



HIGHER SCHOOL OF ECONOMICS
NATIONAL RESEARCH UNIVERSITY

SCIENTIFIC E-JOURNAL

ORGANIZATIONAL PSYCHOLOGY

ISSN 2312-5942

www.orgpsyjournal.hse.ru



2018. Vol. 8. No. 3.

2018. Vol. 8. No. 3.



Scientific e-journal

URL: www.orgpsyjournal.hse.ru

E-mail: orgpsyjournal@hse.ru

Founder:

National research university
Higher School of Economics



Published 4 times per year



Editor-in-chief

Vladimir A. Stroh (*National Research University «Higher School of Economics», Russia*)

Deputy Editor-in-chief

Sergey A. Lipatov (*Lomonosov Moscow State University, Russia*)

Managing Editors

Alex Klimov (*National Research University «Higher School of Economics», Russia*)

Olga Vovna (*National Research University «Higher School of Economics», Russia*)

Editorial Board

Lyudmila N. Aksenovskaya (*Chernyshevsky Saratov State University, Russia*)

Takhir Yu. Bazarov (*Lomonosov Moscow State University, Russia*)

Stephen Benton (*Westminster University, UK*)

Alexander V. Bulgakov (*Moscow State Humanitarian University, Russia*)

Alexey S. Chernyshev (*Kursk State University, Russia*)

Rolf van Dick (*Goethe University Frankfurt-am-Main, Germany*)

Karina M. Gaydar (*Voronezh State University, Russia*)

Eugeniy N. Emelyanov (*«Consultig Center «SHAG», Russia*)

Anatoly V. Karpov (*Yaroslavl Demidov State University, Russia*)

Anna B. Leonova (*Lomonosov Moscow State University, Russia*)

Sergey A. Lipatov (*Lomonosov Moscow State University, Russia*)

Sergey A. Manichev (*Saint Petersburg State University, Russia*)

Eugeny B. Morgunov (*Moscow School of Social and Economic Sciences, Russia*)

Dmitry Myakushkin (*South Ural State University, Russia*)

Evgeny N. Osin (*National Research University «Higher School of Economics, Russia»)*

Alexander N. Poddiakov (*National Research University «Higher School of Economics», Russia)*

Sergey V. Sarychev (*Kursk State University, Russia*)

Wilmar Schaufeli (*Utrecht University, Netherlands*)

Vladimir P. Serkin (*National Research University «Higher School of Economics, Russia»)*

James Stoner (*Fordham University, USA*)

Vladimir A. Stroh (*National Research University «Higher School of Economics, Russia»)*

Harold Takooshian (*Fordham University, USA*)

Corrector: Olga Vovna

Content

Editorial

- 6–7 We are glad to introduce our readers to new issue

Research in organizational psychology

- 8–28 Structural model of the intragroup conflict in work groups
Andrey Sidorenkov, Vadim Dorofeev
- 29–59 Social-psychological model of an organizational cognitive social capital: forming factors and objectification
Ludmila Pochebut, Vera Chiker, Natalia Volkova

Organizational psychology in practice

- 60–85 An Analysis of Labor Motivation in the Industrial Sector: a Dynamic Approach
Dmitry Dolganov

Reviews

- 86–103 Psychological support before and after retirement: A theoretical review
German Nikiforov, Natalia Vodopianova, Olga Gofman

First steps

- 104–120 Hierarchical intergenerational workplace interactions in Chinese and Russian contexts: a study using experimental visual methods
Fei Tang, Andrey Onuchin

Organizational psychology as the persons, dialogues and discussions

Conferences

- 121–135 The role of innovative management in sustainable development: the Asia-Pacific Hub Conference ICMCI
Tatyana Lobanova

Literary guide

- 136–141 Interdisciplinary concepts. On the book “Labor interests. Psychological aspects” by Tatiana Lobanova
Mikhail Ivanov
- 142–147 20 most cited and 20 most recent articles on Organizational Conflicts

Editorial

We are pleased to continue to acquaint readers with the latest developments in organizational psychology in 2018-3 issue of **Organizational Psychology Journal**.

In the “**Research in organizational psychology**” section we present two research reports. The findings of the article «*Structural model of the ingroup conflict in work groups*» (*Andrey Sidorenkov, Vadim Dorofeev*) proved that in the measurement of conflict and conflict management in production groups it is necessary to take into account different levels and types of conflict, as well as the size of the group. The model of the cognitive social capital of an organization as a complex socio-psychological phenomenon is revealed in the article “*Social-psychological model of an organizational cognitive social capital: forming factors and objectivation*” (*Ludmila Pochebut, Vera Chiker, Natalia Volkova*).

The “**Organizational-psychological practice**” section presents the article by *Dmitry Dolganov* “*An Analysis of Labor Motivation in the Industrial Sector: a Dynamic Approach*”. The paper shows that the psychographic test allows to measure work motivation, to evaluate motivation both as a general and dynamic phenomenon and to indicate the levels of motivation.

The government initiative to change the retirement age in 2018, which is actively discussed by the public, confirms the thesis that there is no full support for citizens of preretirement age in order to preserve their efficiency and health. The article “*Psychological support before and after retirement: A theoretical review*” in the “**Review**” section is dedicated to this problem (*German Nikiforov, Natalia Vodopianova, Olga Gofman*).

In the “**First Steps**” section you will find the article by *Tang Fei and Andrey Onuchin* “*Hierarchical intergenerational workplace interactions in Chinese and Russian contexts: a study using experimental visual methods*”, which revealed differences in the interpretation of observed business interaction between ethnic cultures (countries) and between generations.

In the “**Conferences**” section you can find report by *Tatyana Lobanova* based on the results of an *International conference of management consultants (ICMCI) in 2018 in Iran*. According to the author, there are many common problems and solutions peculiar to the development of the management consultancy process in Russia. Many of them have been covered in the speeches of representatives of the countries of the Asia-Pacific basin on the specifics of organizational consulting.

And in the “**Literary Guide**” section you will find a review by *Michail Ivanov* on the book «*Labor interests. Psychological aspects*» (author *Tatyana Lobanova*) and our editorials note on the *20 most cited and 20 most recent English-language articles about organizational conflicts*.

Please Enjoy Reading!



Structural model of the intragroup conflict in work groups

Andrey SIDORENKOV

Vadim DOROFEEV

Southern Federal University, Rostov-on-Don, Russia

Abstract. Purpose. The article presents the results of studying the factor structure of intra-group conflict in different small production groups on the basis of two dimensions — conflict levels (interpersonal, micro-group and group) and conflict types (job and subject). **Method.** 41 small groups ($N = 323$ employees) with different profiles of activity were studied: social services to the population, banking, design and production, trade, etc. The study was conducted through two questionnaires (a questionnaire of types of interpersonal conflict and a questionnaire of types of group and micro-group conflict) and a formalized method for identifying existing informal subgroups in the group. Survey of subjects was carried out on a computer using the “Group Profile — Universal” technology, which includes both questionnaires and the method for determining subgroups. The following methods of statistical and mathematical analysis were used: factor analysis, AGNES (Agglomerative Nesting), binomial test. **Findings.** It has been established that the leading role in the formation of components in the conflict factor structure is played by levels, not by types of conflict. The structure of the conflict depends on the size of the group. In small groups it is represented by three relatively autonomous conflict levels, each of which includes two types of conflict. Among them interpersonal conflict is more important, and group conflict is less important. In the numerous groups in the conflict structure, a micro group conflict is distinguished separately in two types and separately — interpersonal and group conflict, which form a single whole. In each of the two structural models, at the interpersonal level, the subject conflict is more significant, and at the micro-group and group levels, job conflict. Implications for practice is defined by the fact that in measurement of the conflict and management of the conflict in specific production groups it is necessary to consider different levels and types of the conflict and also group number. **The value of the results** lies in the empirical justification of the multidimensional model of the intragroup conflict and the revealed features of the manifestation of the conflict in different in number small groups.

Keywords: structure of the conflict, levels of conflict, interpersonal conflict, micro-group conflict, group conflict, types of conflict, job conflict, subject conflict.

References

- Amason, A.C. (1996). Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. *Academy of Management Journal*, 39, 123–148.
- Ayoko, O. B., Callan, V. J., Härtel, C. E. J. (2008). The influence of team emotional intelligence climate on conflict and team members' reactions to conflict. *Small Group Research*, 39(2), 121–149.

