Supply Chain Executives and Navigating the Pressure of Resource Reconfiguration

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Resource reconfiguration is the addition, deletion, or recombination of firm resources in response to environmental circumstances that could impact firm competitiveness. This paper explores whether an environment of continuous resource reconfiguration influences supply chain executives' interpersonal interactions. Understanding how supply chain executives will behave is critical as they operate in environments consistently faced with resource reconfiguration. A quantitative survey methodology was used to collect data from 167 supply chain executives across a variety of industry settings. A regression and mediation analysis were conducted and our findings provide empirical evidence of resource reconfigurations impact on the behavior and perceptions of supply chain executives. The results suggest that when faced with resource reconfiguration supply chain executives view the organization as highly political, which informs how the executives navigate the organization. Furthermore, the act of resource reconfiguration and politics activates a supply chain executive's political skill. These executives skillfully use positive impression management tactics to maintain a positive image within the firm. The research provides empirical evidence of resource reconfigurations impact on impression management and political skill. It also provides insight into how supply chain executives navigate the social dynamics within organizations when competing for strategic resources.

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I. INTRODUCTION

The success of supply chain management depends on the efficient and effective allocation of strategic resources (Griffis *et al.*, 2004; Griffis *et al.*, 2007). However, uncertain supply chain requirements such as e-commerce demand and the Covid-19 pandemic have forced organizations to reassess how strategic resources (e.g. labor, money, equipment, data, buildings) are used or to eliminate resources all together (e.g. layoffs, closing of facilities). These circumstances can create an

organizational environment where supply chain executives are continuously managing the reallocation and reconfiguration of resources within the organization. The proper allocation of resources to the right processes, procedures, and capabilities is just as important as the strategic resources themselves (Sirmon, Gove and Hitt, 2008; Sirmon, Hitt and Ireland, 2007b), and ideally, supply chain executives will have an extensive array of strategic resources (e.g. cash, equipment, personnel, information) at their disposal (Cooper, Lambert and Pagh, 1997; Lambert, Cooper and Pagh, 1998; Carter, Rogers and Choi, 2015). It is not uncommon however, for executives to face resource limitations and shortages because resource have been reallocated to other executives in the organization and their departments (Roh *et al.*, 2017).

Resource reconfiguration is often an undefined process handled by executives and driven by tacit knowledge (Sirmon, Hitt and Ireland, 2007b). This knowledge is primarily idiosyncratic, which makes it challenging to codify and establish formalized rules for resource allocation and deployment (Sirmon, Gove and Hitt, 2008). The lack of formal rules and procedures for resource allocation allows for the process to be influenced by and be a beacon for behaviors that attempt to determine allocation outcomes, or "organizational politics" (Kumar and Ghadially, 1989; Zahra, 1987). Some of the behaviors executives exhibit can include impression management behaviors, which are intended to influence how they are perceived by others (Bolino, 1999; Bolino *et al.*, 2008; Bozeman and Kacmar, 1997). Organizations are complex social systems rife with organizational politics, which are are interpreted and navigated by its members (Boute, Van Dierdonck and Vereecke, 2011). How executives react and behave when faced with politics is important, because their actions can impact the organization as a whole (Bantel and Jackson, 1989; Miller and Dröge, 1986; Overstreet *et al.*, 2013).

For example, researchers have found that the behavior of narcissistic leaders spreads through the organizational culture and weakens collaboration and diminishes integrity (O'Reilly and Chatman, 2020). While this may have been overlooked and accepted in the past, it may not be tenable for the future. COVID-19 has changed the expectation for leaders. Executives are expected to be more compassionate and understanding of the struggles faced by the workforce (Case, 2021), while juggling the resource constraints and changes being driven by the uncertainty of the COVID-19 marketplace. Furthermore, for leaders and organizations to thrive, they must view resource uncertainty as a constant and look to evaluate every subsequent decision from a human behavior perspective first (i.e. relationships, social dynamics, fairness, ethics) (Deloitte, 2021). For a supply chain executive, leading a stressed supply chain workforce compassionately in 2020 is critical for motivating their people- particularly when leaders are now tasked to lead with "awareness" (Deloitte, 2021).

The overarching premise of this research is to understand how supply chain executive behavior is impacted by resource uncertainty. As the resource requirements and constraints placed on supply chain executives become moving targets, they are under increased pressure to make decisions that correctly use resources. How supply chain executives respond to the pressure when resources are threatened will provide insight into the supply chain organization's culture. Hence, we believe more work is needed to understand how resource reconfiguration environments influence the social dynamics within the organization and how supply chain executives navigate it.

(See Figure 1.) Specifically, we explore the following research questions: (1) How does resource reconfiguration, serving as a contextual environmental phenomenon, influence supply chain executives' perceptions of the politics within the organization?; (2) What is the impact of resource reconfiguration on supply chain executive interpersonal behaviors, specifically behaviors targeted at managing impressions?

