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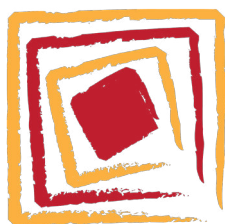
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Editorial

We are glad to introduce our readers to new issue of *Organizational Psychology Journal*. We are pleased to continue to acquaint readers with the latest developments in organizational psychology.

We continue our project **«Organizational Psychology in the world»** — series of publications about the history and current state of Organizational Psychology (I-O) in different cities, regions, institutions. In this issue *Liudmila Aksenovskaya* acquaints readers with the history of the formation and development of organizational psychology in one of the oldest Russian universities — Saratov National Research State University named after N. G. Chernishevsky, one of the oldest Russian universities.

In the **“Research in organizational psychology”** section we offer three articles. The work of *Evgeny Osin and Dmitry Leontiev* “Assessment of subjective experiences at work: Validation of an instrument” presents a new psychometric instrument, Experiences in Activity Questionnaire (EAQ) based on combinatorial model of optimal experience. *Ekaterina Strizhova* in the article “Work motivation measurements among financial sector employees consisting in the manager reserve and talent development programs” describes the findings of the key scales of motivational space, defining labor activity of employees, interested in career development. This paper has an interesting research design based on the procedure of motivational tasks and reconstruction of motivational space. The original research of the internal image and organizational loyalty in companies with different levels of social protection of employees is presented in the article “Internal image and loyalty in organizations with different level of social security of employees” by *Natalia Antonova*.

Kseniya Volodina in the **“Organizational-psychological practice”** part shares her work “The use of art therapy in the activity of the practical psychologist in the organization”, in which new areas of HR management are described.

In **“First steps”** section you could find the work “Factors of Organizational Decision-Making about the Choice of Interaction Strategies under Conditions of Uncertainty” by *Milana Khachaturova and Zhanna Fedotova*. The article presents the results of experimental study of affective, situational, and cognitive factors of organizational decision-making about the choice of interaction strategies under conditions of uncertainty.

Two articles are presenting our new section **«Organizational psychology as the persons, dialogues and discussions»**. One of them is a polemical collective article of authors from the USA **«Has Industrial-Organizational Psychology Lost Its Way?»** (translated into Russian). The second article **“Open dialogue on the topic of emotional burnout”**, performed in the genre of scientific correspondence by *Anatoly Frumkin and Takhir Bazarov*, in which authors refute the established point of view that the emergence of professional burnout is related to working conditions.

In the **“Literary Guide”** section there is our traditional editorial note about the 20 most cited and 20 most recent scientific articles about Psychological Burnout.

Please Enjoy Reading!



ORGANIZATIONAL PSYCHOLOGY

Industrial and Organizational psychology in Saratov State University: history and current trends

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Abstract. The article devoted to forming and development of organizational psychology in Saratov National Research State University named after N. G. Chernishevsky, one of the oldest Russian universities, the ninth and the last of universities, which have opened by emperor Nikolay's II decree (in 1909). Three stages of development of psychological science and education in SSU have been distinguished: the beginning of teaching of psychology (1917), the creating of department of psychology based on biological faculty (1971) and the opening of Faculty of Psychology (2010). As shown in the article the second and the third stages are the steps of coherent forming of industrial and organizational psychology (I-OP) in Saratov State University (SSU) in terms of research and practical work and in terms of creation of system of organizational psychologists teaching. Forming I-OP in SSU has been connected with solving the problem of providing the development of Military-Industrial Complex (MIC) in USSR and transport infrastructure in region (the second stage). The laboratory of engineering psychology has been organized. The scientific supervision of Saratov psychologists' research has been carried out by Yu. M. Zabrodin (Institute of Psychology of the Academy of Sciences USSR, IP AN USSR) and V. P. Zinchenko (Moscow State University, MSU). The main researches have been focused on the problem of psychoacoustics in space industry (A. A. Ponukalin, R. Kh. Tugushev, V. V. Kozacha) and on research of visual perception (S. I. Avgustevich). The main research methods were hardware psycho physical and psycho physiological researches. The problems of mental states of human-operator, psychological problem of ACS (Automatic Control Systems) projecting, the problem of subjective evaluation, psychological testing of entity staff, projecting of psychological recovery rooms, the problems of psychology of management have been included in the area of research. The third stage the development of I-OP in SSU has been connected with participation of psychological science in solving the modern problems of market economics development and increasing of compatibility of business organizations. The Master Program "Organizational Psychology" and the Department of Business Psychology based on Trade-Industrial Chamber of Saratov region have been opened. Since 2010 the research and practical conference "Organizational psychology: people and risks" in partnership with foreign colleagues is held. The employers are taking part in Master Program teaching process of future alumni — organizational psychologists. The theoretical and methodological basis of most researches is order approach to socio-psychological study of organizational culture authored by L. N. Aksenovskaya. The main methods of research have been methods of modeling (including computer modeling) and methods of order diagnostics. The problem of organizational culture, managerial interaction, leadership, media culture, emotional intelligence as well as the problem of innovation potential of personality and problem of job insecurity are included in area of research based on order approach.

Keywords: industrial-organizational psychology, Saratov university, engineering psychology, work psychology, industrial and organizational psychology, organizational culture, order approach.

Introduction

The history of forming and development of industrial and organizational psychology in Saratov State University (SSU) should be analyzed taking into account two contextual factors: context of common history of psychological science and education system forming in Saratov University and context of history of country and Saratov region. The history of establishing and development of psychological science and education system in SSU can be devoted into three main steps. *First*. The beginning of teaching of psychology in SSU based on historical and philological faculty, then philological faculty and interdepartment chair of pedagogy and psychology (1917–1971). *Second*. The creation of department of psychology based on biological faculty, then on Faculty of Social and Humanitarian Sciences, then on Faculty of philosophy and psychology (1971–2010). *Third*. The creation and development of Faculty of Psychology in 2010.

Methodological foundations of psychology in SSU in the *first stage* has been laid such distinguishing scientists as S. L. Frankl and A. A. Krogus (the founder of tiflopsychology in Russia). This stage marked simultaneous development of humanitarian potential of psychology and its applied opportunities.

