Getting Worse or Getting Better? Understanding the Antecedents and Consequences of Emotion Profile Transitions During COVID-19-Induced Organizational Crisis

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While some organizations are thriving during the COVID-19 pandemic, many are experiencing a crisis—a threat to organizational longevity, time pressure, and inadequate resources. Building on prior work examining emotions during times of crisis and changes that people undergo during major life transitions, as well as media accounts suggesting that employees have had positive *and* negative emotions tied to aspects of working during COVID-19, we adopt a person-centric view to examine profiles of monthly emotions regarding organizational reopening. Additionally, we consider how employees transition from one profile of emotions to another across months. In so doing, we consider whether feelings of hope, gratitude, fear, and resentment co-occur for employees; how employees transition across profiles from one month to the next as a function of perceptions of organizational leaders' trustworthiness and their handling of the COVID-19 crisis; and how changes in profile membership relate to employee well-being, work outcomes, and prevention behaviors to avoid contracting COVID-19. Using 1,422 total measurements from August 2020 to November 2020 from employees at a single university during two monthly transitions with significant crisis-related events (i.e., return to in-person teaching, students living on campus, announcement of pay cuts and furloughs, and the subsequent announcement that some of those conditions would change), we identified four profiles of monthly emotions, with perceived leader trustworthiness and handling of the pandemic being critical features of why employees belonged to different profiles between August–September and October–November. Further, we found implications of monthly transitions for work and COVID-related outcomes.

Keywords: emotions, organizational crisis, well-being, performance, latent transition analysis

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I am fearful, but hopeful. It is going to depend upon each student and staff to be safe. (Participant in August 2020)

Each step the university takes towards re-opening I am fearful and afraid of what is to come. I hope for the best, but as time goes on I feel people are becoming more relaxed in following guidelines which could result in increased cases of COVID. (Participant in November 2020)

The negative physical, psychological, and economic effects of COVID-19 on employees, combined with the conflict between safety and organizational survival that has faced organizational decision makers, can be described as an *organizational crisis*—a

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threat to organizational longevity, time pressure, and inadequate resources (Mishra, 1996). As our opening quotations suggest, employees have experienced intense emotions tied to the COVID-19 crisis as they processed their desire to "return to normal," paired with the realization that it could be a threat to their health and the health of others. Indeed, whereas some experienced fear regarding in-person work, others experienced hope about a return to pre-COVID life, or gratitude for having a job. Yet, there are unanswered questions about how employees' emotions change over time, and how leaders' behaviors in response to the crisis affect these changes.

We build on research on emotions during a crisis (e.g., Fredrickson et al., 2003) and major work and nonwork transitions (e.g., Adler, Britt, et al., 2011; Ladge et al., 2012; Mainiero & Gibson, 2003) to understand how people experience distinct and potentially conflicting emotions as organizations respond to COVID-19. In exploring this, assuming that emotions are (a) not static and (b) have the potential to combine (e.g., Rothman et al., 2017), we consider monthly *transitions* in emotion profiles at a large public U.S. university during Fall 2020—a time when the crisis surrounding how the university would respond to the COVID-19 pandemic was salient, and there was frequent communication from organizational leaders about returning to work (see Appendix A, for context). These decisions were often met with resistance, with strong emotions documented publicly (e.g., Zhu, 2020). Yet, limited scholarship has focused on how emotions combine during organizational crises. We also know little about how emotional profiles *shift* throughout disruptive events, despite a broader literature

that exists on work transitions that suggests that transitions in emotions are plausible (e.g., Adler, Britt, et al., 2011; Adler, Zamorski, et al., 2011; Ladge et al., 2012). Finally, little is known about how leaders' behaviors and trustworthiness (e.g., perceived ability, benevolence, and integrity; COVID-19 pandemic management) shape these emotions.

The present study makes several contributions to literature pertaining to crises, emotions, and major life transitions. First, we document discrete emotions—gratitude, hope, fear, and resentment—toward the reopening across 4 months of the Fall 2020 semester. Thus, we advance the literature on emotions during organizational change and/or crisis, which has measured generalized state emotions (Sommer et al., 2016), or measures of emotions at a single time point (Fugate et al., 2008). We view these emotions as a set, studying *profiles of emotions*. Second, following the pandemic-induced turbulence, we assess *transitions* in profiles across months. As crisis conditions were changing, we focused on 2 months with profound activity and leader communication, assessing profile changes from August to September and October to November. Third, our research underscores the importance of trust in leaders and perceptions of how leaders manage the crisis. Following Staw et al.'s (1981) theory of threat rigidity, under adverse conditions decision-making becomes centralized, making organizational leaders' trustworthiness especially consequential. Thus, perceived leader trustworthiness and handling of the crisis are positioned as predictors of employees' transition between emotion profiles (cf. Vaziri et al., 2020). Fourth, following from theories that emphasize the importance of emotions for motivation and personal welfare (e.g., Bandura, 1991; Carver & Scheier, 1990), we relate changes in profiles to well-being, performance, and COVID-19 preventative behaviors.

Emotions Experienced During COVID-Induced Organizational Crises

To determine the relevant potential emotions[1] in crisis, we turned to literature on emotions during one of the last shared organizational crises—terrorist attacks on the U.S. on 9/11 (Fredrickson et al., 2003)—as well as scholarship on COVID-19. In terms of positive emotions reported during crises, *gratitude* is common. As noted by Emmons and Shelton (2002), "the ability to discern blessing in the face of tragedy is a magnificent human strength" (p. 467). It is thus unsurprising that gratitude was one of the most frequently experienced positive emotions by college students within weeks of September 11 (Fredrickson et al., 2003), and it has been studied in regards to COVID-19 (Bono et al., 2020; Jiang, 2020). The prospect of returning in-person, a key part of the crisis we studied, could trigger gratitude for many reasons, including toward leaders for making decisions that could positively impact revenues and save jobs, or toward seeing colleagues. An additional positive emotion is *hope*. Hope represents the perception that goals can be met (Erickson et al., 1975), and has been related to well-being during COVID-19 (Counted et al., 2020). When organizations resume in-person, people may feel hopeful that this will curb the organization's financial losses, or that things may return to "normal."

Prior theory (e.g., Rothman et al., 2017; Vogus et al., 2014) also suggests that positive emotions may co-occur with negative emotions. *Fear* is perhaps the most prominent during a crisis. With

COVID-19, people may feel fear for many reasons—they may fear contracting the virus and bringing it home to their loved ones if working in-person, or they may feel fear about the organization shutting down again and potential job loss. Additionally, employees may also feel *resentment*. If asked to return to work in-person, employees may feel that leaders have broken a psychological contract to keep them safe from harm (e.g., Morrison & Robinson, 1997). Further, employees may resent that they must return to in-person work, especially if some employees in the organization or in the same industry are not (Dixon, 2020). In the current context, an aspect of the crisis studied was the presence of furloughs and pay cuts; thus, employees may feel resentful about working in-person when also facing perceived injustice.

To consider how gratitude, hope, fear, and resentment may vary due to executive leaders' responses to COVID-19, we adopt a person-centered, holistic approach, assuming that the aforementioned emotions may combine monthly (Wang & Hanges, 2011).[2] In taking this view, it is difficult to discern a priori which combinations may emerge given the multitude of possibilities (e.g., Gabriel et al., 2018; Wang & Hanges, 2011). Yet, it is possible to engage in "thought trials" surrounding possible profiles of monthly emotions (e.g., Diefendorff et al., 2019), which we depict in Table 1. Importantly, research on coping with adversity (Larsen et al., 2003) and resilience and adaptability during the transitions in response to acute events (Bliese et al., 2017) also helped informed these possible profiles.

Specifically, the events employees experience during a crisis can trigger coping processes, with the literature suggesting that responses such as increasing positive emotions (Moskowitz et al., 1996), reducing negative emotions (King & Miner, 2000), accepting negative emotions (Alberts et al., 2012), and avoidance (Fugate et al., 2008), may help cope with adversity during a crisis. For example, some may have monthly emotion profiles anchored by joint positive (e.g., gratitude and hope—*glass full*) or negative emotions (e.g., fear and resentment—*glass empty*). Still others may experience higher levels of all emotions as they learn new information about the crisis and leaders' responses, making this emotion profile reflective of *ambivalence* (e.g., Rothman et al., 2017; Vogus et al., 2014). At the other extreme, some may feel low levels of all emotions, being *devoid*. A final possibility is whether there are people who are experiencing primarily one emotion, which we label as *dominant*. For example, some employees may focus only on gratitude for being employed, or have experiences dominated by fear about returning to work. Given the range of possibilities, and aligning with the inductive nature of person-centered work (Morin et al., 2011, 2016; Wang & Hanges, 2011), we pose an initial research question:

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[1] Throughout this article, the term "emotions" will refer to participants' monthly reported emotions in response to the organization's reopening for in-person interaction (see Method section and Appendix B, for further detail on instructions).

[2] We recognize that it would be possible to look at positive (hope, gratitude) and negative (fear, resentment) as overall composites versus discrete emotions. However, there is extensive research that highlights that emotions, while in the same quadrant of the affect/emotion circumplex, are unique in meaning and experience and thus should be distinct (e.g., Fredrickson et al., 2003; Izard, 1977; Van Katwyk et al., 2000). We similarly adopt this view.

Table 1
Hypothetical Monthly Profiles of Experienced Emotions

Profile label	Hope	Gratitude	Fear	Resentment
Glass full	High	High	Low	Low
Hope-dominant	High	Low	Low	Low
Gratitude-dominant	Low	High	Low	Low
Glass empty	Low	Low	High	High
Fear-dominant	Low	Low	High	Low
Resentment-dominant	Low	Low	Low	High
Ambivalent	High	High	High	High
Devoid	Low	Low	Low	Low

Research Question (RQ) 1: Do profiles of emotions—gratitude, hope, fear, and resentment—exist monthly during a crisis, and do these profiles take the form of glass full, glass empty, ambivalent, devoid, and/or profiles with one dominant emotion?