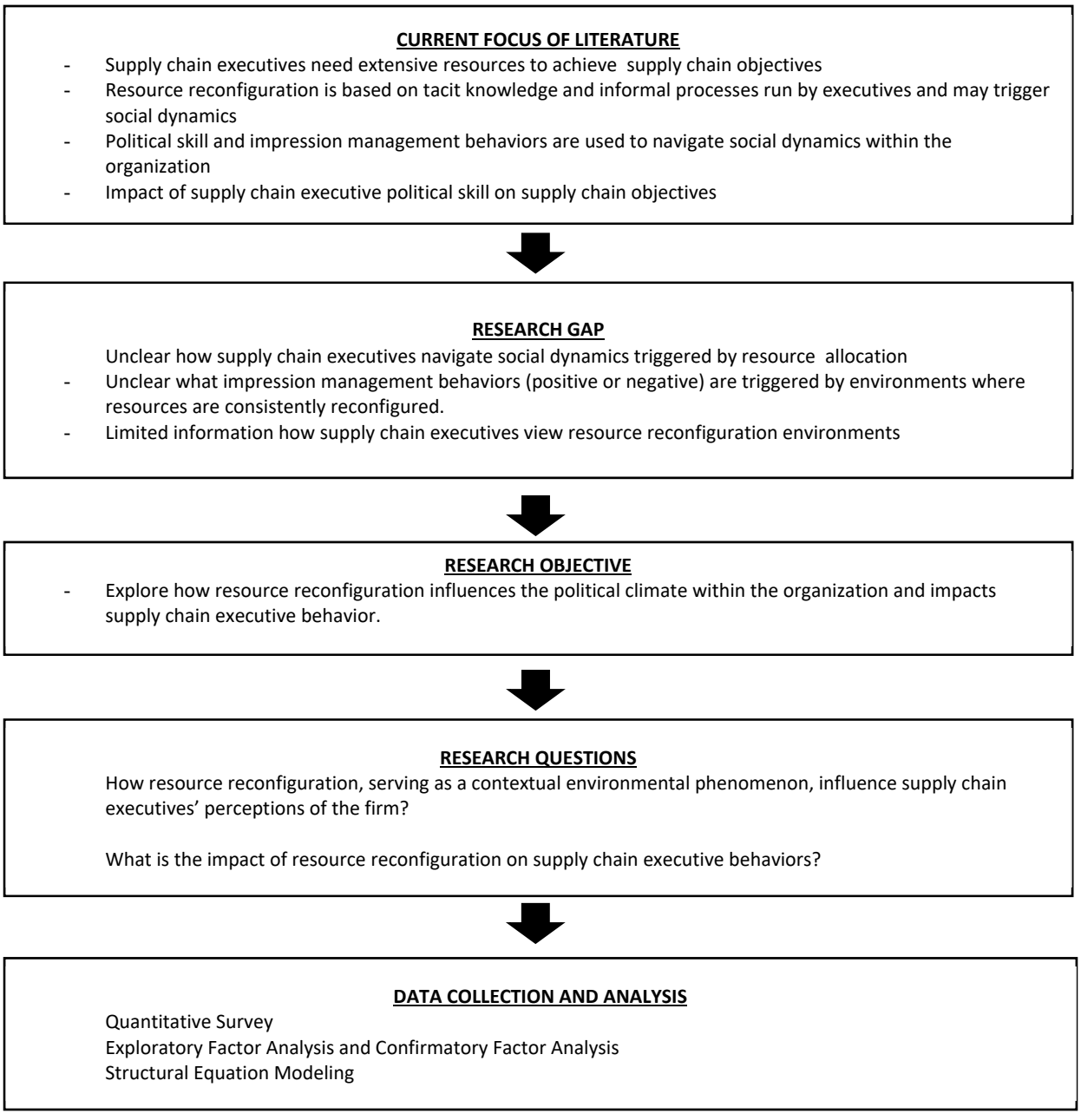

FIGURE 1. RESEARCH DEVELOPMENT FRAMEWORK

The approach for this investigation is as follows: the paper first discusses a theoretical basis for individuals proactively managing access to resources and develops hypotheses that relate interpersonal relationship behaviors to resource reconfiguration environments. We then discuss our methodology and model results, followed by the implications of this research.

II. THEORY AND HYPOTHESIS DEVELOPMENT

2.1. Conservation of Resources Theory (COR)

COR theory "is based on the tenet that individuals are motivated to protect their current resources (conservation) and acquire new ones (acquisition) (Halbesleben *et al.*, 2014, p. 1335). From a COR perspective, resources (i.e. rewards, support from supervisor, participation in decision making, organizational resources) are anything perceived to assist an individual with attaining their goals (Halbesleben *et al.*, 2014; Yang, Lee and Cheng, 2015). Access to desired resources has a positive motivational effect on employees (Hobfoll, 2001) however, the loss of resources can be detrimental to the psyche and motivate behaviors that prevent dispossession of what is viewed to be critical for success (Halbesleben *et al.*, 2014). Resource losses are more significant and salient than gains (Demerouti, Bakker and Bulters, 2004; Stein and Cropanzano, 2011), consequently, competition for resources is created impacting the social dynamics within the firm.

COR theory argues that the negative impact of resource losses is exacerbated by a resource spiral (Hobfoll, 2011). More specifically, the initial resource loss leads to future loss because recovery from the depletion, reacquisition of needed resources, and defense against future resourse loss requires expending additional resources resulting in a spiral (Demerouti, Bakker and Bulters, 2004). Consequently, to protect against or reduce the threat of organizational resource loss (Hobfoll, 2001) individuals may invest their "personal" resources, such as political skill or engage in behaviors that influence how they are perceived by others in the firm. The higher the threat of resource loss, the more likely a supply chain executive will exert their personal resources to prevent it.

2.2. Resource Reconfiguration and Perceptions of Organizational Politic

Resource reconfiguration is the addition, deletion, or recombination of firm resources (Vidal and Mitchell, 2015; Karim, 2006; Helfat and Martin, 2015) in response the competitive environmental circumstances faced by the firm and is critical for firm survival and superior performance (Ambulkar, Blackhurst and Grawe, 2015; Davis, Eisenhardt and Bingham, 2009; Sapienza *et al.*, 2006; Sirmon, Hitt and Ireland, 2007a). Resource reconfiguration decisions govern who gets what, when, and where (Perry and Angle, 1979). The ability to skillfully allocate resources often relies on implicit information and codification of organizational routines within the firm (Johnson, 2002; Seleim and Khalil, 2011). Unfortunately, this tacit information is often personal and idiosyncratic making it difficult to create formalized rules for resource allocation decisions (Sirmon, Gove and Hitt, 2008). This poses a challenge for those seeking to control resources (e.g. space, budgets, people) to achieve their objectives and generates competition (Brouer *et al.*, 2015; Brouer, Gallagher and Badawy, 2016) within the organization, and the organizational environment becomes more

political (Farrell and Petersen, 1982; Bidwell, 2012). More specifically, social norms and behaviors may be adopted by an organization's employees to provide the appearance of conformity to the political environment within the organziation (Elsbach and Sutton, 1992).