The second stage, which connected with creation of department of psychology, saved and developed both tendencies. Humanitarian line of researches has been continued in work of professor L. P. Dobraev, creator of department of psychology, doctor of psychological sciences, and his closest colleagues — postgraduate students of professor I. V. Strakhov docents R. G. Selivanova and I. E. Strelkova. As for applied experimental line, it has been represented by group of invited by professor L. P. Dobraev young physicians, who have got candidate degree in psychology later. This group formed and led by A. A. Ponukalin (doctor of sociological science, professor in later times), who organized laboratory of engineering psychology based on department of psychology in Biological Faculty SSU. R. Kh. Tugushev (doctor psychological science, professor, head of chair of psychology in later times) and V. V. Kozacha (doctor of sociological science, professor in later times) became the part of this group. The docents E. I. Garber and S. I. Avgustevich have studied engineering psychology, work psychology and psychology of management in these years.

The third stage of development of psychological science and education in SSU connected with creation of Faculty of Psychology in 2010 and conversion on three-level of teaching of psychologists (bachelor, master and postgraduate study levels). In this period the module of choice “Organizational psychology” has been included in teaching plans for bachelor, the master program “Organizational psychology” and the Department of Business Psychology based on Trade-Industrial Chamber of Saratov region have been opened.

Thus the basis of Saratov University’s psychology have been established by distinguishing thinkers-psychologists hundred years ago (since 1917), and development of literally organizational and industrial psychology is connected with two consequent stages which include in the beginning active work in the area of engineering psychology and work psychology (since 1972) and then — in the area of organizational psychology (since 2010).

The second contextual factor (the history of country and regional history), which influenced the specific of forming of organizational and industrial psychology in SSU connected first of all with necessity of participation of psychologists in solving actual for our country problems within two different historical periods and two different political-economic structures specific for them (plan socialistic economy and market economy in framework of globalization and crisis). In the first case (1970–1980th) Saratov psychologists take active part in development of engineering psychology, work psychology and ergonomics, when execute the order of governmental bodies mainly for MIC of

USSR. In the second case since 1990th Saratov psychologists join to the solving important problems for business that work in market economy circumstances. They research such problems of organizational psychology as problem of organizational stress, engagement, job insecurity, managerial interaction, leadership, innovation and so on.

The long lasting history of Saratov as a “closed” city impact on forming of I-OP in SSU with specific features. The reason of this state (a great number of MIC factories and organizations of higher military education) became, on the one hand side, a restriction, as many years there were obstacles for visiting Saratov for foreigner colleagues. On the other hand side, it creates favorable circumstances for scientists psychologists for work with industrial and transport entities and for the distribution of department of psychology’s alumnus to the laboratory based these entities. Also it should be mentioned that for decades, because of the absence of their own dissertation council, Saratov psychologists defended their PhD and doctoral dissertations in the dissertational councils of leading universities in Moscow and Leningrad (later St. Petersburg). This contributed to the development of scientific contacts with the authoritative (top) scientific psychological schools of our country.

I-O psychology in Saratov State University: 1972 – 2008

Let us consider theoretical basis, dominate theme of research, forms of industrialization professional communication and system of teaching of organizational psychologists for each of these two stages of development of industrial and organizational psychology in SSU in more details. The I-OP in Saratov State University developed on crossing of engineering psychology, work psychology and managerial psychology. It had two directions. Ideological inspirer of the first one was a doctor of psychological science Yu. M. Zabrodin (IP AS USSR), who was a scientific supervisor of A. A. Ponukalin. And the mastermind of the second way of I-OP was a scientific supervisor of S. I. Avgustevich a doctor of psychological science V. P. Zinchenko (a chair of engineering and work psychology department of Moscow State University). Those two directions were rather independent to each other within department of psychology. It should be noted the positive role which was played in development of both directions by the founder of department of psychology professor L. P. Doblaev who had invited for job at the chair of both young researchers.

In 1972 A. A. Ponukalin founded laboratory of engineering psychology as a part of department of psychology (Ponukalin, 2012). According to the curriculum the task of laboratory included an organization and carrying out a practice at the large industrial enterprises of defense industry. Some enterprises had sociological laboratories where graduates in a psychology worked. Students carried out empirical researches for their theses during the practice. The main field of researches could be presented of own scientific interests of heads of practice, the staff of laboratory: “Social and psychological problems of design of Automatic Control Systems” (R. Kh. Tugushev), “About problems of management of an emotional condition of the operator of ACS” (A. A. Ponukalin), “The features of interaction in the human-machine system determined by suggestibility of the operator” (V. V. Kozacha).

In 1972 A. A. Ponukalin met Yu. M. Zabrodin, who was working at that time as the deputy director of the IP AS USSR, and began to work on the PhD thesis under his supervision. Development of problems of psychoacoustic in the context of psychophysics began joint with Zabrodin’s group. In parallel, researches in collaboration with the Institute of Broadcasting Reception and Acoustics of name A. S. Popov under the leadership of Yu. M. Zabrodin, concentrated on problems of perceptual psychology of noise in acoustic conditions of a cabin of the space aircraft were conducted and

programs of psychological support and stress management for astronauts were developed. At that time V. V. Kozacha was designing psychological recovery rooms for the industrial enterprises. Such room, for example, was created by university psychologists at the plant of technical glass. Extension of the topical field of researches was provided by development of an assessment issue in psychology that was jointed by L. P. Doblaev.

