the organization. Organizational identity helps employees to understand "who we are" as an organization. Ashforth et al. (2020) suggest that employees anthropomorphize their organization because "who" characteristics are more apt than "what" characteristics to describe the sense of collective self that organizational identity is meant to capture. Moreover, describing organizations in terms of "who" rather than "what" results in more memorable and visceral reactions. Anthropomorphism helps individuals to accept the use of "who" characteristics in

addition to “what” characteristics when defining organizational identity. (Ashforth et al., 2020). Anthropomorphizing also adds human-like attributes to organizations, which create the “psychological hooks” (p. 34) necessary to give organizations a sense of personal identity. Ashforth et al. (2020) note that “virtually any characteristic that can be ascribed to a person (positive and negative) could also be ascribed to an organization” (p. 35).

It is entirely plausible, and I suggest likely, that if personalities can be ascribed to organizations so too can personality disorders. Ashforth et al. (2020) note that a motivation for what they refer to as “bottom-up” anthropomorphizing, or anthropomorphizing derived from employees’ own sensemaking, comes from the desire for pattern recognition. I believe that individuals who fail to find a consistent pattern regarding the organizations’ behavior or find that the only recognizable pattern *is* inconsistency may conclude that the organization is suffering from something akin to a DID (i.e., ODID). In support of this idea, Ashforth et al. (2020) propose that when top-down explanations by organizational leaders conflict with bottom-up sensemaking by employees, employees are more likely to put their faith in their own sensemaking than what leaders are saying. In other words, if leaders are projecting a unified mission, but the day-to-day employee experience suggests that the organization is fractured, then the employees will perceive that the organization is fractured.

While the theory of organizational anthropomorphism is still new, some empirical evidence has shown that organizations can induce perceptions of “who” characteristics in employees (Martin, 2021). Martin (2021) conducted a study which demonstrated that organizational actions, including corporate social responsibility and the presence of organizational citizenship behaviors (OCBs) by colleagues, can influence employees’

perceptions of the organization as courteous and altruistic. In turn, these anthropomorphic perceptions were related to affective commitment and perceptions of organizational justice.

A unidimensional measure of ODID must therefore contain items that ask not only whether there exists systemic conflict across multiple categories of vectors, but also tap into whether the presence of this systemic conflict is perceived anthropomorphically.

Distinction from Role Conflict

To establish a unidimensional measure of ODID, it is important to identify how ODID is conceptually distinct from other constructs that are proximal within its nomological network. A review of the literature suggests that the construct most similar to ODID is role conflict. Because ODID and role conflict are both centered around the idea of conflicting demands, there is some degree of conceptual overlap between the two concepts. ODID and role conflict also share some key theoretical roots in unity of command and chain-of-command (Rizzo et al., 1970). However, the two are distinct in that ODID is defined by the perception of systematic conflicts in the organization, whereas role conflict is defined by the perception of conflict within the role or between different roles the individual holds. To illustrate the distinction between these two variables, I propose a series of examples to illustrate what types of work situations might result in each combination of high or low ODID with high or low role conflict.

High ODID, High Role Conflict

A high ODID, high role conflict situation is one in which employees perceive multiple, systemic vectors that induce feelings of role conflict in their work. An employee might have multiple supervisors who make explicitly conflicting demands, or whose demands conflict with expectations set forth by executive leadership. For example, perhaps new safety guidelines have

been implemented by upper management of a factory, but floor managers have told employees to ignore those regulations because production would never meet quota if they were followed.

High ODID, Low Role Conflict

A high ODID, low role conflict situation can be characterized as one in which the employees perceive multiple sources of vectors, but none of the vectors are strong enough to induce role conflict for that particular employee. Employees perceive that their organization has a systemic problem with conflicting ODID vectors, but these problems are only experienced acutely by others and do not induce role conflict in their own role. Perhaps a manager or mentor can shield the employee from the role conflict that occurs as a result of conflicting vectors. This situation is unique as a problem is perceived to exist at the organizational level, but not at the individual level (concerning the individual of interest). While the employee identifies that a systemic problem exists within the organization, she or he is not immediately affected by the problem in a meaningful way even though she or he can recognize its existence.

Low ODID, High Role Conflict

A low ODID, high role conflict situation is one in which employees are experiencing role conflict, but do not perceive a systemic problem of multiple personalities within the organization. The absence of ODID can be owed to the absence of one or both facets of its definition: a) the problem is not the result of the organization, or b) the problem is not systemic to the organization. In this situation, the employee perceives the organization as having a strong unity of command and unified purpose (Rizzo et al., 1970), but other issues create stressors within their role. Role conflict in this situation might occur because of a particularly problematic manager or a temporary role, such as a temporary work assignment or demanding client. For

example, perhaps a manager routinely makes conflicting demands of employees and seems to change his or her opinion on what tasks should be done and how depending on the day.

Low ODID, Low Role Conflict

The last situation is low ODID, low role conflict. Simply speaking, this represents a situation where an organization projects a strong culture (e.g., norms, values), and where there is a clear, consistent flow of expectations from upper management downward (i.e., unity of command; Rizzo et al., 1970). This would be a situation in which the employee feels themselves pulled by a single, strong, consistent vector. The employee receives instructions from their supervisor that are in-line with instructions and expectations set forth by their supervisor's supervisor and so forth.

The Need for a Unidimensional Measure of ODID

To measure a construct, a psychometrically-sound instrument designed to capture that variable is essential. While previous research has created a multidimensional assessment of ODID (Noble et al., 2022), the researchers did not examine ODID as a superordinate, unidimensional construct. A unidimensional measure of ODID must be written in such a way that it taps into the anthropomorphic aspect of that definition. Additionally, items must not ask whether there exists conflict across categories of vectors, but whether the employee feels that these conflicts indicate an underlying, systemic issue that the organization suffers from. The measure that Noble et al. (2022) developed only captures two facets of ODID (see Table 1), whereas a unidimensional measure must generalize to any possible facets without specifically identifying them.

In summary, the items developed by Noble et al. (2022) are insufficient to measure unidimensional ODID as they do not frame the organization as an anthropomorphized social agent, nor should it be assumed that their dimensions would suitably capture all aspects of unidimensional ODID. It will be important to develop a measure that can tap into the global construct of ODID. Therefore, to expand upon Noble et al.'s (2022) findings and push forward our understanding of ODID, a new measure is necessary.

The current study seeks to examine ODID as a unidimensional construct that assesses the perception that an anthropomorphized organization possesses "multiple personalities." I propose therefore that a unidimensional assessment of ODID will demonstrate acceptable fit according to traditionally used indexes (Hu & Bentler, 1999).

Hypothesis 1: A unidimensional measure of ODID will demonstrate acceptable goodness-of-fit.

Convergent and Discriminant Validity

Construct validity can be determined by examining correlations of constructs with similar theoretical presuppositions. To test convergent validity of ODID, I examine the constructs which I believe are proximal to ODID within its nomological network: role conflict and other role stressors. Role conflict is comparable to ODID as both assess to some degree the extent to which conflict exists in the organization, differing in their target: the individual's role, or the organization itself. Despite their distinction as independent constructs, it is likely that individuals who perceive high ODID suffer from some degree of role conflict as well. Unless otherwise shielded, an employee who perceives her or his organization as holding conflicting logics, identities, values, incentives, and/or goals likely also experiences conflict within their own role

as a result. Since ODID is still a developing construct and no measure of unidimensional ODID currently exists, there is little empirical evidence to support this assumption, but Noble et al. (2022) did find a strong correlation between facets of ODID and role conflict.

Other role stressors should be highly related to ODID as well. The most notable role stressor beyond role conflict - role ambiguity - has been shown to be correlated with role conflict across a variety of meta-analyses (Fisher & Gitelson, 1983; Jackson & Schuler, 1985; Tubre & Collins; 2000). More recent research has also indicated that role overload is related to role conflict (Eatough et al., 2011). In the same presupposition that individuals who perceive ODID are more likely to experience role conflict, I anticipate that the correlation between these variables also extends to ODID. When organizations communicate conflicting logics, identities, values, incentives, and/or goals, employees will likely be less sure of what their role in the organization is or how to best accomplish it than those who do not experience such conflict. Similarly, it was suggested as far back as Rizzo et al. (1970) that organizations that lack a clear chain-of-command and flow of authority would induce role overload. I predict that all three of these variables - role conflict, role ambiguity, and role overload - are closely related to ODID.

Hypothesis 2: ODID will be positively correlated with a) role conflict, b) role ambiguity, and c) role overload.

I also aim to determine discriminant validity by assessing constructs which are not within ODID's nomological network. Perceiving high levels of ODID should not be inherently related to the perception that one's organization provides adequate technology support and upgrades. Organizations may provide employees with up-to-date technological resources, but still fail to align expectations and values in other areas. Accordingly, I would expect that the perceived adequacy of information-communication technology (ICT) resources/upgrades (Day et al., 2012)

would be less correlated with ODID than role conflict, role ambiguity, and role overload. Furthermore, certain personality traits should be unrelated to feelings of ODID. ODID should not be substantially related to openness to experience, defined as an individual's sense of open-mindedness, curiosity, wonder, and acceptance of new experiences (McCrae & Costa, 2003). Given that personality is a static trait (Oswald & Hough, 2011), perceptions of ODID should not influence self-report scores of openness to experience. Furthermore, individuals' level of openness to experience should not influence their likelihood to perceive ODID. Therefore, I hypothesize that both these constructs - the perceived adequacy of ICT resources/upgrades and openness to experience - will be less related to ODID than role conflict, role ambiguity, and role overload.

Hypothesis 3: ODID will be less correlated with the perceived adequacy of ICT resources/upgrades than with a) role conflict, b) role ambiguity, and c) role overload.

Hypothesis 4: ODID will be less correlated with openness to experience than with a) role conflict, b) role ambiguity, and c) role overload.

Criterion Validity

In their description of ODID, Mayer and Williams (2021) explain that trust is integral to fully understanding the construct. ODID was initially developed to better understand antecedents of organizational trust. Mayer and Williams (2021) proposed that when employees perceive ODID, according to attribution theory (Weiner, 1986), they will identify the source of the problem and subsequently perceive the source as less trustworthy. I aim to examine this proposition by testing the relationship of a unidimensional construct of ODID with perceptions of organizational trust.

Mayer et al. (1995) define trust as a willingness of a trustor to be vulnerable to a trustee. Key to understanding trust is identifying the trustor and the trustee, or the person performing the trusting and the recipient of the trust, respectively. In this instance, the trustor is the employee. Because unidimensional ODID is a perception regarding the organization at large, the trustee is the organization. According to Mayer et al. (1995), trust depends on three antecedents: ability, integrity, and benevolence of the trustee. Ability represents the skills, competencies, and characteristics of the trustee that grant them influence over a task or technical area. Integrity is the degree to which the trustee is guided by principles or morals that the trustor agrees with. Finally, benevolence is the degree to which the trustee wants to do good for the trustor outside of self-serving motives. As Mayer and Williams (2021) explain, feeling that the organization has ODID can negatively influence employees' perceptions that the organization has the *ability* to lead, the *integrity* to fulfill its promises, and concern for its employees' well-being (i.e., *benevolence*), damaging the employee's trust in the organization as a result. There are a variety of examples illustrating why ODID might negatively influence these trust variables: the organization might be perceived as unable or too incompetent to align expectations, verbal agreements from one party might be non-binding or frequently reneged upon by another, and persistent conflict might be perceived as stemming from organizational apathy or malevolence toward its employees.

Noble et al. (2022) found that multidimensional ODID facets were negatively related to trust in the organization, but this relationship has yet to be verified for a unidimensional perception of ODID. The current study seeks to examine if a new, unidimensional construct of ODID will also relate to organizational trust. Given that Mayer and Williams (2021) suggest ODID will diminish organizational trust through a reduction in the perceived ability, integrity,

and benevolence of the organization, I will also examine whether these variables mediate the relationship between ODID and overall organizational trust. Ultimately, I predict that unidimensional ODID will negatively influence trust in an employee's organization, mediated by perceived organizational ability, benevolence, and integrity.

Hypothesis 5: ODID will negatively relate to organizational trust.

Hypothesis 6: ODID will negatively relate to the perceived a) ability, b) benevolence, and c) integrity of the organization.

Hypothesis 7: The relationship between ODID and organizational trust will be mediated by perceptions of an organization's a) ability, b) benevolence, and c) integrity.

Phase 1: Item Generation and Content Validity

This study followed a traditional scale development process as outlined by Hinkin (1998), with additional recommendations set forth by Zickar (2020). These phases include item generation, questionnaire administration, initial item reduction, content validity assessment and exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and the establishment of convergent and discriminant validity. For the purposes of clarity, I distilled these phases into three: 1) item generation and content validation, 2) psychometric properties (i.e., EFA and CFA), and 3) convergent and discriminant validity (Smit & Montag-Smit, 2018). I then added a fourth stage, criterion validity, to establish the relationship between unidimensional ODID and trust.

As recommended by Zickar (2020), many more items were written than were included in the final scale. The intended final length of the ODID scale was around 5-items long, and over six times as many items (33 total) were written prior to item reduction. Some of those items were sourced and altered from previous work by Noble et al. (2022; see Table 1), but most were newly

written. An example of a sourced item was, “It often seems like my organization has conflicting values,” which became, “It often seems like my organization is in conflict internally.” All newly written items can be found in Table 2. Items were written to be accompanied by a seven-point Likert scale with the following anchors: Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), and Strongly Agree (7). As determined by Casper et al. (2020), these anchors were selected to represent equal intervals between responses. To write items, I used deductive reasoning based on the definition of ODID by Mayer and Williams (2021), that is, the degree to which an employee believes that their organization, or groups and individuals within their organization, hold distinct logics, identities, values, incentives, and/or goals. I wrote items which tapped into organizational anthropomorphism to varying degrees, and I also wrote the items in such a way that the organization is posited as a social agent, rather than a concept or collection of people. To incorporate the systemic nature of ODID, I wrote items in that could be interpreted as referencing a systemic issue.

Method

For phase 1, I generated items attempting to tap into the construct of ODID and assessed content validity using Colquitt et al.’s (2019) *htc* index. The items were written in accordance with recommendations by Haladyna and Rodriguez’s (2013) text on item development, as described by Zickar (2020). This included using as few words as possible, labeling response categories, using simple and direct language, averting ambiguity wherever possible, and avoiding double-barreling, slang and colloquialisms (Haladyna & Rodriguez, 2013; Zickar, 2020). Reverse coded items were avoided to reduce the likelihood of developing two artifactual factors that represent positively and negatively worded items (Spector et al., 1997). The scale was

designed as a Likert scale with the anchors described above. Seven was chosen as the number of anchors to reflect the limited capacity humans have to sufficiently make distinctions beyond roughly seven categories at a time (Cox, 1980). Furthermore, I chose to utilize only positive numbers (i.e., one through seven) rather than negative and positive numbers (e.g., negative three through three) as research has shown that positive and negative anchors can result in artifactually higher scores (Schwarz, 1999).

The appropriateness of the items for measuring the ODID construct was assessed to establish content validity. The *htc* index is an item rating method developed by Colquitt et al. (2019) for such a purpose. The purpose of the *htc* index is to provide a standardized coefficient of content validity that can be compared with other studies. The method is rooted in traditionally accepted methods of content validity as established by Hinkin and Tracey (1999), which themselves are rooted in earlier methods established by Anderson and Gerbing's (1991) substantive validity index and Lawshe's (1975) content validity ratio. Though Colquitt et al. (2019) advocate for the use of naive respondents, recent articles in journals such as the *Journal of Applied Psychology* and the *Journal of Business and Psychology* have published studies where this procedure was used with subject matter experts (SMEs) instead (Clark et al., 2021; Mathieu et al., 2022).