Organizational politics is *employees' perceptions of intentional actions, which may be performed at the expense of others, that are either overtly or covertly performed in an effort to advance one's position* (Kacmar and Carlson, 1997). Organizational politics, hereafter known as perceptions of organizational politics (POPS), can influence the behaviors exhibited by individuals within the firm (Piercy, 2007) and the behavioral tactics that are targeted towards those who can provide or protect needed resources (Kacmar and Carlson, 1997; Hochwarter *et al.*, 2020). The antecedents of organizational politics to date have been focused on personal disposition, organizational influences (i.e. centralization, formalization, hierarchical structure), job/work environment influences (i.e. autonomy, feeback, interaction with coworkers/supervisors) and demographic influences (Hochwarter *et al.*, 2007; Atinc *et al.*, 2010) . Recently, researchers have began to focus on how events can trigger organizational politics specifically (Hochwarter *et al.*, 2007).

Resource reconfiguration may be considered an event that would trigger politics within the firm (Kumar and Ghadially, 1989; Sirmon, Hitt and Ireland, 2007b). Therefore, understanding how the process of resource reconfiguration may trigger a political environment becomes important. Organizational politics thrives in areas that lack formalized processes and rules (Ferris and Kacmar, 1992). Furthermore, organizational politics is often used to navigate conflicts and manage relationships that further self-interested objectives (Kumar and Ghadially, 1989). Politically motivated individuals are able to use circumstances which lack formalization, such as resource reconfiguration, to their advantage because there are no agreed upon restrictions, penalties or expectations guiding behaviors and activities (Madison *et al.*, 1980).

According to Conservation of Resource Theory, access to desired resources has a positive motivational effect on employees (Hobfoll, 2001). Alternatively, the loss of resources can be detrimental to the psyche and motivate behaviors to prevent dispossession of what is viewed to be critical to success (Halbesleben *et al.*, 2014). From a supply chain perspective, environments may perceive high levels of organizational politics if consistently faced with competitions for desired resources, and must continuously defend and protect resources when reconfiguration efforts begin. Hence we hypothesize the following (See Figure 2):

> *H1: An increase in resource reconfiguration will increase organizational politics in the firm.*

2.3. Resource Reconfiguration and Supply Chain Executive Political Skill

Political skill (PS) is defined as "the ability to effectively understand others at work and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives" (Ferris *et al.*, 2005, p. 127). Individuals who possess political skill tend to interpret relevant social cues so they may use situation-specific actions and behaviors for any given social context (Treadway *et al.*, 2005). Those who possess this skill tend to feel a greater sense of control over their surroundings, exhibit more confidence, and have a clear understanding of events and

behaviors that occur within their organization (Ferris, Davidson and Perrewé, 2005).

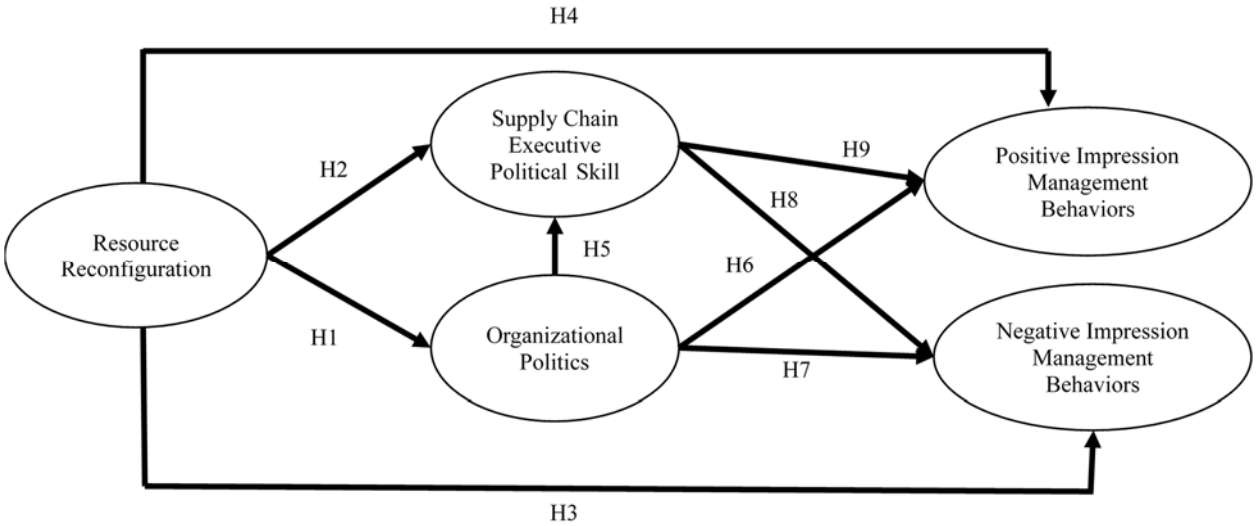

FIGURE 2. CONCEPTUAL MODEL

Political skill represents the social effectiveness of its bearer (Munyon *et al.*, 2015), and individuals viewed as politically skilled tend to craft strong personal reputations and develop positive impressions (Munyon *et al.*, 2015). The image created is based on a politically skilled employee's ability to operate in a manner which conveys confidence and trust in a variety of situations, resulting in a higher level of self-efficacy and social effectiveness when pursuing professional outcomes (Munyon *et al.*, 2015). All of this allows them to modify their behavior based on the environment and the response of others (Ferris *et al.*, 2007). Cultivating and developing these abilities is essential for gaining influence within the work environment (Pfeffer, 1981). More importantly, politically skilled individuals are more adept at navigating resource decisions and are better able to secure resources for their objectives (Perrewé *et al.*, 2004).