In 1979 A. A. Ponukalin under the supervising of Yu. M. Zabrodin defended the PhD thesis "Psychological features of difficult signals assessment" (IP AS USSR, 1979). Same year the staff of laboratory took part in the fifth All-Union congress of engineering psychology. The congress was directed by B. F. Lomov. At the initiative of Yu. M. Zabrodin the All-Russian conferences with the issue of collections of articles began to be held in Saratov State University («Experimental psychology», 1980; «Problems of psychological support of operators of human-machine systems», 1983; «Problems of psychology of subjective judgments and evaluation», 1984; «Psychic traits of activity of an operator», 1985; «The measurement of psychic traits of an operator», 1986; «Subjective judgment in a structure of activity», 1987; «Psychological mechanisms of forming of subjective judgment», 1989; «Work psychology in conditions of problem situations», 1996). Also the staff of laboratory of engineering psychology took active part at the topical All-Union conferences held by Yu. M. Zabrodin during 1979–1983. In 1984 the staff of laboratory took part at the conference «Psychological aspects of simulation» organized by Yu. M. Zabrodin in Yerevan State University and at the meeting devoted to aerospace simulation training systems in Penza together with astronauts. In the same years R. Kh. Tugushev and A. A. Ponukalin actively began to develop a cross-disciplinary problem of Artificial Intelligence (AI) on crossing of psychology and mathematics. There were published articles "Problems of psychotechnical reflection of some characteristics of intelligently mobile systems" (R. Kh. Tugushev) and "Social problems of AI" (A. A. Ponukalin).

When A. A. Ponukalin had joined to Technical University to work as the head of department, cooperation with Yu. M. Zabrodin in SSU was continued by R. Kh. Tugushev, who had been the head of the psychology department by that time. In 2001 R. Kh. Tugushev got a doctorate in psychology at the specialty of industrial psychology, engineering psychology and ergonomics (MSU). His doctoral thesis was named as "The system approach at an experimental and application-oriented psychodiagnosis of the actor of work" and the scientific consultant was professor R. V. Gabdreiev. Since 1975 S. I. Avgustevich by L. P. Doblaev's invitation had begun to work at the department of psychology. S. I. Avgustevich by supervising of the head of the department of engineering and work psychology of the faculty of psychology of MSU V. P. Zinchenko worked on his PhD thesis devoted to experimental studying of visual perception and the process of identification (decoding) of images (sketches). At the same time S. I. Avgustevich cooperated with V. S. Merlin to study the problem of integral individuality. According to the curriculum S. I. Avgustevich conducted a practical work on a visual perception and formed to students a culture of experimental and team work by the original technic. In 1978 S. I. Avgustevich founded the first laboratory of motor transport industrial psychology in the USSR based on the Saratov Regional Management of Motor transport. The work on studying and deciding of drivers' psychological problems was started. After a long break connected with closing of psychotechnical laboratories of work psychology of I. N. Shpilrein, S. G. Gellershtein in 1925–1937, the Avgustevich's laboratory became one of the first laboratories that was reviving in the different fields of the national economy.

Since foundation of laboratory there had been an opportunity to organize a practical work to students in a psychology on its base and also to employ of graduates. The staff of laboratory created by S. I. Avgustevich from his students was carrying out a diagnostic and a sensory rehabilitation of drivers. The field of questions connected with a managerial psychology was extending and the perspective of managerial psychology became key in activity of laboratory. In 1983 S. I. Avgustevich

defended the PhD thesis by V. P. Zinchenko supervising in Moscow State University, had worked on the department of psychology in Saratov State University before 1989 and then he had a job transfer to Moscow. Since 1971 to 1984 S. I. Avgustevich had published 38 articles (including publications in “Psychological Journal” and “Questions of Psychology”) about the method of the limited field of vision, results of the research of the assessment actions while the field of vision was limiting and about a psychological service at the motor transport sphere.

Table 1. Key Industrial and Organizational Psychology researches of the first period (1972–2008)

Key person	Born – died	Speciality
Leo Dobraev	1922 – 2010	Subjective judgments and evaluation
Alexey Ponukalin	1938 – 2016	Psychoacoustic researches, assessment of difficult signals, psychological states of human-operator, psychological problem of Automatic Control Systems projecting
Rashid Tugushev	1940 – 2008	Psychoacoustic researches, psychodiagnosis of the actor of work, design of Automatic Control Systems
Vladimir Kozacha	1948 – 2004	Psychoacoustic researches, interaction in the human-machine systems, projecting of psychological recovery rooms
Evgeny Garber	1923 – 2001	Work psychology
Semen Avgustevich	born 1937	Visual perception, psychology of the limited field of vision, psychology of driver, psychology of management

The course of “Work Psychology” was given at the department of psychology by a medical officer, associate professor, candidate of medicine E. I. Garber. He wrote the original education guidance “Work psychology”. Evgeny Garber conducted students training to the practical work in the flight military school, where was the work on development of skills of application some methods of psychodiagnosis in a certain sphere of action. During the five years of education, students of the psychology department could have broad education including theoretical and practical training in the field of engineering and work psychology. An employment of graduates in an “Engineering and Work Psychology” was carried out to laboratory of industrial and transport enterprises and also in closed scientific research institutes. The laboratory of engineering psychology was equipped with the current difficult equipment for psychoacoustic researches.

Industrial and Organizational psychology in SSU today

In 2010 SSU founded the faculty of psychology, which started to train students according to the level-based system (bachelor degree — master’s degree — postgraduate study). The program of a bachelor degree on the third and fourth year included the elective course “Organizational psychology”. We also opened the master’s program “Organizational Psychology”. In 2013, the master’s program in organizational psychology has been successfully accredited by the Association of Classical Universities of Russia (ACUR). Success was promoted by the following factors:

Factor 1. Participation of members of Employers’ association of the graduates of psychological faculty in educational process that represent large regional business (participation in development of academic program, teaching classes, organization of internships and employment of graduates. One of such employers is group of companies “Dubki” that includes the psychological company “Personnel-Consulting” with more than 160 psychologists in the staff who execute specialized types of psychological work in the sphere of organizational psychology).

Factor 2. Managing of the annual research-to-practice conference “Organizational psychology: people and risks”. The conference was founded in 2010 with an active assistance of T. Yu. Bazarov (MSU; HSE) and O. Deyneka (St. Petersburg University). Since the year of 2011 the department of organizational psychology of College of Natural sciences of Colorado State University (USA) became the partner of a conference. The international list of conferees extended in years by the department of work and organizational psychology of Stockholm university (Sweden), University of Wyoming (USA), Ankara University (Turkey), University of Angers (France). Since the year of 2015 the conference is used as the platform for development of a regional perspective in cooperation with the regional authorities and business. It is carried out annually and results are published in the collection of scientific works of conferees with the cognominal name (“Organizational psychology: people and risks”, 2010, 2011, 2012, 2013, 2014, 2016). Within the conference foreign and Russian psychologists give public lectures and hold master classes for participants.