Transitions Between Profiles, Leader Trustworthiness, and Pandemic Management

Due to the rapidly changing nature of the pandemic and the associated crises that have been unfolding in organizations, it is important to understand how employees' mix of emotions change or transition over time (cf., Adler, Zamorski, et al., 2011). In the present study, we assessed emotions across 4 months beginning in August 2020—the month when students returned to live on campus and in-person classes were originally scheduled to begin. Within the time period we investigated, two of these months—August and October—were punctuated by events imposed on the organization by the COVID-19 pandemic that were novel, disruptive, and critical (Morgeson et al., 2015). Such events likely triggered sensemaking processes (Weick, 1988) with resultant changes in profiles of emotions. As noted by Morgeson et al. (2015), strong events "command attention" (p. 517) due to their ability to induce other events, and this was true in the current context due to the university's financial situation and the events that followed.

The question of whether transitions in employees' profiles will change across months is informed by a rather large body of literature across psychology and management on major life- or event-based transitions (e.g., Adler, Zamorski, et al., 2011; Hoge et al., 2004). More specifically, ideas from this research suggest that people experience significant changes in emotions or well-being as they endure event-filled transitions that evoke sensemaking processes (e.g., Ladge et al., 2012). Examples of these transitions are presented in Table 2. In light of the findings presented in Table 2, we expect there to be transitions between emotion profiles from August to September and from October to November to align with salient events that occurred at the university due to the COVID-19 pandemic during the months under investigation in this study. For example, employees who were feeling *glass full* at the beginning of August may have had severely negative reactions to reopening-related events throughout that month (e.g., students returning to campus increasing health risks; the implementations of furloughs and pay cuts), leading to a transition to a *glass empty* profile reported in September. As such, we hypothesize:

> *Hypothesis 1:* Employees transition between profiles of monthly emotions over time during the COVID-19 pandemic from August to September and October to November.

Of course, a natural question that emerges is what affects transitions. During difficult times, employees' trust in their leaders is critical. According to Mayer et al. (1995), the need for trust arises *only* in risky situations, but a corollary to this is that the importance of trust increases consonant with the level of risk. To feel psychologically and physically safe, employees must believe that leaders

Table 2
Examples of Significant Transitions Producing Changes in Emotions or Well-Being

Authors	Context	Findings
Adler, Britt, et al. (2011); Adler, Zamorski, et al. (2011); Hoge et al. (2004)	Military personnel transitioning to civilian life after combat	Upon returning home from combat missions, soldiers can struggle with relearning aggressive impulses that were acceptable when they were working during long periods of combat, perceptions that their noncombat work lives are less meaningful, feelings of boredom, and family-related conflicts. Many (20%–30%) of soldiers returning from combat experience significant mental health problems, encompassing diagnoses related to generalized anxiety and major depression.
Stahl and Caligiuri (2005); Firth et al. (2014)	Expatriates moving to new country for work	When expatriates first move to a new country for work, they tend to experience changes in their adjustment to their work responsibilities, which affect feelings of satisfaction.
Mainiero and Gibson (2003)	Employees returning to work after 9/11 attacks	Employees experienced several initial emotions immediately after 9/11, including fear and anxiety about future potential attacks, denial of the threat of attack, and anger at their employers over lack of attention to the threat. Employees also reported shifts in their emotions over time, such as a reduction in fear after more objectively evaluating terrorist threats in cities far from New York and Washington, D.C.

are trustworthy and making decisions that will positively impact the organization (Agote et al., 2016). That the leader will look out for employees is important, but even more so during COVID-19, when people are worried about their jobs, their health, and their families. Accordingly, employees likely evaluate organizational leaders' trustworthiness in terms of their *ability* (i.e., having competence), *benevolence* (i.e., the extent to which a trustee wants to engage in good toward the trustor), and *integrity* (i.e., the trustee adheres to principles that are acceptable to the trustor; Mayer et al., 1995). These factors are relevant in the current crisis, as "an external threat probably increases reliance upon those high in influence" (Staw et al., 1981, p. 509).

In light of these ideas, how employees evaluate the trustworthiness of organizational leaders and how well the organization has handled the pandemic (i.e., *pandemic management*) will likely relate to transitions across monthly profiles. Research relating to trust and emotions has often studied the opposite causal direction (e.g., Guzzo et al., 2021). Yet, leaders' actions and the resultant perceptions of trustworthiness during crisis and periods of transitions likely influence employees' emotions. Agote et al. (2016) studied the outcomes of trust in leadership in the aftermath of the 2008/2009 financial crisis in Spain, finding that employees' trust in leadership reduced negative emotions, but did not increase positive emotions. Although the degree to which top leaders' trustworthiness and handling of the pandemic may influence followers' emotions—and transitions between profiles—has not been previously considered, findings in related areas shed some light on the importance of trust during periods of transitions (e.g., Colquitt et al., 2011, 2012; Schaubroeck et al., 2013). For example, Schaubroeck et al. (2013) studied U.S. Army soldiers during socialization, finding that affect-based trust (linked to benevolence) and cognition-based trust (linked to integrity and ability) had significant lagged relations to feeling a sense of identification with the organization. As noted by Schaubroeck et al. (2013), "having very positive relationships characterized by mutual concern . . . gives newcomers emotional security in a(n) . . . environment that can be psychologically threatening" (p. 1163).

Extrapolating to the present study, we expect trustworthiness dimensions and perceptions of pandemic management to predict monthly profile transitions. When leaders demonstrate higher ability, employees should react to events over the previous month by feeling more hopeful that leaders can rescue the organization from further losses. Thus, when employees believe leaders are trustworthy, they are likely to transition to or remain in more positively valenced profiles, such as *glass full* or *dominant* profiles characterized by hope or gratitude. Similarly, when leaders demonstrate benevolence, act with integrity, and effectively manage the pandemic, this can lower resentment and fear at having to return to work and increase gratitude about working where people care about them, creating shifts toward positive profiles. We predict:

> *Hypothesis 2:* Those with higher perceptions of leader (a) ability, (b) benevolence, and (c) integrity are more likely to transition to or stay in more positively valenced profiles, whereas those with lower perceptions are more likely to transition to or stay in more negatively valenced profiles.

> *Hypothesis 3:* Those with higher perceptions of pandemic management are more likely to transition to or stay in more

positively valenced profiles, whereas those with lower perceptions are more likely to transition to or stay in more negatively valenced profiles.

Influence of Profiles of Emotions Transitions on Monthly Outcomes

Given the personal significance of the proposed transitions, as well as the research that has identified well-being and performance-related consequences of transitions (e.g., Adler, Britt, et al., 2011, Adler, Zamorski, et al., 2011; Firth et al., 2014), a final question to explore in the current context remains: When employees experience emotion changes during organizational crisis, how do they respond in terms of their well-being, work outcomes, and protecting themselves from COVID-19? For work well-being, we focus on *somatic complaints* and *engagement* to capture well-being outcomes that are central in studying the impact of work and nonwork stressors (e.g., Bennett et al., 2016; de Bloom et al., 2009; Sonnentag, 2015). Somatic complaints represent physical symptoms such as appetite loss and aches and pains (Spector & Jex, 1998), which are typically minimized by positive emotions and promoted by negative emotions (Howren & Suls, 2011; Mora et al., 2007; Wiech & Tracey, 2009). Engagement, a component of work-related well-being (Bennett et al., 2016), is the degree to which employees are vigilant and focused on their work (Rich et al., 2010). Although engagement has been positioned as both an antecedent and as an outcome of emotions (e.g., Burić & Macuka, 2018; Oweneel et al., 2012), it is plausible in the present study that shifts to profiles that are positively valenced (e.g., *glass full*, *dominant* with gratitude or hope) foster engagement and reduce somatic complaints, as feelings of gratitude and hope can promote flourishing even during times of crisis (Fredrickson et al., 2003).

For work outcomes, we focus on *goal progress* and *cyberloafing*. Goal progress represents an employee's assessment of whether they moved in a positive direction toward their work goals (Wanberg et al., 2010); conversely, cyberloafing—the personal use of internet and email during work hours (Blanchard & Henle, 2008)—is reflective of withdrawal from work (Lim, 2002). Although shifts to profiles like *glass empty* may lead to reduced goal progress and heightened cyberloafing, the intersection of positive and negative emotions makes this more complex. For instance, self-regulation theories posit not only the benefits of positive emotions for broadening performance (Bandura, 1991), but also that negative emotions can drive goal-directed actions as employees reduce performance-related discrepancies (Carver & Scheier, 1990). These theories make it difficult to predict whether shifting to profiles reflecting more hope and gratitude versus more fear and resentment will lead to better outcomes. Complicating matters further is a recent theory on emotional complexity that suggests that profiles resembling *ambivalence* may improve performance, but also reduce well-being (Rothman et al., 2017).

Finally, it is important to understand how emotion profiles impact *COVID-19 prevention behaviors* (e.g., hand washing; Papageorge et al., 2021; Trougakos et al., 2020). Although there has been limited research, Lep et al. (2020) showed that emotions such as worry and fear positively related to such behaviors. Yet, it is also theoretically plausible that those who feel good may be less focused on their behaviors (e.g., Carver & Scheier, 1990), meaning they pay less attention to COVID-19 protections. Given these possibilities for

how profiles of emotions affect well-being, work outcomes, and COVID-19 prevention, we pose a final question:

> *Research Question 2*: How do transitions between profiles of emotions, or remaining within the same profile, monthly relate to work well-being (e.g., somatic complaints, engagement), work outcomes (e.g., goal progress, cyberloafing), and COVID-19 prevention behaviors?

Method

Participants, Procedure, and Measures

Participants were recruited from a U.S. university via emails to staff, ads in newsletters, and emails to personal contacts as part of a larger data collection (University of Arizona Human Subjects Protection Program; Protocol Number: 2007812841; Title: Reactions to Reopening the University During COVID-19). Recruitment was in July 2020 with an initial opt-in survey; in August 2020, the monthly surveys began and were sent on the first weekday of the month through November 2020. Each survey was open for 1 week. In total, 580 employees completed the opt-in survey, 392 participated in August and September, and 319 in October and November.[3] Participant demographic characteristics are in Table 3.

Our monthly surveys had participants reflect on the prior month. Complete measure details are in Appendix B. We assessed trustworthiness using items adapted from Mayer and Davis (1999) evaluating the university administration's *ability*, *benevolence*, and *integrity*. For *pandemic management*, we used one item: "How would you rate [organization's] response to the coronavirus pandemic over the month of [last month]?" For emotions, we used items from Fredrickson et al. (2003) for *gratitude*, *hope*, and *fear*, and from Feather and Sherman (2002) for *resentment*. For well-being, participants rated *engagement* (Rich et al., 2010) and *somatic complaints* (Bennett et al., 2016). For performance, participants rated *goal progress* using items from Wanberg et al. (2010) and *cyberloafing* based on Lim (2002). Finally, participants indicated whether they engaged in eleven *COVID-19 prevention behaviors*, with the behaviors summed.

