



ВЫСШАЯ ШКОЛА ЭКОНОМИКИ  
НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ УНИВЕРСИТЕТ

---

SCIENTIFIC E-JOURNAL

---

# ORGANIZATIONAL PSYCHOLOGY

---

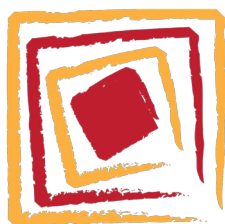
ISSN 2312-5942

[www.orgpsyjournal.hse.ru](http://www.orgpsyjournal.hse.ru)



**2016. Vol. 6. No 1.**

2016. Том 6. № 1.



Электронный научный журнал

URL: [www.orgpsyjournal.hse.ru](http://www.orgpsyjournal.hse.ru)

E-mail: [orgpsyjournal@hse.ru](mailto:orgpsyjournal@hse.ru)

Учредитель:

Национальный  
исследовательский университет  
Высшая школа экономики»



Выходит 4 раза в год

## Редакция

### Главный редактор:

Штроо В.А. (НИУ Высшая школа экономики)

### Зам. главного редактора:

Липатов С.А. (Московский государственный университет)

### Редакторы:

Климов А.А. (НИУ Высшая школа экономики)

Вовна О.С. (НИУ Высшая школа экономики)

### Редакционная коллегия:

**Аксеновская Л.Н.** (Саратовский государственный университет)

**Базаров Т.Ю.** (Московский государственный университет)

**Булгаков А.В.** (Московский государственный гуманитарный университет)

**Гайдар К.М.** (Воронежский государственный университет)

**Емельянов Е.Н.** (Консалтинг-Центр «ШАГ»)

**Карпов А.В.** (Ярославский государственный университет)

**Леонова А.Б.** (Московский государственный университет)

**Липатов С.А.** (Московский государственный университет)

**Маничев С.А.** (Санкт-Петербургский государственный университет)

**Моргунов Е.Б.** (Московская Высшая школа социальных и экономических наук)

**Мякушкин Д.Е.** (Южно-Уральский государственный университет)

**Осин Е.Н.** (НИУ Высшая школа экономики)

**Поддьяков А.Н.** (НИУ Высшая школа экономики)

**Сарычев С.В.** (Курский государственный университет)

**Чернышев А.С.** (Курский государственный университет)

**Штроо В.А.** (НИУ Высшая школа экономики)

**Benton Stephen** (University of Westminster, London, UK)

**van Dick Rolf** (Goethe University Frankfurt, Germany)

**Takooshian Harold** (Fordham University, New York City, USA)

**Schaufeli Wilmar** (Utrecht University, Netherlands)

**Stoner James** (Fordham University, New York City, USA)

**Корректор:** Вовна О.С.

## Editorial

We are glad to introduce our readers to new issue of Organizational Psychology Journal.

The current issue starts from the article by Tatiana Chuykova and Daria Sotnikova “Attitude to work under the conditions of insecure employment”. The paper discusses a relatively new for Russian psychology phenomenon of job insecurity: basic characteristics, particular approaches to studying, psychological consequences. Based on the results of the empirical research carried out in several organizations of the large industrial city in Central Russia, the authors conclude that the personal feeling insecure job leads to a decline of engagement and commitment to the work, higher levels of depression and turnover intention.

In the “*Practice in Organizational Psychology*” section we offer the article of group of authors from France — David Autisier, Jean – Christophe Foucrit, Elena Pachtchenko – de Preville, Thierry Raynard — “Managerial innovation through the example of the use of learning networks in the french national railway company”. The authors of the article, relying on the experience of the learning networks in the French National Railway company (SNCF), offer consideration of the learning networks as an innovative method of management corresponding to the purposes of the increase in productivity. The article gives a definition of the learning networks and contains elements of methodology of application of the learning networks in the SNCF. Authors discuss the perspectives of the use of the learning networks, for the different organizational tasks.

The article by Alexander Eliseenko “The complex problem solving in the organization: support methods for correct group thinking” in the “*First steps*” section discuss heuristic methods to organize group sessions of complex problem solving in modern organizations. An attempt to describe the procedure of solving the complex problems of the group based on the cycle model of problem solving by R. Sternberg as the methodological basis. The paper recommends specific heuristic methods for team complex problem solving for each stage of the movement in the problem space.

In the «*Conferences*» section you can find information about upcoming international scientific and practical conferences on organizational psychology.

Our traditional editorial note about the 20 most cited and 20 most recent articles on learning organization is covered the issue.

Please Enjoy Reading!