Factor 3. Partnership with Colorado State University (USA) and University of Wyoming (USA) that helped to organize internships for professors working in the field of organizational psychology and postgraduate students who could conduct researches in the USA, participate in the SIOP APA conferences, and also published results of joint researches. Moreover, the draft project of training of students of master’s program “Organizational psychology” in the online master’s program of organizational psychology in Colorado State University was realized (headed by PhD. K. Kraiger)

Factor 4. Articulation of organizational and cultural topic as the central theme for development of the organizational psychology at faculty of psychology in SSU based on the order approach to social psychological studying of organizational culture created by L. N. Aksenovskaya. This defines an originality of Saratov organizational psychology at the present stage of development. On the basis of order approach one doctoral dissertation and three Candidate’s dissertations are defended in the VAK field 19.00.05 (social psychology).

Factor 5. Managing of the annual summer psychological school of order researches in the camp of SSU based on the Volga river, where undergraduates and graduate students discuss results of their researches and get acquainted with new scientific concepts in communication with scientists — guests of School;

Factor 6. Online journal in English with the international editorial board “International Annual Edition of Applied Psychology: Theory, Research, and Practice” that gives an opportunity to exchange the ideas and results of researches to conferees of “Organizational psychology: people and risks”.

So far, the master’s program “Organizational Psychology” has eight graduations, there are citizens of Turkey among graduates. Masters — organizational psychologists are much-wanted in the organizations of the region, other cities of Russia, abroad (Germany, Turkey, the USA). A new tendency consists on the invitations of organizational psychologists for work at the enterprises of the region as top and line managers.

Order approach to study of organizational culture — organizational psychology academic school in Saratov state university

Describing the theoretic — methodological bases of development of organizational psychology at faculty of psychology in SSU and perspective of organizational and psychological researches, it is necessary to return shortly to historical aspects of formation of industrial-organizational psychology in SSU. The organizer and head of the master’s program “Organizational Psychology” (L. N. Aksenovskaya) received the invitation after the graduation from SSU to join the working group of S. I. Avgustevich who was working in the Institute of professional development of the Ministry of

Amelioration and Water Management of the USSR and joined in the research perspective of group connected with psychology of management. At the same time she was working on the PhD dissertation at the department of social psychology of faculty of psychology of St. Petersburg University under the supervision of the doctor of psychological sciences, professor V. E. Semenov ("Modeling of managerial interaction as a method of optimization of organizational culture". It was defended in 1997 in St. Petersburg University). Later she started the work on the doctoral dissertation, the scientific consultant of which was a doctor of psychological sciences, professor of department of social psychology of faculty of psychology of MSU T. Yu. Bazarov ("Social and psychological model of organizational culture began: concept, methodology, technology of change (order approach)". It was defended in 2008 in MSU).

Order approach to social-psychological research and change of organizational culture is qualitative and is focused on methodological standards of humanistic psychology. Within the order approach the culture is defined as an ethic-determined order, and organizational culture is defined as a complex social and psychological order of the organizational and managerial interactions constituted and regulated by subsystems of ethical senses of participants of interaction (Aksenovskaya, 2005; 2007). Ethical senses play a key role in sorting of information by criteria "correct/incorrect", "good/bad" therefore the coordination of ethical senses of participants of interaction allows to reduce the level of "organizational tensions" (T. Peters) and increase efficiency of interaction. Managerial interaction is the modeling parameter for social and psychological model of organizational culture (order model), depending on the model of managerial interaction used by the leader ("parental", "commander" or "pastoral") the corresponding aspects (suborders) of organizational culture are formed ("family", "army" or "church"). The complete social and psychological order (organizational culture) contains three suborders. The main method of social and psychological work with organizational culture is the modeling method (metaphorical, graphic, game, physical and mathematical).

In live projects of organizational culture change, diagnostics of organizational culture is not allocated in an independent type of collecting and analysis of information, and performed by indirect means in the course of employee training. In research practice the complex of three diagnostic techniques is applied (assessment of expressiveness degree of suborders, assessment of formation degree of suborders and soteriological assessment technique of development level of leadership skills of heads), and also the range of computer modeling methods of the received results extends (Aksenovskaya, 2010; 2015, 2017). The method of a social and psychological training in the order way is applied to implementation of changes. For the research of a number of problems on the basis of the order approach together with order techniques other methods of a research are also applied: blood test (organizational stress), testing (emotional intelligence, engagement, job insecurity, motivation), polling methods (proneness to conflict, adaptation), eye-tracking and neurovisor (adoption of administrative decisions), etc. In recent years, due to activity of graduates the range of organizations where order researches are carried out is extended (theaters, universities, the Russian Orthodox Church). After opening of scientific initiative "Order structures and processes in psychology: the culture, ethics, sense" appeared an opportunity for systematical and planned-based development of the order approach.

The subject arrangement of organizational and psychological researches conducted at faculty of psychology of SSU includes the following directions: a) researches of "classic" and new problems of organizational psychology on the basis of order approach (plus to mentioned subjects, researches of emotional intelligence of leaders, researches of media culture of enterprises) (Doroshin, 2014; Kravtsova, 2016); b) job insecurity phenomenon researches at the industrial enterprises of the region (Smirnova, 2015; 2016); c) researches of innovative potential of leaders (Ponukalin, 2010). The last two directions are carried out in a quantitative paradigm and widely use methods of mathematical

data processing. Thus, industrial and organizational psychology at faculty of psychology in SSU develops two lines at the present stage — humanitarian, connected with primary use of qualitative methods of research, and natural-science, connected with opportunities of natural and exact sciences. Great attention is given to development of interdisciplinary (cognitive psychology, cross-cultural psychology, legal psychology) and cross-disciplinary approaches (physics, mathematics, linguistics, cultural science, geography) in researches of organizational and psychological problems. Cross-disciplinary cooperation develops by the system of cross-disciplinary seminars where organizational psychologists and representatives of the other faculties and institutes of SSU communicate and build work.