Analytic Approach

Following Vaziri et al. (2020), we used latent profile analysis (LPA) and latent transition analysis (LTA) in Mplus 8.6 (Muthén & Muthén, 2015). Prior to these analyses, we first ran three confirmatory factor analyses each month, one with separate measures as specified; a second with collapsed positive emotions and collapsed negative emotions; and a third with collapsed trust dimensions. In each month, results (see Table 4) illustrated that Model 1 (all constructs distinct) had the best holistic fit. Thus, we proceeded with our constructs as originally theorized.

In determining profile structure fit, we report: log-likelihood (LL), Akaike information criterion (AIC), Bayesian information criterion (BIC; recommended by Nylund et al., 2007), sample-size-adjusted BIC (SSA-BIC), consistent AIC (CAIC), bootstrap likelihood ratio test (BLRT; Nylund et al., 2007), Lo–Mendell–Rubin likelihood-ratio test (LMR; Lo et al., 2001), and Entropy. We selected the model with lower BIC and CAIC values versus other solutions (Diallo et al., 2016, 2017; Peugh & Fan, 2013, 2015). We also plotted the BIC and CAIC values to form an elbow plot, selecting the solution where the slope of the plot flattens (Morin & Marsh, 2015).

In the first step of LPA, we enumerated our profiles (Asparouhov & Muthén, 2014a). In the second step, we obtained the most likely class membership based on posterior distribution estimates for RQ1. Consistent with others (Hipp & Bauer, 2006; Morin et al., 2016), we used 5,000 sets for our starting values, with the best 200 sets retained for final optimization. We then used LTA (Collins & Lanza, 2009; Nylund et al., 2007) for Hypotheses 1–3 and RQ2. We specified one model for the August to September transition ($n = 392$) and one for the October to November transition ($n = 319$). Prior to LTA, we examined the longitudinal invariance of profiles, which suggested that the number and type of profiles stayed the same over time (August to September: $\Delta\chi^2(16) = 25.62, p = .06$; October to November: $\Delta\chi^2(16) = 23.70, p = .10$; Satorra, 2000). Thus, the invariant model was used to examine transition probabilities to explore H1. We calculated conditional transition probabilities (Muthén & Asparouhov, 2011) and used the delta method (Raykov & Marcoulides, 2004) to test whether these probabilities differ at higher and lower levels (± 1 SD) of each predictor (Hypotheses 2 and 3). Finally, we used paired-sample t-tests to study the outcomes of profile transitions (RQ2; for a similar approach, see Vaziri et al., 2020).

Results

Descriptive statistics, reliabilities, and correlations are in Table 5 for August and September, and Table 6 for October and November. Profile enumeration results from LPA are in Table 7. In each of the

Table 3
Demographic Characteristics for August-September and October-November Participants

Demographic characteristic	August–September	October–November
Age	$M = 42.85, SD = 12.37$	$M = 43.66, SD = 12.15$
Job tenure	$M = 5.45, SD = 6.06$	$M = 5.59, SD = 6.05$
Gender	78% female, 22% male	79% female, 21% male
Race	78% White	80% White
	1.0% African American	0.6% African American
	19.4% Hispanic	17.6% Hispanic
	2.3% Asian/Pacific Islander	2.8% Asian/Pacific Islander
	0.8% Middle Eastern/ West Asian	0% Middle Eastern/ West Asian
	1.3% Native American	1.6% Native American
	2.0% Other	1.9% Other

Note. $N = 392$ for August–September. $N = 319$ for October–November.

[3] To address possible concerns about bias due to participants dropping out in later months of the study, we assessed potential differences on all demographic and substantive variables for three groups: (a) those who participated in all 4 months; (b) those who participated in August *and* September but not October *and* November; and (c) those who participated in October *and* November but not August *and* September. Full participants (Group a) were significantly older ($M = 44.1$ years) than Groups b ($M = 39.4$ years) and c ($M = 39.8$ years), $F(2, 418) = 6.55, p = .002, \eta^2 = .03$. and were also more likely to be White (Group a = 81.3% White, Group b = 68.6%, Group c = 63.3%), $\chi^2(2, N = 421) = 10.23, p = .006$. However, only one difference emerged on any of the 50 substantive variables we analyzed: Group b ($M = 2.75$) was higher on reported fear for October than Groups a ($M = 2.19$) or c ($M = 2.26$), $F(2, 363) = 4.62, p = .028, \eta^2 = .02$. Complete results of these analyses are available from the first author.

Table 4
Summary of Monthly Confirmatory Factor Analyses

Model	χ^2	CFI	TLI	RMSEA	SRMR
August ($n = 392$)					
Model 1	$\chi^2_{(1072)} = 2002.991$	.95	.94	.05	.04
Model 2	$\chi^2_{(1091)} = 2833.902$	.90	.90	.06	.08
Model 3	$\chi^2_{(1091)} = 2607.686$	.92	.91	.06	.05
September ($n = 392$)					
Model 1	$\chi^2_{(1072)} = 1892.782$	.96	.95	.04	.05
Model 2	$\chi^2_{(1091)} = 2879.142$	.91	.90	.07	.08
Model 3	$\chi^2_{(1091)} = 2462.268$	.93	.92	.06	.05
October ($n = 319$)					
Model 1	$\chi^2_{(1072)} = 2082.368$	.94	.93	.05	.05
Model 2	$\chi^2_{(1091)} = 2943.316$	.89	.88	.07	.10
Model 3	$\chi^2_{(1091)} = 2609.801$	.91	.90	.07	.05
November ($n = 319$)					
Model 1	$\chi^2_{(1072)} = 1956.362$	.95	.94	.05	.04
Model 2	$\chi^2_{(1091)} = 2759.133$	.90	.89	.07	.08
Model 3	$\chi^2_{(1091)} = 2698.093$	.90	.90	.07	.05

Note. Model 1 = full model with four emotions variables, three dimensions of trust, engagement, somatic complaints, goal progress, and cyberloafing; Model 2 = Hope/gratitude items load on one factor and fear/resentment items load on one factor; Model 3 = ability, benevolence, and integrity load on one factor. CFI = comparative fit index; TLI = Tucker–Lewis index; RMSEA = root-mean-square error of approximation; SRMR = standardized root mean residual.

4 months, the four-profile solution exhibited superior fit relative to the two- and three-profile solutions. While the five- and six-profile solutions displayed improved fit, our elbow plots leveled off after four profiles, and in two cases the five-profile solution had a nonsignificant LMR value (Lo et al., 2001). Thus, we retained the four-profile solution.

Research Question 1: Profiles of Emotions

Table 8 contains descriptive information for each profile; Figure 1 provides a visual of the August profiles as an example given the similarity of profiles across months. Our largest profile (ranging from 39.19% to 44.99% of people across months) reflected months that employees were *devoid* of discrete emotions, as these months had comparatively low hope ($M = 1.59–1.80$ across months), gratitude ($M = 1.32–1.56$), fear ($M = 1.88–2.53$), and resentment ($M = 1.30–1.50$). Our second largest profile (ranging from 22.73% to 28.53%) captured months with moderate hope ($M = 2.73–2.94$) and gratitude ($M = 2.73–3.05$), with lower fear ($M = 2.03–2.34$) and resentment ($M = 1.27–1.35$); we labeled this *glass half-full*. Our third profile, *glass empty* (12.15%–21.25% of monthly samples) had lower hope ($M = 1.23–1.31$) and gratitude ($M = 1.24–1.37$) and higher fear ($M = 3.40–3.96$) and resentment ($M = 3.42–3.73$). Our final profile, *glass full* (13.52%–17.12% of monthly samples), had high hope ($M = 3.98–4.39$) and gratitude ($M = 4.18–4.35$) and low fear ($M = 1.44–1.66$) and resentment ($M = 1.03–1.08$), Thus, in exploring RQ1, we identified four theoretically distinct profiles of emotions during this crisis that were similar month to month.

Hypothesis 1: Monthly Profile Transitions

To test whether employees transitioned between profiles during the crisis (H1), we examined transition probabilities between profiles for August to September and October to November. Results are in Table 9. In addition to the percentages of people staying in the same profile versus transitioning profiles across months, we also used a model constraint to determine whether these percentages were significant. The results suggested that the most stable profile was the *glass full* profile, given that individuals were 82% ($p < .001$) and 83% ($p < .001$) likely to stay in this same profile from August to September and from October to November, respectively. On the other hand, *glass empty* was the least stable profile, where individuals were only 68% ($p < .001$) and 55% ($p < .001$) likely to stay in the profile over time. When employees transitioned, they were more likely to transition to the adjacent profile (e.g., *glass full* to *glass half-full*). In addition, when individuals transitioned between profiles, they were most likely to transition from *devoid* to *glass half-full* (August to September: 25%; October to November: 27%, both $p < .001$) and from *glass empty* to *devoid* (August to September: 24%, $p = .001$; October to November: 38%, $p < .001$). Other notable likely transitions include from *glass full* to *glass half-full* (August to September: 16%, $p = .014$; October to November: 17%, $p = .010$) and from *glass half-full* to *glass full* (August to September: 15%; October to November: 19%, both $p < .001$) or *devoid* (August to September: 14%, $p = .038$; October to November: 18%, $p = .020$). These results suggest that while employees experienced both positively and negatively valenced transitions, supporting Hypothesis 1, positive transitions were more prevalent over the course of the study.

Hypotheses 2 and 3: Effects of Antecedents on Monthly Profile Transitions

To explore Hypotheses 2 and 3, we examined conditional transition probabilities (see Table 10). There were fewer significant differences in conditional transition probabilities when employees transitioned to a more negatively valenced profile; however, lower perceptions of leader ability were related to transitioning from *glass full* to *glass half-full* (71%) compared to higher perceptions of leader ability and benevolence (7%) for August-September. In addition, employees were more likely to transition from *devoid* to *glass empty* when leader integrity (15%), benevolence (14%), and ability (14%) perceptions were lower compared to those higher on these variables (ranging between 0% and 1%) for the August-September transition.