- Balkundi, P., Barsness, Z., Michael, J. H. (2009). Unlocking the influence of leadership network structures on team conflict and viability. *Small Group Research, 40*(3), 301–322.
- Boiko, V. V., Kovalev, A. G., Panferov, V. N. (1983). *Social'no-psihologicheskij klimat kollektiva i lichnost'* [Socio-psychological climate of the collective and personality]. M.: Mysl'.
- Chen, Z., Zhang, X., Vogel, D. (2011). Exploring the underlying processes between conflict and knowledge sharing: A work-engagement perspective. *Journal of Applied Social Psychology, 41*(5), 1005–1033.
- Choi, J. N., Sy, T. (2010). Group-level organizational citizenship behavior: Effects of demographic faultlines and conflict in small work groups. *Journal of Organizational Behavior, 31*, 1032–1054. doi: 10.1002/job.661.
- Choi, K., Cho, B. (2011). Competing hypotheses analyses of the associations between group task conflict and group relationship conflict. *Journal of Organizational Behavior, 32*, 1106–1126.
- Coleman, P. T., Kugler, K. G., Hutchinson, A., Foster, C. (2013). Navigating conflict and power at work: The effects of power and interdependence asymmetries on conflict in organizations. *Journal of Applied Social Psychology, 43*(10), 1963–1983.
- De Dreu, C. K. W., Beersma, B. (2005). Conflict in organizations: Beyond effectiveness and performance. *European Journal of Work and Organizational psychology, 14*(2), 105–117.
- De Wit, F. R. C., Jehn, K. A., Scheepers, D. (2013). Task conflict, information processing, and decision-making: The damaging effect of relationship conflict. *Organizational Behavior and Human Decision Processes, 122*, 177–189.
- Dontsov, A. I., Polozova, T. A. (1980). Problema konflikta v zapadnoj social'noj psihologii [The problem of conflict in Western social psychology]. *Psihologicheskij zhurnal, 6*, 119–133.
- Enyukov, I. S. (Ed.) (1989). *Faktornij, diskriminantnij i klasternij analis* [Factorial, discriminant and cluster analysis]. M.: Finansy i statistika.
- Gorbatenko, A. S., Gorbatenko, T. M. (1984). Metodika opredelenija struktury maloj gruppy s pomoshh'ju formalizovannogo analiza mezhlichnostnyh vyborov [Methodology for determining the structure of a small group with the help of a formalized analysis of interpersonal elections]. *Voprosy psihologii, 4*, 112–118.
- Greer, L. L., Jehn, K. A., Mannix, E. A. (2008). Conflict transformation: A longitudinal investigation of the relationships between different types of intragroup conflict and the moderating role of conflict resolution. *Small Group Research, 39*(3), 278–302.
- Hobman, E. V., Bordia, P. (2006). The role of team identification in the dissimilarity–conflict relationship. *Group Processes & Intergroup Relations, 9*(4), 483–507.
- Jehn, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly, 40*, 256–282. doi:10.2307/2393638
- Jehn, K. A. (1997). A qualitative analysis of conflict types and dimensions in organizational groups. *Administrative Science Quarterly, 42*, 530–557.
- Jehn, K. A., Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective on the conflict — outcome relationship. In R. Kramer, B. Staw (Eds.). *Research in Organizational Behavior. Vol. 25.* (187–242). Amsterdam, Netherlands: Elsevier.
- Jehn, K. A., Mannix, E. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. *Academy of Management Journal, 44*, 238–251. doi:10.2307/3069453
- Jehn, K. A., Greer, L. L., Levine, S., Szulanski, G. (2008). The effects of conflict types, dimensions, and emergent states on group outcomes. *Group Decision & Negotiation, 7*, 465–495. doi:10.1007/s10726-008-91070

- Jehn, K. A., Northcraft, G. B., Neale, M. A. (1999). Why differences make a difference: A field study of diversity, conflict, and performance in workgroups. *Administrative Science Quarterly*, 44(4), 741–763.
- Jiang, J. Y., Zhang, X., Tjosvold, D. (2013). Emotion regulation as a boundary condition of the relationship between team conflict and performance: A multi-level examination. *Journal of Organizational Behavior*, 34, 714–734.
- Kaidalov, D. P., Suimenko, E. I. (1979). *Psichologija edinonachalija i kollegial'nosti* [Psychology of one-man management and collegiality]. M.: Mysl'.
- Kerwin, S., Doherty, A., Harman, A. (2011). "It's not conflict, it's differences of opinion": An in-depth examination of conflict in nonprofit boards. *Small Group Research*, 42(5), 562–594.
- Khachaturova, M. R. (2016). Strategii vmeshatel'stva tret'ej storony v razreshenie mezhlichnostnyh konfliktov: obzor rossijskih i zarubezhnyh issledovanij [Strategies of three-time conflicts: a review of Russian and foreign studies. Psychology]. *Psichologija. Zhurnal Vysshej shkoly jekonomiki*, 13(3), 600–608.
- Khachaturova, M. R., Pojmanova, D. M. (2014). Rol' tret'ej storony v razreshenii mezhlichnostnyh konfliktov [The role of a third party in resolving interpersonal conflicts]. *Psichologija. Zhurnal Vysshej shkoly jekonomiki*, 11(3), 164–176.
- Kotlyar, I., Karakowsky, L. (2006). Leading conflict? Linkages between leader behaviors and group conflict. *Small Group Research*, 37(4), 377–403.
- Makarenko, A. S. (1983). *Pedagogicheskie sochinenija* [Pedagogical writings]. V 8-mi t. T. 4, M.: Pedagogika.
- Medina, F. J., Munduate, L., Dorado, M. A., Martínez, I., Guerra, J. M. (2005). Types of intragroup conflict and affective reactions. *Journal of Managerial Psychology*, 20(3/4), 219–230.
- Mello, A. L., Delise, L. A. (2015). Cognitive diversity to team outcomes: The roles of cohesion and conflict management. *Small Group Research*, 46(2), 204–226.
- Mohammed, S., Angell, L.C. (2004). Surface- and deep-level diversity in workgroups: examining the moderating effects of team orientation and team process on relationship conflict. *Journal of Organizational Behavior*, 25, 1015–1039. doi:10.1002/job.293
- Mooney, A. C., Holahan, P. J., Amazon, A. C. (2007). Don't take it personally: Exploring cognitive conflict as a mediator of affective conflict. *Journal of Management Studies*, 44, 733–758. doi:10.1111/j.1467-6486.2006.00674.x
- Pelled, L. H., Eisenhardt, K. M., Xin, K. R. (1999). Exploring the black box: An analysis of work group diversity, conflict, and performance. *Administrative Science Quarterly*, 44, 1–28. doi:0001-8392/99/4401-0001
- Pervysheva, E. V. (1989). *Mezhlichnostnyj konflikt kak faktor socializacii starshih podrostkov: avtoref. dis. ... kand. psihol. nauk.* [Interpersonal conflict as a factor in the socialization of older adolescents: author's abstract. dis. ... cand. psychol. sciences], M.
- Peterson, R. S., Behfar, K. J. (2003). The dynamic relationship between performance feedback, trust, and conflict in groups: A longitudinal study. *Organizational Behavior and Human Decision Processes*, 92, 102–112. doi: org/10.1016/S0749-5978(03)00090-6
- Pincus, D., Fox, K. M., Perez, K. A., Turner, J. S., McGeehan, A. R. (2008). Nonlinear dynamics of individual and interpersonal conflict in an experimental group. *Small Group Research*, 39(2), 150–178.
- Piskoppel, A. A. (2002). Konceptual'nye predposylki organizacionno-dejatel'nosnoj modeli social'nogo konflikta [Conceptual prerequisites for the organizational and activity model of social conflict]. *Voprosy psichologii*, 6, 55–72.
- Polozova, T. A. (1980). *Mezhlichnostnyj konflikt v gruppe (teoreticheskie principy i opyt eksperimental'nogo issledovanija)*: avtoref. dis. ... kand. psihol. nauk. [Interpersonal conflict in

- the group (theoretical principles and experience of experimental research): author's abstract. dis. ... cand. psychol. sciences], M.
- Runion, R. (1989). *Spravochnik po neparametricheskoy statistike: sovremennoy podxod* [Handbook of nonparametric statistics: a modern approach]. M.: Finansy i statistika.
- Schlaerth, A. Ensari, N., Christian, J. (2013). A meta-analytical review of the relationship between emotional intelligence and leaders' constructive conflict management. *Group Processes & Intergroup Relations*, 16(1), 126–136.
- Sidorenkov, A. V. (2010). *Malaja gruppa i neformal'nye podgruppy: mikrogruppovaja teorija* [Small group and informal subgroups: microgroup theory]. Rostov n/D: Izd-vo JuFU.
- Sidorenkov, A. V. (2017). Vnutrigruppovye konflikty i effektivnost' proizvodstvennoj gruppy [Intragroup conflicts and the efficiency of the production group]. *Social'naja psihologija i obshhestvo*, 8(2), 35–50. doi:10.17759/sps.2017080203
- Sidorenkov, A. V., Lokteva, E. A., Mkrtchyan, A. A. (2014). Instrumentarij issledovanija tipov mezhlichnostnyh protivorechij i konfliktov v malyh gruppah [Toolkit for investigating the types of interpersonal contradictions and conflicts in small groups]. *Psichologicheskiy zhurnal*, 35(2), 103–117.
- Sidorenkov, A. V., Pavlenko, R. V. (2016). *Svidetel'stvo ob ofisial'noj registracii programmy dlja JeVM № 2016661568 «Gruppovoj profil' — Universal»*, GP-U(M-16) Federal'noj sluzhby po intellektual'noj sobstvennosti RF [Certificate of official registration of the computer program No. 2016661568 "Group profile - Universal", GP-U (M-16) Federal Service for Intellectual Property of the Russian Federation]. M.
- Sidorenkov, A. V., Shipit'ko, O. Yu., Obuhova, Yu. V. (2017b). Sovremennye issledovanija konfliktov v oblasti malyh grupp v otechestvennoj psihologii [Modern studies of conflicts in the field of small groups in Russian psychology]. *Psichologicheskie issledovanija*, 10(55), 9.
- Sidorenkov, A. V., Ul'yanova, N. Yu., Shipit'ko, O. Yu. (2017a). Sovremennye zarubezhnye issledovanija psihologii konfliktov v malyh gruppah. *Psichologicheskiy zhurnal*, 38(6), 30–41.
- Sidorenkov, A. V., Uy'janova, N. Ju., Shipit'ko, O. Yu., Sarychev, S. V. (2016). Razrabotka instrumentarija issledovanija gruppovogo i mikrogruppovogo konfliktov v proizvodstvennyh gruppah [Modern foreign studies of the psychology of conflict in small group]. *Rossijskij psichologicheskiy zhurnal*, 13(3), 89–106.
- Sidorenkov, A. V., Pavlenko, R.V. (2015). GROUP PROFILE computer technique: A tool for complex study of small groups. *SAGE Open*, 5(1), 1–13.
- Simons, T. L., Peterson, R. S. (2000). Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust. *Journal of Applied Psychology*, 85, 102–111. doi: I0.1037//0021-9010.85.U02
- Stroh, W. A. (2007). Zashhitnye mehanizmy gruppovoj dinamiki v organizacionnom kontekste [Defense mechanisms of group dynamics in the organizational context]. *Psichologija. Zhurnal Vysshej shkoly jekonomiki*, 4(1), 151–157.
- Tjosvold, D. (2008). The conflict-positive organization: It depends upon us. *Journal of Organizational Behavior*, 29, 19–28.
- Topi, H., Valacich, J. S., Rao, M. T. (2002). The effects of personality and media differences on the performance of dyads addressing a cognitive conflict task. *Small group research*, 33(6), 667–701.
- Yong, K., Sauer, S. J., Mannix, E. A. (2014). Conflict and creativity in interdisciplinary teams. *Small Group Research*, 45(3), 266–289.
- Zhuravlev, A. L. (1988). Rol' sistemnogo podhoda v issledovanii psihologii trudovogo kollektiva [The role of the system approach in the educational psychology of the labor collective]. *Psichologicheskiy zhurnal*, 9(6), 53–64.