## Attitude to work under the conditions of insecure employment<sup>1</sup>

**Tatiana CHUYKOVA**

*M. Akmullah Bashkir State Pedagogical University, Ufa, Russian Federation*

**Daria SOTNIKOVA**

*Public joint stock company «BANK URALSIB», Ufa, Russian Federation*

**Abstract.** *Purpose.* The paper aims to discuss a relatively new for Russian psychology phenomenon of job insecurity: basic characteristics, particular approaches to studying, psychological consequences. The results of empirical research aimed at studying attitudes towards work in conditions of insecure employment are represented. *Study design.* The study was conducted on a sample of 104 persons working in different organizations of large industrial city in Central Russia. The study used the survey method type. Based on values of indicators of subjective insecurity of work, the sample was divided into two groups: confident in their present and future in the organization (“confident workers”, 60 persons) and those who were unsure of these aspects (“insecure workers”, 44 persons). In accordance with the objectives of the study, in the selected groups were compared indicators characterizing the attitude to work: commitment to the organization and work, indicators of engagement (vigor, dedication, absorption), turnover intention, and the level of depression, as an indicator of emotional well-being. *Findings.* As a result there were received statistically significant differences between the two groups in terms of commitment to the work, vigor, dedication, absorption activity (higher values in the group of “confident workers”), and on indicators of turnover intention and the level of severity of depression (higher values in the group “insecure workers”). The correlation analysis also confirmed these results. *Value of the results.* Thus, we conclude: personal feeling insecure job leads to a decline of engagement and commitment to the work, higher levels of depression and turnover intention. The results of our study are consistent with the results of studies conducted by foreign authors.

**Keywords:** insecure employment, job insecurity, work engagement, commitment to work, turnover intention, well-being.

<sup>1</sup> The research was supported by Russian Humanitarian Scientific Foundation and the Academy of Sciences of the Republic of Bashkortostan, project №15–16–02017 “Attitude to Work and Job Insecurity”

## References

- Ashford, S. J., Lee, C. & Bobko, P. (1989). Content, causes, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal*, 4, 803–829.
- Broom, D. H., D'Souza, R. M., Strazdins, L., Butterworth, P., Parslow, R. & Rodgers, B (2006). The lesser evil: Bad jobs or unemployment? A survey of mid-aged Australians. *Social Science & Medicine*, 63, 575586.
- Burd'e, P. (2013). *Negarantirovannost' povsyudu* [Insecurity everywhere]. URL: [http://www.redflora.org/2013/07/blog-post\\_23.html](http://www.redflora.org/2013/07/blog-post_23.html) (data obrashcheniya: 16.11.2013).
- Cheng, G. H. L. & Chan, D. K. S. (2008). Who suffers more from job insecurity? A meta-analytic review. *Applied Psychology: An International Review*, 2, 272–303.
- Chuikova, T. S. (1998). *Samoregulyatsiya aktivnosti pri preodolenii chelovekom krizisa, svyazannogo s poterei raboty* [Self-regulation of activity in overcoming the human crisis associated with job loss]: Dis. ... kand. psikholog. nauk., M.
- Chuikova, T. S. (2015a). Negarantirovannaya rabota kak sotsial'no-psikhologicheskii fenomen [Job insecurity as a social psychological phenomenon]. *Sotsial'naya psikhologiya i obshchestvo* [Social Psychology and Society], 4, 139–149. doi:10.17759 /sps.2015060410.
- Chuikova, T. S. (2015b). *Tsennost' raboty v sovremennykh usloviyakh trudovoi zanyatosti*: Monografiya [The value of the work in modern conditions of employment: a Monograph]. Ufa: Izd-vo BGPU.
- D'Souza, R. M., Strazdins, L., Lim, L. L., Broom, D. H. & Rodgers, B. (2003). Work and health in a contemporary society: demands, control, and insecurity. *Epidemiol Community Health*, 57, 849–854.
- De Witte, H. (1999). Job insecurity and psychological well-being: review of the literature and exploration of some unresolved issues. *European Journal of Work and Organizational Psychology*, 8, 155–177.
- Demin, A. N. (2008). Psikhologicheskoe izmerenie nenadezhnoi raboty [Psychological dimension of insecure job]. *Chelovek. Soobshchestvo. Upravlenie* [Man. Society. Management], 1, 71–76.
- Demin, A. N., Petrova, I. A. (2010). Psikhologicheskie efekty ugrozy poteri raboty [Psychological effects of threat of joblessness]. *Psikhologicheskii zhurnal* [Psychological Journal], 6, 38–49.
- Elst, T. V., De Witte, H. & De Cuyper N. (2014). The Job Insecurity Scale: A psychometric evaluation across five European countries. *European Journal of Work and Organizational Psychology*, 3, 364–380.
- Ferrie J. E. (2001). Is job insecurity harmful to health? *Journal of the Royal Society of Medicine*, 94, 47–79.
- Gimpel'son, V., Monusova, G. (2010). Strakh bezrabortitsy: opyt mezhstranovykh sopostavlenii [The fear of unemployment: experience of comparison among countries]. *Voprosy ekonomiki* [Questions of Economy], 2, 117–138.
- Hellgren, J. & Sverke, M. (2003). Does job insecurity lead to impaired well-being or vice versa? Estimation of cross-lagged effects using latent variable modeling. *Journal of Organizational Behavior*, 24, 215–236.
- Laszlo, K. D., Pikhart, H., Kopp, M. S., Bobak, M., Pajak, A., Malyutina, S., Salavecz, G. & Marmot, M. (2010). Job insecurity and health: A study of 16 European countries. *Social Science & Medicine*, 70, 867–874.
- Leiter, M. P. & Bakker A.B. (2010). Work engagement: Introduction. In M.P. Leiter, A.B. Bakker (eds.). *Work engagement: a handbook of essential theory and research* (1–9). New York: Psychology Press.
- Mauno, S., Kinnunen, U. & Ruokolainen, M. (2007). Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of Vocational Behavior*, 70, 149–171.
- Osnitskii, A. K., Chuikova, T. S. (1999). Samoregulyatsiya aktivnosti sub"ekta v situatsii poteri raboty [Self-regulation of activity of the subject in a situation of job loss]. *Voprosy psikhologii* [Questions of Psychology], 1, 92–104.
- Pel'tsman, L. (1992). Stressovye sostoyaniya u lyudei, poteryavshikh rabotu [The stress state of the people who lost their jobs]. *Psikhologicheskii zhurnal* [Psychological Journal], 1, 126–130.