For transitions to positively valenced profiles, results suggested that those with higher perceived pandemic management (66%) and leader integrity (76%), benevolence (57%), and ability (72%) were more likely to transition from *glass empty* to *devoid* compared to those lower on such perceptions (ranging from 12% to 22%) for the August-September transition. Similarly, those higher in perceptions of leader benevolence were more likely to transition from *devoid* to *glass half-full* (49%) compared to those lower on leader benevolence (10%) for the October-November transition. Finally, those with higher perceptions of leader ability were more likely to transition from *devoid* to *glass half-full* for both transition waves (38% and 41%) versus to those low in perceptions of leader ability (10% and 15%).

While some employees did not transition, the pattern of transition probabilities for these employees is still informative. Specifically, those who had lower perceptions of leader trustworthiness on all three dimensions and lower ratings of pandemic management were more likely to stay in the *glass empty* profile for the August-September and October-November transitions. Those with lower

Table 5

Means, Standard Deviations, and Within-Person Correlations of Study Variables—August and September

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
1. Age	42.85	12.37	—																																	
2. Gender (1 = Female)	0.78	0.41	0.08	—																																
3. Race (1 = White)	0.78	0.41	0.10	−0.01	—																															
4. Hope—August	2.20	1.08	0.23	−0.08	−0.09	(.94)																														
5. Hope—September	2.36	1.11	0.22	−0.03	−0.02	0.76	(.95)																													
6. Gratitude—August	2.16	1.17	0.22	−0.07	−0.03	0.84	0.66	(.95)																												
7. Gratitude—September	2.26	1.20	0.24	−0.02	−0.01	0.68	0.84	0.67	(.96)																											
8. Fear—August	2.66	1.24	−0.09	0.15	−0.01	−0.46	−0.38	−0.35	−0.29	(.96)																										
9. Fear—September	2.37	1.16	−0.15	0.08	0.01	−0.42	−0.43	−0.29	−0.33	0.73	(.96)																									
10. Resentment—August	1.86	1.12	−0.24	0.02	0.00	−0.55	−0.48	−0.41	−0.40	0.63	0.55	(.96)																								
11. Resentment—September	1.72	1.03	−0.28	0.00	0.04	−0.49	−0.46	−0.38	−0.39	0.47	0.60	0.76	(.89)																							
12. Glass full—August	0.14	0.35	0.12	−0.08	−0.02	0.76	0.59	0.70	0.55	−0.33	−0.33	−0.30	−0.28	(.90)																						
13. Glass full—September	0.13	0.34	0.04	−0.06	0.01	0.62	0.73	0.58	0.69	−0.27	−0.30	−0.26	−0.25	0.67	—																					
14. Glass half-full—August	0.25	0.44	0.19	−0.02	−0.08	0.29	0.21	0.36	0.21	−0.15	−0.06	−0.29	−0.23	−0.24	−0.05	—																				
15. Glass half-full—September	0.26	0.44	0.26	0.01	−0.03	0.19	0.33	0.15	0.38	−0.10	−0.15	−0.22	−0.21	−0.05	−0.23	0.36	—																			
16. Devoid—August	0.40	0.49	−0.09	0.06	0.08	−0.42	−0.28	−0.53	−0.30	−0.08	−0.09	−0.26	−0.14	−0.33	−0.26	−0.47	−0.11	—																		
17. Devoid—September	0.41	0.49	−0.04	0.03	−0.03	−0.25	−0.41	−0.25	−0.47	−0.07	−0.13	−0.15	−0.32	−0.24	−0.32	−0.10	−0.49	0.40	—																	
18. Glass empty—August	0.21	0.41	−0.19	0.02	0.00	−0.46	−0.39	−0.34	−0.33	0.55	0.45	0.87	0.66	−0.21	−0.20	−0.30	−0.20	−0.42	−0.17	—																
19. Glass empty—September	0.20	0.40	−0.27	0.00	0.05	−0.42	−0.48	−0.35	−0.42	0.42	0.57	0.65	0.83	−0.21	−0.22	−0.22	−0.30	−0.15	−0.42	0.60	—															
20. Ability—September	3.37	0.97	0.32	0.06	−0.04	0.52	0.48	0.45	0.47	−0.27	−0.29	−0.60	−0.62	0.31	0.30	0.26	0.22	−0.04	0.03	−0.50	−0.54	(.95)														
21. Benevolence—September	2.98	1.00	0.37	0.06	−0.04	0.53	0.51	0.48	0.49	−0.26	−0.32	−0.56	−0.59	0.33	0.32	0.28	0.23	−0.09	0.01	−0.48	−0.52	0.81	(.94)													
22. Integrity—September	2.99	0.93	0.33	0.02	−0.06	0.54	0.49	0.45	0.48	−0.31	−0.34	−0.60	−0.61	0.31	0.31	0.31	0.22	−0.07	0.03	−0.51	−0.53	0.85	0.87	(.92)												
23. Handling of the pandemic—September	3.49	1.07	0.33	0.01	−0.02	0.54	0.54	0.47	0.51	−0.32	−0.35	−0.63	−0.63	0.31	0.32	0.30	0.25	−0.04	0.03	−0.53	−0.58	0.78	0.72	0.76	—											
24. Engagement—August	3.50	0.93	0.19	0.11	−0.01	0.15	0.11	0.16	0.09	0.00	−0.03	−0.17	−0.12	0.11	0.00	0.09	0.05	−0.05	−0.01	−0.13	−0.10	0.17	0.16	0.14	0.18	(.93)										
25. Engagement—September	3.63	0.86	0.21	0.10	−0.03	0.17	0.18	0.18	0.19	0.00	−0.01	−0.15	−0.10	0.15	0.16	0.03	0.07	−0.03	−0.09	−0.13	−0.10	0.20	0.22	0.16	0.17	0.62	(.93)									
26. Somatic complaints—August	2.54	0.89	−0.24	0.18	−0.12	−0.29	−0.27	−0.27	−0.28	0.32	0.34	0.32	0.33	−0.27	−0.22	−0.09	−0.12	0.01	0.02	0.31	0.29	−0.21	−0.27	−0.26	−0.25	−0.10	−0.12	(.82)								
27. Somatic complaints—September	2.57	0.93	−0.23	0.22	−0.17	−0.29	−0.31	−0.29	−0.30	0.27	0.34	0.29	0.35	−0.25	−0.25	−0.11	−0.10	0.03	0.01	0.29	0.31	−0.24	−0.32	−0.30	−0.28	−0.10	−0.11	0.76	(.84)							
28. Goal progress—August	4.11	0.77	0.16	0.13	−0.01	0.16	0.12	0.12	0.09	−0.02	−0.06	−0.17	−0.16	0.12	0.09	0.01	0.03	0.04	0.02	−0.16	−0.12	0.24	0.24	0.21	0.18	0.61	0.46	−0.08	−0.09	(.93)						
29. Goal progress—September	4.10	0.77	0.10	0.09	−0.08	0.16	0.17	0.17	0.17	−0.05	−0.10	−0.18	−0.17	0.13	0.16	0.04	0.05	0.02	−0.07	−0.17	−0.11	0.25	0.27	0.21	0.16	0.35	0.55	−0.12	−0.16	0.51	(.94)					
30. Cyberloafing—August	1.94	0.90	−0.29	0.03	−0.08	−0.13	−0.11	−0.12	−0.12	0.10	0.15	0.25	0.21	−0.10	−0.01	−0.05	−0.12	−0.06	0.02	0.21	0.11	−0.20	−0.24	−0.23	−0.18	−0.19	−0.24	0.15	0.19	−0.21	−0.23	(.91)				
31. Cyberloafing—September	1.75	0.76	−0.25	0.05	−0.04	−0.10	−0.14	−0.09	−0.11	0.08	0.12	0.20	0.16	−0.08	−0.08	−0.04	−0.08	−0.07	0.04	0.19	0.11	−0.19	−0.19	−0.18	−0.16	−0.22	−0.32	0.17	0.16	−0.22	−0.34	0.63	(.91)			
32. COVID-19 prevention behaviors—August	7.60	1.62	−0.01	0.13	−0.09	−0.31	−0.24	−0.22	−0.18	0.37	0.32	0.23	0.20	−0.30	−0.24	−0.02	0.02	0.08	0.06	0.18	0.12	−0.02	−0.02	−0.04	−0.03	0.13	0.11	0.18	0.20	0.06	0.00	0.00	−0.01	—		
33. COVID-19 prevention behaviors—September	7.42	1.72	0.02	0.11	−0.05	−0.30	−0.30	−0.23	−0.26	0.37	0.35	0.25	0.23	−0.29	−0.31	−0.01	0.01	0.04	0.07	0.22	0.16	−0.06	−0.12	−0.07	−0.07	0.14	0.13	0.24	0.25	0.07	−0.06	0.00	−0.03	0.77	—

Note.   *n* = 392. *M* = Mean; *SD* = standard deviation. Underlined values significant at *p* < .05; Bolded values significant at *p* < .01. Reliabilities in parentheses on the diagonal.