Because ODID is still a relatively new construct with a developing conceptual framework, I felt it was important to have the content validity assessed by SMEs who could better grasp the nuances in the definition of ODID than a representative sample. There existed no SMEs on ODID except for the authors of the Mayer and Williams (2021) chapter. Therefore, SMEs needed to be experts in fields in which research on ODID or theories related to ODID might be published, including industrial-organizational psychology, organizational behavior, and

management. SMEs with relevant knowledge bases were solicited through email. The *htc* procedure for content validation is relatively new, and there does not exist a standard metric to determine an appropriate sample size for such a procedure. I therefore examined past studies utilizing the procedure with SMEs as a frame of reference (Clark et al., 2021; Mathieu et al., 2022). In total, eight PhDs in the fields of organizational behavior and management and six doctoral students in industrial-organizational psychology were asked via email to evaluate the content validity of the items.

To rate items, SMEs provided informed consent before reading a description of how to appropriately rate an item's suitability for capturing the construct. The detailed instructions, shown in Appendix A, explained to SMEs how to assess ODID based on its definition using a seven-point Likert scale ranging from Extremely Bad (1) to Neither Good nor Bad (4) to Extremely Good (7). These instructions were a modified form of those provided by Colquitt et al. (2019) for the purposes of gathering an *htc* index. The language in Colquitt et al.'s (2019) instructions (verbiage, phrasing, terminology, etc.) was maintained as much as possible, with alterations made to simplify and to accommodate the subject matter of the current scale. For example, because there were no negatively worded items in the item pool, I omitted from the instructions any mention of how to determine if a negatively worded item is appropriate to measure a construct. The instructions also included examples of a good fitting item and a poor fitting item. Following these instructions, SMEs performed the required task, wherein they were provided with the definition, "The degree to which an employee believes that their organization, or groups and individuals within their organization, hold distinct logics, identities, values, incentives, and/or goals." Based on this information, they determined how well each item

evaluates the construct definition. Table 2 shows the mean rating and standard deviation of each item across SMEs.

Results

The *htc* index is calculated as the average definitional correspondence rating divided by the number of anchors (*a*) – that is, the average rating of items / *a*. For example, if a seven-point Likert scale was used to assess a measure that scored an average of 6.5, its *htc* index value would be calculated as: 6.5 divided by 7 equals .93. This number can then be used to determine its percentile compared to other *htc* values provided in Colquitt et al. (2019), which uses the *htc* values of construct development papers published in top-tier journal studies. Additionally, usage of this metric to determine its percentile requires an estimation of the theoretical strength of the construct's correlation with variables in its nomological network. Noble et al. (2022) found a moderate correlation between role conflict and role ambiguity with ODID-Demands and ODID-Values, and so unidimensional ODID was estimated to have a moderate correlation with its convergent variables. Therefore, an *htc* $\geq$ .85 would be considered moderate to very strong evidence of content validity for the current construct (Colquitt et al., 2019).

Eight SMEs completed the survey, resulting in a response rate of 57%. To calculate the *htc* in the current study, the average rating of appropriateness across all items was divided by seven. Table 2 provides the average *htc* value of each item across all eight SMEs. Notably, the *htc* values ranged from a low of .34 to a high of .91. Across the total 33 ODID items, the mean *htc* value was .70. Comparing this to Colquitt et al.'s (2019) criteria for interpreting *htc* values, that would be considered a weak *htc* index. However, I retained all 33 ODID items for phase 2 given the possibility that items would or could be removed during the psychometric properties

phase (i.e., through factor analyses). At that point, it would be possible to recalculate the *htc* index to determine whether a reduced number of items would have an acceptable *htc* value.

Phase 2: Psychometric Properties

Method

The next step involved creating a survey to evaluate the psychometric properties of the 33 ODID items. The results of this survey were used to examine the factor structure and model fit of a unidimensional measure of ODID. To gather data efficiently, measures that would be later utilized to evaluate construct and criterion validity were also included in this survey.

Sample

In total, 508 participants completed the full survey via a crowdsourcing platform. Prolific was chosen instead of comparable platforms such as Amazon's MTurk for two reasons: it offers free prescreening, and it enforces a minimum wage standard for all participants.

To participate in the study, individuals were required to work full-time, operationalized as 31 hours a week or more. While part-time workers can also experience ODID, I sampled only full-time workers as they are more likely to have opportunities to experience ODID. Full-time workers spend a greater amount of time working and thus have more opportunities to perceive potential conflicts in logics, identities, values, incentives, and/or goals within the organization. To represent the population of interest and comply with ethical regulations, participants also needed to be 18 years of age or older, U.S. residents, and not employees of the university where the research was conducted to receive compensation. Participants were rewarded with a good wage as defined by the Prolific platform (i.e., $10.50 per hour) based on the average time estimated to complete the survey (i.e., 13 minutes). Hinkin (1998) recommends at least 150

responses to conduct an EFA and 200 responses to conduct a CFA, requiring at least 350 responses in total. More than 350 responses were collected to account for the loss of at least 20% of data due to data cleaning. Twenty percent of data loss is approximately the amount of loss reported in recent *Journal of Applied Psychology* studies using similar designs (Colquitt et al., 2019).

Of the participants retained for analyses, approximately 53% identified as male, 46% as female, and 1% as non-binary. Concerning race and ethnicity, approximately 78% identified as White, 7% as Black, African, or African American, 7% as Asian, 5% as Hispanic, Latinx, or Spanish, 2% as a non-listed race/ethnicity, 0.5% as Native American or Alaskan Native, 0.5% as Middle Eastern or North African, and 0.5% preferred not to say. Ages ranged from 19 to 75 (M = 38.35, SD = 10.79). Approximately 85% of participants indicated that they performed some kind of desk, professional, or administrative work, whereas the remaining 15% indicated they performed either skilled or unskilled manual labor. Approximately 34% of participants indicated that their organization had 100 to 999 employees, 27% indicated 1 to 100 employees, 19% indicated 1000 to 10000 employees, 19% indicated greater than 10000 employees, and 1% did not know.

Procedure

Participants began by signing up for the study via Prolific. They read a description on the Prolific website informing them that the researcher was seeking participants for a study on workers' opinions on their organizations. Using either a computer, tablet, or phone, participants completed the study via Qualtrics, which is an online platform that allows researchers to create and administer surveys. Participants were not able to skip items or go back. Participants were prompted by an informed consent that described the intention of the study - namely, to

understand employees' perspectives of their organization. Participants then completed the survey battery with the appropriate prompts. The survey was 118 items long, including two instructed response items and an honesty question. There were approximately 15 items per page. The measures detailed in the following section explain what variables were included in the survey battery.

Measures

The following measures, except for the demographics, were all self-report items which utilized a 7-point Likert scale with Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), and Strongly Agree (7) response options. Items were administered in the order described below, and scales were not intermingled.

ODID. To measure ODID, I used the 33 items written in phase 1 (see Table 2; α = .99). An example item is, "It feels like my organization can't make up its mind about what's important."

Role Stressors. I used two pairs of scales from two teams of authors to measure role conflict and role ambiguity, as well as a third measure of role overload. Rizzo et al.'s (1970) measures of role conflict and role ambiguity are highly cited and still published today in premier journals such as the *Journal of Applied Psychology* (e.g., Gross et al., 2021). I also included a newer measure by Bowling et al. (2017), which attempts to address some of the validity issues (King & King, 1990) of Rizzo et al. (1970).

Rizzo et al.'s Role Conflict. The first measure of role conflict was Rizzo et al.'s (1970) 8-item scale (α = .92), with "buck" changed to "break" in one of the items as suggested by King

and King (1990). An example item is, “I have to break a rule or policy in order to complete an assignment” (see Appendix B).

Bowling et al.’s Role Conflict. The second measure of role conflict was Bowling et al.’s (2017) 6-item scale (α = .89). An example item is, “I have to deal with competing demands at work” (see Appendix C).

Rizzo et al.’s Role Ambiguity. I measured role ambiguity using Rizzo et al.’s (1970) 6-item scale (α = .91). An example item is, “I know exactly what is expected of me” (see Appendix D).

Bowling et al.’s Role Ambiguity. The second measure of role ambiguity was Bowling et al.’s (2017) 6-item scale (α = .94). An example item is, “I am not sure what is expected of me at work” (see Appendix E).

Role Overload. To measure role overload, I used a three-item measure from Schaubroeck et al. (1989; α = .91). An example item is, “I have too much work to do everything well” (see Appendix F).

ICT Resources/Upgrades. To measure the perceived adequacy of ICT resources/upgrades I used a 4-item scale by Day et al. (2012; α = .95). An example item is, “I receive the technology upgrades that I need” (see Appendix G).

Openness to Experience. Ten positively worded items from Goldberg’s (1992) IPIP, selected to reflect Costa and McCrae’s (1992) NEO-PI-R Domains inventory, were used to assess openness to experience (α = .77). An example item is, “I believe in the importance of art” (see Appendix H).

Organizational Trust. To measure perceived trust in the organization, I used a 5-item scale by Mayer and Gavin (2005; $\alpha = .75$). One item was modified such that the phrase "in this company" was changed to "at work" to avoid ambiguity. An example item is, "If someone questioned my organization's motives, I would give my organization the benefit of the doubt" (see Appendix I).

Ability, Benevolence, and Integrity. To measure perceptions of the organization's ability, benevolence, and integrity, I used a series of modified scales by Mayer and Davis (1999). Each item was modified such that the phrase "top management" was replaced by "my organization." An example item of ability is, "My organization is known to be successful at the things it tries to do" (see Appendix J; $\alpha = .96$). An example benevolence item is, "My organization is very concerned about my welfare" (see Appendix K; $\alpha = .96$). An example integrity item is, "My organization has a strong sense of justice" (see Appendix L; $\alpha = .92$).

Demographics. Demographic data was also collected as part of the survey (see Appendix M).

Data Analysis

Prior to testing the study hypotheses, all data were cleaned and coded. To reduce the number of careless responses in the dataset (Meade & Craig, 2012), participants who did not mark the correct answer, "Strongly disagree," for either instructed response item or indicated that they answered dishonestly were removed from the analyses, resulting in the removal of 13 cases from the dataset. As recommended by Meade and Craig (2012), longstring and Mahalanobis distance (Mahalanobis d) were also considered to remove egregious examples of careless responding. To account for longstring, participant entries were removed from the dataset if they

input the same response for all items in a measure which contained reverse coded items, resulting the removal of 84 cases. Mahalanobis *d* was also tested at $p < .001$ for each measure in the dataset except for the ODID measure. Participants whose responses were statistically significant at $p < .001$ for two or more measures were removed from the dataset, resulting in the removal of 24 cases. One participant was also removed for indicating that he or she did not work full time. All other data ($N = 386$) was included in the focal analyses. Data was split randomly and proportionality into EFA and CFA subsamples using a random assignment function described below. All scales demonstrated acceptable internal consistency, defined as a Cronbach's alpha of greater than .7 (Cortina, 1993). The skewness and kurtosis for all Likert measures was assessed and determined to be within acceptable parameters (George & Mallery, 2021).

Results

To examine the goodness-of-fit of a unidimensional measure of ODID and test Hypothesis 1, I conducted a series of factor analyses beginning with an EFA. Because an EFA and CFA require separate samples (Hinkin, 1998), I created a reproducible, randomized, and proportional split of the data into two subsamples using a random seed. Hinkin (1998) recommends a minimum of 150 responses for an EFA and 200 for a CFA, and so subsamples were split into those proportions (i.e., 43% and 57%), with the EFA subsample ($n = 165$) comprising 43% of the total sample. As recommended by Zickar (2020), I used a parallel analysis to help determine the number of factors, which suggested that a single-factor solution was most suitable. I then conducted the EFA using principal axis factoring and oblimin rotation to test whether a single-factor solution was appropriate. Out of an abundance of caution, I also tested two- and three-factor solutions. Items were considered to load onto a factor if its factor loading was .4 or greater and did not cross-load onto another factor at .4 or above (Hinkin,

1998). All factor solutions indicated that the 33 ODID items loaded onto a single factor with no cross-loadings at .4 or above. Thus, a single-factor solution was found to be appropriate.

Factor Structure

I then conducted a CFA on a single-factor solution of the remaining subsample (n = 221). Traditionally, a latent factor with many indicators is unlikely to demonstrate acceptable goodness-of-fit. Accordingly, a 33-item factor of ODID demonstrated insufficient goodness-of-fit: $\chi^2[495] = 1915.33$, $p < .001$; RMSEA = .11; CFI = .89, TLI = .87; SRMR = .03. It is common in instances such as this to parcel variables, meaning averaging packets of items together using a guiding framework to reduce the number of indicators. However, parceling comes with its own issues. Parceling has the potential to obscure the effects of poor fitting items and raises the question of how to appropriately determine which items should be bundled together (Bandalos & Finney, 2001; Marsh et al., 2013). Instead of parceling, I returned to the *htc* content validity assessment to determine the subsequent CFA factor structure. My intention was to test the factor structure of a series of items that would average to an *htc* value of .85 or above using the items with the greatest *htc* ratings. Nine items had an *htc* average of .80 or more. Of those items, I removed two from future analyses. The first did not focus on the organization as the subject nor anthropomorphize the organization. The second contained counterfactual reasoning, which might be confusing to non-native English speakers. The remaining seven items were included in the CFA. The *htc* index of these seven items was .86, which was acceptable.

After calculating the *htc* index of these seven items, I determined independently that they made conceptual sense and aligned with the intended definition of a unidimensional measure of ODID. Each item that was retained tapped into each of the four important aspects of ODID: an

individual perception of a *systematic* problem within an *organization*. Furthermore, every item anthropomorphized the organization to some degree.

I then conducted the CFA. The fit of a model is often assessed through a chi-square value where a nonsignificant chi-square indicates a good fitting model. However, there are two problems with his approach: a) it attempts to support a null hypothesis and b) encourages low sample sizes to avoid the sensitivity of chi-square metrics to sample size (Kline, 2016). Therefore, alternative goodness-of-fit indexes have been devised to assess factor structure. Though objective cutoff values to determine goodness-of-fit do not exist, Hu and Bentler's (1999) estimations have conventionally been used to assess model fit: root mean square error of approximation (RMSEA) less than .06, comparative fit index (CFI) and Tucker-Lewis index (TLI) greater than .95, and standardized root mean squared residual (SRMR) less than .08. It is important to note that Hu and Bentler's (1999) rules-of-thumb are approximations and not strict criteria (Kline, 2016). Some researchers have argued that they are too strict and are misleading when utilized as strict cutoff values (Barrett, 2007; Hayduk et al., 2007; Marsh et al., 2004). Interpretation is therefore necessary. If a model fits most of these criteria but not all, or if values are close to the indexes, it can still be considered a good fitting model (Kline, 2016). In this instance, the CFA of the seven-item structure demonstrated clear goodness-of-fit: $\chi^2[14] = 33.55$, $p < .05$; RMSEA = .08; CFI = .99, TLI = .99; SRMR = .01 (see Figure 2). Even though the RMSEA was slightly above .06, all other values met Hu & Bentler's (1999) criteria. Using Cronbach's alpha, I found that these seven items were reliable ($\alpha = .97$). Thus, Hypothesis 1 was supported.

Phase 3: Convergent and Discriminant Validity

Method

Next, convergent and discriminant validity were tested using the entire cleaned data set (N = 386) from phase 2. Specifically, I analyzed participants' responses to the seven-item ODID measure, role conflict, role ambiguity, role overload, perceived ICT resources/upgrades, and openness to experience.

Results

To test Hypotheses 2 through 4, I utilized a series of bivariate correlations examining the relationship between the unidimensional measure of ODID and the variables chosen to determine convergent and discriminant validity. Table 3 shows the bivariate correlations between each of these variables, as well as the variables assessed in phase 4.

Convergent Validity

To test Hypothesis 2, I conducted three bivariate correlations between ODID and role conflict, role ambiguity, and role overload respectively (see Table 3). Results indicated that Rizzo et al.'s (1970) measures of role conflict (H2a; r = .78, p < .001) and role ambiguity (H2b; r = .60, p < .001), Bowling et al.'s (2017) measures of role conflict (H2a; r = .67, p < .001) and role ambiguity (H2b; r = .68, p < .001), and role overload (H2c; r = .49, p < .001) were all correlated with ODID. Because H2a, H2b, and H2c were all supported, Hypotheses 2 was supported.

