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# Content

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## Editorial

- 6–7 We are glad to introduce our readers to new issue  
 8–11 Teacher. Personality. Citizen. In memory of S. A. Chernyshev (*in Russian*)

## Research in organizational psychology

- 12–40 Mediating role of trust on the relationship between servant leadership and team commitment among the employees of IT-sector in south India  
*Asi Reddy, Apparaju Kamesh*  
 41–62 Emotional and personal well-being as a predictor of the social perception characteristics among socioeconomic and technomic specialists (*in Russian*)  
*Larisa Karapetyan*  
 63–87 Individual, personal, and contextual predictors of organizational creativity in Russia (*in Russian*)  
*Nadezhda Lebedeva, Ekaterina Bushina, Peter Schmidt*  
 99–108 Black cat in a dark room: are the value orientations of family and non-family business owners different? (*in Russian*)  
*Julia Murzina, Vladimir Pozniakov, Sergey Dyachkov*

## Organizational psychology in practice

- 109–137 Personality of healthcare professionals: methodological justification of model through study (*in Russian*)  
*Bella Yasko, Boris Kazarin*  
 138–155 Role models of heads, showing a toxic leadership in a complex situation management solutions (*in Russian*)  
*Olga Andronnikova, Yuliya Perevozkina, Andrey Seryy, Mikhail Yanitskiy, Tatyana Petrovskaya*

## Reviews

- 156–183 Phenomenon of proactive coping behavior in occupational health psychology  
*Elena Starchenkova*  
 184–204 Conceptualization of a school as an organization: a literature review (*in Russian*)  
*Roksana Nesmeianova, Sergey Lipatov*

## First steps

- 205–218 Development and validation of the Job Perfectionism Scale (*in Russian*)  
*Alena Zolotareva*  
 219–242 The roots and practical application of the behavioral economics for organizations (*in Russian*)  
*Misha Zeldin, Oleg Davydov, Irina Penkina, Artem Tsiklinsky*

## Organizational psychology in dialogues and discussions

- 243–251 Through balanced organizational values towards purpose-driven organizations  
*Ivan Malbašić*  
 253–270 Researching professional competencies: a critical review of approaches, processing and interpretation of data (*in Russian*)  
*Vladimir Tolochev, Anna Mashkova*

## Conferences

- 271–275 The XXII April International Scientific Conference

## Literary guide



# ORGANIZATIONAL PSYCHOLOGY

## Editorial

We present our journal's new edition Issue #4, 2020.

The editorial board and staff of the editorial board of the journal «Organizational Psychology» grieve together with the family and friends of **Sergey Alekseevich Chernyshev**, a member of the editorial board of our journal. Our obituary "Teacher. Personality. Citizen".

Under the heading **Research in organizational psychology**, you will find four articles covering a wide variety of topics — servant leadership, employee emotional well-being, organizational creativity, and the value orientations of family business owners. "*Mediating role of trust on the relationship between servant leadership and team commitment among the employees of IT sector in south India*" (in English) of our Indian colleagues Asi Reddy and Apparaju Kamesh. "*Emotional and personal well-being as a predictor of the social perception characteristics among socioeconomic and technoeconomic specialists*" by the Ural researcher L. V. Karapetyan. "*Individual, personal, and contextual predictors of organizational creativity in Russia*" by an international team of authors: Nadezhda Lebedeva, Ekaterina Bushina, Peter Schmidt. An interregional Russian team of authors presented the article "*Black cat in a dark room: are the value orientations of family and non-family business owners different?*" by Julia Murzina, Vladimir Pozniakov, Sergey Dyachkov.

The **Organizational psychology in practice** part opens with the article of Bella Yasko and Boris Kazarin "*Personality of healthcare professionals: methodological justification of model through study*". A team of authors from Siberia (Olga Andronnikova, Yuliya Perevozskina, Andrey Seryy, Mikhail Yanitskiy, Tatyana Petrovskaya) share their experience in diagnosing toxic leadership in the article "*Role models of heads, showing a toxic leadership in a complex situation management solutions*".