The reconfiguration of resources represents potential resource losses for supply chain executives (Min *et al.*, 2005), who are under pressure to achieve personal goals as well as firm supply chain objectives. Conservation of resources theory argues that the threat of resource loss can activate strategic behaviors in which individuals attempt to protect and acquire resources (Halbesleben *et al.*, 2014; Hobfoll, 2001). In environments that have frequent modifications to resource allocations, the need to be politically skilled and understand the organizational environment is necessary to protect resources. The threat of loss through reconfiguration would activate the use of political skill by supply chain executives to protect against such losses. Thus, we propose the following:

> *H2: Resource reconfiguration has a positive effect on supply chain executive political skill.*

2.4. Resource Reconfiguration and Impression Management

Impression management (IM) refers to the behaviors, processes, or other efforts

individuals take to influence how others think of them. (Bolino, 1999; Bolino *et al.*, 2008; Bozeman and Kacmar, 1997). This is different from political skill in that IM is a set of proactive behavioral tactics that individual actors can use (when deemed necessary) to influence targets and achieve personal goals whereas political skill is an overall social ability to understand interpersonal interactions and determine a course of action (e.g. impression management behavior) that can advance one's objectives. In environments with high resource reconfiguration activity, executives are faced with more opportunities for resource loss thus increasing psychological harm. To lessen the likelihood of such loss, in line with COR theory, individuals will take action to influence the reallocation of resources (Hobfoll, 2001). Conservation of resources theorists argue that when resources are under threat, individuals are motivated to engage in image maintenance, such as impression management, to address the threat (Hobfoll, 2001). Impression management tactics can help executives manage how they are perceived throughout the organization (Bolino, 1999) and maintain or increase their access to resources through influencing inter-personal relationships (Gligor and Autry, 2012).

The tactics supply chain executives may use to manage impressions typically fall into five categories (Jones and Pittman, 1982): (1) Ingratiation: where individuals seek to be viewed as likable; (2) Exemplification: in which people seek to be viewed as dedicated; (3) Intimidation: where individuals seek to appear dangerous or threatening; (4) Self-promotion: in which individuals hope to be seen as competent; and (5) Supplication: where people seek to be viewed as needy or in need of assistance. These behaviors represent two general groups: positive IM tactics (ingratiation, exemplification, self-promotion), and negative IM tactics (intimidation, and supplication) (Bolino and Turnley, 2003).

Positive tactics are useful when attempting to enhance positive perceptions or impressions (Bolino, 1999; Brouer *et al.*, 2015). They are used to build, protect, and maintain resources and are often a necessary part of resource acquisition (Brouer, Gallagher and Badawy, 2016). Alternatively, negative tactics are used to create a perception of power or an ability for an actor to create consequences for an IM target (Brouer *et al.*, 2015). Negative impression management tactics may be used to elicit fear or pity in resource allocation decision-makers to reduce the threat of resource loss. While fear and pity may create a negative image within the firm, they may be effective tactics to address perceived threats. From a supply chain perspective, impression management behaviors may be used by executives to navigate the political dynamics created by resource reconfiguration decisions. Therefore, we hypothesize that:

H3: Resource reconfiguration has a positive relationship with supply chain executive positive impression management behaviors

H4: Resource reconfiguration has a positive relationship with supply chain executive negative impression management behaviors.

2.5. Organizational Politics and Supply Chain Executive Political Skill and Impression Management Behaviors

Activation theory argues that demands from an individuals' environment be they positive or negative, will trigger activation of behaviors (Gardner and Cummings, 1988). More specifically,

everyone has a comfortable level of activation, where activation is defined as neural stimulation (e.g. job demands and stress), and people are motivated to maintain their desired level of activation (Meurs and Perrewé, 2011)**.** When faced with increased activation levels due to increased demands, individuals will manifest a wide variety of modifying behaviors so they may return to their desired state (Gardner and Cummings, 1988). Organizational politics is considered one of the many demands that individuals face in the workplace (Cropanzano and Li, 2006; Halbesleben and Wheeler, 2008). When politics is evident, it attracts attention and will be considered a stressor and evaluated for potential harm and trigger modifying behaviors (Chang *et al.*, 2012) such as supply chain executive political skill as well as positive and negative impression management behaviors. Therefore, we propose:

H5: Organizational Politics will have a positive significant relationship with supply chain executive political skill.

H6: Organizational Politics will have a positive significant relationship with positive impression management behaviors

H7: Organizational Politics will have a positive significant relationship with negative impression management behaviors.

2.6. Supply Chain Executive Political Skill and Impression Management

One of the hallmarks of politically skilled executives is their ability to adapt their behavior to achieve their objectives. Politically skilled executives are situationally focused and highly self-aware, so not only can they adapt their behavior to influence others (Ferris, Davidson and Perrewé, 2005; Jawahar *et al.*, 2008), they also understand that how they are perceived by others can impact their ability to be successful. As such, strategic behaviors such as impression management, may be used by the politically skilled (Brouer *et al.*, 2015). Hence, a politically skilled executive is socially astute and may understand the impression management behaviors that will be effective in their organizational environment.

The Positive IM behaviors (ingratiation, exemplification, and self-promotion), are often deployed strategically to build a reputation as a likeable, productive, and competent employee, and encourage colleagues to develop that same perception (Jones and Pittman, 1982; Turnley and Bolino, 2001). These positive images are believed to help reduce resource losses by supporting the perception the resources allocated to this individual are necessary and will be put to good use (Little *et al.*, 2015). Alternatively, these same executives may use negative impression management behaviors of intimidation and supplication to present the resource re-allocator with the impression of potentially negative outcomes (for the re-allocator or the firm) if resources are taken away. While these tactics are risky and may not be received well by the target (Harris *et al.*, 2007), an effective strategic deployment plan may result in a reduction of resource losses. We therefore hypothesize:

H8: Supply chain executive political skill has a positive relationship with positive impression management behaviors.