Table 2. Modern organizational and psychological research in Saratov State University

Current research trend	Main exponents
Sociopsychological research organizational culture (order approach)	L. N. Aksenovskaya (1997, 2008, 2016)
Organizational culture, job insecurity	A. Yu. Smirnova (2010, 2015, 2016)
Organizational culture, emotional intelligence and leadership	A. K. Kravtsova (2013)
Organizational culture, mediaculture of organizations	B. A. Doroshin (2016)
Innovation activity of organizations	A. A. Ponukalin - j. (2012)

Describing the other tendencies and prospects of development of industrial and organizational psychology in SSU it is necessary to note creation of laboratory of cognitive psychology in 2014 that has special equipment to develop hardware researches of organizational psychology, and also opening of department of business psychology on the basis of the Trade-Industrial Chamber of Saratov region. The recent project allowed to expand the list of enterprises where students – organizational psychologists can serve internships and conduct the researches. The other important prospect of development of industrial and organizational psychology in SSU is expansion of professional communications with colleagues in Russia and abroad. Faculty of psychology works closely with the department of psychology of High School of Economics under the assistance of V. Klucharev. Great expectations of faculty of psychology of SSU are pinned on implementation of the joint project “Stolypin’s reform: version 2.0” headed by the professor T. Yu. Bazarov [10]. Within this project the whole generation of young Saratov psychologists is formed. The faculty of psychology always feels and appreciates strong support and help of T. Yu. Bazarov.

Conclusion

The development of I-OP in Saratov State University has begun later than in leading universities of our country. The first stage of foundation of psychological science and education in SSU, which has begun in 1917, lasted 64 years and was mainly connected with methodological, specific psychological and psycho – pedagogical problems. Since 1972, when laboratory of engineering psychology based on department of psychology, the establishing and developing of I-OP in SSU under scientific guidance of top Moscow researchers and their scientific schools (Yu. M. Zabrodin, IP AS USSR and V. P. Zinchenko, MSU) have begun. The whole group of distinguished Saratov psychologists such as L. P. Doblaev (1922–2010), A. A. Ponukalin (1938–2016), R. Kh. Tugushev (1940–2008), V. V. Kozacha (1948–2004), E. I. Garber (1923–2001), S. I. Avgustevich (1937) have played key role in this process. They not only found the basis of industrial organizational psychologists’ teaching in university and provided entities of region with highly qualified staff but also made an impact in scientific development of engineering psychology problems, problems of work psychology and psychology of management which were actual in 1970–1980th.

The sharp change of historical circumstances of our country's development reflects on the process of I-OP's development in SSU. The process of radical changes in economy and closing of entities in MIC industry, in which the department of psychology SSU was focused on, has caused process of changes in industrial and organizational psychology as well. These changes have concerned the tasks of I-OP, its clients, methods of research and methods of practical work in collective of leading organizational psychologists in SSU formed by 90th. Their students have been involved in work on creating of new private organizations, on taking part in management of them, in consulting and learned new for them selves skills in communication with foreign colleagues and colleagues from other Russian universities.

The necessary premises for the beginning of new stage I-OP' development in SSU have aroused by 2010 with opening of Faculty of Psychology. The Faculty has gone over on three-level system of psychologists' teaching, has opened Master Program on organizational psychology, has created close partnerships with employers of faculty's alumni, with colleagues from other universities in Russia and abroad, has begun to organize annual conference in organizational psychology. Modern equipment for research has been bought and practical based Department of Business Psychology has been opened. Young scientists-psychologists have begun to define their PhD devoted to socio-psychological problems in organizational psychology.

It should be mentioned that our elder colleagues who became a legends by that time since 2010 supported all efforts of administration of brand new Faculty of Psychology in development of I-OP. There names are L. P. Dobraev, A. A. Ponukalin, R. G. Selivanova, I. E. Strelkova, S. I. Avgustevich. This continuity and cooperation of generations testifies the correct nature of the development of both the Saratov Psychological School itself and the I-OP based on it as a significant and promising direction. It became a tradition to maintain and develop the relations with the leading scientists and psychological schools of our country (St. Petersburg State University and Moscow State University). Doctor of psychological sciences L. N. Aksenovskaya, candidate of sociological sciences A. A. Ponukalin Jnr, candidate of psychological sciences A. Yu. Smirnova, candidate of psychological sciences A. K. Kravtsova, candidate of psychological sciences I. A. Doroshin are the active core of organizational psychologists of the Faculty of Psychology in SSU nowadays.

Today the organizational psychologists of Saratov University perceive themselves as historically justified part of the entire Soviet and Russian community of industrial and organizational psychologists. They see their present and future as an effectively cooperating part of the developing world of I-OP. They also are respectfully and gratefully acknowledging the important role, which journal "Organizational Psychology" played in the integration of our community.

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ORGANIZATIONAL PSYCHOLOGY

Assessment of subjective experiences at work: Validation of an instrument

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Abstract. The paper presents a new psychometric instrument, Experiences in Activity Questionnaire (EAQ) based on combinatorial model of optimal experience created by the second author. The 12-item questionnaire includes four scales measuring the subjective experiences of pleasure, meaning, effort, and void within a specific activity. We present the results of validation of this instrument in a cross-sectional study using a sample of Russian production enterprise employees ($N = 1142$) of different levels. Confirmatory factor analysis supported the theoretically expected structure of the instrument, whose scale exhibited acceptable reliability ($\alpha = 0.70\text{--}0.92$; $\rho = 0.84\text{--}0.90$) and theoretically expected associations with indicators of life satisfaction, job satisfaction, affect balance at work, work engagement, emotional exhaustion, and self-reported work performance. The experiences of pleasure, meaning, and effort showed stronger associations with autonomous work motivation, whereas the experience of void was more strongly related to controlled work motivation. The associations of job demands and resources with work experiences showed that optimal experience was mainly predicted by role clarity, absence of role conflict, autonomy at work, and support from supervisor. Using cluster analysis, we found four typical patterns of experiences at work with distinct profiles on other variables. Respondents with a combination of high levels of pleasure, effort, and meaning with low levels of void showed the highest levels of work well-being and performance. A negative experience profile (meaningless and unpleasant effort, void) was mostly characteristic of blue-collar employees who reported low levels of family income. The findings are in line with the predictions of the combinatorial model and support the validity of EAQ, which can be used for research, as well as diagnostic purposes.