In the **Reviews** section we discuss the phenomenon of proactive coping behavior, and also raise the question of the possibility of studying the school as an organization. Study articles by E. S. Starchenkova "*Phenomenon of proactive coping behavior in occupational health psychology*" (in English) and "*Conceptualization of a school as an organization: a literature review*" by R. K. Nesmeyanova and S. A. Lipatov.

There are two articles in the **First steps** heading in this issue. "*Development and validation of the Job Perfectionism Scale*" by Alena Zolotareva and "*The roots and practical application of the behavioral economics for organizations*" by Misha Zeldin, Oleg Davydov, Irina Penkina and Artem Tsiklinsky.

Under the heading **Organizational psychology in dialogues and discussions** you will find articles on organizational values and the problem of learning competencies. The first is an article by Ivan Malbašić "*Through balanced organizational values towards purpose-driven organizations*" (in English). The second article "*Researching professional competencies: a critical review of approaches, processing and interpretation of data*" by Vladimir Tolochev and Anna Mashkova.

The **Conferences** section contains the announcement of the XXII April International Scientific Conference, which is held annually by the Higher School of Economics.

Please, enjoy the reading!



# ORGANIZATIONAL PSYCHOLOGY

## Teacher. Personality. Citizen

Aleksey Sergeevich Chernyshev passed away (10/16/1936 — 12/15/2020), Soviet and Russian psychologist, Doctor of Psychology, Professor, member of the Presidium of the Russian Psychological Society, Honored Worker of Higher School of the Russian Federation, Full Member of the International Academy of Psychological Sciences, academician of the Academy of Humanities of Russia, world-renowned scientist.

In 1960, Aleksey Sergeevich Chernyshev graduated from the Kursk State Pedagogical Institute with a degree in Physics and Basics of Production and devoted his life to serving science and his native alma mater.

A. S. Chernyshev successfully continued and fundamentally developed the traditions of the Kursk socio-psychological school laid down by his teacher, Professor L. I. Umansky, having developed an original concept of the educational (youth) collective, the “core” of which is the concept of «organization». Professor A. S. Chernyshev became the author of more than 300 scientific and scientific-methodical works, including 16 monographs, 14 textbooks, nine collections of scientific works, the creator of original instrumental psychological techniques recognized in domestic and foreign practice:

- «Arch»;
- «Group sensorimotor integrator»;
- «Map-diagram of the psychological and pedagogical characteristics of the group.»

On the initiative and with the direct participation of A.S. Chernyshev, training of psychologists began at Kursk State University, and clinical psychologists at Kursk State Medical University. For sixteen years, A.S. Chernyshev headed the council for the defense of candidate and doctoral dissertations in psychological sciences at Kursk State University. He personally trained 27 candidates and three doctors of science, working not only at Kursk State University, but also at Kursk State Medical University, Southwestern State University, Bryansk State University, Voronezh State University, Oryol State University, universities in Moscow, the Sultanate of Oman, Pridnestrovskaya Moldavskaya Respublika.

Under the scientific leadership of the Department of Psychology, headed by A. Chernyshev, a school psychological service of the Kursk region, a regional system of psychological assistance to the population, psychological centers and youth associations — «Komsorg», «Scout», «Harmony», «Monolith», «Rescuer» and others. From 1989 to 1995, A. S. Chernyshev was the coordinator of the Union-Republican program «Children of Chernobyl» and the federal target program «Help».