H9: Supply chain executive political skill has a negative relationship with

negative impression management behaviors.

2.7. Supply Chain Executive Political Skill as a Mediator

While impression management behaviors are impactful, if these behaviors (positive or negative) are used in "an indiscriminate or unpolished manner" the individual may be viewed as incompetent (Crant, 1996; Harris *et al.*, 2007, p. 279), hypocritical (Gilbert and Jones, 1986), or less "socially" attractive (Rudman, 1998). The *skillful* use of impression management behaviors is critical for those attempting to leverage interpersonal perceptions to acquire and conserve resources. Accordingly, politically skilled executives have a better understanding of political environment created due to resource reconfiguration. More specifically, based on the political environment, supply chain executives may understand how to effectively use positive or negative impression management behaviors to further their goals and are less likely to suffer the negative ramifications of attempting to proactively manipulate the opinions of others. These same executives will be more adept at deploying impression management tactics in political environments created due to reconfiguring resources. Hence, we propose the following:

H10: Supply chain executive political skill will mediate the relationships between organizational politics and positive impression management behaviors.

H11: Supply chain executive political skill will mediate the relationships between organizational politics and negative impression management behaviors.

III. METHODOLOGY

3.1. Sample

Survey data was collected to test these hypotheses. Data was collected over the course of a year via a Qualtrics panel prior to the COVID-19 pandemic. The survey was developed based on the recommendations of Dillman, Smyth and Christian (2008) for web-based surveys. Items were based on prior literature. The sampling frame consisted of 551 supply chain managers who are members of a compensated research panel working within a variety of industries. The use and acceptance of such panels in supply chain research has increased over the years as researchers work to increase the efficient collection of and quality of survey data (Schoenherr, Ellram and Tate, 2015). Several steps were taken to enhance data quality as recommended by Krause, Luzzini and Lawson (2018) and Montabon, Daugherty and Chen (2018).

Respondents were deemed qualified if they provided affirmative responses to 1) working in a supply chain position and 2) decision makers in their roles, indicating a reasonable propensity to be faced with making or being impacted by resource reconfiguration decisions. Of the 551 supply chain managers contacted, 315 participants (315 of 551 – 57.2%) were qualified to proceed. Of those who qualified, 60.6% completed the questionnaire (167 of 315). The 167 responses were additionally screened to reduce yay-saying, speeding, and to ensure unique respondents based on the following criteria: 1) correct answers, 2) attention filters within the survey, 3) repeat survey takers based on IP address. Based on these criteria, a total of N_u = 167 usable responses, resulting in a response rate of 30.3%

(167 out of 551). See Table 1 for a description of the sample.

TABLE 1. SAMPLE DESCRIPTION

Experience	Participants	Cumulative Percent
Less Than 3 Years	4	2.4%
3 to 5 Years	6	6.0%
6 to 10 Years	14	14.4%
11 to 15 Years	20	26.3%
16 to 20 Years	18	37.1%
More than 20 Years	105	100%
Education		
Some High School	1	.6%
High School Graduate	18	11.4%
Some College	51	41.9%
College Graduate	66	81.4%
Some Graduate School	14	89.8%
Graduate School	17	100%
Industry		
Agriculture, Forestry, Fishing	4	2.4%
Construction	18	13.2%
Manufacturing	16	22.8%
Wholesale Trade	10	28.7%
Retail Trade	45	55.7%
Finance, Insurance, Real Estate	11	62.3%
Services	63	100%
Organization Size		
1-999	162	97.0%
1,000 - 4,999	3	98.8%
5,000+	4	100%

3.2. Measures

Resource Reconfiguration assessed the extent to which a firm can realign in response to changes within the environment (Ambulkar, Blackhurst and Grawe, 2015). The scale was measured using the adapted scale created by Ambulkar, Blackhurst and Grawe (2015). Responses were captured using a 5-point Likert Scale (1 = Strongly Disagree and 5 = Strongly Agree).

The positive impression impression management behaviors of ingratiation, exemplification, and self-promotion were

measured using the established scale developed by Bolino and Turnley (2003). Ingratiation is operationalized by measuring how individuals seek to be viewed as likable by flattering others and doing favors for them. The exemplification items measured the extent to which individuals appear dedicated. Self-promotion items examined the extent to which individuals highlight their accomplishments to influence impressions.

The negative impression management behaviors of intimidation and supplication were measured using the established scale from Bolino and Turnley (2003). Intimidation assessed whether individuals seem intimidating by threatening or bullying others. Last, supplication evaluated if participants appear needy by showing their weakness or sharing their limitations. Each of these constructs used a five-item scale. Responses were captured using a 5-point Likert scale (1 = Strongly Disagree and 5 = Strongly Agree).

Political skill was self-report and measured a person's ability to read, understand and interpret social cues and use that information to control social interactions (Ferris, Davidson and Perrewé, 2005; Hochwarter *et al.*, 2007). A recent meta-analysis conducted by Munyon *et al.* (2015) determined that the self-report unidimensional social skill scale accurately captured the construct political skill and provides a more precise measurement (Ferris *et al.*, 2012; Munyon *et al.*, 2015). Hence, the established scale of social skill was used to measure political skill. A 5-point Likert scale was used (1 = Strongly Disagree, and 5 = Strongly Agree).

Statistical controls for the study included demographic variables and firm characteristics that may impact the results. The literature proposes the demographic characteristic of experience (Treadway *et al.*, 2004), should be controlled for as these variables have been shown to heighten participants' perceptions of their firm environment (Kipnis and Schmidt, 1988). In addition, we controlled for size. Size may impact the amount of resources and level of reconfiguration that occurs within the firm. Single-item objective measures were employed for this purpose.