- Petrova, I.A. (2011). *Psikhologicheskie efekty prebyvaniya lichnosti v neopredelennoi zhiznennoi situatsii (na primere situatsii nenadezhnoi raboty)* [Psychological effects of personality's staying in uncertain situation (on the example of insecure job)]: Dis. ... kand. psikhol. nauk., Krasnodar.
- Probst, T. M., Benson, W., Graso, M., Jiang, L. & Oslo, K. (2011). *Effects of the budget cuts on faculty, staff, and administrative professionals: A feedback report to WSU*. URL: [https://research.vancouver.wsu.edu/sites/research.vancouver.wsu.edu/files/Budget%20Cuts%20Feedback%20Report\\_FINAL.pdf](https://research.vancouver.wsu.edu/sites/research.vancouver.wsu.edu/files/Budget%20Cuts%20Feedback%20Report_FINAL.pdf)
- Sverke, M. & Hellgren J. (2002). The nature of job insecurity: Understanding employment uncertainty on the brink of a new millennium. *Applied Psychology: An International Review*, 1, 23–42.



# ORGANIZATIONAL PSYCHOLOGY

## Managerial innovation through the example of the use of learning networks in the french national railway company

David AUTISIER

*ESSEC Chair of Change Management, Sergy, France*

*University Paris-Est Créteil, Créteil, France*

Jean-Cristophe FOUCRIT

*French National Railway Company (SNCF), Lyon, France*

Elena PACHTCHENKO – DE PRÉVILLE

*ESSEC Chair of Change Management, Sergy, France*

*Institute of Psychology, Russian Academy of Sciences, Moscow, Russia*

Thierry RAYNARD

*French National Railway Company (SNCF), Paris, France*

**Abstract.** Management methods, which are based on organizational and behavioral models inherited from the past, are not fully adequate in the current conditions of globalization, increasing competition, and rapidly changing customer needs. The authors of the article, relying on the experience of the learning networks in the French National Railway company (SNCF), offer consideration of the learning networks as an innovative method of management corresponding to the purposes of the increase in productivity. The learning networks promote the appearance of initiatives and creations of innovations, raise an organizational commitment, and also improve satisfaction and quality of life at work. Moreover, the use of the learning networks favors the creation of conditions for exchange of experience and collective learning in the course of activity, as well as to develop an entrepreneurial spirit during work on joint projects. One of the principal results from the activity of the learning networks is the development of decisions and their introduction in production. Their functioning is based on trust and mutual understanding between the participants whose contributing cooperation is characterized by a special model of their relationships. The article gives a definition of the learning networks and contains elements of methodology of application of the learning networks in the SNCF. This experience allows us to speak about the perspectives of the use of the learning networks, in particular, for the development of the action plans, carrying out diagnostics of various situations, the possibility to resolve various problems, etc. To illustrate a new approach in management, the article shows the relationship between the activity of a learning network and its effectiveness with the example of one of the SNCF learning networks.