Vice President of the Society of Psychologists of the USSR, Chairman of the Commission on Psychology under the Ministry of Education of the RSFSR, member of the editorial boards of leading psychological publications of the Russian Federation («Psychological Journal», «Bulletin of Practical Psychology of Education», «Organizational Psychology» of the Higher School of Economics, «Scientific Notes of Kursk State University» ), Vice-Rector for Research of the Kursk State Pedagogical Institute, Dean of the Faculty of History and Pedagogy, Head of the Department of Psychology at KSU — these

are the milestones in the professional life of Alexei Sergeevich Chernyshev, marked by numerous state awards:

«Excellent worker of public education» (1976),  
medal «For Labor Distinction» (1976),  
Medal of K. D. Ushinsky (1987),  
«Excellence in Education of the USSR» (1980),  
Certificate of honor from the Administration of Kursk (1996),  
«Honored Worker of the Higher School of the Russian Federation» (1997),  
Certificate of honor of the Ministry of Education and Science of the Russian Federation (2004),  
Certificate of honor of the Kursk region (2004),  
Certificate of honor of the Kursk Regional Duma (2006),  
KSU insignia «Badge of Honor» (2009),  
Certificate of honor of the Committee for Youth Affairs and Tourism of the Kursk Region (2011),  
Certificate of honor of the Committee of Education and Science of the Kursk Region (2013, 2014),  
Commendation of the Governor of the Kursk region (2014),  
the highest award of the International Academy of Psychological Sciences (IAPS) «For Merit in Psychology» (2016).

The most talented Teacher, the greatest Personality, a true Citizen of his country, Alexey Sergeevich Chernyshev will forever remain in our hearts and our memory!





## Mediating role of trust on the relationship between servant leadership and team commitment among the employees of IT-sector in south India

Asi Vasudeva REDDY

*Vellore Institute of Technology, Chennai, India*

Apparaju V. S. KAMESH

*Koneru Lakshmaiah Education Foundation, Vaddeswaram, Guntur, AP, India*

**Abstract.** *Purpose.* Servant Leadership, a much talked about concept, is a new area of research in understanding leadership in organizations. Servant leadership is gaining its importance across industries worldwide. The term servant leadership coined by Robert K. Greenleaf hinting at serving helping the subordinates rather leading in the traditional sense. The purpose of this study is to investigate the existence of servant leadership in Indian IT industry, also to determine the extent that employee job related attitudes namely, job satisfaction, team commitment and team effectiveness associated with the perception of servant leadership in IT industries of South India in a psychological climate termed as trust in leader. Servant leadership being anecdotal in nature lacks sound base of theory and empirical evidence. The literature throws light on the historical background of servant leadership, key characteristics and contrast between the most followed leadership styles and servant leadership in the modern business era. *Methodology.* The study attempts to find empirical evidence for relationship between servant leadership, trust and job related attitudes. The researcher adopted Servant Organizational Leadership Assessment (SOLA) Instrument by J. A. Laub revised by Sharon Dury in 2004, Team Commitment Survey (TCS) by H. Bennett (2000), for data collection. Mediation analysis used to determine the level of association between the variables. *Findings.* Sample of 568 supports the empirical evidence for servant leadership in Indian context with the fitment of servant leadership model along with the followers' job attitudes and the mediating role of trust in leader in improving the association among the variables furthermore. *Values of the results.* The study concludes the supportiveness of servant leaders in enhancing the level of team commitment in the industry.

**Keywords:** IT industry, leadership, servant leadership, team commitment, trust.

### Introduction

Leaders and their styles play a vital role in the present organizational context. Therefore, a wide range of leadership studies were conducted to understand the characteristics of leaders, challenges they face and changing behavior of leaders according to situations. B. Bass strongly argued that the importance of these studies were due to the increased workforce diversity, global competition, technology innovation, increased volatility of businesses and customer requirements (Bass, 1990).

From the existing literature it was evident that, the leadership approach from early 1900s which focused only on control and the authority lies only with the single individual (Rost, 1991); shifted to group approach where leader developed an habit of sharing goals with the subordinates during 1950s (Harrison, 1999) to situational approach then to transactional and inclined to transformational leadership approach by 21<sup>st</sup> century. Thus, creating a huge vacuum in the leadership studies with its complexity to fit at all stages of organization and situations.