Discriminant Validity

I then tested Hypotheses 3 and 4 using a series of bivariate correlations and Fisher's *z*-transformation. Initial correlations indicated that ODID had a non-significant relationship with openness to experience (r = -.05, p = .38), but a significant relationship with the perceived adequacy of ICT resources/upgrades (r = -.57, p < .001; see Table 3). Using Fisher's *z*-transformation, I then tested whether the convergent variable correlations were significantly stronger than each of the discriminant variable correlations by comparing the absolute value of each (see Table 4).

Hypothesis 3 predicted that ODID would have a stronger relationship with role conflict, role ambiguity, and role overload than with perceived ICT resources/upgrades. For both Rizzo et al.'s (1970; z = 5.51, p < .001) and Bowling et al.'s (2017; z = 2.26, p < .05) measures of role conflict, the relationship between role conflict and ODID was greater than the relationship between ODID and the perceived adequacy of ICT resources/upgrades; thus, H3a was supported. ODID's relationship with Bowling et al.'s (2017) measure of role ambiguity was stronger than ODID's relationship with ICT resources/upgrades (z = 2.51, p < .05), as expected. Contrary to H3b, however, this result did not extend to the second measure of role ambiguity. ODID's correlation with Rizzo et al.'s (1970) measure of role ambiguity was not significantly different than its correlation with ICT/resources (z = .63, p = .53). H3b was therefore only partially supported. Finally, the relationship between perceived adequacy of ICT resources/upgrades and ODID was not significantly different than the relationship between role overload and ODID (z = 1.54, p = .12), meaning that H3c was unsupported. In sum, these results indicated that Hypothesis 3 was only partially supported.

Hypothesis 4 predicted that role conflict, role ambiguity, and role overload would have a stronger relationship with ODID than openness to experience. Because openness to experience did not have a significant relationship with ODID, Rizzo et al.'s (1970) role conflict (H4a; z = 13.77, $p < .001$) and role ambiguity (H4b; z = 8.90, $p < .001$), Bowling et al.'s (2017) role conflict (H4a; z = 10.53, $p < .001$) and role ambiguity (H4b; z = 10.78, $p < .001$), and role overload (H4c; z = 6.73, $p < .001$) all had a statistically stronger relationship with ODID than did openness to experience. Thus, Hypothesis 4 was supported.

Phase 4: Criterion Validity

Method

Finally, criterion validity was tested, again using the entire cleaned data set (N = 386) from phases 2 and 3. Specifically, I tested the relationship between ODID, organizational trust, ability, benevolence, and integrity using a series of bivariate correlations and structural equation modeling (SEM).

Results

To test Hypotheses 5, which predicted that ODID is related to organizational trust, I conducted a bivariate correlation between ODID and organizational trust. Results indicated that ODID and organizational trust were significantly and negatively related (r = -.61, $p < .001$; see Table 3). Thus, Hypothesis 5 was supported.

Next, I tested Hypothesis 6, which proposed that ODID would be negatively related to perceptions of organizational ability, benevolence, and integrity. Results of those correlations indicated that ODID was significantly related to ability (H6a), r = -.74, $p < .001$, benevolence

(H6b), r = -.65, p < .001, and integrity (H6c), r = -.77, p < .001 (see Table 3). Thus, because H6a, H6b, and H6c were supported, Hypothesis 6 was supported.

Hypothesis 7 predicted that the relationship between ODID and organizational trust would be mediated by ability, benevolence, and integrity. To test this hypothesis, I used SEM to test the goodness-of-fit of a model specifying the aforementioned relationship. To determine the goodness-of-fit of this relationship I again referred to Hu and Bentler's (1999) goodness-of-fit indexes described in phase 2. The mediational model demonstrated acceptable goodness-of-fit, χ^2[371] = 1275.15, p < .001; RMSEA = .08; CFI = .93, TLI = .93; SRMR = .11 (see Figure 3). The indirect effects of ODID on organizational trust through ability (mediation effect = -.10, p < .001), benevolence (mediation effect = -.17, p < .001), and integrity (mediation effect = -.23, p < .001) were negative and significant.

To determine whether a partially mediated model was appropriate, I conducted a likelihood ratio test (LRT) to assess whether a model where the path from ODID to organizational trust was freely estimated fit better than the fully mediated model. The LRT indicated that the models were not significantly different (p = .28). Thus, the fully mediated model was retained.

Though the results of the goodness-of-fit analyses do not meet the criteria described by Hu and Bentler (1999), there are three reasons that suggest that the model demonstrates acceptable fit: a) Hu and Bentler (1999) indicate that their indexes are not meant to be used as strict cutoffs but rather rules-of-thumb, b) Marsh et al. (2004) suggest that these indexes may be overly conservative when used as strict cutoffs, and c) the high number of constrained parameters and degrees of freedom make this model particularly difficult to fit well under any circumstance. These indexes are not significance tests, and interpretation must be utilized when

examining the results of such models (Barrett, 2007; Hayduk et al., 2007; Kline, 2016; Marsh et al., 2004). Using theses indexes more appropriately as rules-of-thumb rather than significance tests, the results suggest an appropriate pattern of good fit in a difficult-to-fit model with many degrees of freedom and constrained parameters. Based on this interpretation, I would suggest that this model possesses sufficient goodness-of-fit. Therefore, Hypothesis 7 was supported.

Discussion

In an ever-changing environment, organizations strive to ascertain the best path forward. However, solutions are not crafted immediately or in a vacuum, and organizational decision-makers will often have varying opinions, perspectives, and interests in the chosen path ahead. These variations can result in a situation in which the organization fails to communicate a unified message to its employees, who feel - perhaps correctly - that the organization is a divided entity in terms of its "logics, identities, values, incentives, and/or goals" (Mayer & Williams, 2021, p. 258). Mayer and Williams (2021) described and labeled this phenomenon as ODID to denote a uniform term from which to begin understanding its effects on organizations. The current study represents the continuation of that purpose by establishing the first unidimensional measure of ODID[1]. Using this measure, researchers and organizations can identify employee perceptions of ODID. This measure was created by writing many items using best practice techniques (Haladyna & Rodriguez, 2013; Zickar, 2020) and gathering data from SMEs and a sample of workers to establish content, construct, and criterion validity of the measure.

Results showed sufficient evidence to suggest that the unidimensional measure of ODID demonstrates reliability and validity. The final measure is seven-items and possesses acceptable

[1] The proposal upon which this study is based is provided in Appendix N.

content validity as exemplified by an *htc* value of .86. A reliability analysis using Cronbach's alpha showed a high level of internal consistency at $\alpha = .97$. A series of EFAs using principal axis factoring and oblimin rotation indicated that a one factor solution was most appropriate, which was reinforced by a CFA examining the seven retained items and demonstrating good model fit using Hu and Bentler's (1999) indexes as referents. A series of bivariate correlations to establish convergent and discriminant validity showed that the measure correlated in the expected direction with all convergent variables, two of which were assessed using multiple measures. Using Fisher's *z*-transformation, the evidence of discriminant validity was mixed. As expected, ODID correlated less with openness to experience than with the theoretically related convergent variables. Similarly, ODID had a weaker relationship with the perceived adequacy of ICT resources/upgrades than with both measures of role conflict and one of the two role ambiguity measures. Unexpectedly, the relationship between ODID and the perceived adequacy of ICT resources/upgrades was not significantly weaker than the relationship between ODID and one of the two role ambiguity measures, and it was not weaker than the relationship between ODID and role overload. Finally, early evidence of criterion validity was found for the measure. There was a relationship between ODID and organizational trust mediated by perceived organizational ability, benevolence, and integrity. Results of an LRT indicated that this relationship was fully mediated. Contributions of this work to both theory and application are discussed below, as well as the study's limitations and possible future directions.

Theoretical Contributions

This study's findings contribute to the emerging literature on ODID and its role in the theory of organizational trust and organizational identity. Findings support the notion that individuals perceive their organizations as having some amount (either a lot, a moderate amount,

or very little) of ODID. While the average ODID rating within this study sample fell below the scale's midpoint, the standard deviation indicated notable variability across workers (M = 3.00, SD = 1.17).

In conjunction with Noble and colleagues (2022), there now is burgeoning empirical evidence of the existence of Mayer and William's (2021) ODID construct. Whereas Noble et al. (2022) created a multidimensional measure of ODID, this is the first study to develop a unidimensional measure of ODID. This measure is necessary to capture a generalized perception of ODID which taps into all possible categories of vectors and incorporates the anthropomorphism inherent to unidimensional ODID. This measure frames ODID as an underlying, systemic issue unrelated to any specific vector and the organization as an anthropomorphized social agent. The measure created in this study will allow researchers to further map ODID's relationship with other variables in its nomological network, such as its relationship with organizational trust. Additionally, researchers will now be able to explore the mediating and moderating effects of ODID on existing theoretically meaningful relationships.

These findings extend scholarship on organizational identity by lending support for the theory of organizational anthropomorphism (Ashforth et al., 2020). Notably, each of the final seven items anthropomorphize the organization in some manner. This extends Ashforth et al.'s (2020) theory by illustrating a novel way in which employees might anthropomorphize - by identifying how conflicting logics, identities, values, incentives, and/or goals may lead to employees using both "what" and "who" characteristics to perceive that phenomenon. Ashforth et al. (2020) describe "what" characteristics as enduring, structural characteristics (e.g., nontraditional) and "who" characteristics as those which are sentimental or action-oriented (e.g., stingy). Not all items in the final measure equally anthropomorphized the organization, but each

included some element of anthropomorphism. For example, a highly anthropomorphic item was, “It feels like my organization can’t make up its mind about what’s important,” whereas a less anthropomorphic item was, “Dealing with my organization is like dealing with very different people.” The former item characterizes the organization as a social agent with its own mind and with a uniquely human concern (i.e., making up its mind), whereas the latter item suggests that dealing with the organization is “like” dealing with people. The findings suggest, in-line with Ashforth et al. (2020), that organizational identity consists of a combination of “what” and “who” characteristics, but not exclusively either.

This study’s findings also suggest that ODID might be a useful variable toward understanding what organizations do (or do not do) to influence organizational trust. The relationship between organizational ability, benevolence, integrity, and trust has been established by previous research on organizational trust (Mayer et al., 1995; Schoorman et al., 2007). Within this theory of trust, perceived ability, benevolence, and integrity are considered to be the factors that affect trustworthiness. The current findings suggest that ODID could influence these drivers of organizational trustworthiness.

Practical Contributions

A measure of unidimensional ODID could have a variety of practical uses for organizations and researchers. For instance, organizations can begin to put a label on what might have previously been categorized broadly as “communication issues.” Organizations can identify and measure the degree to which their employees perceive ODID as present within the organization, through either continuous (e.g., a pulse check) or reactionary (e.g., as an attempt at diagnosing the root of an issue) means. The advantage of developing a psychometrically sound

measure of ODID with only seven items is that collecting such information should be relatively practical for organizations.

Furthermore, because the results support criterion validity, organizations can also use this scale to measure one possible precursor to distrust in the organization. Low trust can have a variety of negative effects on an organization, including reduced performance and OCBs (De Jong et al., 2016; Mayer & Davis, 1999; Mayer & Gavin, 2005). Therefore, it is important that organizations consider both the outcomes and antecedents of low trust. The measure established in this study allows ODID to be explored as a root cause of low trust. Particularly in the rapidly changing expectations of modern business environments (Huber, 2011), organizations can use the unidimensional measure of ODID to rule out or to identify ODID as a cause of distrust in the organization. Because the current study also identifies perceived ability, benevolence, and integrity as mediators in the relationship between ODID and organizational trust, if organizations do find that ODID is creating distrust in the organization, they have multiple "levers" to pull to address the issue. In the long-term, they can tackle a root of the issue by solving the problem or perception of ODID, while in the short-term they may be able to enhance perceptions of ability, benevolence, and integrity.

This study also offers a contribution that can be useful to basic and applied researchers interested in scale development. Specifically, it demonstrates the utility of a relatively new methodology - Colquitt et al.'s (2019) *htc* index. Here, the *htc* index provided some early indication that the entire 33-item scale contained many items that were ultimately not necessary to develop a content valid scale of unidimensional ODID; not all items written were considered equally valid measurements of ODID. However, the true utility of the *htc* index is that Colquitt et al. (2019) provide a suitable referent from which to establish "acceptable" or "unacceptable"

validity via standardized benchmarking. In the current study, the *htc* index provided a method of selecting expertly rated, statistically defensible items that possessed sufficient content validity while also avoiding the controversial problems with parceling (Bandalos & Finney, 2001; Marsh et al., 2013).

Limitations and Directions for Future Research

Although the findings of this study support the validity of this instrument, there are three limitations to consider. First, the current study used a crowdsourced sample, rather than a sample sourced directly from an organization. Some journal editors and reviewers are skeptical about the use of crowdsourced data, claiming it threatens the validity, particularly external validity, of research findings (Landers & Behrend, 2015). However, sampling from organizations presents its own unique issues when trying to establish external validity. For example, range restriction is a common concern when drawing representative samples from organizations, as the workers typically represent only a singular organizational culture or industry (Landers & Behrend, 2015). Furthermore, in the current study, drawing a sample from only one organization may have been problematic. Because the employees reporting ODID would share a common referent organization, such a sample would have created the possibility for nested effects that may have threatened the validity of the findings if unaccounted for. In some ways, the use of crowdsourced data in the current study enhanced external generalizability by sampling workers across a variety of industries.

The second limitation pertains to phase 4 of this study, in which criterion validity was established. The design was correlational rather than experimental. While using a non-experimental design prevents causal inferences, there are several reasons why a correlational design is appropriate for the current research. When trying to establish baseline relationships of

untested variables, like a unidimensional ODID construct and its associated variables, it is prudent to use efficient research designs (e.g., a cross-sectional correlational design) rather than use resources attempting to conduct more intensive research designs (Spector, 2021). In particular, the use of a cross-sectional design for phase 4 allowed for the efficient use of responses gathered for phase 2 and 3. Furthermore, it is possible to use cross-sectional designs to support the prospect of causal relationships, even if those relationships cannot be definitively established (Spector, 2019). While the present study cannot conclusively establish that the relationship between ODID and organizational trust is causal and mediated by ability, benevolence, and integrity, previous theory and research suggest that ability, benevolence, and integrity do causally predict trust (Mayer et al., 1995; Schoorman et al., 2007). The current findings indicate that ODID could be an antecedent to ability, benevolence, and integrity within that framework. Furthermore, an LRT demonstrated support for full mediation over partial mediation, pointing to the explanatory strength of ability, benevolence, and integrity when considering the relationship between ODID and trust. Future research should continue to establish the reliability of these findings and use true experimental designs- both cross-sectional and longitudinal- to verify the causality of these relationships.

Finally, ODID was more highly correlated with the perceived adequacy of ICT resources/upgrades than anticipated. The only hypothesis that was not fully supported in the current study was Hypothesis 3, which predicted that ODID would demonstrate a weaker relationship with perceived ICT resources/upgrades than with role conflict, role ambiguity, and role overload. ODID's relationship with perceived ICT resources/upgrades was indeed weaker than its relationship with both measures of role conflict and Bowling et al.'s (2017) measure of role ambiguity. Unexpectedly, however, ODID's relationship with perceived ICT

resources/upgrades was not significantly weaker than its relationship with role overload and Rizzo et al.'s (1970) measure of role ambiguity. There are several possible reasons for the stronger-than-expected negative correlation between ODID and the perceived adequacy of ICT resources/upgrades. This relationship could have emerged because ODID somehow impedes an organization's capacity to deliver sufficiently up-to-date software and hardware to its employees. Perhaps the conflict that an employee perceives as ODID results in mismanagement or a failure to agree on a course of action that delivers these resources to employees in a timely manner. Alternatively, there could be a third variable - such as incompetent management who neither streamlines expectations nor provides appropriate resources - that causes both ODID and a lack of ICT resource/upgrades to co-occur. Or perhaps another confounding variable such as cynicism is at play, which causes employees to rate many aspects of the organization negatively, including both ODID and the perceived adequacy of ICT resources/upgrades. Regardless of which explanation is accurate, this finding suggests that future studies should continue examining the relationships between ODID and other constructs to further assess its nomological network.