**Key words:** innovation management, learning networks, organizational commitment.

## References

- Alter, N. (2013). *L'innovation ordinaire*, 4e édition. Paris: PUF.
- Argyris, C., Schön, D. (2002). *Apprentissage organisationnel: théorie, méthode, pratique*. Bruxelles: De Boeck Supérieur.
- Autissier, D., Foucrit, J.-C., Pachtchenko – de Préville, E., Raynard, T. (2016). Obuchajushhie seti — al'ternativa tradicionnym metodam upravlenija organizacionnymi izmenenijami. Iz opyta francuzskoj kompanii SNCF [Educational network — an alternative to traditional organizational change management techniques. From the experience of the French company SNCF]. *Upravlenie (Gosudarstvennyj universitet upravlenija)*, (in print).
- Autissier, D., Hureau, J.-P., Raynard, T., Vandangeon-Derumez, I. (2013). *Les réseaux apprenants: Une démarche d'accompagnement du changement dans la relation de service à la SNCF*. Paris: Eyrolles.
- Autissier, D., Giraud, L., Johnson, K. J. (2015). *Les 100 schémas du management*. Paris: Eyrolles.
- Dicecca, V., de Buchet P. (2013). *Les cinq clés du management transversal*. Paris: Dunod.
- Fréchet, M. (2004). *Prévenir les conflits dans les partenariats d'innovation*. Vuibert.
- Foucrit, J.-C. (2014). La coopération intermétier en Haute-Normandie. *Revue générale des chemins de fer*, 238, 20–21.
- Gladwell, M. (2000). *The Tipping Point — How little things can make a big difference*. New York: Little Brown.
- Hosmer, L. (1995). Trust: the connecting link between organizational theory and philosophical ethics. *Academy of Management Review*, 20(2), 379–403.
- Liker, J. (2004). *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer*. New York: McGraw-Hill Education.
- Liker, J. K., Ballé M., Beauvallet, G. (2008). *Le modèle Toyota*. Montreuil: Pearson education.
- Mann, D. (2010). *Creating a Lean Culture: Tools to Sustain Lean Conversions*. 2<sup>nd</sup> Edition, New York: Productivity Press.
- Mol, M. J., Birkinshaw, J. M. (2009). The sources of management innovation: when firms introduce new management practices. *Journal of Business Research*, 62(12), 1269–1280.
- PROFIL.SNCF. Retrieved from: [www.sncf.com/ressources/reports/sncf\\_profil\\_2015.pdf](http://www.sncf.com/ressources/reports/sncf_profil_2015.pdf).
- Simmel, G. (1995). *Le conflit*. Belval: Circé.
- Senge, P. M. (1990). *The Fifth Discipline*. New York: Doubleday.
- Senge, P. (1991). *La Cinquième Discipline. L'art et la manière des organisations qui apprennent*. Paris.
- Senge, P. (2015). *La Cinquième Discipline. Levier des organisations apprenantes*. Eyrolles, Paris.
- Testa, J.-P., Déroulède, B. (2015). *La Boîte à outils du Management transversal*. Paris: Dunod.





# ORGANIZATIONAL PSYCHOLOGY

## The complex problem solving in the organization: support methods for correct group thinking

**Alexander ELISEENKO**

*National Research University "Higher School of Economics"*

**Abstract.** The aim of this paper is to equip the modern techniques of teamwork with heuristic methods to organize group sessions of complex problem solving. It seems important because of in teamwork we should organize teams and problem solving process. There are a lot of methods and techniques for teamwork, but they are not designed for complex problem solving. We offer the cycle model of problem solving by R. Sternberg as the methodological basis of the teamwork at complex problem solving (CPS). We considering the possibility of constructing the procedure for CPS based on the classification of heuristic methods. The paper recommends specific heuristic methods for team CPS for each stage of the movement in the problem space. The novelty of the work lies in the fact that the proposed scheme simplifies the design of teamwork CPS sessions. And it creates opportunities for a more organized solution of complex problems in the group set of heuristic techniques.

**Keywords:** team problem solving, uncertainty, heuristic methods.

### References

- Ackoff, R. (1982). *Iskusstvo resheniya problem* [The art of problem solving]. M.: Mir.
- Bazarov, T. Yu. (2013). *Biznes-obrazovanie: razvitie organizatsii ili organizatsiya razvitiya?* [Business education: the development of organizations and organization development?]. *Organizational Psychology*, 3 (4). 92–108.
- Derner, D. (1997). *Logika neudachi* [The logic of failure]. M.: Smysl.
- Efimov, V. V. (2011). *Sbornik metodov poiska novykh idei i reshenii upravleniya kachestvom* [Collection of methods to search for new ideas and quality management solutions]. Ul'yanovsk: UIGTU.
- Fischer, A., Greiff, S., Funke, J. (2012). The process of solving complex problems. *Journal of Problem Solving*, 4, 19–42.
- Frensch, P., Funke, J. (Eds.) (1995). *Complex Problem Solving: The European Perspective*. Hillsdale, NJ, Lawrence Erlbaum.
- Hill, G. (1982). Group vs. individual performance: are N+1 heads better than one? *Psychological bulletin* 91, 517–539.
- Karpov, A. V. (1998). *Psikhologiya prinyatiya upravlencheskikh reshenii* [Psychology of management decision making]. M.: Yurist.