Social-psychological model of an organizational cognitive social capital: forming factors and objectification

Ludmila G. POCHEBUT

Vera A. CHIKER

St. Petersburg State University, St. Petersburg, Russian Federation

Natalia V. VOLKOVA

National Research University Higher School of Economics (HSE — Saint-Petersburg), St. Petersburg, Russian Federation

Abstarct. *Purpose.* According to the concept presented in the previous part of this paper, the social-psychological model of cognitive social capital consists of the informative components, forming factors, and objectification of social capital. The aim of this article is to demonstrate theoretical underpinning of the informative components, forming factors, and objectivation of cognitive social capital within organization. *Methodology.* The authors used a complex approach to analyze a phenomenon of organizational cognitive social capital. *Findings.* This systematic analysis reveals that the organizational cognitive social capital is formed by both positive and negative factors. Positive factors are related to a good working atmosphere which leads to development, extension, and maintenance of social capital. Negative factors impede the growth of social capital and result in its destruction and loss. The key positive factors are leadership, coaching, and staff rewards including tangible and intangible incentives. The negative factors include conflicts, mobbing, professional burnout, and occupational deformation of a personality. The objectivation is the influence and effects of social capital on organizational performance at the individual level, social-psychological level, and managerial level. Perspective promotion of employee within a company is the objectivation at the individual level. A good working atmosphere and positive morale are the key elements of the objectivation at the social-psychological level. *Organizational culture* is an effective precursor of the objectivation at the managerial level. *Implications for practice.* The model of organizational cognitive social capital can be merely presented as a social-psychological phenomenon which joins various social-psychological activities within organization into one whole system. *Originality.* The concept of organizational cognitive social capital is introduced.

Keywords: organizational cognitive social capital, leadership, reward system, coaching.

References

- Adler, P., Kwon, S. (2002). Social capital: prospects for a new concept. *Academy of management Review*, 27(1), 17–40.
- Aksenovskaja, L. N. (2016). Izmenenie organizacionnoj kul'tury na urovne lidera: opyt individual'nogo soteringa [Change of organizational culture at the level of the leader: experience of individual sotering]. *Organizational psychology*, 6(2), 30–54.

- Andrews, R. (2010). Organizational Social Capital, Structure and Performance. *Human Relations*, 63, 583–608.
- Bain, K., Hicks, N. (1997). Building social capital and reaching out to excluded groups: The challenge of partnerships. Paper presented at *CELAM meeting on The Struggle Against Poverty Towards the Turn of the Millennium*, Washington DC.
- Baron, R. A., Byrne, D., Suls, J. (2000). *Exploring Social Psychology*. New York: Allyn, Bacon.
- Bazhin, A. S., Ovchinnikov, A. S., Svetajlo, R. V. (2015). Vzaimosvjaz' social'nogo kapitala i organizacionnoj kul'tury predprinimatel'skih organizacij [Relationship of social capital and corporate culture for entrepreneurial organization]. *Gumanitarnye i social'nye nauki*, 3, 281–289.
- Beznosov, S. P. (2004). *Professional'naja deformacija lichnosti* [Occupational deformation of a personality]. SPb.: Rech'.
- Bogatyreva, O. O. (2008). Psihologicheskie predposylki kar'ernogo rosta [Psychological background of promotion]. *Voprosy psichologii*, 3, 92–98.
- Bolino, M. Yurnley, W., Bloodgood, J. (2002). Citizenship behavior and the creation social capital in organizations. *Academy of Management Review*, 27(4), 505–522.
- Bourdieu, P. (2007). *Sociologia socialnogo prostranstva* [Sociology of social space]. M.: Institute of Experimental Sociology. SPb.: Aleteya.
- Brajovich, A. S. (2005). Konflikty v organizacijah: tipy i modeli [Organizational conflicts: models and types]. *Obshhestvo i parvo*, 1-7, 191–197.
- Burt, R. S. (1999). The Social Capital of Opinion Leaders. *Annals*, 566, 37–54.
- Burt, R. S. (2005). *Brokerage and closure: An introduction to social capital*. UK: Oxford University Press.
- Castiglione, D., van Deth, G., Wolleb, J. (2008). *The Handbook of Social Capital*. Oxford: Oxford University Press.
- Chiker, V. A. (2017). Mobbing kak social'no-psihologicheskij fenomen [Mobbing as a social-psychological phenomenon]. *Social'naja psihologija obshchenija* (179-198). M.: Infra-M.
- Chiker, V. A., Pochebut, L. G. (2016). Teoreticheskie i metodologicheskie problem izuchenija mobbing-processov v organizacijah [Theoretical and methodical issues of studying mobbing within organizations]. *Social'naja i jekonomicheskaja psihologija*, 1(2), 139–161.
- Chong, L. Gibbons, P. (1997). Corporate entrepreneurship: The roles of ideology and social capital. *Group and Organization management*, 22, 10–30.
- Chung, H. F., Seaton, J., Cooke, L., Ding, W-Y. (2016). Factors affecting employees' knowledge-sharing behaviour in the virtual organisation from the perspectives of well-being and organisational behaviour. *Computers in Human Behavior*, 64, 432–448.
- Cohen, D., Prusak, L. (2001). *In good company. How social capital makes organizations work*. Boston: Harvard Business Scholl Press.
- Colodey, K. (2007). *Mobbing: Psihoterror na rabochem meste i metody ego preodolenija* [Mobbing: bullying at the workplace and methods to overcome it]. Khar'kov.: Gumanitarnyj centr.
- Daft, R. (2003). *Organizacii. Uchebnik dlja jekonomistov i psihologov* [Organizations. A manual for economists and psychologists]. M.: Olma-Press.
- Davis, J. H., Bartkus, V. O. (2009). Organizational trust and social capital. In J. H. Davis, V.O. Bartkus (Eds.). *Social Capital: Reaching Out, Reaching In* (319-338). Northampton: Edward Elgar.
- Dobrev, S. D., Merluzzi, J. (2018). Stayers versus movers: Social capital and early career imprinting among young professionals. *Journal of Organizational Behavior*, 39, 67–81. <https://doi.org/10.1002/job.2210>.
- Fernandez, R. M., Castilla, E. J., Moore, P. (2000). Social capital at work: Networks and employment at phone center. *American Journal of Sociology*, 105, 1288–1356.
- Freudenberger, H. (1974) Staff Burnout. *Journal of Social Issues*, 30, 159-165. <http://dx.doi.org/10.1111/j.1540-4560.1974.tb00706.x>