Table 6

Means, Standard Deviations, and Within-Person Correlations of Study Variables—October and November

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
1. Age	43.66	12.15	—																																	
2. Gender (1 = Female)	0.79	0.41	0.04	—																																
3. Race (1 = White)	0.80	0.40	0.10	-0.01	—																															
4. Hope—October	2.19	1.10	0.20	-0.06	-0.04	(.95)																														
5. Hope—November	2.30	1.08	0.27	-0.09	0.00	0.76	(.95)																													
6. Gratitude—October	2.14	1.22	0.19	0.00	-0.06	0.84	0.69	(.97)																												
7. Gratitude—November	2.22	1.23	0.23	-0.08	-0.02	0.68	0.84	0.74	(.97)																											
8. Fear—October	2.25	1.12	-0.08	0.12	-0.02	-0.28	-0.27	-0.22	-0.20	(.96)																										
9. Fear—November	2.05	1.05	-0.10	0.06	-0.11	-0.26	-0.29	-0.20	-0.20	0.69	(.97)																									
10. Resentment—October	1.70	0.98	-0.25	-0.01	0.04	-0.48	-0.44	-0.38	-0.35	0.54	0.43	(.90)																								
11. Resentment—November	1.53	0.87	-0.22	0.02	-0.06	-0.36	-0.37	-0.27	-0.29	0.44	0.59	0.73	(.89)																							
12. Glass full—October	0.14	0.35	0.11	-0.05	-0.05	0.73	0.59	0.71	0.58	-0.22	-0.22	-0.26	-0.21	—																					
13. Glass full—November	0.17	0.38	0.18	-0.04	-0.04	0.62	0.70	0.63	0.76	-0.21	-0.26	-0.24	-0.23	0.64	—																				
14. Glass half-full—October	0.23	0.42	0.14	0.04	-0.04	0.33	0.23	0.39	0.22	-0.03	-0.04	-0.23	-0.15	-0.22	0.07	—																			
15. Glass half-full—November	0.28	0.45	0.12	-0.07	0.08	0.11	0.28	0.09	0.28	-0.07	-0.03	-0.21	-0.15	-0.09	-0.28	0.22	—																		
16. Devoid—October	0.45	0.50	-0.03	-0.02	0.05	-0.46	-0.31	-0.55	-0.33	-0.20	-0.08	-0.29	-0.20	-0.36	-0.36	-0.49	0.05	—																	
17. Devoid—November	0.43	0.50	-0.12	0.09	-0.01	-0.38	-0.56	-0.41	-0.63	-0.03	-0.12	-0.02	-0.24	-0.31	-0.39	-0.15	-0.54	0.31	—																
18. Glass empty—October	0.18	0.39	-0.21	0.02	0.02	-0.42	-0.39	-0.34	-0.33	0.49	0.34	0.86	0.61	-0.19	-0.19	-0.26	-0.22	-0.43	0.04	—															
19. Glass empty—November	0.12	0.33	-0.18	0.00	-0.05	-0.29	-0.34	-0.24	-0.30	0.38	0.52	0.60	0.83	-0.15	-0.17	-0.16	-0.23	-0.13	-0.32	0.47	—														
20. Ability—November	3.47	0.93	0.32	0.02	-0.02	0.40	0.48	0.36	0.43	-0.22	-0.26	-0.52	-0.50	0.26	0.31	0.16	0.19	0.01	-0.13	-0.42	-0.43	(.96)													
21. Benevolence—November	3.02	0.98	0.30	0.04	-0.06	0.36	0.46	0.34	0.41	-0.16	-0.24	-0.50	-0.47	0.24	0.30	0.16	0.20	0.02	-0.15	-0.42	-0.40	0.79	(.95)												
22. Integrity—November	3.21	0.94	0.29	-0.01	-0.05	0.36	0.46	0.33	0.38	-0.24	-0.26	-0.54	-0.50	0.22	0.28	0.20	0.19	0.03	-0.10	-0.44	-0.44	0.86	0.87	(.93)											
23. Handling of the pandemic—November	3.49	1.02	0.36	0.02	-0.01	0.45	0.52	0.39	0.44	-0.24	-0.33	-0.51	-0.53	0.28	0.32	0.21	0.19	-0.02	-0.11	-0.45	-0.46	0.74	0.69	0.74	—										
24. Engagement—October	3.56	0.91	0.23	0.07	0.05	0.21	0.21	0.18	0.19	-0.03	0.07	-0.19	-0.12	0.15	0.14	0.07	0.11	-0.05	-0.15	-0.15	-0.08	0.24	0.20	0.21	0.20	(.93)									
25. Engagement—November	3.50	0.90	0.25	0.05	-0.02	0.26	0.29	0.21	0.28	-0.07	-0.01	-0.28	-0.20	0.21	0.20	0.09	0.11	-0.06	-0.16	-0.21	-0.14	0.33	0.30	0.31	0.28	0.68	(.93)								
26. Somatic complaints—November	2.58	0.98	-0.22	0.16	-0.07	-0.21	-0.24	-0.20	-0.19	0.42	0.32	0.36	0.32	-0.18	-0.17	-0.01	-0.03	-0.09	-0.01	0.29	0.26	-0.31	-0.29	-0.32	-0.32	-0.12	-0.17	(.86)							
27. Somatic complaints—October	2.58	0.96	-0.30	0.12	-0.05	-0.20	-0.23	-0.25	-0.21	0.40	0.35	0.30	0.31	-0.18	-0.23	-0.03	0.02	-0.03	-0.01	0.23	0.26	-0.25	-0.26	-0.26	-0.31	-0.13	-0.18	0.79	(.86)						
28. Goal progress—October	4.07	0.77	0.12	0.02	-0.01	0.21	0.19	0.18	0.13	-0.07	0.01	-0.23	-0.16	0.13	0.13	0.12	-0.01	-0.05	-0.06	-0.18	-0.04	0.28	0.22	0.22	0.19	0.56	0.49	-0.13	-0.13	(.91)					
29. Goal progress—November	4.03	0.76	0.14	0.02	-0.05	0.24	0.28	0.20	0.21	-0.17	-0.06	-0.30	-0.24	0.15	0.18	0.12	0.05	-0.02	-0.09	-0.23	-0.13	0.37	0.33	0.36	0.33	0.45	0.62	-0.17	-0.19	0.64	(.94)				
30. Cyberloafing—October	1.76	0.77	-0.27	0.05	-0.06	-0.21	-0.20	-0.17	-0.19	0.20	0.17	0.28	0.25	-0.05	-0.17	-0.23	-0.04	0.02	0.03	0.27	0.21	-0.33	-0.28	-0.28	-0.32	-0.27	-0.31	0.23	0.22	-0.29	-0.28	(.92)			
31. Cyberloafing—November	1.70	0.71	-0.33	0.00	-0.05	-0.20	-0.16	-0.17	-0.18	0.17	0.13	0.30	0.21	-0.07	-0.15	-0.20	-0.02	0.00	0.01	0.28	0.18	-0.32	-0.26	-0.27	-0.35	-0.24	-0.38	0.18	0.22	-0.29	-0.35	0.85	(.90)		
32. COVID-19 prevention behaviors—October	7.34	1.75	0.05	0.07	0.01	-0.24	-0.20	-0.19	-0.15	0.40	0.37	0.15	0.17	-0.26	-0.23	-0.03	0.07	0.14	0.03	0.07	0.13	0.02	-0.02	-0.04	0.02	0.10	0.07	0.18	0.23	0.23	0.05	0.05	-0.04	—	
33. COVID-19 prevention behaviors—November	7.19	1.74	0.02	0.08	-0.05	-0.19	-0.17	-0.15	-0.10	0.40	0.37	0.18	0.19	-0.22	-0.17	-0.03	0.03	0.07	0.01	0.13	0.14	0.04	0.02	-0.02	0.04	0.05	0.05	0.18	0.25	0.18	0.02	0.00	-0.04	0.85	—

Note. n = 319. M = Mean; SD = standard deviation. Underlined values significant at p < .05; Bolded values significant at p < .01. Reliabilities in parentheses on the diagonal.

Table 7
Latent Profile Enumeration Fit Statistics Across Months

# of profiles	LL	FP	AIC	BIC	SSA-BIC	CAIC	LMR (*p*)	BLRT (*p*)	Entropy
August (*n* = 392)									
2	−2176.533	13	4379.067	4430.693	4389.445	4443.693	.0000	.0000	.891
3	−2000.325	18	4036.649	4108.132	4051.018	4126.132	.0024	.0000	.879
4	−1903.640	23	3853.281	3944.620	3871.642	3967.620	.0001	.0000	.901
5	−1854.198	28	3764.396	3875.591	3786.748	3903.591	.0218	.0000	.897
6	−2138.725	33	3695.115	3826.167	3721.459	3859.167	.4396	.0000	.918
7	−1783.584	38	3643.168	3794.076	3673.503	3832.076	.0825	.0000	.908
8	−1755.509	43	3597.019	3767.783	3631.345	3810.783	.0409	.0000	.922
September (*n* = 392)									
2	−2163.755	13	4353.510	4405.136	4363.887	4418.136	.0000	.0000	.872
3	−2002.909	18	4041.818	4113.301	4056.188	4131.301	.0003	.0000	.868
4	−1924.280	23	3894.561	3985.900	3912.922	4008.900	.0026	.0000	.877
5	−1871.213	28	3798.425	3909.620	3820.777	3937.620	.1180	.0000	.882
6	−1834.988	33	3735.975	3867.027	3762.319	3910.027	.0600	.0000	.895
7	−1796.096	38	3668.192	3819.100	3698.527	3857.100	.1669	.0000	.908
8	−1773.015	43	3632.029	3802.794	3666.356	3845.794	.0461	.0000	.911
October (*n* = 319)									
2	−1716.802	13	3459.604	3508.552	3467.318	3521.552	.0000	.0000	.924
3	−1584.426	18	3204.852	3272.625	3215.533	3290.625	.0001	.0000	.906
4	−1522.768	23	3091.537	3178.136	3105.185	3201.136	.0000	.0000	.905
5	−1474.362	28	3004.724	3110.149	3021.339	3138.149	.1877	.0000	.904
6	−1441.795	33	2949.589	3073.841	2969.171	3106.841	.0316	.0000	.966
7	−1411.777	38	2899.553	3042.630	2922.102	3080.630	.0128	.0000	.966
8	−1383.642	43	2853.283	3015.186	2878.799	3058.186	.2950	.0000	.956
November (*n* = 319)									
2	−1688.780	13	3403.560	3452.507	3411.274	3465.507	.0000	.0000	.876
3	−1543.424	18	3122.847	3190.621	3133.528	3208.621	.0038	.0000	.902
4	1486.826	23	3019.652	3106.251	3033.300	3129.251	.0032	.0000	.888
5	−1445.566	28	2947.132	3052.557	2963.747	3080.557	.0239	.0000	.883
6	−1392.086	33	2850.173	2974.424	2869.754	3007.424	.0854	.0000	.981
7	−1355.589	38	2787.178	2930.256	2809.727	2968.256	.8099	.0000	.979
8	−1322.170	43	2730.340	2892.244	2755.856	2935.244	.1553	.0000	.981

Note. LL = log-likelihood; FP = free parameters; AIC = Akaike information criteria; BIC = Bayesian information criteria; SSA-BIC = sample-size-adjusted BIC; CAIC = consistent AIC; LMR = Lo et al. (2001) test; BLRT = bootstrapped likelihood ratio test.

perceptions of pandemic management, and leader ability and benevolence, were more likely to stay *devoid* for October to November, and those with higher perceptions of leader ability and benevolence were more likely to stay *glass full* for August to September. Finally, those with higher perceptions of pandemic management were more likely stay *glass half-full* for October to November. Thus, these predictors influenced staying in positively valenced, negatively valenced, and devoid profiles, generally supporting Hypotheses 2 and 3.