The establishment of a reliable, valid, and unidimensional measure of ODID makes possible a number of future research directions. First, ODID can contribute to the literature on trust by shedding light on an aspect of organizational dynamics that facilitates or inhibits trust relationships. Mayer and Williams (2021) point out that when organizations go through change and development - particularly mergers and acquisitions - members of the newly formed organization may find themselves siloed into distinct cultures defined by the previous group or organization they were a part of. These legacy cultures can result in conflicting leadership vectors which create perceptions of ODID. Future research should capture the degree to which

employees perceive ODID in these situations, whether negative work outcomes result, and whether solving issues of ODID can improve individual and organizational effectiveness.

Future research should also explore the nature of ODID itself. Two measures of ODID now exist: a unidimensional measure of ODID and an ODID scale with two dimensions (Noble et al., 2022). Yet, there are still unexplored areas regarding the assessment of ODID. Noble et al. (2022) measured two facets of ODID: *demands* and *values*. However, Mayer and Williams (2021) suggest that at least five facets exist: *logics*, *identities*, *incentives*, *values*, and *goals*. It is currently unclear how *demands* fit into Mayer and Williams' (2022) proposed facets. It is possible that *demands* represent an entirely new facet of ODID, is one of the five facets (e.g., *goals*) relabeled, or is a composite of two or more facets (e.g., perhaps *demands* capture both *goals* and *logics*). To begin answering these and other questions, future research could aim to create a measure for each of the facets proposed by Mayer and Williams (2022), as well as for possibly yet undiscovered facets. Using the unidimensional measure of ODID as a common referent, developing these measures will allow researchers to explore the validity of each facet. Are they conceptually distinct or does overlap exist? Are ODID's facets limited to those proposed by Mayer and Williams (2022), or do more exist? Future research should examine such questions.

Additionally, little is understood about the antecedents and outcomes of ODID. While the current study explores the foundational relationship between ODID and organizational trust, other important work outcomes could be examined, such as job stress, job satisfaction, burnout, organizational commitment, turnover intentions, and performance. Furthermore, the antecedents of ODID are still yet unknown. As discussed earlier, organizational change might be one reason for ODID to occur. While organizational change is necessary (Burke, 2018), if such change does

give rise to ODID, there may be ways to mitigate either its negative effects or ODID itself during or after such change. For example, executives of a recently merged organization might facilitate communication and a shared vision between leaders through team building exercises, or by crafting a new, shared culture that exists superordinate to the legacy cultures. Other factors may lead to ODID as well. Perhaps organizations that compete in particularly turbulent or otherwise dynamic industries may also communicate conflicting expectations, resulting in ODID.

A final question regarding the nature of ODID is whether it is more a function of the person, the environment, or both. Possible person factors that could lead to a susceptibility to perceive ODID include personality or dispositional variables such as neuroticism and locus of control. The effects of national and organizational culture on ODID could also be examined; for example, researchers could test the effect of high uncertainty avoidance on perceptions of ODID (Hofstede, 2011). In addition, future research could explore mean differences in ODID perceptions between individuals at different levels, such as managerial versus nonmanagerial, or with different occupational requirements, such as remote versus on-site workers. Testing for measurement invariance between groups such as these is one way to determine whether the unidimensional scale established in this study functions similarly across groups. Future research should explore the effect of these and other variables on the occurrence of ODID.

Conclusion

In conclusion, this study indicates that ODID can be reliably and validly measured as a unidimensional construct. The assessment of this relatively new construct in research and practice will continue to help answer questions on both organizational identity and organizational trust. While there is still a great deal of research left to be conducted on ODID, this measure can serve as a foundational tool from which to begin examining questions about ODID and its role in

extant theory. Hopefully, future research will continue to explore and uncover the nuances of this complex and interesting phenomenon.

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Table 1

Noble et al. (2022) ODID Items

Please rate the extent to which you agree or disagree with the following statements about your organization.
ODID Demands
1. Parts of my organization fail to consider what is being asked of me by other parts.
2. Parts of my organization ignore the demands on me from other parts.
3. Parts of my organization are unaware of the demands on me from other parts.
4. It is hard to reconcile all of the work expectations coming from different parts of my organization.
ODID Values
1. It often seems like my organization has conflicting values.
2. It often seems like my organization has conflicting beliefs.

Note: This table contains the items for the measures developed by Noble et al. (2022).

Table 2

Organizational Dissociative Identity Disorder Item Properties

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of your current organization.

Items	M(*SD*)	*htc* Index	Factor Loading
1. It feels like my organization has multiple personality disorder.	2.74(*1.73*)	.68	.90
2. It feels like my organization can't make up its mind about what's important.	**3.02(*1.87*)**	**.89**	**.88**
3. It often seems like my organization is in conflict internally.	**3.05(*1.84*)**	**.91**	**.90**
4. If my organization had a personality, it would be a split personality.	2.72(*1.78*)	.66	.93
5. I would describe my organization as inconsistent.	3.10(*1.91*)	.61	.92
6. Dealing with my organization is like dealing with someone with multiple personalities.	2.68(*1.77*)	.75	.93
7. I feel like my organization speaks out of both sides of its mouth to its employees.	3.03(*1.88*)	.66	.92
8. My organization often tells me two incompatible thoughts.	**2.93(*1.81*)**	**.80**	**.93**
9. My organization is made up of mutually exclusive ideas.	3.02(*1.65*)	.73	.61
10. If my organization were a person, it would be a constant mess.	2.93(*1.97*)	.34	.94
11. My organization fails to unify its thinking.	**2.96(*1.89*)**	**.84**	**.94**
12. My organization suffers from a lot of inner turmoil.	2.93(*1.87*)	.64	.90
13. I would describe my organization as fractured.	2.77(*1.83*)	.68	.91
14. In my opinion, my organization acts like it has multiple minds.	2.78(*1.82*)	.77	.94
15. The thought processes of my organization are often in conflict.	**2.92(*1.84*)**	**.82**	**.94**
16. My organization does not have a singular mindset.	3.16(*1.93*)	.75	.92
17. I would consider my organization to be one of "multiple minds."	3.02(*1.85*)	.66	.91
18. It would be false to say my organization is united in its thinking.	3.11(*1.87*)	.80	.88
19. When I talk to my organization, I never know what I'm going to get.	2.91(*1.82*)	.61	.94
20. The personality of my organization changes often.	2.81(*1.75*)	.64	.91
21. What my organization thinks at any given time is anyone's guess.	2.83(*1.81*)	.65	.94
22. I never know how my organization will react to something I do.	2.66(*1.64*)	.70	.88

23. Different leaders in my organization ask different things of their employees.	3.78(*1.96*)	.82	.73
24. When I think about my organization, I think about the chaos.	2.70(*1.80*)	.41	.91
25. I would say my organization lacks unity of purpose.	**2.90(*1.79*)**	**.91**	**.95**
26. The thinking of my organization is all over the place.	2.94(*1.82*)	.73	.94
27. If my organization could think, its mind would be constantly reeling.	3.79(*1.94*)	.41	.79
28. The opinion of my organization depends on who you ask.	2.97(*1.74*)	.70	.92
29. I never know how my organization is going to respond to something.	2.75(*1.84*)	.64	.94
30. I would describe my organization as chaotic.	2.71(*1.73*)	.50	.90
31. I don't get the sense that my organization could be consistent even if it wanted to.	2.94(*1.86*)	.77	.94
32. Dealing with my organization is like dealing with very different people.	**3.22(*1.91*)**	**.80**	**.83**
33. It would be wrong to say my organization has just one personality.	2.71(*1.80*)	.75	.90

Note: Factor loadings are based on a one-factor EFA solution. None of the items cross-loaded onto a different factor at .4 or greater, nor did any fall the .4 threshold on the first factor on two-factor or three-factor solutions. Bolded items were retained in the final seven-item ODID measure.

Table 3
Correlations, Means, and Standard Deviations of ODID Measure Development

Measure	M (*SD*)	1	2	3	4	5
1. ODID	3.00 (*1.71*)	.97				
2. Role Conflict (Rizzo et al.)	3.21 (*1.42)*	.78***	.92			
3. Role Conflict (Bowling et al.)	3.43 (*1.47*)	.67***	.78***	.90		
4. Role Ambiguity (Rizzo et al.)	5.43 (*1.16*)	.60***	.61***	.56***	.90	
5. Role Ambiguity (Bowling et al.)	2.80 (*1.41*)	.68***	.67***	.61***	.85***	.93
6. Role Overload	3.29 (*1.57*)	.49***	.62***	.63***	.47***	.48***
7. ICT Resources/Upgrades	4.71 (*1.59*)	-.57***	-.56***	-.44***	-.46***	-.42***
8. Openness to Experience	5.22 (*.85*)	-.05	-.05	-.09	-.20***	-.14**
9. Ability	5.41 (*1.32*)	-74***	-.66***	-.55***	-.67***	-.65***
10. Benevolence	4.45 (*1.64*)	-.65***	-.63***	-.52***	-.51***	-.50***
11. Integrity	4.76 (*1.37*)	-.77***	-.71***	-.59***	-.61***	-.60***
12. Organizational Trust	4.00 (*1.19*)	-.61***	-.61***	-.51***	-.47***	-.50***

Note: (N = 386), ***p < .001, **p < .01, *p < .05. Cronbach's alphas are shown on the diagonal. ODID represents the final seven-item measure. This table continues onto the next page.

Table 3 Continued
Correlations, Means, and Standard Deviations of ODID Measure Development

6	7	8	9	10	11	12
.90						
-.39***	.95					
-.02	.11*	.79				
-.50***	.65***	.16***	.96			
-.47***	.57***	.16**	.68***	.96		
-.51***	.65***	.10*	.78***	.84***	.92	
-.45***	.51***	.05	.65***	.75***	.76***	.76

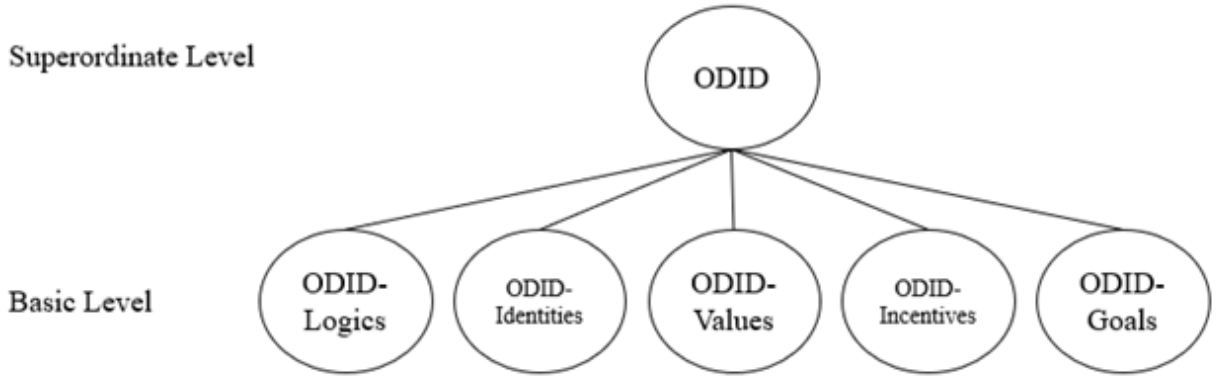
Table 4

Fisher's *z*-Transformation for Comparing Correlations of Variables with ODID

Discriminant Variable	Convergent Variable	*z*	*p*
ICT Resources/Upgrades			
	Role Conflict (Rizzo)	5.51	< .001
	Role Conflict (Bowling)	2.26	< .05
	Role Ambiguity (Rizzo)	.63	.53
	Role Ambiguity (Bowling)	2.51	< .05
	Role Overload	1.54	.12
Openness to Experience			
	Role Conflict (Rizzo)	13.77	< .001
	Role Conflict (Bowling)	10.53	< .001
	Role Ambiguity (Rizzo)	8.90	< .001
	Role Ambiguity (Bowling)	10.78	< .001
	Role Overload	6.73	< .001

Note: This table denotes whether each of the correlations of the discriminant and convergent variable with ODID is significantly different from one another.

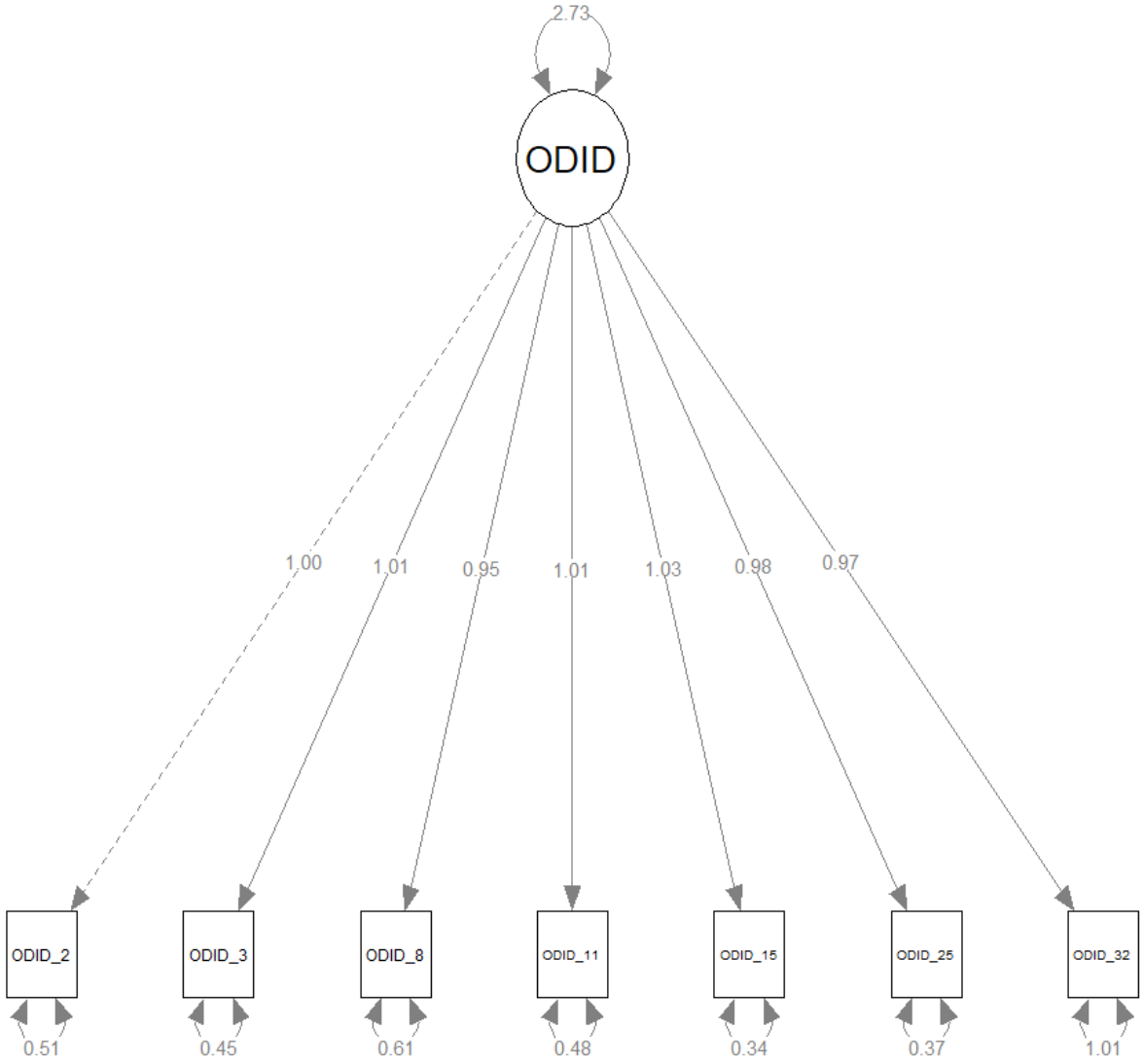
Figure 1
Cognitive Categorization Theory Applied to ODID



Note: This figure demonstrates a hierarchy of different ODID concepts as explained by Lord et al.'s (1984) cognitive categorization theory.