Keywords: pleasure, effort, meaning, psychological well-being of employees, professional activity, alienation.

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ORGANIZATIONAL PSYCHOLOGY

Work motivation measurements among financial sector employees consisting in the manager reserve and talent development programs

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Abstract. The article presents the results of a study conducted in financial organizations on a sample of talent pool and internal candidates to leadership positions (according to existing HR practices in the company). *Purpose* was to find out the key scales of motivational space, defining labour activity of employees, interested in career development. *Approach.* Research design was based on the procedure of motivational tasks. Motivational task is a tool for self-appraisal of the field of motivational objects allowing further reconstruction of motivational space. The diagnostics procedure consists in multiple visual appraisal of 16 motivational objects (J. Nuttin) within a dimensional graphic space determined by 6 evaluation scales. Approbation of this assesment technique was conducted on a sample of financial specialists. The results of psychometric verification of validity and reliability were presented in previous research (Strizhova, Gusev, 2011). *Findings.* In the result of multidimensional scaling, we received empirical scales of motivational space for employees, focused on career development: "Personal priority", "Social importance", "Perspectivity". "Social importance" reflects the orientation on socially meaningful motivations. "Personal priority" describes something that is significant primarily for a person as an individual (family welfare, vacation, etc.). The "Perceptivity" is the likelihood of achieving aspirations in the existing conditions, which introduces a corrective component for the other two scales. *Implications for practice.* The obtained scales of motivational space are the priority factors of motivation space of the employees, focused on career development in the financial sector that need to be considered in coaching support programs — both, group and individual.

Keywords: work motivation, motivation, talent pool, talent management, motivational task, Motivational Map.

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ORGANIZATIONAL PSYCHOLOGY

Internal image and loyalty in organizations with different level of social security of employees

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Abstract. The purpose of the research is to identify the relationship between the parameters of the internal image of the organization and the components of organizational loyalty in companies with different levels of stability and social protection of employees. *Methods.* Shagzhina's method for investigating the internal image (Shagzhina, 2008) and the methodology of J. Meyer and N. Allen for the study of organizational loyalty (Meyer, Allen, 1991) have been used. The study sample was 198 employees from three different companies. Characteristics of companies were determined through interviews with management and employees. Internal regulatory documents were also analyzed. *Results.* The results showed that the relationship between the parameters of the internal image and the components of organizational loyalty is mediated by organizational factors. The correlation of the internal image factors «Opportunity and attractiveness for self-actualization and development» and «Social security» with the affective component of organizational loyalty was discovered in all organizations. However, some specific connections were also found, these connections apparently were mediated by organizational characteristics. For example, strengthening the importance of the factor of the internal image of «Social Security» and its relationship with loyalty can be explained through dissatisfaction of employees in this field. *Value of the results.* The results of the research can be used in the practice of HR-management, organizational counseling and public to build employee loyalty and a positive internal image of the company.

Keywords: internal image of organization, organizational loyalty, affective loyalty, normative loyalty, continuance loyalty.

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ORGANIZATIONAL PSYCHOLOGY

The use of art therapy in the activity of the practical psychologist in the organization

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Abstract. Currently, art therapy is seen as a very plastic, constantly developing direction of psychotherapy. The main goal of art therapy is defined as the harmonization of the client's internal state, that is, the restoration of the person's ability to find the optimal equilibrium state conducive to active continuation of life. Significant advantages of art therapy before other psycho-corrective methods are noted. Polyfunctionality of art therapy allows using its techniques and exercises in solving a wide range of problems. The functions of art therapy include: diagnostic, communicative, regulatory, cognitive, correctional, developing. Based on the accumulated theoretical and practical experience in the use of art therapy in Russia and abroad, the possibilities of using art-therapeutic techniques in the work of an organizational psychologist with staff are considered. The experience of using techniques and exercises of art therapy in psychological support of employees of the Pension Fund of the Russian Federation is presented. The work demonstrates the implementation of the functions of art therapy in all areas of the organizational psychologist: applied psychodiagnostics, psychocorrection and development, psychological education, psychological counseling. In each direction of the work, exercises and techniques are presented, which are selected in view of the goals and tasks set in the psychological accompaniment of employees. Describes the exercises and techniques of art therapy, which were interesting to the staff in the performance and effective in the psychological accompaniment of the organization's staff as a whole. It was found that as a result of the application of art-therapeutic techniques in the work of the organizational psychologist with the staff, it was possible to optimize the socio-psychological conditions of professional activity of employees of the Pension Fund of the Russian Federation.

Keywords: Art therapy, polyfunctionality of art therapy, art therapeutic techniques.

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ORGANIZATIONAL PSYCHOLOGY

Factors of Organizational Decision-Making about the Choice of Interaction Strategies under Conditions of Uncertainty

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Abstract. The process of organizational decision-making depends on a number of factors. We present the results of our experimental study based on L. Thompson, J. Wang, and B. Gunia's level model of decision-making factors (Thompson, Wang, & Gunia, 2010). We considered interpersonal level of organizational decision-making process, thus, the aim of the study was to investigate the affective, situational, and cognitive factors of organizational decision-making about the choice of interaction strategies under conditions of uncertainty. *Methodology.* We describe the results of the experiment in which the process of decision-making about the choice of interaction strategies was modeled with the help of "Prisoners' Dilemma" from the game theory. In addition, we used the adapted version of PANAS technique (Positive Affect and Negative Affect Scale) to diagnose a person's emotional state (Osin, 2012). The study involved 120 subjects, 69 women and 51 men, employees of Russian organizations, mean age was 36.8 years. All subjects were divided into six groups of 20 examinees — one control group and five experimental groups. *Findings.* The results showed that the affective factor of both positive and negative valence influences the choice of the interaction strategy. The positive emotions increase the likelihood of a decision in favor of a cooperation strategy ($\chi^2, p = 0.001$), the negative emotions increase the probability of the choice of a confrontation strategy ($\chi^2, p = 0.01$). Time shortage as the situational factor influences the employees' choice of confrontation strategy ($\chi^2, p = 0.019$). In forming the attitude, aimed at the choice of a cooperation strategy, the likelihood of a decision-making in accordance with this attitude increases ($\chi^2, p = 0.01$). The other way, in forming the attitude, aimed at the choice of a cooperation strategy, the likelihood of a decision-making in accordance with this attitude does not change ($\chi^2, p = 0.125$). *Value of the results.* On the basis of these results a number of practical recommendations and a program of psychological training for employees can be formulated.