- Karpov, A. V. (2000). *Psikhologiya gruppovykh reshenii* [Psychology of group decision making]. M.: IP RAN.
- Karpov, A. V. (2005). *Psikhologiya menedzhmenta* [Psychology of Management]. M.: Gardariki.
- Kuz'min A. M. (2006). Blok-skema protsessa prinyatiya resheniya. Metod PDPC [A block diagram of the decision process. PDPC method]. *Metody menedzhmenta kachestva*, 11. 25.
- Laughlin, P., Hatch, E., Silver, J., Boh, L. (2006). Groups Perform Better Than the Best Individuals on Letters-to-Numbers Problems: Effects of Group Size. *Journal of Personality and Social Psychology*, 90, 644–651.
- Lindsei, P., Norman, D. (1981). Analiz protsessa resheniya zadach [Analysis of the problem-solving process]. In: Yu. B. Gippenreiter, V. V. Petukhov (Eds.). *Khrestomatiya po obshchei psikhologii. Psikhologiya myshleniya*. M.: Izd-vo Mosk. un-ta.
- Mack, O., Khare, A., Kramer, A., Burgartz, T. (Eds.) (2015). *Managing in a VUCA World*. Springer.
- Manzoor, S. R., Ullah, H., Hussain, M., Ahmad, Z. M. (2011). Effect of teamwork on employee performance. *International Journal of Learning & Development*, 1(1), 110–126.
- Martynova, A. V. (2011) Fasilitatsiya kak tekhnologiya organizatsionnogo razvitiya i izmenenii [Facilitating the technology of organizational development and change]. *Organizational Psychology*, 1(2). 53–91.
- Newell, A., Shaw, G. S. Simon, G. (1981). Modelirovanie myshleniya cheloveka s pomoshch'yu elektronno-vychislitel'noi mashiny [Modeling of human thinking with the help of a computer]. In: Yu. B. Gippenreiter, V. V. Petukhov. *Khrestomatiya po obshchei psikhologii. Psikhologiya myshleniya*. M.: Izd-vo Mosk. un-ta.
- Osman, M. (2010). Controlling uncertainty: a review of human behavior in complex dynamic environments. *Psychological Bulletin*, 136(1), 65–86.
- Poddiakov, A. N. (2006). *Issledovatel'skoe povedenie: strategii, poznanie, pomoshch', protivodeistvie, konflikt* [Exploratory behavior: strategies, knowledge, support, resistance, conflict]. M.: Erebus.
- Poddiakov, A. N., Eliseenko, A. S. (2013). Svyazi sub'ektivnoi neopredelennosti i effektivnosti resheniya kompleksnoi problemy (na materiale deyatel'nosti upravleniya virtual'noi fabrikoi) [Links subjective uncertainty and effective solution of complex problems (based on virtual FAB Rica management activities)]. *Psikhologicheskie issledovaniya: elektron. nauch. zhurn.*, 6(28). 4. Retrieved from <http://psystudy.ru>.
- Shchedrovitskii, G. P. (1983). Organizatsionno-deyatel'nostnaya igra kak novaya forma organizatsii kollektivnoi mysledeyatel'nosti [Organizational-activity game as a new form of organization of collective thinking activity]. *Metody issledovaniya, diagnostiki i razvitiya mezhduna-rodnykh trudovykh kollektivov*. M.
- Spiridonov, V. F. (2006). *Psikhologiya myshleniya: Reshenie zadach i problem* [Psychology Thinking: Solving problems and concerns]. M.: Genezis.
- Sternberg, R. J., Davidson, J. E. (Eds.). (2003). *The psychology of problem solving*. Cambridge : Cambridge University Press
- Stroh, W. A. (2015). *Metody aktivnogo sotsial'no-psikhologicheskogo obucheniya* [Methods of active socio-psychological training]. M.: Yurait.
- Wenke, D., Frensch, P.A., & Funke, J. (2005). Complex problem solving and intelligence: Empirical relation and causal direction (160–187). In R. J. Sternberg & J. E. Pretz (Eds.), *Cognition and intelligence: Identifying the mechanisms of the mind*. New York: Cambridge University Press.