- Gebert, D., von Rosenstiel, L. (2006). *Organizacionnaja psihologija* [Organizational psychology]. H.: Gumanitarnyj centr.
- Gorlova E. B., Popova Zh. A., Sergeeva M. N. (2017). Kategorial'naja harakteristika i struktura social'nogo kapitala organizacij [Categorization and structure of social capital of organization]. *Vestnik Severo-Kavkazskogo federal'nogo universiteta*, 3(60), 63–67.
- Granovskaja, R. M. (1984). *Jelementy prakticheskoy psihologii* [The elements of practical psychology]. L.: LGU.
- Heuse, G. A. (1953). *La psychologie ethnique*, Paris-Bruxelles: Vrin.
- Ivanov, M. M. (2010). Simvolicheskij capital rabotnika kak sredstvo ego kar'ernogo prodvizhenija [The symbolic capital of employee as a promotion tool]. *Prepodavatel' — XXI vek*, 2, 371–375.
- Jewell, L. (2001). *Industrial'no-organizacionnaja psihologija* [Industrial-organizational psychology]. SPb.: Piter.
- Knoke, D. (1999). Organizational Networks and Corporate Social Capital. In R. Th. A. J. Leenders, S. M. Gabbay (Eds.). *Corporate Social Capital and Liability* (17–42). Boston: Kluwer Academic Press.
- Kostova, T., Roth, K. (2003). Social Capital in Multinational Corporations and a Micro-Macro Model of its Formation. *Academy of Management Review*, 28(2), 297–317.
- Lasswell, H. (1948). The structure and function of communication in society. In L. Bryson (Ed.) *The Communication of Ideas*. N.Y.: Harper and Brothers.
- Leana, C. R., Van Buren, H. J. (1999). Organizational Social Capital and Employment Practices. *Academy of management Review*, 24, 538–555.
- Leymann, H. (1993). *Mobbing: Psychoterror am Arbeitplatz und wie man sich dagegen wehren kann*. Reinbekbei. Hamburg: Rowohlt Taschenbuch Verlag.
- Loginov, V. I. (2010). *Social'nyj capital organizacii* [Organizational social capital]. Dis. ... kand. sociolog. nauk. Tver'.
- Macherinskene, I. M., Minkute-Genrikson, R. V., Simnavichene, Zh. J. (2009). Social'nyj capital organizacii: metodologija issledovanija [Organizational social capital: research methodology]. *Jekonomika obrazovaniya*, 2, 28–38.
- Maksimov, V. E. (2004). *Kouching ot A do Ja. Vozmozhno vse* [Coaching from A to Z. Everything is possible]. SPb.: Rech'.
- Maslach, C. (1976). Burned-out. *Human Behavior*, 5(9), 16–22.
- Maslach, C., Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of organizational behavior*, 2(2), 99–113.
- Mc-Gregor, D. (1967). *Leadership and Motivation*. New-York: McCraw Hill.
- Moll, E. G. (2003). *Upravlenie kar'eroj menedzhera* [Career management of the manager]. SPb.: Piter.
- Moreno, J. L. (2001). *Sociometrija: Jeksperimental'nyj metod i nauka ob obshhestve* [Sociometry: Experimental method and community science]. M.: Akademicheskijproekt.
- Muchinsky, P. (2004). *Psihologija, professija, kar'era* [Psychology, occupation, career]. SPb.: Piter.
- Nahapiet, J. (2008). *The Role of Social Capital in Inter-organizational Relationships. The Oxford Handbook of Inter-Organizational Relations* (581–606). Oxford University Press.
- Nahapiet, J., Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational advantage. *Academy of Management Review*, 23(2), 242–266.
- Nestik, T. A. (2009). Social'nyj capital organizacii: social'no-psihologicheskij analiz [Organizational social capital: social-psychological analysis]. Chast' 1. *Psihologicheskij zhurnal*, 30(1), 52–63.
- Nestik, T. A. (2009). Social'nyj capital organizacii: social'no-psihologicheskij analiz [Organizational social capital: social-psychological analysis]. Chast' 2. *Psihologicheskij zhurnal*, 30(2), 29–42.
- Ofori, D., Sackey, J. (2010). Assessing Social Capital for Organizational Performance: Initial Explorer Insight from China. *Organizations and Markets in Emerging Economies*, 1, 71–91.

- Olimpieva, I. B., Kondakov, A. A., Ezhova, L. V., Slobodskoj, A. L. (2014). Social'nyj kapital: analiticheskie podhody i vozmozhnosti izmerenija na urovne organizacii [Social capital: analytical approaches and opportunities of measurement at the level of organization]. *Peterburgskaja sociologija segodnya*, 1(5), 10–41.
- Ostrom, E. (2000). Social Capital: A fad or a fundamental concept. In P. Dasgupta, I. Seragelden (Eds.) *Social Capital: A Multifaceted Perspective* (172–214). Washington DC: The World Bank.
- Parsons, T. (2000). O strukture social'nogo dejstvija [The structure of social action]. M.: Akademicheskij proekt.
- Pastoriza, D., Ariño, M. A. (2013). Does the Ethical Leadership of Supervisors Generate Internal Social Capital. *Journal of Business Ethics*, 118(1), 1–12.
- Platonov, Ju. P. (2012). Kak predotvratit' professional'noe vygoranie [How to prevent occupational burnout]. *Elitarium*. URL: <http://hrm.ru/kak-predotvratit-professionalnoe-vygoranie>. (access: 09.03.2018).
- Pochebut, L. G., Chiker, V. A. (2017). *Organizacionnaja social'naja psihologija* [Organizational social psychology]. M.: Jurajt.
- Pochebut, L. G., Chiker, V. A. (2015). Social'no-psihologicheskij analiz mobbing-processov [Social-psychological analysis of mobbing]. *Vestnik Severo-Osetinskogo gosudarstvennogo universiteta im. Kosta Levanovicha Hetagurova*, 4, 136–141.
- Pochebut, L. G., Svencickij, A. L., Mararica, L. V., Kazanceva, T. V., Kuznecova, I. V. (2014). *Social'nyj capital lichnosti*. [The social capital of individual]. M.: Infra-M.
- Portes, A. (1998). Social capital: Its origins and applications in modern sociology. *Annual Review of Sociology*, 24, 1–24.
- Redlih, A., Mironov, E. (2009). *Moderacija konfliktov v organizacijah* [Moderation of conflicts within organizations]. SPb.: Rech'.
- Riley, J. W., Riley, M. W. (1959). Mass Communication and the social system. In R. K. Merton, L. Broom, L. S. Jr. Cottrell (Eds.). *Sociology Today* (537–578). N. Y.: Basic Books.
- Schein, E. H. (1978). *Career dynamics: matching individual and organizational needs*. Addison-Wesley: Addison-Wesley Publishing Company.
- Schramm, W. (1954). How communication works. In W. Schramm (Ed.). *Process and Effects of Mass Communication* (3–6). Urbana: University of Illinois Press.
- Shejn, E. (2002). *Organizacionnaya kul'tura i liderstvo* [Organizational culture and leadership]. SPb.: Piter.
- Sorokin, P. S. (2012). Teoreticheskie i jempericheskie issledovanija professional'noj kar'ery: perspektivy integracii na osnove teorii P. Burd'e [Theoretical and empirical studies of the professional career: integration prospects on the basis of Bourdieu's theory]. *Vestnik RUDN, serija Sociologija*, 1, 5–10.
- Sotnikova, S. I. (2001). *Upravlenie kar'eroj* [Career management]. M.: INFRA-M.
- Stogdill, R. M. (1964). *Handbook of leadership*. New-York: Free Press.
- Stroh, W. A. (2012). Mobbing: ekstremal'nye usloviya dlya lichnosti ili gruppoj zashchitnyj mekhanizm? In A. A. Buchek, Yu. Neyaskina, M. Frizen (red.). *Lichnost' v ekstremal'nyh usloviyah. Vypusk 2, Chast' 1* (107–111). Petropavlovsk-Kamchatskij: KamGU im. Vitusa Beringa.
- Stroh, W. A. (2017). Prakticheskij psiholog kak posrednik. Psihologicheskaya rabota s organizacionnymi konfliktami [Practical psychologist as an intermediary. Psychological work with organizational conflicts]. *Zhurnal prakticheskogo psihologa*, 2, 89–113.
- Tokvil', A. de (1994). *Demokratija v Amerike* [Democracy in the USA]. M.: Progress.
- Tolochek, V. A. (2017). *Professional'naja kar'era kak social'no-psihologicheskij fenomen* [Professional career as social-psychological phenomenon]. M.: Izd-vo Institut psihologii RAN.
- Tolstaja, A. N. (1991). Upravlenie kar'eroj v organizacijah [Career management in organizations]. V sb.: A. V. Fedotova (red.). *Psihologija upravlenija: Uchebnoe posobie* (49–62). L.: Lenizdat.
- Tomas, U. G. Jr. (2013). Social Capital and Career Success of Civil Engineers towards Designing Career Paths. *Procedia – Social and Behavioral Sciences*, 102, 611–621.

- Turner, J. (2000). The Formation of Social Capital. In P. Dasgupta, I. Serageldin (Eds.). *Social Capital: A Multifaceted Perspective* (94–146). Washington DC: The World Bank.
- Villalonga-Olivesa, E., Kawachib, I. (2017). The dark side of social capital: A systematic review of the negative health effects of social capital. *Social Science & Medicine*, 194, 105–127.
- Vodop'janova, N. E., Nikiforov, G. S. (2013). Teoreticheskie aspekty profilaktiki i korrekci professional'nogo vygoranija [The theoretical aspects of prevention and correction of job burnout]. *Vestnik SPbGU Serija «Psihologija i pedagogika»*, 2, 4–14.
- Vodop'janova, N. E., Starchenkova, E.S. (2017). *Sindrom vygoranija. Diagnostika i profilaktika* [Professional burnout. Diagnostics and prevention]. M.: Yurajt.
- Volkova, N. V., Chiker, V. A. (2016). Osobennosti kar'ernoi motivacii v kontekste teorii pokolenij: rezul'taty jempiricheskogo issledovanija [Features of career choices through the generation theory: the result of empirical research]. *Vestnik SPbGU, serija 8. Menedzhment*, 4, 79–99.
- Woolcock, M. (2001). Microenterprise and social: a framework for theory, research, and policy. *Journal of Socio-Economics*, 30(2), 193–197.
- Yang, J., Gong, Y., Huo, Y. (2011). Proactive personality, social capital, helping, and turnover intentions. *Journal of Managerial Psychology*, 26(8), 739–760.
- Zdravomyslov, A. G. (1994). *Sociologija konfliktov* [Sociology of conflicts]. M.: Aspekt-Press.
- Zuschlag, B. (1994). *Mobbing: Schikane am Arbeitplatz*. Goettinen: Verlag für angewandte Psychologie.