Figure 2

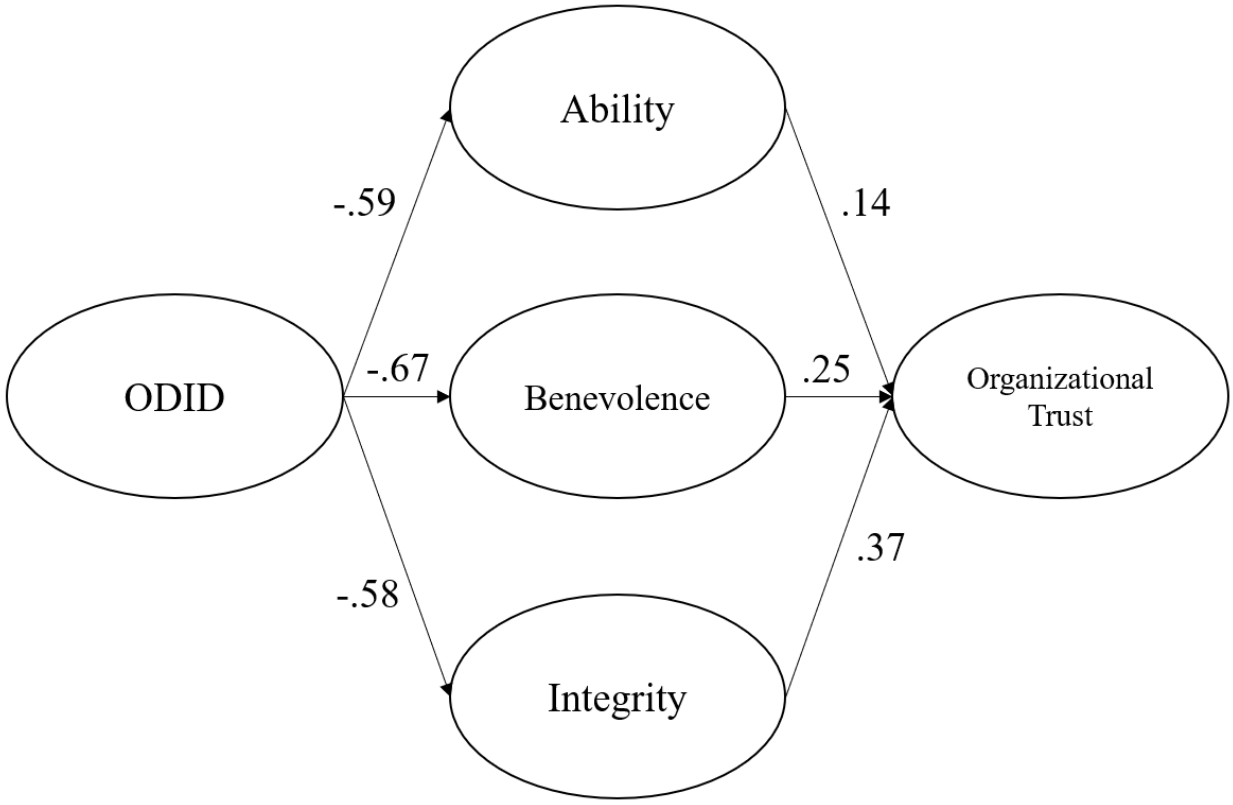
Confirmatory Factor Analysis of 7-Item ODID Measure



Note: This figure shows the results of a confirmatory factor analysis of the seven-item ODID measure.

Figure 3

ODID as an Antecedent to Factors that Affect Trustworthiness in Mayer et al. (1995)



Note: $\chi^2[371] = 1275.15$, $p < .001$; RMSEA = .08; CFI = .93, TLI = .93; SRMR = .11. The figure shows the relationships between ODID, perceived organizational ability, perceived organizational benevolence, perceived organizational integrity, and organizational trust as analyzed via structural equation modeling. All paths are significant at $p < .05$.

APPENDICES

Appendix A

SME Instructions

Please read the instructions very carefully. The questions are unique to survey measurement development and require detailed attention.

Research projects in the management field often use survey items to measure work-related concepts, such as work motivation, job satisfaction, and employee stress. When writing survey items, management researchers must take great care to ensure that the items do a good job of measuring the concepts of interest (e.g., that an item meant to measure work motivation really seems to capture that concept well). The goal of this study is to assess survey items used in the management literature.

Your job in this survey is to assess the degree to which each item listed measures a given construct.

On the next few pages, you will see a **bolded construct definition**, followed by several survey items. For each survey item, you will rate how well it measures the **bolded construct definition**. Again, simply rate the degree to which each survey item measures the **bolded** statement on the page.

Not all of the items will match the **bolded** statement. Therefore, please pay close attention to each individual item as you decide whether it matches the **bolded** statement.

--- Page Break ---

1	2	3	4	5	6	7
Item does an EXTREMELY BAD job of measuring the **bolded** concept provided below	Item does a VERY BAD job of measuring the **bolded** concept provided below	Item does a SOMEWHAT BAD job of measuring the **bolded** concept provided below	Item does a NEITHER GOOD NOR BAD job of measuring the **bolded** concept provided below	Item does a SOMEWHAT GOOD job of measuring the **bolded** concept provided below	Item does a VERY GOOD job of measuring the **bolded** concept provided below	Item does an EXTREMELY GOOD job of measuring the **bolded** concept provided below

Here are a few examples of how to perform this task. Let's say the **bolded** statement is: ***Role Conflict: When a person experiences incompatible demands in their job or position.***

An item that does a ***good*** job measuring this statement might be "I'm often asked to do conflicting tasks," because it speaks to incompatibility of the demands placed upon a person. This would be a 7, because it aligns with the construct extremely well.

In contrast, an item that does a ***bad*** job measuring the bolded concept might be "My job is hard to do," because it is not explicitly related to the degree of incompatibility of the demands placed upon a person. This would be a 1, or an *extremely bad* item.

--- Page Break ---

1	2	3	4	5	6	7
Item does an EXTREMELY BAD job of measuring **ODID**	Item does a VERY BAD job of measuring **ODID**	Item does a SOMEWHAT BAD job of measuring **ODID**	Item does a NEITHER GOOD NOR BAD job of measuring **ODID**	Item does a SOMEWHAT GOOD job of measuring **ODID**	Item does a VERY GOOD job of measuring **ODID**	Item does an EXTREMELY GOOD job of measuring **ODID**

For the following scale, we are concerned with the statement: ***Organizational Dissociative Identity Disorder: The strength of an organization member's perception that her/his employing organization, groups within that organization and/or individuals who represent the organization (e.g., leaders, founders) hold independent or conflicting logics, identities, values, incentives, and/or goals.*** Specifically, we are concerned with how much employees feel like different managers, groups, or individuals within their organization have different expectations or beliefs about what should be done and how. An example of ODID might be upper management telling everyone in the company that they should come into the office to work, while department managers tell their subordinates that it is okay to work from home.

Using the scale above, please rate the following items on how well each matches the concept, ***Organizational Dissociative Identity Disorder: The strength of an organization member's perception that her/his employing organization, groups within that organization and/or individuals who represent the organization (e.g., leaders, founders) hold independent or conflicting logics, identities, values, incentives, and/or goals.***

--- Page Break ---

Appendix B

Role Conflict (Rizzo et al., 1970)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of yourself in regards to **your role in your current organization.**

1. I have to do things that should be done differently.
2. I receive an assignment without the manpower to complete it.
3. I have to break[2] a rule or policy in order to carry out an assignment.
4. I work with two or more groups who operate quite differently.
5. I receive incompatible requests from two or more people.
6. I do things that are apt to be accepted by one person and not accepted by others.
7. I receive an assignment without adequate resources and materials to execute it.
8. I work on unnecessary things.

[2]The word “buck” was changed to “break” as suggested by King & King (1990).

Appendix C

Role Conflict (Bowling et al., 2017)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of yourself in regards to **your role in your current organization.**

1. In my job, I often feel like different people are "pulling me in different directions."
2. I have to deal with competing demands at work.
3. My superiors often tell me to do two different things that can't both be done.
4. The tasks I am assigned at work rarely come into conflict with each other. (R)
5. The things I am told to do at work do not conflict with each other. (R)
6. In my job, I'm seldom placed in a situation where one job duty conflicts with other job duties. (R)

Appendix D

Role Ambiguity (Rizzo et al., 1970)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of yourself in regards to your **role in your current organization.**

1. I feel certain about how much authority I have.
2. I have clear, planned goals and objectives for my job.
3. I know that I have divided my time properly.
4. I know what my responsibilities are.
5. I know exactly what is expected of me.
6. Explanation is clear of what has to be done.

Appendix E

Role Ambiguity (Bowling et al., 2017)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of yourself in regards to **your role in your current organization.**

1. I am not sure what is expected of me at work.
2. The requirements of my job aren't always clear.
3. I often don't know what is expected of me at work.
4. I know everything that I am expected to do at work with certainty. (R)
5. My job duties are clearly defined. (R)
6. I know what I am required to do for every aspect of my job. (R)

Appendix F

Role Overload (Schaubroeck, 1987)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of yourself in regards to **your role in your current organization.**

1. I have too much work to do everything well.
2. The amount of work I am asked to do is fair. (R)
3. I never seem to have enough time to get everything done.

Appendix G

ICT Resources/Upgrades (Day et al., 2012)

Please rate the extent to which **your organization supports you in your use of technology.**

1. My organization implements appropriate software as it becomes available.
2. My organization uses the latest technology.
3. I receive the technology upgrades that I need.
4. New information technology systems in my organization are implemented on a timely basis.

Appendix H

Openness to Experience Scale (Goldberg, 1992)

On a scale of Strongly Disagree (1) to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of yourself:

I…

1. Believe in the importance of art.
2. Have a vivid imagination.
3. Tend to vote for liberal political candidates.
4. Carry the conversation to a higher level.
5. Enjoy hearing new ideas.
6. Enjoy thinking about things.
7. Can say things beautifully.
8. Enjoy wild flights of fantasy.
9. Get excited by new ideas.
10. Have a rich vocabulary.

Appendix I

Organizational Trust (Mayer & Gavin, 2005)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of **your current organization.**

1. If I had my way, I wouldn't let my organization have any influence over issues that are important to me. (R)
2. I would be willing to let my organization have complete control over my future at work.
3. I really wish I had a good way to keep an eye on what my organization does. (R)
4. I would be comfortable giving my organization a task or problem which was critical to me, even if I could not monitor its actions.
5. If someone questioned my organization's motives, I would give my organization the benefit of the doubt.

Appendix J

Ability (Mayer & Davis, 1999)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of **your current organization.**

1. My organization is very capable of performing its job.
2. My organization is known to be successful at the things it tries to do.
3. My organization has much knowledge about the work that needs done.
4. I feel very confident about my organization's skills.
5. My organization has specialized capabilities that can increase our performance.
6. My organization is well qualified.

Appendix K

Benevolence (Mayer & Davis, 1999)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of **your current organization.**

1. My organization is very concerned about my welfare.
2. My needs and desires are very important to my organization.
3. My organization would not knowingly do anything to hurt me.
4. My organization really looks out for what is important to me.
5. My organization will go out of its way to help me.

Appendix L

Integrity (Mayer & Davis, 1999)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of **your current organization.**

1. My organization has a strong sense of justice.
2. I never have to wonder whether my organization will stick to its word.
3. My organization tries hard to be fair in dealings with others.
4. My organization's actions and behaviors are not very consistent. (R)
5. I like my organization's values.
6. Sound principles seem to guide my organization's behavior.

Appendix M

Demographic Measures

Please indicate which gender you most identify with

- Female
- Male
- Non-binary
- Prefer not to say

Please select your age from the following menu _____

- <18 to 99+

Please indicate which race/ethnicity you most identify with

- Asian
- Black, African, or African American
- Hispanic, Latino, or Spanish
- Middle Eastern or North African
- Native American or Alaskan Native
- Native Hawaiian or other Pacific Islander
- White
- Other not listed here
- Prefer not to say

Please indicate how many hours per week you work

- Not currently employed (0 hours per week)
- Part-time (1 hour to 30 hours per week)
- Full-time (31 hours per week or greater)

Please indicate which industry category most closely matches the one you work in

- Agriculture, Fishing, Forestry
- B2B, Sales
- Communication
- Construction, Manufacturing, Textiles
- Computers, Software, Hardware, Data Processing
- Education
- Entertainment, Arts, Recreation
- Energy, Utilities
- Government, Law
- Finance, Banking, Credit, Tax, Stock
- Healthcare
- Housing
- Museum, Preservation

- Trade
- Travel or Transportation
- Retail or Grocery
- Service
- None of these resemble my current industry
- I am not currently employed

I would characterize my current work as

- Knowledge work (my main skill is knowledge or “thinking for a living”)
    - Yes
    - No

I would characterize my current work as

- Manual work (my main skill is labor or “being physical for a living”)
    - Yes
    - No

I would characterize my current job role as

- White collar (I perform desk, professional, or administrative work)
    - Yes
    - No

I would characterize my current job role as

- Blue collar (I perform manual labor, either skilled or unskilled)
    - Yes
    - No

The size of my current organization is approximately

- 1 to 100 employees
- 100 to 999 employees
- 1000 to 10000 employees
- Greater than 10000 employees
- I don’t know

These days I typically work

- Work in-person or in-office
- virtually, from home (WFH), remote, or telework
- A mix of virtually and in-person

Appendix N

Dissertation Proposal

The Development of a Unidimensional Measure of Organizational Dissociative Identity Disorder

By
Sean Michael Noble

A dissertation proposal submitted to the Graduate Faculty of
North Carolina State University
in partial fulfillment of the
requirements for the degree of
Doctor of Philosophy

Psychology

Raleigh, North Carolina
2022

APPROVED BY:

_____	_____
Dr. Lori L. Foster Committee Co-Chair	Dr. Roger C. Mayer Committee Co-Chair
_____	_____
Dr. Adam W. Meade	Dr. Patrick Flynn

Introduction

In a turbulent business environment, characterized by global shocks such as disruptive technology, health crises, and war, the way forward for organizations can often be unclear. Organizational leaders must find the best path to respond to these complex issues, and employees must rapidly adjust to the new expectations they face (Huber, 2011). Though not always a direct result, this turbulent environment has given rise to situations in which the expectations that leaders communicate to their employees are often not uniform, or even compatible. Organizational scholars have long understood the importance of communicating a singular set of expectations to employees (Rizzo et al., 1970), but little is known about what happens when employees feel that the expectations of their organization are chronically in conflict. Mayer and Williams (2021) offered a term to describe this phenomenon- Organizational Dissociative Identity Disorder (ODID). ODID refers to the degree to which employees feel that dealing with their organization is akin to dealing with a person suffering from multiple personality disorder, resulting in "independent or conflicting logics, identities, values, incentives, and/or goals" (p. 258; Mayer & Williams, 2021). To date, only one study has empirically examined ODID (Noble et al., 2022). While Noble and colleagues (2022) developed a measure of ODID facets and offered early insights on the construct, more work is needed. Specifically, a unidimensional ODID scale is necessary to measure a global perception of ODID. While a facet approach is useful, there is no current method for researchers or organizations to assess the overall degree to which an employee perceives or does not perceive ODID in their organization. Therefore, the purpose of this study is to develop a psychometrically sound, unidimensional measure of ODID.

Role Conflict and ODID

The concept of roles is essential to the study of organizational behavior. Organizations are the composite tasks and responsibilities shared by individuals toward the fulfillment of a common goal; in an organizational context, these tasks and responsibilities are in-turn shaped into identities that individuals inhabit, known as roles (Sluss et al., 2011). Specifically, a *role* is a set of behavioral expectations placed upon an individual in a series of social relationships, such as those that exist within an organization (Merton, 1957; Stryker, 2007; Stryker & Burke, 2000). In turn, these expectations create an identity for the role-taker to inhabit. It is through these roles that individuals experience work and that work influences individuals (Sluss et al., 2011). Important to note is that roles comprise not merely the structural positions held by individuals within organizations, but also the goals, values, norms, beliefs, expectations, and interpersonal styles associated with that position (Ashforth, 2001). Individuals are not limited to a single role, and typically inhabit multiple roles. In an organizational context, roles can be changed and negotiated considerably more dynamically than in social contexts (Sluss et al., 2011).