# ORGANIZATIONAL PSYCHOLOGY

---

## Production: two years under sanctions. Was there a period of opportunities or omissions?

**Abstract.** XXV International Conference of the National Institute of Certified Management Consultants “Production: two years under sanctions. Was there a period of opportunities or omissions?” will be held in June 2016 in Kazan (Tatarstan, Russia). Participation in the conference will allow to get acquainted with the experience of industrial companies in Russia, Kazakhstan, Belarus, Kyrgyzstan, successfully passed the period of sanctions and have found effective solutions to their business development. The speakers of the conference are the leading consultants and experts in the field of industrial control systems, as well as leaders of successful companies. They will showcase modern tools and successful solutions in the development of enterprises.

**Keywords:** conference, management consulting, economic sanctions.



# ORGANIZATIONAL PSYCHOLOGY

## Business Psychology: Theory and Practice

**Abstract.** In November 2016 in Moscow at the National Research University “Higher School of Economics” will be held International scientific-practical conference “Business Psychology: Theory and Practice.” The conference is organized by the Master Program of HSE “Business Psychology” and the Association of Russian business psychologists (ABP). The aim of the conference is to bring together researchers and practitioners to improve the efficiency of organizations and people in the business.

**Keywords:** conferences, business psychology, organizational efficiency, personal effectiveness.

Dear colleagues!

We invite you to participate in the International scientific-practical conference  
**BUSINESS PSYCHOLOGY: THEORY AND PRACTICE**  
November, 10-13, 2016  
20 Myasnitskaya, NRU HSE, Moscow, Russia

Business development in our country is carried out in conditions of constant change and new opportunities. It will be important for the development of efficient, competitive manufacturing companies, the creation of new ergonomic workstations, maintaining a positive image of entrepreneurship in society, etc. whether entrepreneurs, managers of large and medium businesses to find new resources for production of goods and services, to benefit from the difficulties facing the economy, largely dependent on their ownership of the business-psychological tools.

Business psychology is a modern interdisciplinary field in applied psychology that gives you the opportunity to take a new approach to solving the complex challenges that face modern business. Business-psychological technologies aimed at improving the effectiveness of organizations and people in business.

### **The objectives of the conference**

The purpose of the conference is to bring together scientists and practitioners to improve the effectiveness of organizations and people within the business; understanding of the applicability of the business of psychological knowledge in the practice of business management; identification of key competences of business psychologists, their relevance in practice.

To participate in the conference invited experienced and aspiring entrepreneurs, business consultants, coaches, managers of large companies and small business organizations, students, and university teachers.

## Main topics

- Psychology of business-processes with different approaches and values for practice.
- Psychology in the management of business processes, practices, leaders and organizations.
- Professional self-determination and development of managers and staff in business.
- Real experience in research, diagnostic and consultancy projects at the level of tactical and strategic goals of the company.
- Business-psychological technologies optimize the decision making process in organizations.
- The competence of business psychologists for the effective management of organizational changes, the establishment and development of effective organizational culture in the company
- Business psychological methods of analysis of consumer behaviour, image formation and brand, etc.

## Types of participation

Plenary and sectional reports, poster presentations, round tables, master classes. The workshops involve a mix of well-known experts of world level in the field of business psychology and practice.

## Program Committee

**Vladimir Shadrikov** (Chairman), Academic, Professor, Academic Advisor of the Department of Psychology (NRU HSE, Moscow).

**Natalia Ivanova** (Vice-Chairman), Professor, Academic director of the master's program "Psychology in business", Board member of the Association of business psychologists of Russia (NRU HSE, Moscow).

**Wladimir Stroh** (Deputy Chairman), Professor, head of the Department of organizational psychology at HSE, Board member of the Association of business psychologists of Russia (NRU HSE, Moscow).

**Takhir Bazarov**, Professor of Moscow State University, President of the Association of business psychologists of Russia, Professor, scientific supervisor of Institute of practical psychology (NRU HSE, Moscow state University)

**Stephen Benton**, Professor, Director of the Center for business and psychological studies, University of Westminster (London, UK).

**Stephen Armstrong**, Professor of innovation at the University of Toronto (Canada).

**Tim Nestik**, Executive Director of the Association of business psychologists of Russia, head. laboratory social and economic psychology (IPRAN, Moscow).

**Natalia Antonova**, Assoc. Professor, head of the scientific-educational group "Psychology of consumer behavior" (NRU HSE, Moscow).

**Olga Patosha**, Assoc. Professor, vice director of the Department of psychology (NRU HSE, Moscow).

**Alex Eliseenko**, business-psychologist, lecturer of the Department of psychology (NRU HSE, Moscow).

## Registration

To participate in the conference should register by completing the electronic registration form until 25 October 2016.

**The application form for participation in the conference:**

- Name
- Place of work, position.
- The topic of the report.
- Abstract of papers (maximum 500 words).
- Keywords report (3–5 words or phrases).