R. J. Lolita stated that, ensuring well-being of the employees across the organizations treated as a greatest challenge for the contemporary leaders (Lolita, 2008). To ensure this, the leader should be empathetic, patient, an active listener, path provider and above all a steward for his / her followers; thus, providing a way for the inception of servant leadership (Freeman, 2004). The concept of servant leadership was first introduced by R. K. Greenleaf in his seminal work (Greenleaf, 1997). Since then many researchers carried out his anecdotal confirmations towards empirical evidence by adding more strength in the academic literature.

Very few empirical studies like J. A. Laub, S. Sendjaya, and R. S. Dennis developed a valid constructs for servant leadership; of which J. A. Laub's Servant Organizational Leadership Assessment (SOLA) stands on top with high standards of measuring the accuracy of servant leadership in organizations (Laub, 1999; Sendjaya, 2003; Dennis, 2004). On the basis of J. A. Laub's SOLA, many researchers studied on different relational aspects of servant leadership with emotional intelligence and work related attitudes, and found statistically significant.

N. Eva, M. Robin, S. Sendjaya, D. van Dierendonck, and R. C. Liden have defined servant leadership on the attributes like other-oriented approach, prioritizing follower individual needs and reorienting the followers for concern for others within the organization and the larger community (Eva et al. 2018).

The present study focus on the employees working in various Information Technology firms located in South India to add an empirical evidence for the servant leadership from Indian perspective; which is first of its kind in Indian context towards servant leadership theory development.

### **Background of the Study**

The world being borderless has opened the gateways for varied workforce diversity in the organizations. In order to be successful in the global markets, the organizations focus more on maintaining a healthy and effective workforce which are multi-talented. Therefore, to maintain this workforce to be highly productive; the organizations strive hard to have great leaders for them; who are selfless, empathetic in nature, committed, builds community by developing the followers. B. Bass stated that, leaders, to promote healthy leader-follower relationships need to be a steward him / herself (Bass, 1990); thus becoming servant leader by him / herself (Greenleaf, 1970).

Servant leadership has its roots in Christian principles. Jesus Christ was named as the first servant leader in the era of humankind. There were many doctrines about Jesus' servant leadership behaviour. Jesus stated, "Yet it shall not be so among you; but whoever desires to become great among you, let him be your servant. And whoever desires to be first among you, let him be your slave — just as the Son of Man did not come to be served, but to serve, and to give His life a ransom for many." (Matthew 20:26-28, NKJV). Therefore, Christ sent a firm message to His disciples; who were called as apostles later; that a leader's first and foremost responsibility would be an act of service; it's a mandate not an option. Through His deeds and teachings Jesus led a life of servant leader. There exist many instances where Jesus proved Himself as the best and greatest servant leader; of which washing the feet of His own disciples (John 13); proved Him the best and also trained His disciples to perform similar kind of activities for their followers. Thus, the meaning of being servant among the followers was termed as 'greatness.'



C. W. Pollard interpreted Jesus act of washing the feet of His disciples as an act of humbleness a leader should possess irrespective of the designation he / she holds. There is no scarcity of disciples (followers) whose feet (infirmities and short comings) are to be washed (solved); as there were many towels (process of solving the problems) to wipe off with plenty of water available (solutions available) (Pollard, 1996).

Servant leadership have counteracted with all the other leadership theories by inverting the leader-follower pyramid from top-down commanding approach to bottom-up approach focusing on partnership, trust and empathy. Subsequently, the concept of servant leadership and its implications appreciated and widely accepted in the present corporate world.

### **Statement of the Problem**

J. P. Kotter stated that, the need of the hour for business which is highly diversified with human resources, more volatile, transparent, competitive with international players in the domestic markets with fast growing technology adoption and development requires healthy leaders for its stakeholders and employees (Kotter, 1990). With the growing workforce diversity in the business; the organizations focusing more on learning environment at the workplace for better fulfilment and personal growth of employees (Laub, 1999).