An analysis of labor motivation in the industrial sector: a dynamic approach

Dmitry DOLGANOV

Branch of Gorbachev Kuzbass State Technical University» in Belovo, Belovo, Russian Federation

Abstract. *Purpose.* Exploration analysis of the relationship between generalized indices of motivation of a psychographic test by V. G. Leontiev with certain factors and manifestations of labor motivation. *Study design.* In the work we are based on the approach by V. G. Leontiev, according to which, the motivation of activity can be presented as a generalized and dynamic process. The study was carried out within the framework of the project, to assess the motivation of the staff. The study involved employees of the coal mining enterprise of the Kemerovo region in the total number of 104 people, employees of the production service and the drivers of the excavator. *Findings.* Analysis of the results of the study showed that the psychographic test by V. G. Leontiev discovers interrelations between the indicators of the level of labor motivation with various parameters and factors of labor activity. We consider scales of psychographic test as sufficiently independent indicators of three types: an indicator of the effectiveness of motivation (X); indicator of awareness, formation and development of the motivation (Y , Lo , Ln .); indicator of the strength of the motivation (angle α). Dependences of the level of labor motivation on various parameters have been revealed. *Implications for practice.* A psychographic test can be used to quickly diagnose the work motivation. This test allows to evaluate motivation both as a general and dynamic phenomenon and to indicate the levels of motivation. *Value of the results.* The factors determined of labor motivation with different initial levels of motivation are determined. Employees with a low level of motivation need the simplest manifestations of care and reward. For employees with a medium level of motivation further growth of motivation is determined by material security and content of work activity, recognition of the employee's merits. Employees with a high level of motivation to maintain motivation need the opportunities for social and professional growth, satisfaction with organizational and technical conditions.

Keywords: motivation of labor activity, measurement of motivation, psychographic test, motivation factors.

References

- Bales, R. (1965). Adaptive and integrative changes as sources of strain in social systems. In A. P. Hare, E. F. Borgatta, R. F. Bales (Eds.). *Small groups: studies in social interaction* (127–131). N.Y.: Alfred Knopf.
- Barykina, A. I., Markelova, T. V., Lobanov, S. N. (2017). Psihograficheskij test V. G. Leontieva kak instrument issledovaniya motivacionnyh processov: obzor primeneniya [Psychographic test by V. G. Leontiev as a tool for studying motivational processes: a review of the application]. *Psicholog*, 5, 55–66. Retrieved from: <http://e-notabene.ru>

- Bekirova, M. G., Perfil'eva, I. V., Chub, M. V. (2015). Motivaciya kak process trudovoj deyatel'nosti [Motivation as a process of labor activity]. *Upravlenie ekonomicheskimi sistemami: elektronnyj nauchnyj zhurnal*, 2(74). Retrieved from: <http://uecs.ru>
- Bojcova, N. V. (2015). Metodologiya i metody issledovaniya professional'noj motivacii prepodavatelya vysshej shkoly [Methodology and methods of study of professional motivation of the teacher of higher school]. *Innovacionnaya nauka*, 4(3), 148–150.
- Danilov, Yu. S., Belobrykina, O. A. (2014). Sushchnost' psihologicheskogo mekhanizma motivacii po V. G. Leontievu [The essence of the psychological mechanism of motivation according to V. G. Leont'ev]. *PEM: Psychology. Educology. Medicine*, 1. Retrieved from: <https://cyberleninka.ru>
- Dolganov, D. N. (2017). Ispolzovanie psihograficheskogo testa V. G. Leontieva dlya express-ocenki motivacii [Using of the psychographic test by V. G. Leontiev for rapid assessment of motivation]. *Vestnik experimentalnogo obrazovaniya*, 3. URL: <http://www.ppacademy.ru>
- Dubovickaya, T. D. (2002). Metodika diagnostiki napravленности учебной мотивации [Technique of diagnostics of orientation of educational motivation]. *Psichologicheskaya nauka i obrazovanie*, 2, 42–45.
- Gerchikov, V. I. (2003). *Motivaciya, stimulirovanie i oplata truda personala* [Motivation, incentives and remuneration of staff]. M.: GU-HSE.
- Il'in, E. P. (2002). *Motivaciya i motivy* [Motivation and motives]. SPb.: Piter.
- Kalita, V. V., Burik, V. N., Kryukov, V. H. (2001). Psihosemanticeskie metody issledovaniya motivacii povedeniya v otnosheniyah «chelovek — okruzhayushchaya sreda» [Psychosemantic methods of studying the motivation of behavior in the relationship «man — environment»]. *Regional'nye problemy*, 5, 55–57.
- Kaz, E. M. (2013). Kachestvennye i kolichestvennye metody v issledovanii motivacii personala [Qualitative and quantitative methods in studying of personnel motivation]. *Vestnik Tomskogo gosudarstvennogo universiteta. Ekonomika*, 2(22), 97–101.
- Leontiev, V. G. (1989). *Psichologicheskie mekhanizmy motivaciyi pedagogicheskoy dejatel'nosti* [Psychological mechanisms of motivation of educational activity]: Dis. ... dokt. psihol. nauk. Tbilisi.
- Leontiev, V. G. (2002). *Motivaciya i psichologicheskie mekhanizmy ee formirovaniya* [Motivation and psychological mechanisms of its formation]. Novosibirsk: GP «Novosibirskij poligrafkombinat».
- Lyukshina, D. S., Yurchenko, K. A., Kapustina, T. V., Kopenko, M. A., Potrebich, Yu. G. (2017). Professional'naya motivaciya i uroven' ehmocional'nogo vgoraniya u pilotov grazhdanskoy aviacii [Professional motivation and level of emotional burnout in civil aviation pilots]. *Rossijskij psichologicheskij zhurnal*, 14(1), 176–187. doi: <http://dx.doi.org/10.21702/rpj.2017.1.11>
- Morozova, I. S. (1999a). *Motivaciya kak faktor optimizacii myslitel'nogo processa* [Motivation as a factor in optimizing the thought process. Educational-methodical manual on the course «General Psychology】. Kemerovo: Kemerovskij universitet.
- Morozova, I. S. (1999b). *Motivaciya kak faktor optimizacii myslitel'nogo processa* [Motivation as a factor of optimization of the thought process]: Diss. ... kand. psihol. nauk. Novosibirsk.
- Morozova, S. V. (2010). Metodika diagnostiki professional'noj motivacii izuchenija ubechnoj discipliny [Methods of diagnosing the professional motivation for studying the academic discipline]. *Vestnik SPbGU. Seriya 12. Sociologiya*, 4, 61–67.
- Osin, E. N., Gorbunova, A. A., Gordeeva, T. O., Ivanova, T. Yu., Kosheleva, N. V., Ovchinnikova (Mandrikova), E. Yu. (2017). Professional'naya motivaciya sotrudnikov rossijskikh predpriyatiy: diagnostika i svyazi s blagopoluchiem i uspeshnost'yu deyatel'nosti [Professional motivation of employees of Russian companies: diagnostics and communication with the well-being and success of activities]. *Organizational Psychology*, 7(4), 21–49.
- Osin, E. N., Ivanova, T. Yu., Gordeeva, T. O. (2013). Avtonomnaya i kontroliruemaya professional'naya motivaciya kak prediktory sub»ektivnogo blagopoluchiya u sotrudnikov rossijskikh organizacij

- [Autonomous and controlled professional nation motivation as predictors of subjective well-being among employees of Russian organizations]. *Organizational Psychology*, 3(1), 8–29.
- Osin, E. N., Suchkov, D. D., Gordeeva, T. O., Ivanova, T. Yu. (2015). Uдовлетворение базовых психологических потребностей как источник трудовой мотивации и субъективного благополучия у российских сотрудников [Satisfaction of basic psychological needs as a source of labor motivation and subjective well-being of Russian employees]. *Psihologiya. Zhurnal HSE*, 4, 103–121.
- Pink, D. (2013). *Drajv: Chto na samom dele nas motiviruet* [Drive: What actually motivates us]. M.: Al'pina Publisher.
- Podosinnikov, E. Yu., Kuleshov, A. S., Zheleznyakov, S. S. (2015). Motivaciya trudovoj deyatel'nosti inzhenerno-tehnicheskogo personala predpriyatiya: izmerenie i analiz [Motivation of labor activity of the engineering and technical personnel of the enterprise: measurement and analysis]. *Uchenye zapiski. Elektronnyj nauchnyj zhurnal Kurskogo gosudarstvennogo universiteta*, 3(35).
- Prokhorova, M. V., Ovsyannikova, O. M. (2016). Sravnitel'nyj analiz social'no-psihologicheskikh metodik diagnostiki motivacii trudovoj deyatel'nosti [Comparative analysis of socio-psychological methods of diagnosing the motivation of work]. *Psihologiya i Psihotekhnika*, 11, 928–934. DOI: 10.7256/2454-0722.2016.11.22791
- Shishkina, I. L. (2015). Motivaciya uchebnoj deyatel'nosti na osnove pedagogicheskogo testirovaniya [Motivation of educational activity on the basis of pedagogical testing]. *Rossijskij psihologicheskiy zhurnal*, 5(2), 79–81.
- Solomin, I. L. (2008). Psihosemanticheskaya diagnostika trudovoj motivacii rukovoditelej i specialistov proizvodstvennogo predpriyatiya [Psychosemantic diagnosis of labor motivation of managers and specialists of a manufacturing enterprise]. *Izvestiya RGPU im. A. I. Gercena*, 76(2), 241–246.
- Strizhova, E. A. (2017). Izmereniya trudovoj motivacii sotrudnikov organizacij finansovogo sektora. sos-toyashchih v kadrovom rezerve i programmah razvitiya talantov [Measures of labor motivation of employees of financial sector organizations, consisting of personnel reserve and talent development programs]. *Organizational Psychology*, 7(2), 52–65.
- Strizhova, E. A., Gusev, A. N. (2010). Diagnostika trudovoj motivacii: opyt razrabotki metodiki [Diagnosis of labor motivation: the experience of developing a methodology]. *Nacional'nyj psihologicheskiy zhurnal*, 1, 128–133.
- Vetluzhskikh, E. (2007). *Motivaciya i oplata truda: Instrumenty. Metodiki. Praktika* [Motivation and remuneration: Tools. Techniques. Practice]. M.: Al'pina Biznes Buks.
- Yablonovskaya, T. V. (2017). Metody issledovaniya personal'noj motivacii v kontekste upravleniya personalom organizacii [Methods of investigating personal motivation in the context of the management of the organization's personnel]. *Fotinskie chteniya*, 1(7), 115–121.
- Zhamalova, A. R., Maslak, A. A. (2016). Izmerenie latentnoj peremennoj «motivaciya k uspekhу» [The measurement of latent variable «motivation for success»]. *Nauchno-metodicheskij elektronnyj zhurnal «Koncept»*, 11. Retrieved from: <http://e-koncept.ru>