Rizzo et al. (1970) described the problems that can occur in organizations when individuals experience conflicting expectations within these roles. They defined this conflict as *role conflict*, or the degree of congruency and compatibility of the requirements within the role, such that incongruency and incompatibility inhibit role performance (Rizzo et al., 1970). Role conflict occurs when an employee experiences mutually exclusive or contradictory expectations that make work tasks difficult to complete (Eatough et al., 2011; Katz & Kahn, 1978; Rizzo et al., 1970). Rizzo et al. (1970) noted that the presence of multiple, conflicting authorities (e.g., managers, staff, organizational leadership) results in greater worker stress and lower organizational satisfaction. Citing the principles of unity of command and chain-of-command,

they suggested that employees experience the best role outcomes when organizations are arranged such that expectations and goals cascade linearly from a single authority with a singular objective. This means that any given employee receives a unified message from a single supervisor. While a traditional structure like the one described by Rizzo et al. (1970) was standard during the era in which the article was written, an increasingly dynamic external environment has led to more organic organizational hierarchies becoming commonplace (Huber, 2011). Modern employees often have multiple managers or multiple authorities, each with their own unique roles.

Role theory has often propagated that role conflict and other role stressors are an individual issue (Eatough et al., 2011), but more recent thinking suggests that these kinds of issues can be systemic to the organization itself (Mayer & Williams, 2021). While an organization is ostensibly united in its purpose, organizational leaders often have conflicting expectations about what the most pressing goals are, which organizational values are important and should be followed, and how employee communication and incentives should be implemented. Beliefs that organizational leaders hold do not necessarily have to be in direct opposition to be distinct enough to represent significant differences in opinion. Furthermore, different managers may have their own personal agendas, like building their own department's power. These leaders then communicate individual visions and expectations to subordinates that appear highly incompatible and mutually exclusive. The expectations that these leaders have are not necessarily opposed, but from the employee's perspective they might as well be, particularly if the employee struggles to complete what she or he perceives as incompatible tasks or incompatible methods of conducting work.

Kurt Lewin (1947) recognized that there exist opposing forces both toward and against a change. In his Field Theory, Lewin (1947) modeled these forces as 180 degrees from one another, emphasizing the strength of the forces resisting change as well as clarifying which restraining forces should be managed to enable change. Mayer and Williams (2021) extend Lewin's (1947) thought process by referring to these forces as "vectors," and categorize them as forces pulling not merely toward or against change, but across a variety of circumstances, including role identity. They argue that these vectors do not need to be completely opposed as Lewin (1947) illustrates, but that a more modern interpretation of this phenomenon would be as multiple forces pulling in a variety of directions and strengths within a three-dimensional space. Employees, particularly those with multiple supervisors, might perceive the day-to-day interactions with their supervisors as detached from the overall goal and mission of organizational leaders. Completing tasks becomes a challenge of navigating competing demands and expectations (i.e., vectors) derived from sources self-proclaimed as unified in purpose, but in practice have irreconcilable or incompatible beliefs, goals, and expectations.

Mayer and Williams (2021) suggest that when organizations have multiple sources of vectors that consistently pull employees in different directions, it can appear that the organization possesses distinct "personalities." As an example, an employee might read an email from the head of their organization expressing that it is imperative all employees return to the office as soon as possible during a pandemic, citing a degradation in communication caused by the shift to telework. However, the employee's immediate supervisor might later relay in a video call that she does not feel a return to the office is necessary to enhance communication. She instead suggests that their team schedule a series of video call lunches to stay in touch. While both the head of the organization and the supervisor have the same goal in this instance - enhancing

communication - their beliefs as to how this should be accomplished result in conflicting expectations placed upon the employee. Mayer and Williams (2021) compare this to the concept of dissociative identity disorder, in which individuals possess multiple, distinct personalities (American Psychiatric Association, 2013). It is expected that large, modern organizations will not be entirely aligned in the messages they communicate with employees. However, for some organizations the problem is so pronounced as to appear endemic. Employees in these situations constantly find themselves pulled in multiple directions by "multiple personalities," resulting in the perception of their role as constantly in conflict.

This concept is what Mayer and Williams (2021) refer to as ODID, or "the strength of an organization member's perception that her/his employing organization, groups within that organization and/or individuals who represent the organization (e.g., leaders, founders) hold independent or conflicting logics, identities, values, incentives, and/or goals" (p. 258). There are two important concepts to note within this definition. It is important to note that ODID is the *perception* that these phenomena are occurring, rather than the objective reality that they are. Second, ODID is a perception of organizational level phenomenon by an *individual*, meaning that it exists at the individual level. I also propose to expand upon this definition by noting that true ODID must be *systemic* to the organization. ODID is not a perception of the organization *pro tempore*, but rather, a perception of an established, persistent phenomenon that exists within the organization. In practice, an employee is expected to perceive ODID when she or he struggles to find ethical and effective solutions to conflicting logics, identities, values, incentives, or goals that are consistent with solutions set by policy precedent (Mayer & Williams, 2021).

ODID as a Superordinate Construct

Because ODID is a new construct, there is not much quantitative evidence of its dimensionality. While originally hypothesized as a unidimensional construct, some early evidence suggests that there could be multiple subdimensions of ODID. Published as a conference proceeding, Noble et al. (2022) conducted a field study attempting to develop a measure of ODID. By surveying faculty in a higher education context and developing items that tap into two of facets of ODID, they found evidence of a two-factor split between perceptions of conflicting organizational demands and conflicting organizational values. They labeled these constructs ODID-Demands and ODID-Values accordingly. The findings by Noble et al. (2022) suggest that ODID can be conceptualized by individuals as multiple dimensions according to the type of vector. Employees may perceive ODID as a series of points at which organizational vectors (i.e., logics, identities, values, incentives, and/or goals) pull in different directions.

ODID might also be conceptualized as a latent, unidimensional factor akin to Spearman's (1904) factor of general intelligence. Support for this idea can be found in Lord et al.'s (1984) cognitive categorization theory. Per the theory, individuals define a concept at the "superordinate" level and categorize the different types of that concept at the "basic" level. I propose that individuals perceive ODID in a similar manner: the perception of ODID exists at the superordinate level and can be further categorized into vectors at the basic level (see Figure 1). There are certain characteristics inherent to the superordinate concept of ODID, including that an individual perceives the organization as a source of conflicting vectors, and that this conflict is believed to be systemic within the organization. This is the level at which individuals judge the degree to which ODID exists within the organization. However, at the basic level,

individuals may differentiate between what *type* of vectors are in conflict: logics, identities, values, incentives, or goals.

Anthropomorphism

Beyond existing as a global construct that captures all vectors, what separates a unidimensional construct of ODID from facets of ODID is that a unidimensional construct taps into an employee's perception of how much "dissociative identity disorder" the organization appears to have. The "DID" in ODID is not merely hyperbole but suggests an important implication regarding the construct definition: ODID is a perception that an organization consistently holds "multiple personalities." For an employee, this might manifest as a feeling that the logics, identities, values, incentives, or goals of the organization change depending on which "personality" is encountered.

In this regard, employees anthropomorphize the organization, meaning they assign a unique identity to their organization by attributing human qualities to it (Ashforth et al., 2020). This perception guides employees' motivations and thought processes regarding the organization and their role within it (Martin, 2021). Ashforth and colleagues (2020) proposed a framework of organizational anthropomorphism rooted in the concept of organizational identity (Albert & Whetten, 1985), which are the characteristics thought to be central, core, or enduring about the organization. Organizational identity helps employees to understand "who we are" as an organization. Ashforth et al. (2020) suggest that anthropomorphism helps individuals to accept organizational identity in terms of "who" characteristics in addition to "what" characteristics. Employees anthropomorphize their organization because "who" characteristics are more apt than "what" characteristics to describe the sense of collective self that organizational identity is meant to capture, and that describing organizations in terms of "who" rather than "what" results in more

memorable and visceral reactions (Ashforth et al., 2020). Anthropomorphizing also adds human-like attributes to organizations, which creates the "psychological hooks" (p. 34) necessary to give organizations a sense of personal identity. Ashforth et al. (2020) note that "virtually any characteristic that can be ascribed to a person (positive and negative) could also be ascribed to an organization" (p. 35).

It is entirely plausible, and I suggest likely, that if personalities can be ascribed to organizations so too can personality disorders. Ashforth et al. (2020) note that a motivation for what they refer to as "bottom-up" anthropomorphizing, or anthropomorphizing derived from employees' own sensemaking, comes from the desire for pattern recognition. I believe that individuals who fail to find a consistent pattern regarding the organizations' behavior or find that the only recognizable pattern *is* inconsistency are left to conclude that the organization is suffering from something akin to a dissociative identity disorder (i.e., ODID). In support of this idea, Ashforth et al. (2020) propose that when top-down explanations by organizational leaders conflict with bottom-up sensemaking by employees, employees are more likely to put their faith in their own sensemaking than what leaders are saying. In other words, if leaders are projecting a unified mission, but the day-to-day climate employees experience suggests that the organization is fractured, then the employees will perceive the organization as fractured.

While the theory of organizational anthropomorphism is still new, some empirical evidence has shown that organizations can induce perceptions of "who" characteristics in employees (Martin, 2021). Martin (2021) conducted a study which demonstrated that organizational actions, including corporate social responsibility and the presence of organizational citizenship behaviors (OCBs) by colleagues, can influence employees'

perceptions of the organization as courteous and altruistic. In turn, these anthropomorphic perceptions were related to affective commitment and perceptions of organizational justice.

A unidimensional measure of ODID must therefore contain items that ask not merely whether there exists systemic conflict across multiple categories of vectors, but that tap into whether the presence of this systemic conflict is perceived anthropomorphically.

Distinction from Role Conflict

To establish a unidimensional measure of ODID, it also is important to identify how ODID is conceptually distinct from other constructs that are proximal within its nomological network. A review of the literature suggests that the construct most similar to ODID is role conflict. Because ODID is centered around the idea of conflicting demands, there is some degree of conceptual overlap between ODID and role conflict. However, the two are distinct in that ODID is defined by the perception of systematic conflicts in the organization, whereas role conflict is defined by the perception of conflict within the role or between different roles the individual holds. To illustrate the distinction between these two variables, I propose a series of examples to illustrate what types of work situations might result in each combination of high or low ODID with high or low role conflict.

High ODID, High Role Conflict

A high ODID, high role conflict situation is one in which employees perceive multiple, systemic vectors that induce feelings of role conflict in their work. An employee might have multiple supervisors who make explicitly conflicting demands, or whose demands conflict with expectations set forth by executive leadership. For example, perhaps new safety guidelines have

been implemented by upper management of a factory, but floor managers have told employees to ignore those regulations because production would never meet quota if they were followed.

High ODID, Low Role Conflict

A high ODID, low role conflict situation can be characterized as one in which the employees perceive multiple sources of vectors, but none of the vectors are strong enough to induce role conflict for that particular employee. Employees perceive that their organization has a systemic problem with conflicting ODID vectors, but these problems are only experienced acutely by others and do not induce role conflict in their own role. Perhaps a manager or mentor is able to shield the employee from the role conflict that occurs as a result of conflicting vectors. This situation is unique compared to others as a problem is perceived to exist at the organizational level, but not at the individual level (concerning the individual of interest). While the employee identifies that a systemic problem exists within the organization, she or he is not immediately affected by the problem in a meaningful way even though she or he can recognize its existence.

Low ODID, High Role Conflict

A low ODID, high role conflict situation is one in which employees are experiencing role conflict, but do not perceive a systemic problem of multiple personalities within the organization. The absence of ODID can be owed to the absence of one or both facets of its definition: a) the problem is not the result of the organization, or b) the problem is not systemic to the organization. In this situation, the employee perceives the organization as having a strong unity of command and unified purpose (Rizzo et al., 1970), but other issues create stressors within their role. Role conflict in this situation might occur as a result of a particularly

problematic manager or a temporary role, such as a temporary work assignment or demanding client. For example, perhaps a manager routinely makes conflicting demands of employees and seems to change his or her opinion on what tasks should be done and how depending on the day.

Low ODID, Low Role Conflict

The last situation is low ODID, low role conflict. Simply speaking, this represents a situation where an organization demonstrates a strong culture (e.g., norms, values), and where there is a clear, consistent flow of expectations from upper management downward (i.e., unity of command; Rizzo et al., 1970). This would be a situation in which the employee feels themselves pulled by a single, strong, consistent vector. The employee receives instructions from their supervisor that are in-line with instructions and expectations set forth by their supervisor's supervisor, and so forth.

The Need for a Unidimensional Measure of ODID

Psychometric Properties

To measure a construct, a psychometrically-sound instrument designed to capture that variable is essential. While previous research has established a multidimensional assessment of ODID (Noble et al., 2022), the researchers did not examine ODID as a superordinate, unidimensional construct. To accurately capture what a unidimensional construct of ODID represents- a perception by an individual of the degree to which an organization systemically holds multiple logics, identities, values, incentives, and/or goals akin to someone with a dissociative personality disorder- items must also be written in such a way that they tap into the anthropomorphic aspect of that definition. To adequately capture a unidimensional conceptualization of ODID, items must not ask whether there exists conflict across categories of

vectors, but whether the employee feels that these conflicts indicate an underlying, systemic issue that the organization suffers from. Furthermore, the measures that Noble et al. (2022) developed only capture two facets of ODID (see Figure 1).

In summary, the items developed by Noble et al. (2022) are insufficient to measure unidimensional ODID as they do not frame the organization as an anthropomorphized, social agent, nor should it be assumed that their dimensions would suitably capture all aspects of a unidimensional ODID. It will be important for the health and longevity of ODID as a construct to develop a measure that can tap into the global construct of ODID. Therefore, to expand upon Noble et al.'s (2022) findings and push forward our understanding of ODID, a new measure is necessary.

The current study seeks to examine ODID as a unidimensional construct that assesses the perception that an anthropomorphized organization possesses "multiple personalities." I propose therefore that a unidimensional assessment of ODID will demonstrate acceptable fit according to traditionally used indexes (Hu & Bentler, 1999).

Hypothesis 1: A unidimensional measure of ODID will demonstrate acceptable goodness-of-fit.

Convergent and Discriminant Validity

Construct validity can be determined by examining correlations of constructs with similar theoretical presuppositions. To test convergent validity of ODID, I examine the constructs which I believe are proximal to ODID within the nomological network, in this case, role conflict and other role stressors. Role conflict is the role stressor most comparable to ODID as both assess to some degree the extent to which conflict exists in the organization, differing in their target: the

individual's role, or the organization itself. However, role ambiguity and role overload are highly related to role conflict (Eatough et al., 2011). I anticipate that they will be significantly and positively correlated with ODID as well.

Hypothesis 2: ODID will be positively correlated with a) role conflict, b) role ambiguity, and c) role overload.

I also aim to determine discriminant validity by assessing constructs which are not within ODID's nomological network. Perceiving high levels of ODID should not be inherently related to the perception that one's organization provides adequate technology support and upgrades. Organizations may provide employees with up-to-date technological resources, but still fail to align expectations and values in other areas. Accordingly, I would expect that information-communication technology (ICT) resources/upgrades (Day et al., 2012) will be less correlated with ODID than role conflict, role ambiguity, and role overload. Furthermore, certain personality traits should be unrelated to feelings of ODID. In particular, ODID should not be substantially related to openness to experience. Given that personality is a static trait (Oswald & Hough, 2011), perceptions of ODID should not influence self-report scores of openness to experience. Furthermore, individuals' level of openness to experience should not influence their likelihood to perceive ODID. Therefore, I hypothesize that both these constructs- ICT resources/upgrades and openness to experience- will be less related to ODID than role conflict, role ambiguity, and role overload.

Hypothesis 3: ODID will be less correlated with ICT resources/upgrades than with a) role conflict, b) role ambiguity, and c) role overload.

Hypothesis 4: ODID will be less correlated with openness to experience than with a) role conflict, b) role ambiguity, and c) role overload.