III. ANALYSIS

The data was analyzed using the Anderson and Gerbing (1988) two-step approach. First, a confirmatory factor analysis (CFA) was conducted to evaluate the measurement model. Within this analysis, validity, reliability, response bias and common method bias were evaluated. Once this was complete, the hypotheses were tested using strucrtural equation modeling (SEM). SEM provides inferences about relationships based on empirical data and theoretical causal assumptions, which are the basis of our testable hypothesized model (Bollen and Pearl, 2013). The results of SEM provides quantitative causal conclusions and fit metrics for the testable hypotheses (Bollen and Pearl, 2013). Failure to find adequate or good fit, will call into question the underlying theoretical causal assumptions guiding the structural model (Bollen and Pearl, 2013). "Good fit" means that the theoretical causal assumptions are consistent and are supported by the data (Bollen and Pearl, 2013).

4.1. Validity and Reliability of Measures

A CFA was conducted to establish whether the measurement model possessed discriminant validity, convergent validity, and reliability. Amos 24.0.0 was the software used to evaluate the CFA. Composite reliability was calculated to assess scale reliability (Bentler, 2009; Garver and Mentzer, 1999). Following the

recommendations of Bagozzi, Yi and Nassen (1998) and Garver and Mentzer (1999), each construct has a composite ρ greater than the .70 threshold. See Table 2.

Convergent validity was assessed by examining each constructs' item factor loadings. The item factor loadings ranged from .54 to .94, which is above the recommended convergent validity threshold of .50 (Hair Jr *et al.*, 2010). See Table 2.

Discriminant validity was assessed using the average variance extracted as recommended by Fornell and Larcker (1981). When evaluating the AVE, each construct had an average variance extracted greater than .50 (Fornell and Larcker, 1981). In addition, all constructs have squared inter-construct correlations less than the square root of the AVE. These findings indicate each construct is a distinct measure and have discriminant validity.

4.2. Test for Bias

To evaluate bias within the data, tests for response bias and common method bias were conducted. Response bias was tested following the method recommended by Armstrong and Overton (1977). Responses were divided into thirds based on the survey completion timestamp provided by Qualtrics, and a mean difference two-tailed test was run to assess if there was a difference between the early and late respondent groups. The analysis showed no significant difference.

Common method bias (CMB) was examined using the marker variable technique recommended by Richardson, Simmering and Sturman (2009), Podsakoff, MacKenzie and Podsakoff (2012), and Williams, Hartman and Cavazotte (2010). To utilize the marker variable technique, we used the zero-constraint approach using tools developed by Gaskin and Lim (2017). We first ran a zero constraints test, which included an unconstrained model (x^2 = 805.096, df = 484, p =1.0), and a model where the paths were constrained to zero (x^2 = 805.096, df = 484, p =1.00). The non-significant chi-square for this test indicates that the constrained and unconstrained models are invariant or the same. Hence, no bias was detected in the model, and common method bias is not a concern.

TABLE 2. FACTOR LOADINGS

Variable	Item	Measure	Loading
RESOURCE RECONFIGURATION (CR = .84)	RR1	We realign our firm resources and processes in response to environmental changes	0.68
	RR2	We reconfigure our resources and processes in response to the dynamic environment	0.71
	RR3	We restructure our source base to react to the changing business environment	0.76
	RR4	We renew our resource base in response to the changing business environment	0.85
SUPPLY CHAIN EXECUTIVE POLITICAL SKILL (CR = .89)	PS1	I find it easy to put myself in the position of others.	0.64
	PS2	I am keenly aware of how I am perceived by others.	0.65
	PS3	In social situations, it is always clear to me exactly what to say and do.	0.71
	PS4	I am particularly good at sensing the motivations of others.	0.83
	PS5	I am particularly good at sensing the hidden agendas of others.	0.74
	PS6	I am good at making myself visible with influential people in my organization.	0.62

	PS7	I am good at reading other's body language.	0.75
	PS8	I am able to adjust my behavior and become the type of person dictated by any situation	0.70
INGRATIATION (CR = .89)	ING1	Compliment your colleagues so they will see you as likable	0.83
	ING2	Take an interest in your colleagues' personal lives to show them that you are friendly	0.71
	ING3	Praise your colleagues for their accomplishments, so they will consider you a nice person	0.88
	ING4	Do personal favors for your colleagues to show them that you are friendly.	0.75
SELF PROMOTION (CR = .91)	SP1	Talk proudly about your experience or education	0.81
	SP2	Make people aware of your talents or qualifications	0.86
	SP3	Let others know that you are valuable to the organization	0.81
	SP4	Make people aware of your accomplishments	0.89
EXEMPLIFICATION (CR = .84)	EX1	Stay at work late, so people will know you are hard working	0.86
	EX2	Try to appear busy, even at times when things are slower	0.54
	EX3	Arrive at work early to look dedicated	0.75
	EX4	Come to the office at night or on weekends to show that you are dedicated	0.82
SUPPLICATION (CR = .87)	SUP1	Act like you know less than you do so people will help you out	0.85
	SUP2	Try to gain assistance or sympathy from people by appearing needy in some areas	0.90
	SUP3	Pretend not to understand something to gain someone's help	0.94
	SUP4	Act like you need assistance so people will help you out	0.92
	SUP5	Pretend to know less than you do so you can avoid an unpleasant assignment	0.79
INTIMIDATION (CR = .90)	INT1	Be intimidating with coworkers when it will help you get your job done.	0.79
	INT2	Let others know you can make things difficult for them if they push you too far.	0.76
	INT3	Deal forceful with colleagues when they hamper your ability to get your job done.	0.83
	INT4	Deal aggressively with coworkers who interfere in your business.	0.79
	INT5	Use intimidation to get colleagues to behave appropriately.	0.84

TABLE 3. CORRELATION TABLE

	CR	**AVE**	**Resource Reconfig**	**Political Skill**	**Org Politics**	**Positive Impression Management Behaviors**	**Negative Impression Management Behaviors**	**Exp**	**Size**
Resource Reconfiguration	0.811	0.524	**0.724**						
Political Skill	0.835	0.503	0.399	**0.709**					
Organizational Politics	0.865	0.519	0.573	0.395	**0.720**				

Positive Impression Management Behaviors	0.765	0.520	0.580	0.670	0.568	**0.721**			
Negative Impression Management Behaviors	0.756	0.618	0.204	0.101	0.183	0.440	**0.786**		
Experience	-	-						-	
Size	-	-							-

4.3. Results

The hypotheses and structural model was tested using AMOS. The testing followed a two step process: 1) analysis of the main effects model and 2) test of the interaction effects. The main effect fit indices indicate good fit ($\chi 2 = 913.163$, χ^2/df = 1.422, DF = 642, CFI = .939, SRMR = .078, RMSEA = .047). The overview of results are available in Table 4.