Keywords: organizational decision making, cognitive, affective, situational factors, cooperation and confrontation strategies.

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ORGANIZATIONAL PSYCHOLOGY

Has Industrial-Organizational Psychology Lost Its Way?

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Work is important. It's how society gets things done, largely through organizations — commercial enterprises, nonprofits, governmental agencies, and more (Hogan & Chamorro-Premuzic, 2013). It's where people spend much of their lives and establish a big part of their sense of self. Work groups provide social identities, hierarchies provide status, and difficult work problems provide a chance to be creative and innovate. More than any other discipline, industrial and organizational (I-O) psychology is focused on better understanding and improving this important aspect of life. There is no need to catalogue the historical contributions of I-O psychology — a high-level reminder of a few things like enhancing organizational and individual effectiveness, improving working conditions and enriching jobs, and promoting justice in the workplace more than makes the point. I-O psychology is probably more relevant than ever to work lives, organizations, and society at large. But there is a problem: We see the field losing its way, in danger of becoming less relevant and giving up ground to other professions with less expertise about people at work — but perhaps better marketing savvy and business acumen. Without a fundamental reorientation, the field is in danger of getting stuck in a minority status in organizations: technocrats who apply their trade when called upon but not really shaping the agenda or a part of the big decisions. This article summarizes our concerns with the current state of play in I-O psychology, both academic and applied. Our point is to make a case for how a return to a seemingly forgotten ideal, the scientist-practitioner model, can help the profession get back on the path to relevance, respect, and impact in the world of work¹.

¹ As the authors of this article, we should note that we are scientist-practitioners, carrying out multiple activities in both the scholarly (scientist, author, journal editor, etc.) and practitioner (consultant, advisor, CEO, entrepreneur, speaker, organizational educator, etc.) domains. Working in both worlds gives us a perspective that is increasingly rare in I-O psychology.



ORGANIZATIONAL PSYCHOLOGY

Open dialogue on the topic of emotional burnout (in the genre of scientific correspondence)

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Abstract. We both long wanted to bring some live stream into the presentation of scientific thoughts or results. And this novelty relates to the style of presentation, for the new in science does not arise at the will of the authors, but is the result of painstaking and often long work. But to be clever at writing the resulting texts is not good and unproductive. It seems to us that if the author is really “in the topic”, he can explain everything quite popularly. This does not apply to the rigor of mathematical calculations, but the text of any scientific article or book should first of all interest the reader, do not let him go and force, if I may say so, read your opus to the end. Thus was born the style that T. Yu. Bazarov called “scientific letters to a friend”. We believe that this form of presentation does not reduce its scientific value, if it exists in principle, but it helps the reader in its development.

Keywords: emotional burnout; psychological evaluation; psychological selection; adaptation syndrome.

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20 most cited and 20 most recent articles about Psychological Burnout

Information about the 20 most cited and 20 most recent articles on Psychological Burnout provides the analysis of English sources from the database Web of Science. All articles have been found in the interdisciplinary fields of psychology (excluding medicine psychology). All data act trivial at the time June 19, 2017.

Keywords: burnout; bibliometrics; citation.

Table 1. 20 most cited articles about Psychological Burnout

No.	The title and the output	Number of citations
1.	Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. <i>Journal of organizational behavior</i> , 2(2), 99–113.	2041
2.	Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. <i>Journal of Applied psychology</i> , 86(3), 499–512.	1579
3.	Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. <i>Journal of organizational Behavior</i> , 25(3), 293–315.	1317
4.	Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. <i>Journal of Applied psychology</i> , 81(2), 123–133.	986
5.	Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labor and burnout: Comparing two perspectives of “people work”. <i>Journal of vocational behavior</i> , 60(1), 17–39.	491
6.	Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. <i>Human resource management</i> , 43(1), 83–104.	460
7.	Leiter, M. P., & Maslach, C. (1988). The impact of interpersonal environment on burnout and organizational commitment. <i>Journal of organizational behavior</i> , 9(4), 297–308.	433
8.	Leiter, M. P., & Maslach, C. (2008). Early predictors of job burnout and engagement. <i>Journal of applied psychology</i> , 93(3), 498–512.	401
9.	Schaufeli, W. B., Martinez, I. M., Pinto, A. M., Salanova, M., Bakker, A. B. (2002). Burnout and engagement in university students a cross-national study. <i>Journal of cross-cultural psychology</i> , 33(5), 464–481.	393
10.	Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. <i>Journal of occupational health psychology</i> , 10(2), 170–180.	388
11.	Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: a theoretical extension and meta-analytic test. <i>Journal of Applied psychology</i> , 95(5), 834–848.	358
12.	Jackson, S. E., Schwab, R. L., & Schuler, R. S. (1986). Toward an understanding of the burnout phenomenon. <i>Journal of applied psychology</i> , 71(4), 630–640.	356