Psychological support before and after retirement: A theoretical review

German S. NIKIFOROV**Natalia E. VODOPIANOVA****Olga GOFMAN***Saint-Petersburg University, St. Petersburg, Russia Federation*

Abstract. In the theory and practice of management, the concept of psychological support of preparation for retirement of labor subjects is practically underexplored. It is rather a remedial (consultations on length of service, pension accruals, etc.), a state initiative to change the retirement age, actively discussed by the public, confirms the thesis that there is no full support for citizens of pre-retirement age in order to preserve their efficiency and health. Pre-retirement age is considered by the authors as a definite milestone in human life, as a "point of choice" for the further unfolding life, where the relations between the state and the individual should be built in the subject-subject plane. The review presents the various contexts of the psychological preparation of citizens to complete the professional way and retirement. The result of the preparation will be the development of a helpful individual route, considering: the self-awareness of the subject of work, professional culture, objective factors of existing and desired lifestyle. The basic typology of entering pre-retirement and retirement age, based on the attitude of person to his own professional activity and life outside the profession have been described: 1) a profession for life, 2) forced retirement, 3) a pension as a natural stage of a professional way, 4) pension as a well-deserved rest. It is possible to provide psychological training depending on the predisposition of the subject of labor to one or another variant. The concept of psychological support at the final stage of professional activity is considered as an integral system of measures that enhance the quality of life of the subjects of work, and includes: medical preventive, psychological, organizational, educational and practice-oriented directions. We need specialists with a broader field of knowledge in the field of not only the labor psychology and the legislation of the Russian Federation, but also in matters of career and personal counseling, gerontology, social security, educational and leisure activities; the recommendations to introduce special courses on the psychology of labor protection and health of persons of pre-retirement age have been given.

Key words: pre-retirement period, completion of the professional way, psychological support, lifestyle, age, life strategies.

References

- Ananiev, B. G. (2008). *Psihologiya i problemy chelovekoznaniya. Izbrannye psihologicheskie trudy* [Psychology and problems of human science. Selected psychological works]. M.: MPSI.

- Anshukova, T. B. (2017). *Sotsialnoe polozhenie rossiyskikh pensionerov v sovremenneyih usloviyah: na primere Irkutskoy oblasti* [Social position of Russian pensioners in modern conditions: the example of the Irkutsk region]. Avtoref. diss. ... kand. sotsiol. nauk. Ulan-Ude.
- Antonova, N. (2017). Vnuttrenniy imidzh i organizatsionnaya loyal'nost' v kompaniyakh s raznym urovnem sotsial'noy zashchishchenosti sotrudnikov [Internal image and loyalty in organizations with different level of social security of employees]. *Organizational Psychology*, 7(2), 66–85.
- Babakova, L. V. (2017). *Povsednevnyie nepriyatnosti i udovletvorennost zhiznyu v svyazi so strategiyami sovladaniya v period stareniya: na primere Bolgarii* [Daily troubles and satisfaction with life in connection with coping strategies in the period of aging: the example of Bulgaria]. Avtoref. diss. ... kand. psihol. nauk. Sankt-Peterburg.
- Brug van der, J., Loher, K. (2006). *Initsiativa v biografii. Put k inspiratsii i obnovleniyu v professionalnoy zhizni* [Initiative in biography. The path to inspiration and renewal in professional life]. M.: Nauka.
- Chopra, D., Simon, D. (2008). 10 shagov k omolojeniyu: stan' molozhe, zhivi dol'she [Grow Younger, Live Longer: 10 Steps to Reverse Aging]. M.: Sofia.
- Chuykova, T., Sotnikova, D. (2016). Osobennosti otnosheniya k rabote v usloviyakh negarantirovannoy zanyatosti [Attitude to work under the conditions of insecure employment]. *Organizational Psychology*, 6(1), 6–19.
- Dyachenko, L. I. (2009). *Fenomen starosti v sovremennom obshchestve* [Phenomenon of old age in modern society]: Dis. ... kand. philos. nauk., Kazan.
- Ermolaeva, M. V. (2010). *Psichologo-pedagogicheskoe soprovozhdenie pozhilogo cheloveka* [Psichologo-pedagogical support of the elderly person]: Dis. ... dokt. psihol. nauk. M.
- Frijters, P., Beattie, T. (2012). The mystery of the U-shaped relationship between happiness and age. *Journal of Economic Behavior & Organization*, 82(2–3), 525–542.
- Gurkov, I. B., Morgunov, E. B. (2015). *Praktiki upravleniya personalom v rossijskikh otdeleniakh pfhebezhnyh kompaniay* [The practice of human resources management in the Russian divisions of international companies in 2014]. *Organizational psychology*, 5(3), 68–84.
- Gwozdz, W., Sousa-Poza, A. (2010). Ageing, health and life satisfaction for the oldest old: an analysis for Germany. *Social Indicators Research*, 97, 397–417.
- Houft, G., Kruse, A., Radebold, H. (2003). *Gerontopsihosomatika i vozrastnaya psihoterapii* [Gerontopsychosomatics and age-related psychotherapy]. M.: Akademiya.
- Kozlova, T. Z. (2003). Samootsenka pensionerov [Self-esteem among pensioners]. *Sotsiologicheskie issledovaniya*, 4, 58–63.
- Lievehood, B. (2012). *Krizisy zhizni — shansyi zhizni* [Life crises are the chances of life]. Kaluga: Duhovnoe poznanie.
- Lishaev, S. A. (2010). *Staroe i vethoe: Opyit filosofskogo istolkovaniya* [Old and dilapidated: The experience of philosophical interpretation]. SPb: Aleteyya.
- Makarova, O. A. (2014). Sravnitelnyiy analiz otnosheniya k smerti i posmertnomu sostoyaniyu v mirovyih religiyah i iudaizme [Comparative analysis of the attitude towards death and posthumous state in the world religions and Judaism]. *Vestnik KGU im. N.A. Nekrasova*, 2, 111–115.
- Melekhin, A. I. (2014). Psichologicheskie modeli uspeshnogo stareniya (obzor zarubezhnyih issledovaniy) [Psychological models of successful aging (a review of foreign research)]. *Dubna Psychological Journal*, 2, 44–61.
- Mescheryakova, N. N. (2016). Izuchenie voprosov stareniya v mirovoy sotsiologii [Studying the issues of aging in world sociology]. *Sotsiodinamika*, 5, 15–24.
- Nesterova, A. A., Zhuchkova, S. M. (2018). Faktornaya struktura udovletvoryonnosti zhiznyu v pozhilom i starcheskom vozraste: sotsialno-psichologicheskiy podhod [Factor structure of

- satisfaction with life in old and old age: a socio-psychological approach]. *Vestnik Moskovskogo gosudarstvennogo oblastnogo universiteta. Seriya: Psichologicheskie nauki*, 1, 60–72.
- Nikiforov, G. S. (2010). *Psichologicheskoe obespechenie professionalnoy deyatelnosti: teoriya i praktika* [Psychological support of professional activity: theory and practice]. SPb.: Rech.
- Nikiforov, G. S., Avgustova, L. I. (2000). Profilaktika psihicheskogo stareniya [Prevention of mental aging]. *Vestnik Sankt-Peterburgskogo universiteta*, 4(30), 73–85.
- Pigrov, K. S., Sekatskiy, A. K. (2017). *Bytie i vozrast. Monografiya v dialogah* [Being and age. Monograph in dialogues]. SPb.: Aleteyya.
- Prokopets, I. O. (2017). *Osobennosti emotsionalnogo sostoyaniya i psichologicheskoe blagopoluchie muzhchin i zhenschin pensionnogo vozrasta s raznym rabochim statusom* [Features of the emotional state and psychological well-being of men and women of retirement age with different working status]: Avtoref. diss. ... kand. psihol. nauk. Rostov-na-Donu.
- Pryazhnikov, N. S. (2017). O faktorah i modelyah udovletvorennosti zhiznyu v pozhilom i starcheskom vozraste [On factors and models of satisfaction with life in the elderly and elderly]. *Vestnik Moskovskogo universiteta. Seriya 14: Psichologiya*, 4, 85–101.
- Putin, V. V. (2018). *Ukaz «O natsionalnyih tselyah i strategicheskikh zadachah razvitiya Rossiiyskoy Federatsii na period do 2024 goda»* [Decree “On national goals and strategic objectives of the development of the Russian Federation for the period until 2024”]. Ofitsialnyiy sayt prezidenta Rossii. URL: <http://www.kremlin.ru/events/president/news/57425>
- Sergienko, E. A., Melekhin, A. I. (2016). Model psihicheskogo: geterogennost izmeneniy v pozhilom i starcheskom vozraste [The model of the psychic: heterogeneity of changes in the elderly and senile age]. *Chelovek. Soobschestvo. Upravlenie*, 1, 26–41.
- Shadrikov, V. D. (2006). *Mentalnoe razvitiye cheloveka* [Mental development of man]. M.: Logos.
- Shadrikov, V. D. (2010). *Professionalnyie sosobnosti* [Professional ability]. M.: Universitetskaya kniga.
- Sorokopud, M. S. (2016). *Subkultura pozhilyih lyudey: filosofsko-metodologicheskiy analiz* [Subculture of the elderly: a philosophical and methodological analysis]: Avtoref. diss. ... kand. philos. nauk. Belgorod.
- Tsvetkova, N. A., Ryibakova, A. I., Startseva, N. G. (2015). Psichologicheskaya pomosh lichnosti, perezhivayuschej krizis starosti [Psychological assistance to an individual experiencing a crisis of old age]. *Vestnik Moskovskogo gosudarstvennogo oblastnogo universiteta. Seriya: Psichologicheskie nauki*, 4, 27–37.
- Yurevich, A. V. (2018). Psichologicheskie aspektyi stareniya [Psychological aspects of aging]. *Voprosyi psichologii*, 1, 39–48.
- Zanjani, S., Sadeghi, R., Shojaeizadeh, D., Montazeri, A., Taghdisi, M. H. (2017). Effectiveness of Educational Intervention on the Level of Happiness among the Middle-Aged Women. *Int. J. Sci. Stud.*, 5(5), 202–205.