Many a leader started to exhibit different styles of leadership to promote a healthy leader-follower relationship across their organizations (Bass, 1990); termed most appropriately as servant leadership (Greenleaf, 1970). R. C. Thompson, S. Sendjaya and J. C. Sarros stated that Servant leadership lacks empirical evidence in the current academic literature (Thompson, 2002; Sendjaya, Sarros, 2002); which focus more on anecdotal observations rather than objective oriented quantifiable research (Nwogu, 2004). This shift from anecdotal approach to empirical interest paved a revolutionary movement in the advanced, fast-paced organizational change towards human development at work (Laub, 1999).

A few researchers worked: on church-related college (Thompson, 2002), on non-traditional college (Sharon, 2004), on South African educational institutions (Laka-Mathebula, 2004), on educational institution (Rude, 2004), on religious educational organization (Anderson, 2005), on non-profit organization (Irving, 2005), on servant leader development programs (Marilyn, 2006), on nurses (Glass, 2006), on county jails (Keena, 2006), on student achievement (Herndon, 2007), on profit and non-profit organizations (Washington, 2007), on Dutch knowledge-intensive services (de Jong, 2007), on emotionally troubled young persons (Bradshaw, 2007), on manufacturing sector (Rauch, 2007), on schools (Merideth, 2007), on national culture dimensions across 93 countries (Molnar, 2007), on media and pharmaceutical organizations (Staden, 2007), on high-tech employees of aerospace engineering (Johnson, 2008), on higher educational institutions (Hannigan, 2008), on diversified organizations (Herman, 2008), on classroom teaching (Metzcar, 2008), on community leadership programs (Beck, 2010), on project management (Thompson, 2010), on Utility company (Hayden, 2011), on South African organizations (James, 2011), on college students (Paul, 2012), on hotel industry (Carter, 2012), on social entrepreneurs focused on the serving and empowering the followers (Akella, Eid, 2020). Where most of the studies were on academic leadership and few on aerospace, manufacturing and project management in various parts of the globe. With this research evidence, the researcher opted for Indian Information Technology (IT) sector for performing the study, which is one of the untapped sectors in India.

J. A. Irving pioneered the empirical study to examine servant leadership and team effectiveness across different sectors, viz., non-profit, church and business firms; as the sample size of each sector was low; led to a research gap to study the influence of servant leadership on team effectiveness according to the sector of operation (Irving, 2004).

According C. F. Chan and Y. Y. Wan employees' attitudes influence their commitment towards organization (Chan, Wan, 2012). The increased commitment towards the organization increases employee trust in leader, loyal towards organization (Panayiotis, Pepper, Phillips, 2011). M. P. Carlos, C. Filipe augmented that, organizational leaders play a major role towards establishing the employees' commitment level (Carlos, Filipe, 2011); which can be promoted on high note by servant leaders displaying honesty, integrity and trust (Autry, 2001; Blanchard, Hodges, 2003).

Despite of many advances in technology, organizations face hurdles like leadership approach which directly effects team commitment, and team effectiveness. It was observed from many studies that the attrition rate of the organization was not on the remuneration perspective, but on the leadership style of the supervisor. Hence, this paved a way for understanding the need of the hour for business to be successful on leadership perspective. The study used a quantitative descriptive approach to determine whether a relationship exist between team commitment, and team effectiveness with trust as a psychological medium to drive servant leadership as a successful leadership approach.

### **Need for the Study**

R. F. Russell and A. G. Stone stated that, the concept of servant leadership can widely be practiced across organizations irrespective of the sectors. Many studies were carried out extensively in hospital, educational, non-profit, manufacturing sectors, but studies on Information Technology industry still remain as an untapped zone for the existence of servant leadership (Russel, Stone, 2002). Even IT sector also falls under service sector providing technological solutions to the clients require leaders with a desire to serve the subordinators; in return developing the subordinators to follow the footsteps of their servant-led leaders giving rise to high levels of job satisfaction, team commitment and finally developing a healthy and trustful working environment (Sims, 2018) resulting in successful effectiveness of teams with the modern workforce.