Options: the registration report, registration without presentation, poster presentation, participation in master classes.

Electronic registration of participants without reports and publications of abstracts will take place from 26 September 2016 November 10, 2016.

Applications should be sent to: [bpsymaster@hse.ru](mailto:bpsymaster@hse.ru)

**Publication**

Planned publication of conference materials: the articles on the materials of speeches, master classes, applied materials.

A list of abstracts will be posted on the website until 12 November 2016.

A list of accepted material and final conference program will be posted on the conference website until the end of 2016.

The material presented in the form of articles, will be considered in the journal in Organizational psychology (special application).

**Conference Fee**

- € 75 (participation in the academic program);
- € 500 (participation in the academic program and workshops).



## 20 самых цитируемых и 20 самых свежих научных публикаций про обучающиеся организации

Информация приводится по данным реферативной базы Web of Science компании Thomson Reuters. Поиск производился по запросу «learning organization» в названиях и ключевых словах публикаций в рамках организационно-психологической и смежных тематик. Учитывались статьи только на английском языке. В столбце «Количество цитирований» указано абсолютное число цитирований данной публикации в Web of Science за все время ее существования. Данные о количестве цитирований собраны 19.03.2016.

**Ключевые слова:** обучающиеся организации; библиометрия; цитирование.

### 20 самых цитируемых публикаций про обучающиеся организации

№ п/п	Название и выходные данные	Количество цитирований
1.	Slater S. F., Narver J. C. (1995). Market Orientation and the Learning Organisation. <i>Journal of Marketing</i> , 59(3), 63–74.	1095
2.	Garvin, D. A. (1993). Building a learning organization. <i>Harvard Business Review</i> , 71(4), 78–91.	714
3.	Kim, D. H. (1993). The link between individual and organizational learning. <i>Sloan Management Review</i> , 35(1), 37–50.	375
4.	Simonin, B. L. (1997). The importance of collaborative know-how: An empirical test of the learning organization. <i>Academy of management Journal</i> , 40(5), 1150–1174.	315
5.	Nevis E. C., DiBella A. J. & Gould J. M. (1995). Understanding organizations as learning systems. <i>Sloan Management Review</i> , 36(2), 73–85.	252
6.	Inkpen, A. C. (2000). Learning through joint ventures: a framework of knowledge acquisition. <i>Journal of management studies</i> , 37(7), 1019–1044.	175

- |     |  |     |
|-----|--|-----|
| 7.  | Easterby-Smith, M. (1997). Disciplines of organizational learning: contributions and critiques. <i>Human relations</i> , 50(9), 1085–1113.   | 170 |
| 8.  | Janz, B. D., & Prasarnphanich, P. (2003). Understanding the antecedents of effective knowledge management: the importance of a knowledge-centered culture. <i>Decision sciences</i> , 34(2), 351–384.                | 136 |
| 9.  | Tsang, E. W. (1997). Organizational learning and the learning organization: a dichotomy between descriptive and prescriptive research. <i>Human relations</i> , 50(1), 73–89.  | 136 |
| 10. | Spear, S., & Bowen, H. K. (1999). Decoding the DNA of the Toyota production system. <i>Harvard Business Review</i> , 77(5), 96–108.  | 123 |
| 11. | Gray, P. H., & Meister, D. B. (2004). Knowledge sourcing effectiveness. <i>Management Science</i> , 50(6), 821–834.  | 116 |
| 12. | Fisher, S. R., & White, M. A. (2000). Downsizing in a learning organization: are there hidden costs? <i>Academy of Management Review</i> , 25(1), 244–251.   | 89  |
| 13. | Scarbrough, H., & Swan, J. (2001). Explaining the diffusion of knowledge management: the role of fashion. <i>British Journal of Management</i> , 12(1), 3–12.  | 85  |
| 14. | Garvin, D. A., Edmondson, A. C., & Gino, F. (2008). Is yours a learning organization? <i>Harvard business review</i> , 86(3), 109.   | 84  |
| 15. | Scullion, H., & Starkey, K. (2000). In search of the changing role of the corporate human resource function in the international firm. <i>International Journal of Human Resource Management</i> , 11(6), 1061–1081. | 81  |
| 16. | Coopey, J. (1995). The learning organization, power, politics and ideology introduction. <i>Management learning</i> , 26(2), 193–213.  | 79  |
| 17. | Gherardi, S. (1999). Learning as Problem-driven or Learning in the Face of Mystery? <i>Organization studies</i> , 20(1), 101–123.  | 75  |
| 18. | Tsang, E. W., & Zahra, S. A. (2008). Organizational unlearning. <i>Human Relations</i> , 61(10), 1435–1462.  | 59  |
| 19. | Edmondson, A., & Moingeon, B. (1998). From organizational learning to the learning organization. <i>Management Learning</i> , 29(1), 5–20.   | 59  |
| 20. | Örtenblad, A. (2002). A typology of the idea of learning organization. <i>Management learning</i> , 33(2), 213–230.  | 47  |
-