Hierarchical intergenerational workplace interactions in Chinese and Russian contexts: a study using experimental visual methods

Fei TANG

Andrey ONUCHIN

Lomonosov Moscow State University, Moscow, Russia

Abstract. Generational shifts and accompanying changes in workplace culture is an integral part of life as older people retire and younger people join the workforce. This “generational turnover” can often lead to intergenerational conflicts if the hopes, expectations and social attitudes of different generations in the workplace vary widely and if they are not properly synchronized with the goals and values of their companies. In this regard, while several studies have been conducted in Western countries on the intergenerational dynamics at the workplace, in order to formulate appropriate policies and measures that better utilize the potential of young generations, empirical research on intergenerational interpersonal relationships in the workplace in non-Western contexts, particularly comparative research, is insufficient. This is especially the case with China and, to a lesser extent, Russia. *Purpose.* In this article, the result of a study on intergenerational differences in decoding workplace interactions involving different age groups is presented. *Study design.* 146 respondents from Russia and China, from younger and older generations took part in the research. The study used experimental research methods, combining visual materials and an open questionnaire to collect data. *Findings.* The study revealed significant differences in the terms of how different generational cohorts perceive intergenerational interaction at the workplace, and how cultural influences should be taken into account when evaluating such interactions. *Value of the results.* The study also shows that younger generations exhibit shared characteristics, regardless of country of origin.

Keywords: generations, culture, generational shift, interpersonal interactions, generation gap, experimental methods, intergenerational conflict.

References

- Adon'eva, S. B., Veselova, I. S., Marinicheva, Yu. Yu., Petrova, L. F. (2017). *Pervichnye znaki / Naznachennaya real'nost'* [Primary signs / Assigned reality]. Sankt-Peterburg: Proppovskij tsentr.
- Glotov, M. B. (2003). Konflikt mezhdu pokoleniyami [Conflict between generations]. *Sotsiologicheskaya entsiklopediya. V 2 t. Tom 1*, (484). M.: CHeRo.
- Gryaznova, Yu. G. (2011). Konfliktogennost' mezhpokolennogo vzaimodejstviya v kul'ture sovremennoogo rossijskogo obshhestva [Conflictogenicity of intergenerational interaction in the culture of modern Russian society]. *Vestnik Adygejskogo gosudarstvennogo universiteta*, 2, 42–47.

- Levada, Yu. A. (2001). Pokoleniya XX veka: vozmozhnosti issledovaniya [Generations of the twentieth century: the possibilities of research]. *Monitoring obshhestvennogo mneniya: ekonomicheskie i sotsial'nye peremeny*, 5(55), 7–13.
- Leontiev, A. A. (2011). *Prikladnaya psikhologistika rechevogo obshcheniya i massovoj kommunikatsii* [Applied psycholinguistics of speech communication and mass communication]. Moskva: Smysl.
- Mannheim, K. (2000). Problema pokolenij [The problem of generations]. In K. Mannheim (Ed.). *Ocherki sotsiologii znaniya: Problema pokolenij — sostyazatel'nost' — ekonomicheskie ambitions* (8–63). M.: INION RAN.
- Novikova, I. A., Gridunova, M. V. (2011). Mezhkul'turnye razlichiyia predstavlenij o neverbal'noj kommunikatsii u rossijskikh i kitajskikh studentov [Intercultural differences in the notion of non-verbal communication among Russian and Chinese students]. *Vestnik rossijskogo universiteta druzhby narodov*, 3, 40–45.
- Perevedentsev, V. I. (2007). Demograficheskie perspektivy Rossii [Demographic prospects of Russia]. *Sotsiologicheskie issledovaniya*, 12, 58–69.
- Tolstykh, A. V. (2000). *Opyt konkretno-istoricheskoy psichologii lichnosti* [The experience of concrete historical psychology of personality]. SPb.: Alteya.
- Kharash, A. U. (1977). K opredeleniyu zadach i metodov sotsial'noj psichologii v svete printsipa deyatel'nosti [To the definition of tasks and methods of social psychology in the light of the principle of activity]. In G. M. Andreeva, N. N. Bogomolova (Eds.). *Teoreticheskie i metodologicheskie problemy sotsial'noj psichologii* (29–36). M.: Izd-vo Mosk. un-ta.
- Beilmann, M., Mayer, B., Kasearu, K., Realo, A. (2014). The relationship between adolescents' social capital and individualism-collectivism in Estonia, Germany, and Russia. *Child Indicators Research*, 7(3), 589–611.
- Bursch, D., Kelly, K. (2014). *Managing the Multigenerational Workplace*. Chapel Hill: University of North Carolina at Chapel Hill.
- Canary, D. J., Spitzberg, B. H. (1987). Appropriateness and effectiveness perceptions of conflict strategies. *Human communication research*, 14(1), 93–118.
- Chiu, R. K., Kosinski, F. A. (1994). Is Chinese conflict-handling behavior influenced by Chinese values? *Social Behavior and Personality: an international journal*, 22(1), 81–90.
- Cohen, J. (1988). *Statistical power and analysis for the behavioral sciences*. Hillsdale: Lawrence Erlbaum Associates, Inc.
- Gu, Q., Wang, L., Sun, J. Y., Xu, Y. (2010). Understanding China's post-80 employees' work attitudes: an explorative study. *Journal of Chinese Human Resources Management*, 1(2), 74–94.
- Ho, D. Y. (1976). On the concept of face. *American journal of sociology*, 81(4), 867–884.
- Roth, K. J. (2009). Using Video Studies to Compare and Understand Science Teaching. In T. Janik, T. Seidel (Eds.). *The Power of Video Studies in Investigating Teaching and Learning in the Classroom* (23–38). Münster: Waxmann Publishing Co.
- Schubert, C. (2006). Video Analysis of Practice and Practice of Video Analysis: Selecting field and focus in videography. In H. Knoblauch, B. Schnettler, J. Raab, H.-G. Soeffner. *Video-Analysis: Methodology and Methods: Qualitative Audiovisual Data Analysis in Sociology* (115–126.). Frankfurt am Main: Peter Lang.
- Tulgan, B. (2009). *Not everyone gets a trophy: how to manage generation Y*. San Francisco: Jossey-Bass.
- Ye, Z. (2007). Returning to my mother tongue: Veronica's journey continues. In M. Besemer, A. Wierzbicka (Eds.). *Translating Lives: Living with Two Languages and Cultures* (56–69). St Lucia: University of Queensland Press.

- Yi, X., Ribbens, B., Fu, L., Cheng, W. (2015). Variation in career and workplace attitudes by generation, gender, and culture differences in career perceptions in the United States and China. *Employee Relations*, 37(1), 66–82.
- Yingfang, C. (2007). "Qīngnián" yǔ zhōngguó de shèhuì biànqiān ["Youth" and Social Change in Modern China]. Beijing: Social Sciences Academic Press.
- Zemke, R., Raines, C., Filipczak, B. (1999). *Generations at work: Managing the clash of Veterans, Boomers, X-ers, and Nexters in your workplace*. New York: Amacom Press.



ORGANIZATIONAL PSYCHOLOGY

The role of innovative management in sustainable development: the Asia-Pacific Hub Conference ICMCI

Tatiana LOBANOVA

National Research University "Higher School of Economics", Moscow, Russia

Abstract. This material is a detailed presentation of the problems of modern management consulting in the world based on the results of an international conference of management consultants (ICMCI) in 2018 in Iran. There are many common problems and solutions peculiar to the development of the management consultancy process in Russia. Many of them have been covered in the speeches of representatives of the countries of the Asia-Pacific basin on the specifics of organizational consulting. This is the value of exchanging professional ideas among consultants.

Keywords: consulting market, management consultant profession, innovations, leadership competencies models, start-up consulting, accountability, strategic consulting, ISO 20700 standard for management consultants, sustainable development.



Interdisciplinary concepts. On the book “Labor interests. Psychological aspects” by Tatiana Lobanova

Mikhail IVANOV*Lomonosov Moscow State University, Moscow, Russia*

Book review: Lobanova, T. N. (2018). Labor interests. Psychological aspects. M.: Justice. **Abstract publishing house.** This monograph is the result of the author's many years of work in the direction of researching the psychological aspects of labor interests. In the course of these studies, methods of analyzing scientific and theoretical literature on the subject of interest, as well as socio-psychological surveys, diagnostic interviews with employees and monitoring in the work process are used. The information basis of the study was the initial materials of organizational, psychological and management consulting companies in the period from 1996 to 2017. The emphasis placed on the expediency of studying the system interaction of labor interests of different categories of employees – owners, managers, specialists, experts. All this are supplemented by an analysis of the consideration of individual, interpersonal, group, professional, civil and national interests in work collectives. Their systemic influence has not yet studied with sufficient depth. Therefore, this monograph opens the first page of such a study.