Research Question 2: Outcomes of Monthly Profile Transitions

Finally, to explore the influence of transitions on employee outcomes (RQ2), we looked at changes in outcomes across transitions. Results are in Table 11; all results are reported, but we only interpret outcomes of transitions that occurred per Table 9. Results showed that transitions to a more positively valenced/less negatively valenced profile compared to the initial profile were generally associated with higher engagement and lower somatic complaints (i.e., improved well-being). For example, moving from *glass empty* to *devoid*, which was a transition found for 24.3% of August *glass empty* participants and 38.3% of October participants, engagement saw a mean increase of .29 from August to September, and somatic complaints and cyberloafing means decreased by values across both

transitions, ranging from .52 to .73. On the other hand, negative transitions such as from *glass half-full* to *devoid* (14.0% of August *glass half-full* participants and 18.3% of October *glass half-full* participants made this transition) were related to lower goal progress and engagement (mean decreases of .33 and .39 from October to November), and higher somatic complaints (mean increase of .80 for August to September) and cyberloafing (mean increase of .30 for October to November). Perhaps the most interesting results are that positively valenced transitions (e.g., *glass half-full* to *glass full*; 18.6% of October *glass half-full* participants) generally led to decreases in COVID-preventive behaviors (mean decrease of 1.03 from October to November), whereas negatively valenced transitions (e.g., *glass full* to *glass half-full*; 15.6% of August and 17.0% of October *glass full* participants) led to increases in COVID-preventive behaviors (mean increases of 1.23 and 1.30 for the two transitions). These results suggest that shifting to more positive emotions led people to engage in less self-protection, whereas the opposite was true for shifting to more negative emotions.[4]

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[4] We recognize that we made specific choices about design and analysis and could have analyzed our data differently. As such, in our Online Supplemental Materials, we present alternative analyses to consider the implications of such decisions for added transparency related to our study data and the various findings and conclusions.

Table 8

Descriptive Information of Emotions per Monthly Latent Profile

Profile name	Percentage of sample	Hope M (SD)	Hope 95% CI	Gratitude M (SD)	Gratitude 95% CI	Fear M (SD)	Fear 95% CI	Resentment M (SD)	Resentment 95% CI
August									
Glass full	13.92%	4.23 (0.45)	[4.11, 4.36]	4.18 (0.57)	[4.04, 4.32]	1.66 (0.99)	[1.50, 1.83]	1.03 (0.53)	[1.00, 1.05]
Glass half-full	25.65%	2.74 (0.45)	[2.64, 2.84]	2.86 (0.57)	[2.67, 3.05]	2.34 (0.99)	[2.14, 2.53]	1.30 (0.53)	[1.21, 1.38]
Devoid	39.19%	1.65 (0.45)	[1.55, 1.75]	1.40 (0.57)	[1.34, 1.47]	2.53 (0.99)	[2.36, 2.70]	1.50 (0.53)	[1.39, 1.62]
Glass empty	21.25%	1.24 (0.45)	[1.16, 1.32]	1.37 (0.57)	[1.24, 1.50]	3.96 (0.99)	[3.74, 4.18]	3.73 (0.53)	[3.52, 3.92]
September									
Glass full	13.64%	4.39 (0.49)	[4.26, 4.52]	4.35 (0.56)	[4.22, 4.49]	1.52 (0.94)	[1.36, 1.69]	1.06 (0.58)	[1.01, 1.11]
Glass half-full	26.74%	2.94 (0.49)	[2.79, 3.08]	2.98 (0.56)	[2.81, 3.14]	2.08 (0.94)	[1.92, 2.25]	1.35 (0.58)	[1.24, 1.47]
Devoid	40.21%	1.80 (0.49)	[1.70, 1.89]	1.56 (0.56)	[1.44, 1.67]	2.21 (0.94)	[2.05, 2.37]	1.37 (0.58)	[1.26, 1.48]
Glass empty	19.41%	1.31 (0.49)	[1.22, 1.40]	1.25 (0.56)	[1.16, 1.34]	3.68 (0.94)	[3.31, 3.94]	3.42 (0.58)	[3.17, 3.68]
October									
Glass full	13.52%	4.21 (0.49)	[4.04, 4.39]	4.29 (0.54)	[4.08, 4.50]	1.61 (0.96)	[1.42, 1.78]	1.07 (0.50)	[1.03, 1.11]
Glass half-full	22.73%	2.87 (0.49)	[2.72, 3.03]	3.05 (0.54)	[2.86, 3.23]	2.18 (0.96)	[1.98, 2.38]	1.27 (0.50)	[1.18, 1.36]
Devoid	44.99%	1.65 (0.49)	[1.57, 1.73]	1.41 (0.54)	[1.34, 1.48]	2.00 (0.96)	[1.84, 2.15]	1.38 (0.50)	[1.29, 1.47]
Glass empty	18.78%	1.23 (0.49)	[1.14, 1.33]	1.24 (0.54)	[1.12, 1.37]	3.40 (0.96)	[3.12, 3.68]	3.44 (0.50)	[3.18, 3.70]
November									
Glass full	17.32%	3.98 (0.54)	[3.79, 4.18]	4.25 (0.52)	[4.11, 4.40]	1.44 (0.88)	[1.26, 1.63]	1.08 (0.48)	[1.03, 1.14]
Glass half-full	28.53%	2.73 (0.54)	[2.57, 2.90]	2.73 (0.52)	[2.52, 2.94]	2.03 (0.88)	[1.87, 2.19]	1.32 (0.48)	[1.22, 1.42]
Devoid	42.00%	1.59 (0.54)	[1.48, 1.69]	1.32 (0.52)	[1.21, 1.43]	1.88 (0.88)	[1.74, 2.03]	1.30 (0.48)	[1.22, 1.38]
Glass empty	12.15%	1.31 (0.54)	[1.20, 1.42]	1.25 (0.52)	[1.10, 1.40]	3.52 (0.88)	[3.15, 3.88]	3.46 (0.48)	[3.20, 3.71]

Note. M = mean; SD = standard deviation. Standard deviations are the same for emotions across profiles within month because variances were modeled as fixed. CI = confidence interval. Hope, gratitude, fear, and resentment were rated on a 5-point scale (1 = *not at all*; 2 = *slightly*; 3 = *moderately*; 4 = *quite a bit*; 5 = *very much*) in reference to the last month. Proportion of sample in each latent profile is based on estimated posterior probabilities. Cohen's *d* values for differences in emotions across months are available from the first author upon request.

Discussion

Given the emotional complexities of the pandemic and emotions during the crisis, we focused on monthly transitions of profiles of hope, gratitude, fear, and resentment, and the antecedents and consequences of these transitions, at a U.S. university. The emotions fell into four profiles, including two anchored by positive emotions (*glass full* and *glass half-full*); one anchored by negative emotions (*glass empty*); and one with low levels of all emotions (*devoid*). Although variability in the mix of emotions was theoretically plausible, it was notable that a substantial percentage of months were *devoid* (39.2%–45%). It is possible that employees felt numb to the crisis unfolding, particularly when employees were exposed to multiple sources of social and global upheaval (e.g., racial injustice; travel bans and visa restrictions; Zacharek, 2020). Alternatively, employees may have focused on their work, as the pandemic brought new challenges (e.g., managing childcare; Shockley et al., 2021), or they may have engaged in recovery experiences or other resource-building nonwork activities (Halbesleben et al., 2013). Thus, our work is an important starting point for understanding how emotions co-occur during crises, as well as during major life transitions (e.g., Adler, Britt, et al., 2011, Adler, Zamorski, et al., 2011).

Another important feature of the present study was analyzing the *transitions* in emotion profiles that occurred following two particularly turbulent months with multiple disruptive events. Although most respondents stayed in the same profile the next month, there was also significant movement, with transition percentages ranging from 16% to 45%. Consistent with the literature on transitions in organizations (e.g., Adler, Britt, et al., 2011, Adler, Zamorski, et al., 2011) and during life transitions (e.g., Firth et al., 2014; Ladge et al., 2012), some employees may be less reactive to events

(Ryan et al., 2003), whereas others may change emotions as part of adaptation and coping processes (Bliese et al., 2017; King & Miner, 2000; Moskowitz et al., 1996). Future research should continue to explore which employees are most emotionally resilient to crises.

Our results underscore the role of leadership during organizational crises, as perceptions of ability, benevolence, integrity, and pandemic management predicted profile transitions. Leader-oriented perceptions were most predictive of (a) moving into and out of *devoid* profiles and (b) maintaining a *glass empty* profile across months. Overall, this suggests that trustworthiness signals are key cues shaping how employees respond emotionally to crisis-related actions (Agote et al., 2016) and during periods of organizational transition (Schaubroeck et al., 2013) as they can either transform employees' emotions to combinations that are positive (*glass half-full*) or very negative (*glass empty*), or lead employees to be mired in negativity (*glass empty*). It is, therefore, critical for leaders to be honest and fair to employees during crises (Den Hartog, 2015; Grojean et al., 2004), demonstrate they care (Wu et al., 2012), and provide concrete evidence that they can handle a crisis (Wooten & James, 2008). Although it may be hard for leaders to increase trustworthiness perceptions during a crisis if they have not previously engaged in such behaviors, it is possible for previously high trust to erode if leaders fail to act.

With the effects of transitions on outcomes, an interesting pattern emerged. Specifically, positive transitions were beneficial, as moving from *glass empty* to *devoid* months was characterized by higher engagement, fewer somatic complaints, and lower cyberloafing, supporting self-regulatory benefits of positive emotions as espoused by social cognitive theory (Bandura, 1991) and broaden-and-build theory (Fredrickson, 2001). Yet, when transitioning to more positive profiles, employees engaged in fewer COVID prevention behaviors.