The study sought to determine if there is a relationship between the level of perception of servant leadership characteristics and the participant's level of team commitment and team effectiveness in a psychological environment as trust in leader. In this study, servant leadership served as independent variable measured on six characteristics defined by J. A. Laub, team commitment as dependent variable and trust performing a role of mediating variable (Laub, 1999).

### **Objectives of the Study**

To study the existence of servant leadership style in Indian IT sector.

To study the impact of servant leadership on team commitment.

To study the mediating effect of trust in leader on servant leadership, and team commitment.

### **Scope of the Study**

The study limited to the software professionals of Indian IT companies located in South India. This study is aimed at the respondents who are software professionals. In an effort to advance the understanding of leadership influence on team effectiveness, the problem statement considers the correlation between servant leadership and team commitment within various IT firms of South India. Servant leadership serves as the independent variable, whereas, and Team Commitment measurements as the dependent variable of the study.

### **Leadership in IT Firms**

The business world being borderless with high intensity on information technology and communication is in need of empowered multi-talented IT professionals with sound skills, abilities and knowledge (Pahal, 1999). To meet the global demand, the institutional leadership drives the available talent to nourish the existing skills and abilities to the full potential. IT leadership alike with

other leadership requires similar traits as other leaders possess and also require skills pertaining to technology's impact.

The present business world is fast-paced with technology revolution requires quick transformation from one platform to other frequently. This becomes a great challenge to the leaders of global IT giants to withstand the competition and being competitively advantageous by using powerful tools and technology over the rivals.

P. Senge, opined that leaders are designers, stewards and teachers who are accountable for growing organizations, where continuous learning happens with clarity in vision, capability to minimize complexities and improve knowledge sharing (Senge, 1990). Many authors have termed the essential Qualities of the Effective IT Leader as bold, visionary and spiritually-grounded (Winters, 1997), accepting technological transformation and open-mindedness (Kotter, 1990), specific technology-related knowledge (Kearsley, Lynch, 1994), shared vision and commitment (Horgan, 1998), capability to assess the potential of new technology, action-oriented (Kinnaman, 1996), analytical and listening skills (Alter, 1999; Avant, 1996) integrity and being agile (McAdams, 1997), selflessness (National School Boards Association, 1998), creativity (White, 1997), toughness (Cronin, 1993), inquisitiveness (Rosenbach, Taylor, 1993), intuition (Bennis, Nanus, 1986), tenaciousness (Lambert, 1998), ability to network (Wunsch, 1992).

R. White proposed that the most effective future leaders will build upon the skills of the past and present (White, 1997). This fits aptly for IT leaders, as we are in a highly volatile environment where the life cycle of any product or service lasts not more than few days to months. Hence, the IT leaders need to be learned experts so as to capitalize on the success and strengths of the past, and being flexible in exploring the unexpected with minimum risks. Along with this, the changing nature of diverse workforce requires new leadership behaviour so as to address the issues like rightsizing and corporate loyalty. The need of the hour is that, the leader must focus more on empowering and sustainability by building an environment which is innovative and filled with creativity.

Thus, the new era IT leaders transfer their focus from traditional perspective on organization to contemporary flat organizational structures and systems which impact the new technological era successfully. An amalgamation of innate traits of leadership coupled with effective leadership training and deep understanding of new tools and advancements with continuous development yield optimum results as expected. Thus, the study on IT leadership will be of extreme importance in the new revolutionized and technology driven business world.

## Literature review

The views on leadership behavior changing with time by giving priority to stewardship, being more ethical, people-centered management leadership through collaboration (Pahal, 1999) inspired from servant leadership theory may very well be what organizations need now rather than hierarchical-oriented leader with primacy to employees. The emergence of this leadership approach (Washington et al., 2014) explained that traditional autocratic and hierarchical models of leadership were gradually yielding to a newer model of leadership; leading innovation, employee well-being and reason of being in business are given high priority among all the organizations, this rooted in ethical and caring behavior of leaders. L. C. Spears referred to this emerging approach to leadership and service as servant leadership (Spears, 1995).