Criterion Validity

In their description of ODID, Mayer and Williams (2021) explain that trust is integral to fully understanding the construct. ODID was initially developed to better understand antecedents of organizational trust. Mayer and Williams (2021) proposed that when employees perceive ODID, according to attribution theory (Weiner, 1986), they will identify the source of the problem and subsequently perceive the source as less trustworthy. I aim to examine this proposition by testing the relationship of a unidimensional construct of ODID with perceptions of organizational trust.

Mayer et al. (1995; Schoorman et al., 2007) define *trust* as a willingness of a trustor to be vulnerable to a trustee. Key to understanding trust is identifying the trustor and the trustee, or the person performing the trusting and the recipient of the trust, respectively. In this instance, the trustor is the employee. Because unidimensional ODID is a perception regarding the organization at large, the trustee is the organization. According to Mayer et al. (1995), trust depends on three antecedents: ability, integrity, and benevolence of the trustee. Ability represents the skills, competencies, and characteristics of the trustee that grant them influence over a task or technical area. Integrity is the degree to which the trustee is guided by principles or morals that the trustor agrees with. Finally, benevolence is the degree to which the trustee wants to do good for the trustor outside of self-serving motives. As Mayer and Williams (2021) explain, feeling that the organization has ODID can negatively influence employees' perceptions that the organization has the *ability* to lead, the *integrity* to fulfill promises, and concern for its employees' well-being (i.e., *benevolence*), damaging the employee's trust in the organization as

a result. There are a variety of examples illustrating why ODID might negatively influence these trust variables: the organization might be perceived as unable or too incompetent to align expectations, verbal agreements from one party might be non-binding or frequently reneged upon by another, and persistent conflict might be perceived as stemming from organizational apathy or malevolence toward its employees.

Noble et al. (2022) found that multidimensional ODID facets were related to trust in the organization, but this relationship has yet to be verified for a unidimensional perception of ODID. The current study seeks to examine if a new, unidimensional construct of ODID will also relate to organizational trust. Given that Mayer and Williams (2021) suggest ODID will diminish organizational trust through a reduction in the perceived ability, integrity, and benevolence of the organization, I will also examine whether these variables mediate the relationship between ODID and overall organizational trust. Ultimately, I predict that unidimensional ODID will negatively influence trust in an employee's organization, mediated by perceived organizational ability, benevolence, and integrity.

Hypothesis 5: ODID will negatively relate to organizational trust.

Hypothesis 6: ODID will negatively influence the perceived a) ability, b) benevolence, and c) integrity of the organization

Hypothesis 7: The relationship between ODID and organizational trust will be mediated by perceptions of an organization's a) ability, b) benevolence, and c) integrity.

Phase 1: Item Generation and Content Validity

This study will follow a traditional 5-step scale development process as outlined by Hinkin (1998), with additional recommendations set forth by Zickar (2020). As defined by

Hinkin (1998), these phases include item generation, questionnaire administration, initial item reduction, content validity assessment and exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and the establishment of convergent and discriminant validity. For the purposes of clarity, I have distilled these phases into three: 1) item generation and content validation, 2) psychometric properties (i.e., EFA and CFA), and 3) convergent and discriminant validity (Smit & Montag-Smit, 2018). I then add a fourth stage, criterion validity, to establish the relationship between unidimensional ODID and trust.

As recommended by Zickar (2020), many more items will be written than will be included in the final scale. The intended final length of the ODID scale will be approximately 5-items long. At least six times as many items (30 items total) will be written prior to item reduction; some of these items will be sourced and altered from previous work by Noble et al. (2022; see Table 1), but most of the proposed items will be new. An example of a sourced item that might be altered is, “It often seems like my organization has conflicting values.” Some examples of new items are, “It seems like my organization routinely makes conflicting demands of workers,” and “I feel like the goals of my organization depend on who you ask.” Respondents will assess items on a seven-point Likert-type scale, and include Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree Nor Disagree (4), Somewhat Agree (5), Agree (6), and Strongly Agree (7). As recommended by Casper et al. (2020), these anchors were selected to represent equal intervals between responses. I will write items using deductive reasoning based on the definition of ODID by Mayer and Williams (2021), that is, the degree to which an employee believes that their organization, or groups and individuals within their organization, hold distinct logics, identities, values, incentives, and/or goals. To tap into the aspect of organizational anthropomorphism, I will also write the items in such a way that the organization

is posited as a social agent, rather than a concept or collection of people. Finally, to incorporate the systemic nature of ODID, I will write items assessing perceptions of systemic rather than incidental issues.

Method

For phase 1, items attempting to tap into the construct of ODID will be generated by the author, and content validity will be assessed using Colquitt et al.'s (2019) *htc* index. The items themselves will be written in accordance with recommendations by Haladyna and Rodriguez's (2013) text on item development, such as using as few words as possible, labeling all response categories, avoiding double-barreled items, using simple and direct language, avoiding slang and colloquialisms, and averting ambiguity wherever possible (Zickar, 2020). Reverse coded items will be avoided to reduce the likelihood of developing two artifactual factors that represent positively and negatively worded items (Spector et al., 1997). Respondents will assess items on the seven-point Likert-type scale described above. Seven anchors were chosen to reflect that humans have a limited capacity to sufficiently make distinctions beyond roughly seven categories at a time (Cox, 1980). Furthermore, I chose to utilize only positive numbers (i.e., one through seven) rather than negative and positive numbers (e.g., negative three through three) as research has shown that positive and negative anchors result in artifactually higher scores (Schwarz, 1999).

The appropriateness of the items for measuring the ODID construct will be assessed to establish content validity. The *htc* index is an item rating method developed by Colquitt et al. (2019) for such a purpose. They aimed to develop a method that would provide a standardized coefficient of content validity that could be compared with other studies. The method is rooted in traditionally accepted methods established by Hinkin and Tracey (1999), which itself is rooted in

earlier methods established by Anderson and Gerbing's (1991) substantive validity index and Lawshe's (1975) content validity ratio. Though Colquitt et al. (2019) advocate for the use of naive respondents, recent publications in journals such as the *Journal of Applied Psychology* and the *Journal of Business and Psychology* have published studies where this procedure was used with subject matter experts (SMEs) instead (Clark et al., 2021; Mathieu et al., 2022). Because ODID is still a relatively new construct with a developing conceptual framework, I feel it is important to have the content validity assessed by SMEs who will better grasp the nuances of the definition of ODID. The *htc* procedure for content validation is relatively new, and there does not exist a standard metric to determine an appropriate sample size for such a procedure. I therefore examined past studies utilizing the procedure with SMEs as a frame of reference (Clark et al., 2021; Mathieu et al., 2022). I anticipate using as many SMEs as possible, but no fewer than seven. SMEs will be those who have expert knowledge in industrial-organizational psychology, organizational behavior, or management, such as PhD holders or graduate students in those fields and will be recruited through personal networks.

SMEs will read a description of how to appropriately rate an item's suitability for capturing the construct using a seven-point Likert-type measure ranging from Extremely bad (1) to Neither good nor bad (4) to Extremely good (7). The detailed instructions shown in Appendix A will be provided to explain to SMEs how to assess ODID based on its definition. These instructions are a modified form of those provided by Colquitt et al. (2019) for the purposes of gathering an *htc* index. The language in these instructions (verbiage, phrasing, terminology, etc.) has been maintained as much as possible, with alterations made to simplify and to accommodate the subject matter of the current scale. For example, because there are no negatively worded items in the item pool, I will omit from the instructions any mention of how to determine if a

negatively worded item is appropriate to measure a construct. The instructions will also include examples of a good fitting item and a poor fitting item. After this, SMEs will perform the required task for the ODID items, wherein they will be provided with the definition, "The degree to which an employee believes that their organization, or groups and individuals within their organization, hold distinct logics, identities, values, incentives, and/or goals." Based on this information, they will determine how well each item evaluates the construct definition. Several distractor items will be included to ensure that SMEs are not inclined to rate every item highly.

Proposed Analyses

The *htc* index is calculated as the average definitional correspondence rating divided by the number of anchors (*a*) – that is, the average rating of items / *a*. For example, if a seven-point Likert-type scale was used to assess an item that scored an average of 6.5, its *htc* index value would be calculated as: 6.5 divided by 7 equals .93. This number can then be used to determine its percentile compared to other *htc* values in Colquitt et al. (2019), which uses the *htc* values of construct development papers published in top-tier journal studies. Additionally, usage of this metric to determine its percentile requires a qualitative estimation of the theoretical strength of the construct's correlation (e.g., weak, moderate, strong) with variables in its nomological network. In this case, a global measure of ODID is estimated to have a moderate correlation with its convergent variables, as Noble et al. (2022) found a moderate correlation between role conflict and role ambiguity with ODID-Demands and ODID-Values.

To calculate the *htc*, the average rating of appropriateness across all items will be divided by *a*, in this case seven. I will consider an *htc* of .85 or greater as an acceptable metric of content validity, which is considered to be a reasonably strong *htc* value for a construct with a moderate correlation with convergent variables (Colquitt et al., 2019). While items will not be removed

from the item pool based on this index, the *htc* will either a) serve as metric of content validity for the items in question or b) if the *htc* index of the items fails to score at or above .85, the score will be recalculated after the removal of items from the measure in phase 2 to determine if this removal results in an *htc* metric above .85.

Phase 2: Psychometric Properties

Method

Sample

At least three hundred and fifty participants will be recruited from Prolific. Prolific is chosen instead of comparable platforms such as Amazon's MTurk for two reasons: it offers free prescreening, and it enforces a minimum wage standard for all participants.

Participants will be limited to those who work full-time, operationalized as 31 hours a week or more. While part-time workers can also experience ODID, I propose to use a sample of full-time workers as they are more likely to have opportunities to experience ODID given the greater amount of time they spend working and the more opportunities they have to perceive potential conflicts in organization logics, identities, values, incentives, and/or goals. Participants will also need to be 18 years of age or older, U.S. residents, and not employees of the university where the research was conducted in order to receive compensation. Participants will be rewarded with minimum wage as defined by the Prolific platform (i.e., $8.00 an hour) based on the average time calculated to complete the survey. Hinkin (1998) recommends at least 150 participants to conduct an EFA and 200 participants to conduct a CFA. In total, at least 450 responses will be collected to achieve a sample size of 350, accounting for the loss of roughly 20% of data due to data cleaning. Twenty percent of data loss is approximately the amount of

data loss found in recent *Journal of Applied Psychology* studies using similar designs (Colquitt et al., 2019).

Procedure

Participants will sign up for the study via Prolific. They will read a description on the Prolific website informing them that researchers are seeking participants for a study on workers' opinions on conflicting demands at work. Using either a computer or a phone, participants will answer the survey via Qualtrics, which is an online survey platform that allows researchers to create surveys that participants can respond to via the platform. They will not be able to skip items or go back. Participants will be prompted with an informed consent that will describe the intention of the study- namely, to develop a measure of a new management construct. Participants will then be asked to think about the current organization that they work for to answer the following questions. The survey will be approximately 105 items long, assuming that exactly 30 ODID items are developed. There will be approximately 15 items per page.

Using a 7-point Likert-type metric from Strongly disagree (1) to Strongly agree (7), participants will fill out a survey battery to rate the degree that ODID is present within their organization. They will also report their perception of role conflict, role ambiguity, role overload, ICT resources/upgrades, openness to experience, organizational trust, and organizational ability, benevolence, and integrity. Participants will also be asked if they responded honestly to the survey. In addition, I will include two instructed response items randomly within the survey asking individuals to mark "Strongly disagree." Demographic information will also be collected. More specific information about employment will be collected, including type of work (i.e., knowledge workers or not), whether respondents consider

their jobs blue-collar or white-collar, and the size of their organization (see Appendix M). The data will be split proportionally and randomly and used for both the EFA and CFA.

Measures

The following measures, except for the demographics, are all self-report items which will utilize a 7-point Likert scale that includes Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), and Strongly Agree (7) as responses. Items will be administered in the order described below, and scales will not be intermingled.

ODID. To measure ODID I will use the 30 items developed in phase 1.

Role Stressors. I will use two pairs of scales from two teams of authors to measure role conflict and role ambiguity, as well as a third measure of role overload. Rizzo et al.'s (1970) measures of role conflict and role ambiguity are highly cited and still published today in premier journals such as the *Journal of Applied Psychology* (e.g., Gross et al., 2021). A newer measure by Bowling et al. (2017), which attempts to address some of the validity issues of Rizzo et al. (1970), will also be included.

Rizzo et al.'s Role Conflict. The first measure of role conflict will be Rizzo et al.'s (1970) 8-item scale (α = .82), with "buck" changed to "break" in one of the items as noted by King and King (1990). An example item was, "I have to break a rule or policy in order to complete an assignment" (see Appendix B).

Bowling et al.'s Role Conflict. The second measure of role conflict will be Bowling et al.'s (2017) 6-item scale (α = .82). An example item was, "I have to deal with competing demands at work" (see Appendix C).

Rizzo et al.'s Role Ambiguity. I will measure role ambiguity using Rizzo et al.'s (1970) 6-item scale (α = .78). An example item is, "I know exactly what is expected of me" (see Appendix D).

Bowling et al.'s Role Ambiguity. The second measure of role ambiguity will be Bowling et al.'s (2017) 6-item scale (α = .87). An example item is, "I am not sure what is expected of me at work" (see Appendix E).

Role Overload. To measure role overload, I will use a three item measure from Schaubroeck et al. (1989; α = .75). An example item is, "I have too much work to do everything well" (see Appendix F).

ICT Resources/Upgrades. To measure perceived ICT resources/upgrades I will use a 4-item scale by Day et al. (2012; α = .86). An example item is, "I receive the technology upgrades that I need" (see Appendix G).

Openness to Experience. Ten positively worded items from items from Goldberg's (1992) IPIP, selected to reflect Costa and McCrae's (1992) NEO-PI-R Domains inventory, will be used to assess the openness to experience (α = .82). An example item for openness to experience is, "I believe in the importance of art" (see Appendix H).

Organizational Trust. To measure perceived trust in the organization, I will use a 5-item scale by Mayer and Gavin (2005; α = .81). One item was modified such that the phrase "in this company" was changed to "at work" to avoid ambiguity. An example item is, "If I had my way, I wouldn't let my organization have any influence over issues that are important to me" (see Appendix I).

Ability, Benevolence, and Integrity. To measure perceived ability, benevolence, and integrity of the organization, I will use a series of modified scales by Mayer and Davis (1999). Each item was modified such that the phrase "top management" was replaced by "my organization." An example item of ability is, "My organization is known to be successful at the things it tries to do" (see Appendix J; α = .85). An example item of benevolence is, "My organization is very concerned about my welfare" (see Appendix K; α = .87). An example item of integrity is, "My organization has a strong sense of justice" (see Appendix L; α = .82).

Demographics. To measure demographics, I will assess gender as male, female, non-binary, or prefer not to say. Age will be measured as a drop-down question from <18 to 99+. Race and ethnicity will be measured as Asian, Black/African/African American, Hispanic/Latino/Spanish, Middle Eastern/North African, Mixed Race, Native American/Alaskan Native, Native Hawaiian/Pacific Islander, White, other not listed here, or prefer not to say. Finally, participants will be asked in a series of drop-down questions to report how many hours they work per week, in what industry (using a modified version of the list published by the U.S. Bureau of Labor Statistics, 2022), whether they perform knowledge work or manual work, whether they consider their jobs white collar or blue collar, and the approximate size of the organization where they work (see Appendix M).

Data Analysis

Prior to testing the study hypotheses, all data will be cleaned and coded. To consider the effects of careless responding (Meade & Craig, 2012), participants who do not mark "Strongly disagree" for either instructed response item or indicate that they answered dishonestly will be removed from the analyses. As recommended by Meade and Craig (2012), longstring and Mahalanobis *d* will also be considered for the purposes of data cleaning; items with a longstring

of 8 or greater (Meade & Craig, 2012) and Mahalanobis *d* where $p < .001$ will be removed from analyses. All other data will be included in the focal analyses. Data will be split evenly and randomly into EFA and CFA subsamples using a random assignment function. All scales will be tested for acceptable internal consistency, as indicated by Cronbach's alpha of greater than .7 (Cortina, 1993). The skewness and kurtosis for all Likert-type measures will be assessed via the skewness and kurtosis functions from the moments library in R to determine whether they are within reasonable parameters (i.e., between -2 and 2; George & Mallery, 2021). A moderate amount of skewness and kurtosis is common to psychological tests, but if data are not within acceptable limits, they will be transformed using log transformation (Cain et al., 2017). If so, this might necessitate that measurement data be transformed using log transformation in future uses of the current measure.