4.3.1. Resource Reconfiguration and Organizational Politics

The first hypothesis evaluates the relationship between resource reconfiguration and organizational politics. The findings from the analysis indicate there is a positive significant relationship between resource reconfiguration and organizational politics ($\beta = .591, p = .001$). H1 is supported.

4.3.2. Resource Reconfiguration and Supply Chain Executive Political Skill

Hypothesis 2 investigated the relationship between resource reconfiguration and supply chain executive political skill. The analysis indicates resource reconfiguration has a positive significant relationship with supply chain executive political skill. ($\beta = .265, p = .02$). Thus, H2 is supported.

4.3.3. Resource Reconfiguration and Impression Management

Hypotheses 3 and 4 assess the relationship between resource reconfiguration and a supply chain executive's positive and negative impression management behaviors respectively. The results reveal a positive significant relationship between ($\beta = .275, \mathrm{p} = .01$). Hence, H3 is supported. However, the analysis also indicates there is not a significant relationship between resource reconfiguration supply chain executive negative impression management behaviors ($\beta = .035, \mathrm{p} = .39$). Therefore, H4 is not supported.

4.3.4. Organizational Politics and Supply Chain Executive Political Skill

The fifth hypothesis investigates the relationship between organizational politics and supply chain executive political skill. The findings from the analysis indicate there is a positive significant relationship between organizational politics and supply chain

executive political skill ($\beta = .269, p = .01$). Thus, H5 is supported.

4.3.5. Organizational Politics and Impression Management Behaviors

Hypotheses 6 and 7 assess the relationship between organizational politics and a supply chain executive's positive and negative impression management behaviors respectively. The results there is slightly significant relationship between organizational politics and positive impression management behaviors ($\beta = .167, p = .10$). Hence, H6 is not supported. Additionally, the analysis also indicates there is not a significant relationship between organizational politics and supply chain executive negative impression management behaviors ($\beta = .000, p = .99$). Therefore, H7 is also not supported.

4.3.6. Supply Chain Executive Political Skill and Impression Management Behaviors

H8 and H9 examine the relationship between supply chain executive political skill and positive and negative impression management behaviors. The results of the analysis reveal that consistent with the literature, political skill has a positive significant relationship with positive impression management behaviors ($\beta = .495, p = .0000$). Hence H8 is supported. The remaining hypothesis, H9 for negative impression management behaviors ($\beta = -035, p = .75$) is not supported.

4.3.7. Supply Chain Executive Poitical Skill as a Mediator

The mediation effect of political skill on the relationship between organizational poltics and impression management behaviors was evaluated in hypotheses H10 and H11. Mediation analysis determined supply chain political skill has an indirect effect on the relationship between organizational politics and positive impression management behavior ($\beta = .166, p = .001$). More specifically, supply chain executive political skill fully mediates the relationship between organizational politics and positive impression management behaviors. See Table 5. Hence H10 is supported. Alternatively, supply chain political skill does not mediate the relationship between organizational politics and negative impression management behaviors ($\beta = .007, p = .752$). Thus H11 is not supported.

TABLE 4. MAIN EFFECT HYPOTHESES RESULTS

Hypotheses	Std. Beta	S.E.	C.R.	p-value	Result
H1: Res Rec → Org Pol	.591	.085	6.489	.001	Supported
H2: Res Rec → SC Pol Skill	.265	.100	2.619	.009	Supported
H3: Res Rec → Pos Imp Mgt	.275	.097	2.539	.011	Supported
H4: Res Rec → Neg Imp Mgt	.114	.120	.846	.348	Not Supported
H5: Org Pol → SC Pol Skill	.269	.102	2.479	.013	Supported
H6: Org Pol → Pos Imp Mgt	.167	.098	1.649	.099	Not Supported
H7: Org Pol → Neg Imp Mgt	.000	.121	.003	.998	Not Supported
H8: SC Pol Skill → Pos Imp Mgt	.495	.104	4.887	.001	Supported
H9: SC Pol Skill → Neg Imp Mgt	.035	.114	.317	.752	Not Supported

TABLE 5. MEDIATING EFFECTS

Hypotheses	Std. Beta	CI Lower	CI Upper	P-Value
H10: Org Pol → SC Pol Skill → Pos Imp Mgt	.166	.146	.354	.001
H11: Org Pol → SC Pol Skill → Neg Imp Mgt	.007	-.051	.072	.752

V. Discussion

The purpose of this study is to better understand how a firm's need to reconfigure resources can impact the perceptions and behaviors of supply chain executives. Furthermore, we investigate how supply chain executives navigate interpersonal relationships after resource reconfiguration triggers political dynamics within the firm. Research argues that the behaviors of executives can impact the firm (Bantel and Jackson, 1989; Miller and Dröge, 1986). Furthermore, interpersonal interactions may impact organizational cohesion – using political skill and impression management tactics to manage how one is perceived and to develop positive relationships can increase the trust, loyalty, and affect amongst fellow employees (Ferris et al. 1989). Firm leadership would be wise to understand who amongst the management ranks is best equipped to handle resource allocation dynamics while still maintaining positive intra-firm relationships. Supply chain executives who can maintain a positive image within the organization is critical in our current environment, where the pressure from Covid-19 and ecommerce increase is demanding more from the organization than ever before.