Figure 1

Profiles of Hope, Gratitude, Fear, and Resentment During Organizational Crisis for August
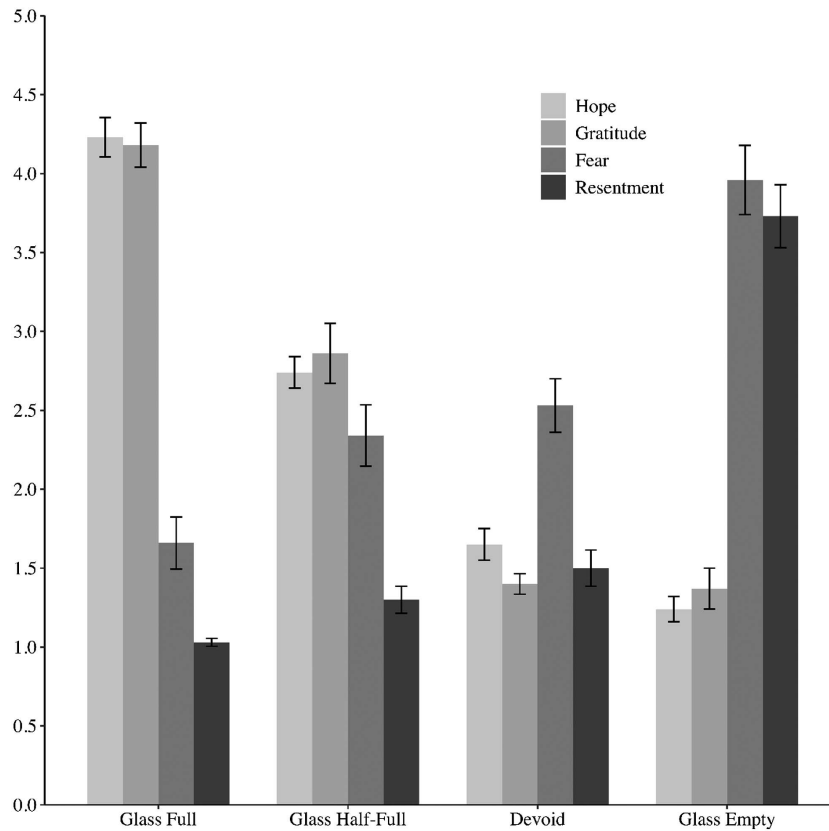
Note. Hope, gratitude, fear, and resentment were rated on a 5-point scale (1 = *not at all*; 2 = *slightly*; 3 = *moderately*; 4 = *quite a bit*; 5 = *very much*) in reference to the last month. Bars represent upper and lower bounds of 95% confidence intervals. Profile structures were qualitatively similar for September, October, and November, and are available from the authors upon request.

On the one hand, transitions to negative profiles reflected more self-protective behaviors, consistent with control theory (Carver, 2003), highlighting the benefits of negative emotions in driving more vigilant behaviors. On the other hand, it is possible that those

Table 9

Transition Probabilities of Emotional Profiles Over Time

August profile	September profile			
	P1	P2	P3	P4
P1: Glass full	81.9%***	15.6%*	2.5%	0.0%
P2: Glass half-full	14.8%***	69.1%***	14.0%*	2.1%
P3: Devoid	0.0%	24.5%***	68.7%***	6.8%**
P4: Glass empty	0.0%	7.8%*	24.3%***	67.9%***

October profile	November profile			
	P1	P2	P3	P4
P1: Glass full	83.0%***	17.0%*	0.0%	0.0%
P2: Glass half-full	18.6%***	61.8%***	18.3%*	1.3%
P3: Devoid	0.0%	26.9%***	71.3%***	1.8%
P4: Glass empty	0.0%	6.4%*	38.3%***	55.3%***

* $p < .05$.   ** $p < .01$.   *** $p < .001$.

who became more positive were more focused on work than on COVID, engaging in fewer preventative behaviors. This remains as conjecture, but our results suggest that determinants of work and COVID-related behaviors may diverge.

Of course, there are limitations. Although our choice to measure monthly emotions was intentional, emotions can vary weekly (Updegraff et al., 2004) and daily (Nezlek & Kuppens, 2008), which could be an addition to our research. More, although trustworthiness and pandemic management were important, of added importance would be *specific* leader behaviors that contribute to perceptions of trustworthiness. For example, during this crisis in particular, and organizational crises more generally, leader behaviors that reflect humility such as admitting fault, seeking feedback, and being open to others' ideas (Oc et al., 2020; Owens & Hekman, 2016) might prove especially for increasing benevolence and ability perceptions.

We also note two limitations that relate to the structure of the study and choices we made about data analysis. First, as noted by an anonymous reviewer, parts of our study were inductive. For example, we could not have known the nature of the profiles that would emerge, and thus we engaged in "thought trials" (e.g., Diefendorff et al., 2019), drawing from ideas espoused in the coping and

Table 10
Conditional Transition Probabilities Across Different Levels of Leader Trustworthiness and Handling of the Pandemic

Transition pattern	Integrity Aug–Sep Lower	Higher	Oct–Nov Lower	Higher	Benevolence Aug–Sep Lower	Higher	Oct–Nov Lower	Higher	Ability Aug–Sep Lower	Higher	Oct–Nov Lower	Higher	Pandemic management Aug–Sep Lower	Higher	Oct–Nov Lower	Higher
Glass full (no transition)	.41	.89***	.65***	.89***	.41	.88***	.68***	.87***	.29	.93***	.54*	.90***	.40	.89***	.68***	.86***
Glass full → Glass half-full	.52*	.09	.35	.11	.52*	.10	.32*	.13*	.71**	.07	.46	.10	.60	.11*	.32	.14*
Glass full → Devoid	.07	.02	.00	.00	.08	.02	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
Glass full → Glass empty	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.01	.26
Glass half-full (no transition)	.57***	.73***	.55*	.66***	.48*	.73***	.55**	.72***	.48*	.73***	.43*	.72***	.52*	.71**	.00	.77***
Glass half-full → Glass full	.15	.13*	.13	.20**	.07	.14*	.14*	.15**	.07	.14*	.12	.18*	.05	.18**	.01	.18*
Glass half-full → Devoid	.25	.12	.33	.14	.44	.10*	.30	.11*	.44	.10*	.30	.11	.40	.09	.00	.05
Glass half-full → Glass empty	.03	.02	.00	.00	.00	.03	.02	.02	.00	.03	.15	.00	.02	.02	1.00	.00
Devoid (no transition)	.72***	.62***	.79***	.62***	.73***	.60***	.86***	.50***	.73***	.61***	.83***	.58***	.76***	.54***	.85***	.53***
Devoid → Glass full	.01	.01	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
Devoid → Glass half-full	.13*	.36***	.17**	.37***	.13	.40***	.10*	.49***	.10*	.38***	.15**	.41***	.08	.45***	.12**	.46***
Devoid → Glass empty	.15**	.01	.04	.01	.14**	.00	.04	.01	.14**	.01	.02	.01	.16*	.00	.03	.02
Glass empty (no transition)	.71***	.09	.58***	.13	.72***	.19	.58***	.18	.77***	.09	.59***	.20	.71***	.14	.62***	.05
Glass empty → Glass full	.00**	.00	.00	.00	.00	.00	.00	.04	.00	.00	.00	.00	.00	.00	.01	.02
Glass empty → Glass half-full	.08*	.16	.05	.23	.06	.24	.05	.14	.07*	.19	.04	.10	.07*	.20	.01	.26
Glass empty → Devoid	.22**	.76***	.38***	.64***	.12**	.57**	.37***	.64***	.17*	.72***	.37***	.70***	.22***	.66***	.36***	.67***

Note. Bold values represent significantly different probabilities across higher (+1 SD) and lower (−1 SD) level of predictor. Bold-italicized cells represent significantly different probabilities with significant occurrences, per Table 9.
* $p < .05$. ** $p < .01$. *** $p < .001$.

Table 11
Changes in Employee Outcomes Across Transitions Patterns

Transition pattern	Goal progress ΔM (SE)		Engagement ΔM (SE)		Somatic complaint ΔM (SE)		Cyberloafing ΔM (SE)		COVID-19 prevention behaviors ΔM (SE)	
	Aug–Sep	Oct–Nov	Aug–Sep	Oct–Nov	Aug–Sep	Oct–Nov	Aug–Sep	Oct–Nov	Aug–Sep	Oct–Nov
Glass full (no transition)	.07 (.09)	-.01 (.10)	.23 (.13)	.00 (.12)	.02 (.11)	-.02 (.13)	-.14 (.09)	-.18 (.11)	-.29 (.27)	.18 (.20)
Glass full → Glass half-full	-.18 (.11)	-.17 (.14)	-.02 (.15)	-.23 (.14)	.47 (.14)***	.60 (.18)**	-.10 (.13)	-.04 (.14)	1.23 (.33)***	1.30 (.35)***
Glass full → Devoid	-.29 (.11)**	-.42 (.12)***	-.22 (.15)	-.62 (.14)***	.63 (.12)***	.51 (.18)**	.02 (.14)	.09 (.15)	1.30 (.29)***	1.07 (.28)***
Glass full → Glass empty	-.46 (.15)**	-.59 (.18)**	-.33 (.18)	-.77 (.20)***	1.28 (.15)***	1.22 (.19)***	.23 (.16)	.47 (.24)	1.78 (.32)***	1.75 (.39)**
Glass half-full (no transition)	.31 (.10)**	-.08 (.11)	.39 (.13)**	.01 (.12)	-.46 (.14)**	-.01 (.14)	-.23 (.13)	.17 (.11)	-1.60 (.32)***	.09 (.25)
Glass half-full → Glass full	-.05 (.10)	.09 (.10)	-.06 (.12)	.23 (.15)	.15 (.11)	-.62 (.17)***	-.06 (.11)	.03 (.08)	-.01 (.22)	-1.03 (.36)**
Glass half-full → Devoid	-.22 (.14)	-.33 (.10)**	-.16 (.16)	-.39 (.13)**	.80 (.14)***	-.09 (.15)	.14 (.14)	.30 (.10)**	.47 (.24)	-.14 (.28)
Glass half-full → Glass empty	.06 (.09)	-.49 (.17)**	.14 (.10)	-.54 (.20)**	-.01 (.09)	.62 (.17)***	-.19 (.09)*	.68 (.21)**	-.08 (.18)	.55 (.37)
Devoid (no transition)	-.29 (.13)*	-.12 (.07)	-.06 (.15)	-.21 (.10)*	.70 (.14)***	.13 (.09)	.09 (.14)	.00 (.08)	.25 (.21)	-.40 (.14)**
Devoid → Glass full	.25 (.10)*	.29 (.10)**	.50 (.13)***	.41 (.13)**	-.57 (.13)***	-.40 (.15)**	-.28 (.12)*	-.27 (.10)**	-1.82 (.29)***	-1.29 (.32)***
Devoid → Glass half-full	-.01 (.09)	.13 (.12)	.25 (.11)*	.19 (.10)	-.11 (.12)	.22 (.12)	-.24 (.09)*	-.13 (.13)	-.30 (.23)	-.17 (.24)
Devoid → Glass empty	-.12 (.08)	-.29 (.17)	.05 (.08)	-.36 (.18)	.05 (.07)	.85 (.15)***	-.11 (.07)	.38 (.23)	-.24 (.12)*	.29 (.34)
Glass empty (no transition)	.02 (.13)	-.05 (.18)	.18 (.11)	-.11 (.18)	.11 (.09)	-.01 (.15)	-.36 (.11)**	-.14 (.17)	-.13 (.14)	.26 (.26)
Glass empty → Glass full	.56 (.14)***	.53 (.19)**	.73 (.16)***	.66 (.21)**	-1.16 (.14)***	-1.26 (.19)***	-.73 (.15)***	-.78 (.19)***	-2.19 (.31)***	-1.31 (.36)***
Glass empty → Glass half-full	.31 (.13)*	.37 (.19)*	.49 (.14)**	.43 (.20)*	-.70 (.13)***	-.64 (.18)***	-.69 (.13)***	-.65 (.19)**	-.67 (.24)**	-.20 (.32)
Glass empty → Devoid	.19 (.13)	.12 (.18)	.29 (.14)*	.04 (.17)	-.55 (.12)***	-.73 (.15)***	-.56 (.14)***	-.52 (.19)**	-.61 (.21)**	-.43 (.26)