Proposed Analyses

To examine Hypothesis 1, I will conduct an EFA and a CFA as part of the initial item reduction and CFA phases of Hinkin's (1998) scale development process. I will randomly and proportionally split the sample to achieve a sample of 150 for the EFA and 200 for the CFA. The EFA will be allowed to freely vary, meaning that only the strongest factor that makes conceptual sense (i.e., conceptually aligns with the definition of ODID and is not evidently based on artifacts caused by the items) will be retained as the ODID factor. Only items with a factor loading above .4 will be retained within the ODID factor (Hinkin, 1998). Items with cross-loadings greater than .4 will not be retained. As recommended by Zickar (2020), I will use a combination of parallel analysis and conceptual coherence to determine the number of retained factors.

For the holdout CFA sample, I will test factor(s) that were found via the EFA. If the data do not demonstrate an acceptable fit, I will remove items based on their factor loadings until an acceptable fit is found. Typically, a model is assessed through a chi-square value, where a nonsignificant chi-square indicates a good fitting model. However, there are problems with his approach, most notably that it encourages a) attempting to support a null hypothesis and b) low sample sizes to avoid the sensitivity of chi-square metrics to sample size. Therefore, alternative goodness-of-fit indexes have been devised to assess factor structure. Though objective cutoff values to determine goodness-of-fit do not exist, conventionally Hu and Bentler's (1999) estimations have been used to determine goodness-of-fit: root mean square error of approximation (RMSEA) less than .05, comparative fit index (CFI) and Tucker-Lewis index (TLI) greater than .95, and standardized root mean squared residual (SRMR) less than .06. Of course, it is important to note that Hu and Bentler's (1999) rules-of-thumb are approximations and not strict criteria. Some researchers have argued that they are perhaps even too strict, and might, in a sense, lead to Type II error (Marsh et al., 2004). Therefore, if the confirmatory factor model fits most of these criteria but not all of these, it will still be considered a good fitting model.

Phase 3: Convergent and Discriminant Validity

Method

Sample

The data will be drawn from the total sample used in phase 2 (N = 350) to test convergent and discriminant validity. Specifically, I will analyze participants' responses to the ODID scale, role conflict, role ambiguity, role overload, ICT resources/upgrades, and openness to experience.

Proposed Analyses

To test Hypotheses 2 through 4, I will assess the bivariate correlations between the developed scale(s) and the convergent measures (i.e., role conflict, role ambiguity, and role overload) and discriminant measures (i.e., ICT resources/upgrades and openness to experience). If multiple factors are discovered via the EFA and CFA, a likelihood ratio test will be utilized to determine whether a single factor or multidimensional factor structure better fits the data. If a multidimensional factor structure is discovered, I will test for the presence of a second, higher-order factor using the marker method of fitting a second-order CFA. Hypotheses will be considered supported only if all dimensions demonstrate the predicted relationship (e.g., only if all ODID factors significantly positively correlate with role conflict, role ambiguity, and role overload will Hypothesis 2 be considered fully supported). Convergent and discriminant validity will be verified by the presence and absence of significant correlations between hypothesized convergent and discriminant variables. If significant correlations are found in the discriminant variable, the correlation coefficients will be compared to those of convergent variables to determine if these discriminant correlations are stronger or weaker than the convergent correlations using Fisher's r-to-z transformation.

Phase 4: Criterion Validity

Methods

Sample

The data will be drawn from the total sample used in phase 2 (N = 350) to test the relationship between ODID, organizational trust, ability, benevolence, and integrity.

Proposed Analyses

To test Hypotheses 5 and 6, I will conduct a correlation between organizational trust and ODID, as well as a multiple linear regression by regressing ODID onto ability, benevolence, and integrity. To test Hypothesis 7, I will use structural equation modeling to test whether ability, benevolence, and integrity mediate the relationship between ODID and organizational trust. Goodness-of-fit will be determined using Hu and Bentler's (1999) rules-of-thumb, as described above.

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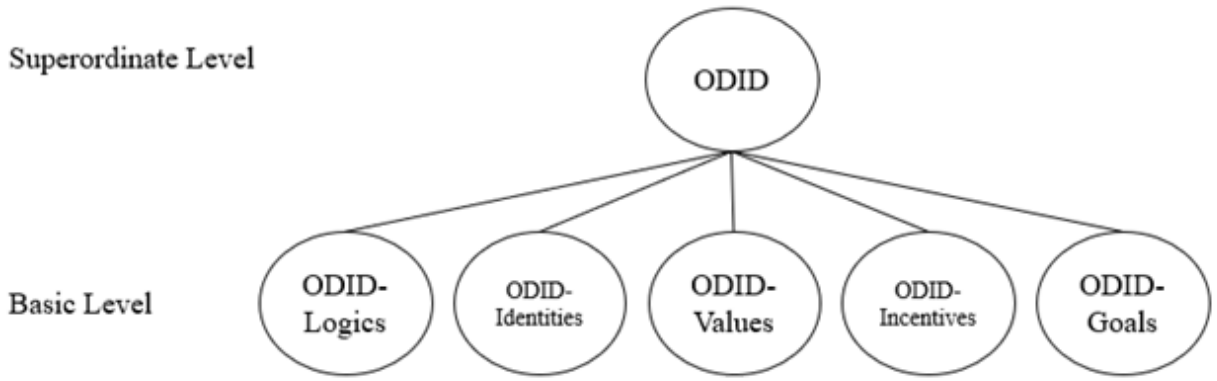
Figure 1

Cognitive Categorization Theory Applied to ODID



Note: This figure demonstrates a hierarchy of different ODID concepts as explained by Lord et al.'s (1984) cognitive categorization theory.

Table 1

Noble et al. (2022) ODID Items

Please rate the extent to which you agree or disagree with the following statements about your organization.
ODID Demands
1. Parts of my organization fail to consider what is being asked of me by other parts.
2. Parts of my organization ignore the demands on me from other parts.
3. Parts of my organization are unaware of the demands on me from other parts.
4. It is hard to reconcile all of the work expectations coming from different parts of my organization.
ODID Values
1. It often seems like my organization has conflicting values.
2. It often seems like my organization has conflicting beliefs.

Note: This table contains the items for the measures developed by Noble et al. (2022).

APPENDICES

Appendix A

Please read the instructions very carefully. The questions are unique to survey measurement development and require detailed attention.

Research projects in the management field often use survey items to measure work-related concepts, such as work motivation, job satisfaction, and employee stress. When writing survey items, management researchers must take great care to ensure that the items do a good job of measuring the concepts of interest (e.g., that an item meant to measure work motivation really seems to capture that concept well). The goal of this study is to assess survey items used in the management literature.

Your job in this survey is to assess the degree to which each item listed measures a given construct.

On the next few pages, you will see a **bolded construct definition**, followed by several survey items. For each survey item, you will rate how well it measures the **bolded construct definition**. Again, simply rate the degree to which each survey item measures the **bolded** statement on the page.

Not all of the items will match the **bolded** statement. Therefore, please pay close attention to each individual item as you decide whether it matches the **bolded** statement.

--- Page Break ---

1	2	3	4	5	6	7
Item does an EXTREMELY BAD job of measuring the **bolded** concept provided below	Item does a VERY BAD job of measuring the **bolded** concept provided below	Item does a SOMEWHAT BAD job of measuring the **bolded** concept provided below	Item does a NEITHER GOOD NOR BAD job of measuring the **bolded** concept provided below	Item does a SOMEWHAT GOOD job of measuring the **bolded** concept provided below	Item does a VERY GOOD job of measuring the **bolded** concept provided below	Item does an EXTREMELY GOOD job of measuring the **bolded** concept provided below

Here are a few examples of how to perform this task. Let's say the **bolded** statement is: ***Role Conflict: When a person experiences incompatible demands in their job or position.***

An item that does a ***good*** job measuring this statement might be "I'm often asked to do conflicting tasks," because it speaks to incompatibility of the demands placed upon a person. This would be a 7, because it aligns with the construct extremely well.

In contrast, an item that does a ***bad*** job measuring the bolded concept might be "My job is hard to do," because it is not explicitly related to the degree of incompatibility of the demands placed upon a person. This would be a 1, or an *extremely bad* item.

--- Page Break ---

1	2	3	4	5	6	7
Item does an EXTREMELY BAD job of measuring **ODID**	Item does a VERY BAD job of measuring **ODID**	Item does a SOMEWHAT BAD job of measuring **ODID**	Item does a NEITHER GOOD NOR BAD job of measuring **ODID**	Item does a SOMEWHAT GOOD job of measuring **ODID**	Item does a VERY GOOD job of measuring **ODID**	Item does an EXTREMELY GOOD job of measuring **ODID**

For the following scale, we are concerned with the statement: ***Organizational Dissociative Identity Disorder: The strength of an organization member's perception that her/his employing organization, groups within that organization and/or individuals who represent the organization (e.g., leaders, founders) hold independent or conflicting logics, identities, values, incentives, and/or goals.*** Specifically, we are concerned with how much employees feel like different managers, groups, or individuals within their organization have different expectations or beliefs about what should be done and how. An example of ODID might be upper management telling everyone in the company that they should come into the office to work, while department managers tell their subordinates that it is okay to work from home.

Using the scale above, please rate the following items on how well each matches the concept, ***Organizational Dissociative Identity Disorder: The strength of an organization member's perception that her/his employing organization, groups within that organization and/or individuals who represent the organization (e.g., leaders, founders) hold independent or conflicting logics, identities, values, incentives, and/or goals.***

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Appendix B

Role Conflict (Rizzo et al., 1970)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of yourself in regards to **your role in your current organization.**

1. I have to do things that should be done differently.
2. I receive an assignment without the manpower to complete it.
3. I have to break a rule or policy in order to carry out an assignment.
4. I work with two or more groups who operate quite differently.
5. I receive incompatible requests from two or more people.
6. I do things that are apt to be accepted by one person and not accepted by others.
7. I receive an assignment without adequate resources and materials to execute it.
8. I work on unnecessary things.

Appendix C

Role Conflict (Bowling et al., 2017)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of yourself in regards to **your role in your current organization.**

1. In my job, I often feel like different people are “pulling me in different directions.”
2. I have to deal with competing demands at work.
3. My superiors often tell me to do two different things that can’t both be done.
4. The tasks I am assigned at work rarely come into conflict with each other. (R)
5. The things I am told to do at work do not conflict with each other. (R)
6. In my job, I’m seldom placed in a situation where one job duty conflicts with other job duties. (R)

Appendix D

Role Ambiguity (Rizzo et al., 1970)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of yourself in regards to your **role in your current organization.**

1. I feel certain about how much authority I have.
2. I have clear, planned goals and objectives for my job.
3. I know that I have divided my time properly.
4. I know what my responsibilities are.
5. I know exactly what is expected of me.
6. Explanation is clear of what has to be done.

Appendix E

Role Ambiguity (Bowling et al., 2017)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of yourself in regards to **your role in your current organization.**

1. I am not sure what is expected of me at work.
2. The requirements of my job aren't always clear.
3. I often don't know what is expected of me at work.
4. I know everything that I am expected to do at work with certainty. (R)
5. My job duties are clearly defined. (R)
6. I know what I am required to do for every aspect of my job. (R)

Appendix F

Role Overload (Schaubroeck, 1987)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of yourself in regards to **your role in your current organization.**

1. I have too much work to do everything well.
2. The amount of work I am asked to do is fair. (R)
3. I never seem to have enough time to get everything done.

Appendix G

ICT Resources/Upgrades (Day et al., 2012)

Please rate the extent to which **your organization supports you in your use of technology.**

1. My organization implements appropriate software as it becomes available.
2. My organization uses the latest technology.
3. I receive the technology upgrades that I need.
4. New information technology systems in my organization are implemented on a timely basis.

Appendix H

Openness to Experience Scale (Goldberg, 1992)

On a scale of Strongly Disagree (1) to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of yourself:

I…

1. Believe in the importance of art.
2. Have a vivid imagination.
3. Tend to vote for liberal political candidates.
4. Carry the conversation to a higher level.
5. Enjoy hearing new ideas.
6. Enjoy thinking about things.
7. Can say things beautifully.
8. Enjoy wild flights of fantasy.
9. Get excited by new ideas.
10. Have a rich vocabulary.

Appendix I

Organizational Trust

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of **your current organization.**

1. If I had my way, I wouldn't let my organization have any influence over issues that are important to me. (R)
2. I would be willing to let my organization have complete control over my future at work.
3. I really wish I had a good way to keep an eye on what my organization does. (R)
4. I would be comfortable giving my organization a task or problem which was critical to me, even if I could not monitor its actions.
5. If someone questioned my organization's motives, I would give my organization the benefit of the doubt.

Appendix J

Ability (Mayer & Davis, 1999)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of **your current organization.**

1. My organization is very capable of performing its job.
2. My organization is known to be successful at the things it tries to do.
3. My organization has much knowledge about the work that needs done.
4. I feel very confident about my organization's skills.
5. My organization has specialized capabilities that can increase our performance.
6. My organization is well qualified.

Appendix K

Benevolence (Mayer & Davis, 1999)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of **your current organization.**

1. My organization is very concerned about my welfare.
2. My needs and desires are very important to my organization.
3. My organization would not knowingly do anything to hurt me.
4. My organization really looks out for what is important to me.
5. My organization will go out of its way to help me.

Appendix L

Integrity (Mayer & Davis, 1999)

On a scale of Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Neither Agree nor Disagree (4), Somewhat Agree (5), Agree (6), to Strongly Agree (7), please indicate the extent to which you agree with the following descriptions of **your current organization.**

1. My organization has a strong sense of justice.
2. I never have to wonder whether my organization will stick to its word.
3. My organization tries hard to be fair in dealings with others.
4. My organization's actions and behaviors are not very consistent. (R)
5. I like my organization's values.
6. Sound principles seem to guide my organization's behavior.

Appendix M

Phase 2 Demographics

Please indicate which gender you most identify with

- Female
- Male
- Non-binary
- Prefer not to say

Please select your age from the following menu _____

- <18 to 99+

Please indicate which race/ethnicity you most identify with

- Asian
- Black, African, or African American
- Hispanic, Latino, or Spanish
- Middle Eastern or North African
- Native American or Alaskan Native
- Native Hawaiian or other Pacific Islander
- White
- Other not listed here
- Prefer not to say

Please indicate how many hours per week you work

- Not currently employed (0 hours per week)
- Part-time (1 hour to 30 hours per week)
- Full-time (31 hours per week or greater)

Please indicate which industry category most closely matches the one you work in

- Agriculture, Fishing, Forestry
- B2B, Sales
- Communication
- Construction, Manufacturing, Textiles
- Computers, Software, Hardware, Data Processing
- Education
- Entertainment, Arts, Recreation
- Energy, Utilities
- Government, Law
- Finance, Banking, Credit, Tax, Stock
- Healthcare
- Housing
- Museum, Preservation

- Trade
- Travel or Transportation
- Retail or Grocery
- Service
- None of these resemble my current industry
- I am not currently employed

I would characterize my current work as

- Knowledge work (my main skill is knowledge or “thinking for a living”)
    - Yes
    - No

I would characterize my current work as

- Manual work (my main skill is labor or “being physical for a living”)
    - Yes
    - No

I would characterize my current job role as

- White collar (I perform desk, professional, or administrative work)
    - Yes
    - No

I would characterize my current job role as

- Blue collar (I perform manual labor, either skilled or unskilled)
    - Yes
    - No

The size of my current organization is approximately

- 1 to 100 employees
- 100 to 999 employees
- 1000 to 10000 employees
- Greater than 10000 employees
- I don’t know

These days I typically work

- Work in-person or in-office
- virtually, from home (WFH), remote, or telework
- A mix of virtually and in-person