Consistent with existing literature, our findings indicate that firms who frequently adjust resource allocations are perceived by supply chain executives to have a greater level of organizational politics. Resource allocation is a beacon for politics (Kumar and Ghadially, 1989), and competition for resources and resource reconfiguration impacts the social interactions within the organization (Gruchmann and Seuring, 2018). Interestingly, we also find that both resource reconfiguration and organizational politics trigger political skill and within supply chain executives. Both of these findings are consistent with COR Theory (Halbesleben *et al.*, 2014) and Activation Theory respectively (Gardner and Cummings, 1988). Using both COR Theory and Activation Theory to explain the behavioral actions of supply chain executives provides additional theoretical nuance and insight needed to fully understand the motives and actions of individuals tasked with managing supply chain resources (Hammervoll, 2011).

From a resource reconfiguration perspective, strategic behaviors, such as political skill, are triggered to prevent potential resource loss (Halbesleben *et al.*, 2014). In resource reconfiguration environments, supply chain executives engage their political skill to defend their resources from competing departments, executives or individuals within the firm. Supply chain executives with political skill are better able to navigate the socio-political landmines caused by non-codified processes (Cross and Parker, 2004). For example, changing customer requirements may increase sales support, customer service, manufacturing volumes, create a shorter order cycle, and/or require additional technology, equipment and labor.

Consequently, resulting in the need for resources to be reassessed and reallocated across the organization. Thus competition may arise within executive ranks for the limited labor, technological, and financial resources needed to maintain dynamic performance requirments.

Our findings suggest that in such environments strategic behaviors, such as political skill, are activated to prevent potential resource loss (Halbesleben *et al.*, 2014). This is a contribution to the political skill literature, which to our knowledge does not explore how organizational processes may be an antecedent to an individual's development and/or deployment of political skill. Additionally, the firm's organizational politics activates political skill within the supply chain executive. Hence as politics increases within the organization, supply chain executives activate their political skill to navigate the socio-political dynamics. In essence, supply chain executives who possess political skill will assess the social dynamics triggered by resource reconfiguration and organizational politics and adjust their behavior accordingly.

Consistent with COR Theory, resource reconfiguration triggers positive impression management behaviors of ingratiation, exemplification and self-promotion. Hence, supply chain executives in organizations which frequently reconfigure resources are seeking to bolster a positive image amongst their colleagues. However, just because these behaviors are deployed does not mean they are done appropriately or strategically. If these positive impression management behaviors are not deployed skillfully, supply chain executives may be viewed as inauthentic, insincere, overly political, and/or arrogant leading to damaged interpersonal relationships (Bolino, Klotz and Daniels, 2014; Turnley and Bolino, 2001). Over time and with repeated occurrences, clumsily deployed positive impression management behaviors can reduce the supply chain executive's reputation in the organization and amongst peer and result in backlash. This would be detrimental to a supply chain executive because they often seek to foster collaboration and coordination inside and outside out the organization (Thornton, Esper and Autry, 2016).

Creating a positive image aids individuals in achieving personal goals and objectives within the organization (Little *et al.*, 2015; Roberts, 2005). Our research finds that politically skilled supply chain executives in organizations perceived to consistently reconfigure resources are more likely to engage in positive impression management behaviors. The skillful deployment of positive impression management behaviors allows supply chain executives to foster trust, portray an image of competence, dedication, and likability to others within the organization (Bolino *et al.*, 2008)**.** The positive image of a politically skilled supply chain executive can be reassuring to decision-makers that resources given to a politically skilled supply chain executive are properly allocated and will be used effectively (Little *et al.*, 2015).

Additionally, importance of supply chain executive political skill is further emphasized by the full mediation effect it has on the relationship between organizational politics and positive impression management behaviors. This finding suggests that a supply chain executive who is politically skilled is also able to harness the politics in the environment due to competition for resources. Hence, a politically skilled executive may avoid the negative backlash typically associated with organizational politics and keep a positive image in the organization and with colleagues.

From a managerial perspective, supply chain executives who work in environments dealing with constant resource

reconfiguration efforts may be more socially savvy and politically adept than those who have not faced similar pressures and challenges. Having a supply chain executive who has the social competence to manage these dynamics is increasingly important for today's organizations. Many supply chain executives are faced with resource shortages and constraints due to covid-19, and at the same time are being asked to lead employees with compassion, understanding and empathy (Deloitte, 2021). It will be imperative that supply chain leaders be viewed as authentic and sincere in uncertain environments where resources are constantly reconfigured. Thus, supply chain executives may be driven to develop and enhance their political skill to perform more effectively in their roles and maintain positive image and provide comfort to an increasingly overwhelmed and stressed supply chain workforce.

VI. Limitations and Future Research

This study was conducted by exploring the impact of political skill and impression management tactics on resource reconfiguration within firms of limited size. The findings of this study may not be generalizable as the number of employees in the firm increase significantly. Organizations with fewer employees are possibly more sensitive to impression management behaviors when reconfiguring resources due to flatter management structures, more frequent or intense interpersonal interactions in the supply chain network, or differences in the balances of organizational power. Likewise, for firms with higher employee levels, the choice and effectiveness of positive vs negative impression management may different. Future research should investigate these issues in organizations with varying levels of employees to increase the generalizability of the model.

This research solely focused on resource reconfiguration as an antecedent. In future work researchers should explore how other operational processes (i.e., integration, procurement, supplier selection) within supply chain management impact political skill and impression management behaviors. Further exploration would help researchers and managers understand the underlying social complexities of these processes and which strategic approach/tactic will yield positive results. Furthermore, individual impression management tactics were not evaluated in our model. There may be additional insights that can be learned by exploring which specific impression management tactics are more productive in a given environment.

Lastly, We did not consider race/ethnicity or gender in our study. Given the social biases towards various groups in the workforce, research should be done about how these biases may influence an individual's use of political skill and choice of impression management tactics.

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