13.	Kristensen, T. S., Borritz, M., Villadsen, E., & Christensen, K. B. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. <i>Work & Stress</i> , 19(3), 192–207.	297
14.	Hakanen, J. J., Schaufeli, W. B., & Ahola, K. (2008). The Job Demands-Resources model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement. <i>Work & Stress</i> , 22(3), 224–241.	275
15.	Schaufeli, W. B., Taris, T. W., & Van Rhenen, W. (2008). Workaholism, burnout, and work engagement: three of a kind or three different kinds of employee well-being? <i>Applied Psychology</i> , 57(2), 173–203.	265
16.	Nahrgang, J. D., Morgeson, F. P., & Hofmann, D. A. (2011). Safety at work: a meta-analytic investigation of the link between job demands, job resources, burnout, engagement, and safety outcomes. <i>Journal of Applied psychology</i> , 96(1), 71–94.	246
17.	Maslach, C. (2003). Job burnout: New directions in research and intervention. <i>Current directions in psychological science</i> , 12(5), 189–192.	246
18.	Van den Broeck, A., Vansteenkiste, M., De Witte, H., & Lens, W. (2008). Explaining the relationships between job characteristics, burnout, and engagement: The role of basic psychological need satisfaction. <i>Work & Stress</i> , 22(3), 277–294.	230
19.	González-Romá, V., Schaufeli, W. B., Bakker, A. B., & Lloret, S. (2006). Burnout and work engagement: Independent factors or opposite poles? <i>Journal of vocational behavior</i> , 68(1), 165–174.	206
20.	Leiter, M. P. (1991). Coping patterns as predictors of burnout: The function of control and escapist coping patterns. <i>Journal of Organizational behavior</i> , 12(2), 123–144.	203

Table 2. 20 most recent articles about Psychological Burnout

No.	The title and the output	Number of citations
1.	Biron, M., & Eshed, R. (2017). Gaps Between Actual and Preferred Career Paths Among Professional Employees: Implications for Performance and Burnout. <i>Journal of Career Development</i> , 44(3), 224–238.	0
2.	Golonka, K., Mojsa-Kaja, J., Gawlowska, M., & Popiel, K. (2017). Cognitive Impairments in Occupational Burnout–Error Processing and Its Indices of Reactive and Proactive Control. <i>Frontiers in Psychology</i> , 8.	0
3.	Gill, S., Nathans, L. L., Seidel, A. J., & Greenberg, M. T. (2017). Early Head Start start-up planning: Implications for staff support, job satisfaction, burnout, and turnover. <i>Journal of Community Psychology</i> , 45(4), 443–458.	0
4.	Jiang, L., & Probst, T. M. (2017). The rich get richer and the poor get poorer: Country- and state-level income inequality moderates the job insecurity-burnout relationship. <i>Journal of Applied Psychology</i> , 102(4), 672–681.	0
5.	Mullen, P. R., Morris, C., & Lord, M. (2017). The Experience of Ethical Dilemmas, Burnout, and Stress Among Practicing Counselors. <i>Counseling and Values</i> , 62(1), 37–56.	0
6.	Laurent, É., Bianchi, R., Schonfeld, I. S., & Vandel, P. (2017). Depression, burnout, and other mood disorders: Interdisciplinary approaches. <i>Frontiers in Psychology</i> , 8.	0
7.	Jimenez, P., & Dunkl, A. (2017). The Buffering Effect of Workplace Resources on the Relationship between the Areas of Worklife and Burnout. <i>Frontiers in psychology</i> , 8.	0
8.	Rehman, S. U., Rehman, S. U., Qingren, C., Qingren, C., Latif, Y., Latif, Y., & Iqbal, P. (2017). Impact of psychological capital on occupational burnout and performance of faculty members. <i>International Journal of Educational Management</i> , 31(4), 455–469.	0
9.	Lyukshina, D. Y. S., Yurchenko, K. A., Kapustina, T. Y. V., Kopenko, M. A., & Potrebich, Y. G. (2017). Professional motivation and the level of emotional burnout among civil aviation pilots. <i>Russian Psychological Journal</i> , 14(1), 176–187.	0

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| 10. | Fernet, C., Chanal, J., & Guay, F. (2017). What fuels the fire: Job-or task-specific motivation (or both)? On the hierarchical and multidimensional nature of teacher motivation in relation to job burnout. <i>Work & Stress</i> , 31(2), 145–163. | 0 |
| 11. | Shaukat, R., Yousaf, A., & Sanders, K. (2017). Examining the linkages between relationship conflict, performance and turnover intentions: role of job burnout as a mediator. <i>International Journal of Conflict Management</i> , 28(1), 4–23. | 0 |
| 12. | Zysberg, L., Orenshtein, C., Gimmon, E., & Robinson, R. (2017). Emotional intelligence, personality, stress, and burnout among educators. <i>International Journal of Stress Management</i> , 24(S1), 122–136. | 1 |
| 13. | Dierickx, C., Oakley, D., Davidson, H.E. (2017). Beating Burnout. <i>Harvard Business Review</i> , 95(1), 19. | 0 |
| 14. | Silbiger, A., Berger, R., Barnes, B. R., & Renwick, D. W. (2016). Improving expatriation success: the roles of regulatory focus and burnout. <i>British Journal of Management</i> , 28(2), 231–247. | 0 |
| 15. | Huang, J., Wang, Y., & You, X. (2016). The job demands-resources model and job burnout: the mediating role of personal resources. <i>Current Psychology</i> , 35(4), 562–569. | 0 |
| 16. | Leon-Perez, J. M., Antino, M., & Leon-Rubio, J. M. (2016). The Role of Psychological Capital and Intragroup Conflict on Employees' Burnout and Quality of Service: A Multilevel Approach. <i>Frontiers in Psychology</i> , 7. | 0 |
| 17. | Kilroy, S., Flood, P. C., Bosak, J., & Chênevert, D. (2016). Perceptions of high-involvement work practices and burnout: the mediating role of job demands. <i>Human Resource Management Journal</i> , 26(4), 408–424. | 0 |
| 18. | Valcour, M. (2016). Managing Yourself Beating Burnout. <i>Harvard Business Review</i> , 94(1), 98–101. | 0 |
| 19. | Salami, S. O., & Ajitoni, S. O. (2015). Job characteristics and burnout: The moderating roles of emotional intelligence, motivation and pay among bank employees. <i>International Journal of Psychology</i> , 51(5), 375–382. | 0 |
| 20. | Plieger, T., Melchers, M., Montag, C., Meermann, R., & Reuter, M. (2015). Life stress as potential risk factor for depression and burnout. <i>Burnout Research</i> , 2(1), 19–24. | 0 |