Key words: review; Tatiana Lobanova; interest; labor interests.

References

- Markin, V. N. (2005). Zhiznennaya poziciya lichnosti kak psihologo-akmeologicheskaya kategoriya i fenomen social'nogo samoutverzhdeniya [Vital position of the personality as a psychological-acmeological category and the phenomenon of social self-affirmation]. *Mir psihologii*, 4, 45–50.
- Petrovskij, A. V., Yaroshevskij, M. G. (2003). *Teoreticheskaya psihologiya* [Theoretical psychology]. M.: Akademiya.
- Ershtejn, L. B. (2008). *Zapretnaya teoriya cennostej: psihologicheskie i sociologicheskie sledstviya predstavleniya cennostej kak dinamicheskikh zapretov* [Forbidden theory of values: psychological and sociological implications of the presentation of values as dynamic prohibitions]. SPb.: SPBGUNIPT.



20 most cited and 20 most recent articles on Organizational Conflicts

Information about the 20 most cited and 20 most recent articles on organizational conflicts has been collected from the Web of Science database. All publications have been found in the interdisciplinary fields of psychology. All data act trivial at the time September 21, 2018.

Keywords: organizational conflicts; bibliometrics; citation.

20 most cited articles on organizational conflicts

No.	The title and the output	Number of citations
1.	Pondy, L. R. (1967). Organizational conflict: Concepts and models. <i>Administrative science quarterly</i> , 12(2), 296–320.	466
2.	Afzalur Rahim, M. (2002). Toward a theory of managing organizational conflict. <i>International journal of conflict management</i> , 13(3), 206–235.	212
3.	Bies, R. J., Shapiro, D. L., Cummings, L. L. (1988). Causal accounts and managing organizational conflict: Is it enough to say it's not my fault? <i>Communication Research</i> , 15(4), 381–399.	184
4.	Rahim, A., Bonoma, T. V. (1979). Managing organizational conflict: A model for diagnosis and intervention. <i>Psychological reports</i> , 44(3_suppl), 1323–1344.	153
5.	Gross, M. A., Guerrero, L. K. (2000). Managing conflict appropriately and effectively: An application of the competence model to Rahim's organizational conflict styles. <i>International journal of conflict management</i> , 11(3), 200–226.	86
6.	Baron, R. A. (1984). Reducing organizational conflict: An incompatible response approach. <i>Journal of applied psychology</i> , 69(2), 272–279.	83
7.	Boettcher, A. M., Katz Jameson, J. (2001). Emotion in conflict formation and its transformation: Application to organizational conflict management. <i>International Journal of Conflict Management</i> , 12(3), 259–275.	82
8.	Aldrich, H. (1971). Organizational boundaries and inter-organizational conflict. <i>Human Relations</i> , 24(4), 279–293.	70
9.	Baron, R. A. (1989). Personality and organizational conflict: Effects of the Type A behavior pattern and self-monitoring. <i>Organizational Behavior and Human Decision Processes</i> , 44(2), 281–296.	67
10.	Rahim, M. A. (1983). Measurement of organizational conflict. <i>The Journal of General Psychology</i> , 109(2), 189–199.	56
11.	Pondy, L. R. (1992). Reflections on organizational conflict. <i>Journal of organizational behavior</i> , 13(3), 257–261.	55
12.	Baron, R. A. (1988). Attributions and organizational conflict: The mediating role of apparent sincerity. <i>Organizational behavior and human decision processes</i> , 41(1), 111–127.	49
13.	Elsayed-Ekjiouly, S. M., Buda, R. (1996). Organizational conflict: A comparative analysis of conflict styles across cultures. <i>International Journal of Conflict Management</i> , 7(1), 71–81.	41

14.	Pondy, L. R. (1969). Varieties of organizational conflict. <i>Administrative Science Quarterly</i> , 14(4), 499–505.	40
15.	Thompson, V. A. (1961). Hierarchy, specialization, and organizational conflict. <i>Administrative science quarterly</i> , 5(4), 485–521.	39
16.	Butler Jr, A. G. (1973). Project management: a study in organizational conflict. <i>Academy of Management Journal</i> , 16(1), 84–101.	31
17.	Lourenco, S. V., Glidewell, J. C. (1975). A dialectical analysis of organizational conflict. <i>Administrative Science Quarterly</i> , 20, 489–508.	27
18.	Euwema, M. C., Van de Vliert, E., Bakker, A. B. (2003). Substantive and relational effectiveness of organizational conflict behavior. <i>International Journal of Conflict Management</i> , 14(2), 119–139.	26
19.	Baron, R. A. (1985). Reducing organizational conflict: The role of attributions. <i>Journal of Applied Psychology</i> , 70(3), 434–441.	26
20.	Lammers, C. J. (1969). Strikes and mutinies: a comparative study of organizational conflicts between rulers and ruled. <i>Administrative Science Quarterly</i> , 14(4), 558–572.	26

20 most recent articles on organizational conflicts

No.	The title and the output	Number of citations
1.	Mikkelsen, E. N., Clegg, S. (2018). Unpacking the Meaning of Conflict in Organizational Conflict Research. <i>Negotiation and Conflict Management Research</i> , SI, 185–203.	0
2.	Remi, S. (2018). Dimensionality of intra-organizational conflict and the challenges for human recourse management in small and medium scale enterprises in Nigeria. <i>Journal of Competitiveness</i> , 10(1), 125–143.	0
3.	Rao, M. S. (2017). Tools and techniques to resolve organizational conflicts amicably. <i>Industrial and Commercial Training</i> , 49(2), 93–97.	0
4.	Wu, G., Zhao, X., Zuo, J. (2017). Effects of inter-organizational conflicts on construction project added value in China. <i>International Journal of Conflict Management</i> , 28(5), 695–723.	4
5.	Beheshtifar, M., Mirzaee, A. (2016). Organizational suspicion reinforcing organizational conflict. <i>IIOAB Journal</i> , 7(Suppl 2), 37–42.	0
6.	Bylok, F., Cichoblasinski, L. (2016). Interdisciplinary Approach to Research in Business and Management Studies Based on Consumer Behaviour and Organizational Conflict. In <i>European Conference on Research Methodology for Business and Management Studies</i> (76–83). Academic Conferences International Limited.	0
7.	Cichoblasinski, L., Bylok, F. (2016). Humanistic Approach to Leadership Based on Organizational Conflict Management in Poland. In <i>European Conference on Management, Leadership & Governance</i> (40–44). Academic Conferences International Limited.	0
8.	Wright, K. B., Nicotera, A. M. (2016). Conflict, social support, and burnout/turnover among health care workers. <i>Organizations, Communication, and Health</i> , 153–171.	0
9.	Cichoblasinski, L., Pabian, A., Bylok, F., Zawada, M. (2015). Ethical Leadership Based on Organizational Conflict Management in Collective Disputes Resolution. In <i>European Conference on Management, Leadership & Governance</i> (81–88). Academic Conferences International Limited.	2
10.	Chung, Y. W. (2015). The mediating effects of organizational conflict on the relationships between workplace ostracism with in-role behavior and organizational citizenship behavior. <i>International Journal of Conflict Management</i> , 26(4), 366–385.	6
11.	Kirke, C. (2015). The “leaning song”— a weapon in organizational conflict. <i>Journal of Organizational Ethnography</i> , 4(1), 80–97.	0
12.	Papadopoulou, D. (2015). Methods of organizational conflict management. <i>Scientific Chronicles</i> , 20(2), 107–119.	0
13.	Saadatian, A., Danesh-Fard, K., Ostvar, R. (2015). An investigation of the relationship between power distribution and organizational conflict in the governor office of Kohgiluyeh and Boyer-Ahmad. <i>International Journal of Organizational Leadership</i> , 4(2), 181–191.	0

-
- | | |
|--|---|
| 14. Bruk-Lee, V., Nixon, A. E., Spector, P. E. (2013). An expanded typology of conflict at work: Task, relationship and non-task organizational conflict as social stressors. <i>Work & Stress</i> , 27(4), 339–350. | 7 |
| 15. Mo, S., Booth, S. A., Wang, Z. (2012). How do Chinese firms deal with inter-organizational conflict? <i>Journal of business ethics</i> , 108(1), 121–129. | 5 |
| 16. Siira, K. (2012). Conceptualizing managerial influence in organizational conflict — a qualitative examination. <i>Negotiation and Conflict Management Research</i> , 5(2), 182–209. | 4 |
| 17. Medina, F. J., Benítez, M. (2011). Effective behaviors to de-escalate organizational conflicts in the process of escalation. <i>The Spanish journal of psychology</i> , 14(2), 789–797. | 2 |
| 18. Berry-James, R. M. (2010). Managing diversity: Moving beyond organizational conflict. In M.F. Rice (Ed.). <i>Diversity and public administration: Theories, issues, and perspectives</i> (61–80), New York: Routledge. | 2 |
| 19. Canen, A. G., Canen, A. (2008). Multicultural leadership: The costs of its absence in organizational conflict management. <i>International Journal of Conflict Management</i> , 19(1), 4–19. | 4 |
| 20. Putnam, L. L. (2007). Themed book reviews: Organizational conflict management: Revisiting the past and charting the future. <i>Human Relations</i> , 60(4), 637–640. | 2 |
-