## 20 наиболее свежих публикаций про обучающиеся организации

№ п/п	Название и выходные данные	Количество цитирований
1.	Örtenblad, A., Fan, Z., Peng, C., Li, B., Li, Z., Cong, X., ... & Snell, R. S. (2013). <i>Handbook of Research on the Learning Organization</i> . Edward Elgar Publishing.	4
2.	Shipton, H., Zhou, Q., & Mooi, E. (2013). Is there a global model of learning organizations? An empirical, cross-nation study†. <i>The International Journal of Human Resource Management</i> , 24(12), 2278–2298.	1
3.	Li, J., Qian, C., & Yao, F. K. (2015). Confidence in learning: Inter- and intraorganizational learning in foreign market entry decisions. <i>Strategic Management Journal</i> , 36(6), 918–929.	1
4.	Santa, M., & Nurcan, S. (2016). Learning organization modelling patterns. <i>Knowledge Management Research &amp; Practice</i> , 14(1), 106–125.	1
5.	Gephart, M. A., & Marsick, V. J. (2016). Strategic Leverage Through Learning. In <i>Strategic Organizational Learning</i> (7–17). Springer Berlin Heidelberg.	1
6.	Son, S., & Kim, D. Y. (2016). The Role of Perceived Feedback Sources' Learning-Goal Orientation on Feedback Acceptance and Employees' Creativity. <i>Journal of Leadership &amp; Organizational Studies</i> , 23(1), 82–95.	0
7.	Palos, R., & Veres Stancovici, V. (2016). Learning in organization. <i>The Learning Organization</i> , 23(1), 2–22.	0
8.	Kareem, J. (2016). The Influence of Leadership in Building a Learning Organization. <i>IUP Journal of Organizational Behavior</i> , 15(1), 7.	0
9.	Piggot-Irvine, E. (2015). Leader Bullying Through a Different Lens. <i>SAGE Open</i> , 5(2), 2158244015589786.	0
10.	Kim, J., Egan, T., & Tolson, H. (2015). Examining the Dimensions of the Learning Organization Questionnaire A Review and Critique of Research Utilizing the DLOQ. <i>Human Resource Development Review</i> , 14(1), 91–112.	0
11.	Newman, N., & Newman, D. (2015). Learning and knowledge: a dream or nightmare for employees. <i>The Learning Organization</i> , 22(1), 58–71.	0
12.	Örtenblad, A. (2015). Towards increased relevance: context-adapted models of the learning organization. <i>The Learning Organization</i> , 22(3), 163–181.	0
13.	Chebbi, H., & Pündrich, A. P. (2015). Learning crisis unit through post-crisis: characteristics and mechanisms. <i>The Learning Organization</i> , 22(4), 198–214.	0
14.	Santa, M. (2015). Learning organisation review — a “good” theory perspective. <i>The Learning Organization</i> , 22(5), 242–270.	0

- 
15. Zhou, W., Hu, H., & Shi, X. (2015). Does organizational learning lead to higher firm performance? An investigation of Chinese listing companies. *The Learning Organization*, 22(5), 271–288. 0
  16. Chatzoudes, D., Chatzoglou, P., & Vraimaki, E. (2015). The central role of knowledge management in business operations: Developing a new conceptual framework. *Business Process Management Journal*, 21(5), 1117–1139. 0
  17. Pokharel, M. P., & Choi, S. O. (2015). Exploring the relationships between the learning organization and organizational performance. *Management Research Review*, 38(2), 126–148. 0
  18. Radenković, S. D., Devedžić, V., Jovanović, J., & Jeremic, Z. (2014). Content and knowledge provision service—a way to build intellectual capital in learning organizations. *Knowledge Management Research & Practice*, 12(3), 297–309. 0
  19. Gibb, A. A., & Haskins, G. (2014). The university of the future an entrepreneurial stakeholder learning organization?. *Handbook on the Entrepreneurial University*, 25–63. 0
  20. Laurie, D. L., & Harreld, J. B. (2013). Six ways to sink a growth initiative. *Harvard Business Review*, 91(7/8), 82–90. 0
-



# ORGANIZATIONAL PSYCHOLOGY

---

## 20 most cited and 20 most recent articles on learning organization

**Abstract.** Information about the 20 most cited and 20 most recent articles on learning organization provides the analysis of English sources from the database Web of Science. Use a set of Core Collection, all data act trivial at the time March 29, 2016.

**Keywords:** learning organization; bibliometrics; citation.