Note. For completeness, all results are modeled. Italicized cells represent significant changes in outcomes in which the latent transition was significant, per Table 9. Outcomes of transitions that did not occur in Table 9 are not interpreted.

* $p < .05$.   ** $p < .01$.   *** $p < .001$.

transitions literature (Bliese et al., 2017; Larsen et al., 2003) to discuss possibilities. Second, we focused on two transitions—August to September and October to November—but had collected monthly data for 6 months from August 2020 through January 2021.

Given these limitations and a desire to provide maximum transparency, we conducted supplemental analyses similar to a "multiverse" analysis (Steegen et al., 2016). Although our data do not lend itself to traditional multiverse analyses, we present the outcomes of LPA and LTA with all matched months; a multilevel LPA that captured all 2,044 monthly responses; and multiple regression analyses using a variable-centered approach (see Online Supplemental Appendix). Importantly, we note here that one of the profiles extracted in two of the months was qualitatively different than the ones we report in Table 8 (a *glass half-empty* profile replaced the *glass half-full* profile). This new profile did not replicate in the profile extraction phase of the LTA for those months. This highlights some problems associated with these methods noted in the literature, including potential bias in identifying profiles, over-extraction of profiles, spurious profiles, and effects of sample size on profile identification (Bauer & Curran, 2003; Cudeck & Henly, 2003; Guerra-Peña & Steinley, 2016; Woo et al., 2018). Thus, the four profiles we identified should not be considered generalizable to other crises, or to other organizational settings during the current crisis. Rather, we take the perspective that there is much to be learned by studying the antecedents and consequences of emotion profiles transitions, irrespective of the number of profiles. As noted by Cudeck and Henly (2003, p. 382): "for the model to be informative and useful, the existence of a true number of groups is irrelevant."

In conclusion, the present study advanced our understanding of how leader behaviors and trustworthiness influence combinations of follower emotions during a crisis, and how these emotions influence work and well-being outcomes. However, as vaccines are now readily available and organizations proceed toward fully reopening, this will bring new challenges. As such, researchers should further study how leaders navigate these transitions, and how their behaviors may help employees to thrive as work returns from crisis to its "new normal."

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Appendix A

Organizational Context

We focused on transitions from August to September 2020 and October to November 2020 due to significant events that were occurring at the university where participants were employed.

During August 2020, the university announced severe cuts to pay to be put in place until July 1, 2021. These had previously been announced, but had been delayed twice and finally went into effect in August after significant pushback from faculty and staff. Further, the president of the university announced a staged approach to in-person learning, with the first stage including only outdoor and "essential in-person" classes such as laboratories and music instruction (after having announced in late July that the university would be opening for in-person learning). During this time, students returned to live on campus, which resulted in a testing blitz and a large number of positive COVID-19 cases. The university football team also canceled its fall season, leading to very large projected losses (a return of football with the season to begin in November was announced in late September, reducing some of these losses). Finally, the university also engaged in actions to generate revenue to offset losses, leading to considerable backlash from members of the university community.

During October 2020, the university announced plans to resume in-person learning in late October for classes with fewer than 50 students. Moreover, employees became quite impatient as the month ended without a specific announcement about the end date of salary cuts, as the president of the university had announced in mid-September that the university was in a better-than-anticipated financial position and would be ending the cuts early, but did not announce a specific end date. This led to a great deal of speculation about when the cuts would end without any guidance from the administration.

(*Appendices continue*)

Appendix B

Complete Study Measures

Trustworthiness (Adapted From Mayer & Davis, 1999)

Instructions: Please indicate the extent to which you agree or disagree with the statements below over the month of [prior month] and in regards to the [university's] central administration.

(1 = *strongly disagree*; 2 = *disagree*; 3 = *neither agree nor disagree*; 4 = *agree*; 5 = *strongly agree*)

Ability

1. The central administration of the university was very capable of performing its job.

2. The central administration of the university was known to be successful at the things it tried to do.

3. The central administration of the university had much knowledge about the work that needed to be done.

4. I felt very confident about the central administration's skills.

5. The central administration of the university had specialized capabilities that increased our performance.

6. The central administration of the university was well qualified.

Benevolence

1. The central administration of the university was very concerned about my welfare.

2. My needs and desires were very important to the central administration of the university.

3. The central administration of the university did not knowingly do anything to hurt me.

4. The central administration of the university really looked out for what was important to me.

5. The central administration of the university went out of its way to help me.

Integrity

1. The central administration of the university had a strong sense of justice.

2. I never had to wonder whether the central administration of the university would stick to its word.

3. The central administration of the university tried hard to be fair in dealings with others.

4. The central administration's actions and behaviors were not very consistent. (Reversed)

5. I liked the central administration's values.

6. Sound principles seemed to guide the central administration's behavior.

Pandemic Management (Written Specifically for This Research)

1. How would you rate the [organization's] response to the Coronavirus pandemic over the month of [the prior month]?

(1 = *very poor*; 2 = *poor*; 3 = *average*; 4 = *above average*; 5 = *excellent*)

Emotional Reactions (Feather & Sherman, 2002; Fredrickson et al., 2003)

Instructions: When you consider the university reopening for in-person classes during this semester, to what extent do you have the following emotions over the month of [prior month]?

(1 = *not at all*; 2 = *slightly*; 3 = *moderately*; 4 = *quite a bit*; 5 = *very much*)

Gratitude (Fredrickson et al., 2003)

1. Grateful

2. Appreciative

3. Thankful

Hope (Fredrickson et al., 2003)

1. Hopeful

2. Optimistic

3. Encouraged

Fear (Fredrickson et al., 2003)

1. Scared

2. Afraid

3. Fearful

Resentment (Feather & Sherman, 2002)

1. Anger

2. Resentful

3. Indignant

Engagement (Adapted From Rich et al., 2010)

Instructions: Please rate the extent to which you have engaged in the behavior described below over the month of [prior month].

(1 = *not at all*; 2 = *a little*; 3 = *a moderate amount*; 4 = *quite a bit*; 5 = *a great deal*)

1. My mind felt focused on my work.

2. I paid a lot of attention to my work.

(Appendices continue)

3. I focused a great deal of attention on my work.

4. I felt absorbed by my work.

5. I devoted a lot of attention to my work.

Somatic Complaints (Bennett et al., 2016)

Instructions: To what extent have you experienced the following over the month of [prior month]?

(1 = *not at all*; 2 = *slightly*; 3 = *moderately*; 4 = *quite a bit*; 5 = *very much*)

1. Backache

2. Headache

3. Eyestrain

4. Tired/Fatigued

5. Loss of appetite

6. Trouble sleeping

Goal Progress (Wanberg et al., 2010)

Instructions: Please indicate your agreement or disagreement with the following statements about your experience working over the month of [prior month].

(1 = *strongly disagree*; 2 = *disagree*; 3 = *neither agree nor disagree*; 4 = *agree*; 5 = *strongly agree*)

This past month at work …

1. I was productive.

2. I made good progress on my work goals.

3. I have moved forward on my work goals.

Cyberloafing (Based on Lim, 2002)

Instructions: Please rate the extent to which you have engaged in the behavior described below during work time in the month of [prior month]?

(1 = *not at all*; 2 = *a little*; 3 = *a moderate amount*; 4 = *quite a bit*; 5 = *a great deal*)

1. Checked nonwork-related (i.e., personal) email

2. Browsed nonwork-related websites (e.g., sports, news, entertainment, financial)

3. Shopped online for personal goods that were not basic necessities

4. Used social media (e.g., Facebook, Twitter, Pinterest) for nonwork purposes

5. Watched television/movie clips (e.g., YouTube) for non-work purposes

6. Watched television shows/movies through online stream-lining services (e.g., Netflix) for nonwork purposes.

COVID-19 Prevention Behaviors (Developed for Present study Based on Popular Press and Public Health Recommendations From the U.S. Centers for Disease Control and Prevention)

Instructions: What measures have you taken to prevent catching COVID-19 over the month of [prior month]? Please check all that apply.

1. Wash hands for over 20 s

2. Use hand sanitizer or wash hands after touching common surfaces

3. Maintain six feet of distance from others

4. Work from home

5. Wear a mask when in public

6. Avoid dine-in restaurants, bars, or other indoor public spaces

7. Participate in grocery pick-up or delivery rather than enter stores

8. Avoid social gatherings

9. Avoid public outdoor spaces (parks, hiking trails, etc.)

10. Wipe down or "quarantine" packages

11. Other _____

12. I have not taken any measures to prevent catching COVID-19. (Checklist score for COVID-19 prevention behaviors coded 0 if selected)