The term «servant leadership» was already coined four decades ago by Robert K. Greenleaf (1904 — 1990) in his seminal work *The Servant as Leader* (Greenleaf, 1970, 1977). It took almost

five decades for his ideas to research and practice, and it is interesting to note that his ideas are as fresh and interesting today as they were in the beginning.

Servant leadership may be of particular relevance in this era by adding social responsibility to transformational leadership which emphasizes more on the needs of followers (Spears, 1995). Inspiration generally considered as the emphasizing component of successful leadership, servant leadership in its context have transformed the relationship of leader-follower by emphasizing on serving rather than on transaction, thereby, creating a great platform for this potential leadership theory.

Subsequently, researchers contributed their own definitions and models, on the basis of Robert K. Greenleaf's work; resulting many interpretations of servant leadership, exemplifying a wide range of behaviors. The operationalization of servant leadership on strong theoretical basis has become a challenge because of very little empirical studies.

### **Servant Leadership Philosophy**

Servant leadership features as a leadership style that is valuable to various set of organizations by enlightening, empowering, and providing direction to employees, as well as beneficial to followers or employees by coupling them as whole individuals with heart, mind and spirit (Frick, 2004). A. McGee-Cooper and G. Looper insisted that servant-leaders achieve this by focusing on the organizational goals, its impact on the societal front, and the existence of oneself in the organization as an employee by informing about the organizational strategy; creating well-structured organizational culture with opportunities to learn, train and share (McGee-Cooper, Looper, 2001).

R. K. Greenleaf outlined servant leadership as a unique philosophy of leadership whose focal point termed as service. He stated that essence of servant leader is to demonstrate a natural feeling to serve first; then a sensible and aspired choice to lead (Greenleaf, 1970).

R. K. Greenleaf described the servant leader:

«The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead... The difference manifests itself in the care taken by the servant-first to make sure that other people's needs are being served.» (Greenleaf, 1970, p. 13).

R. Greenleaf demonstrated that, leaders are the people who realises that they are servants first; endeavour to meet the highly prioritized needs of the followers. Servant leaders have "a sense for the puzzling and be able to predict the unpredictable" (Greenleaf, 1977; p. 22). It is evident and to be understood that servant leadership is not a «one-size-fits-all» approach which can fit any organization at any point of time, and also to be noted that it can be a «tailor-made» approach for organizations to make use of. Servant leadership is an enduring, transformational and a stand-alone approach which integrates life to work with a sense of belongingness and knowing the purpose of being a supporting element for positive societal change (Spears, 1995).

### **Laub's Servant Leadership characteristics**

After L. C. Spears, ten characteristics of servant leadership, various authors have introduced variations to these characteristics (Spears, 2002). Based on an extensive literature search, J. A. Laub developed six clusters of servant leadership characteristics (Laub, 1999), whereas, R. F. Russell and A. G. Stone propounded their model of leadership in nine and eleven functional characteristics and additional characteristics respectively (Russell, Stone (2002). The drawback of this model is that there is no particulate category to differentiate between functional and accompanying attribute. K. A. Patterson's model termed servant leadership with seven dimensions (Patterson, 2003). The

inclusive factor than J. A. Laub's model is that virtues; describing elements of one's character that exemplifies excellence. The strength of this model lies in the conceptualization of the notion of the need to serve.

Different conceptual models exist only to confuse our understanding and every model has its strengths as well as weaknesses. A refined view of servant leadership model depicts the relation between antecedents, behaviour, mediating processes, and outcomes and by integrating various conceptual models with appropriate empirical evidence obtained.

From the Fig. 1, it can be observed that the conceptual variability can be reduced with six key clusters of servant leader characteristics; providing a better impression in the cognition of followers on servant leadership. Servant-leaders empower their followers in the lines of development; by showing humbleness and modesty; are reliable and authentic; accept people for who they are, path makers by providing a clear direction, and exercise themselves as stewards working for a holistic purpose.

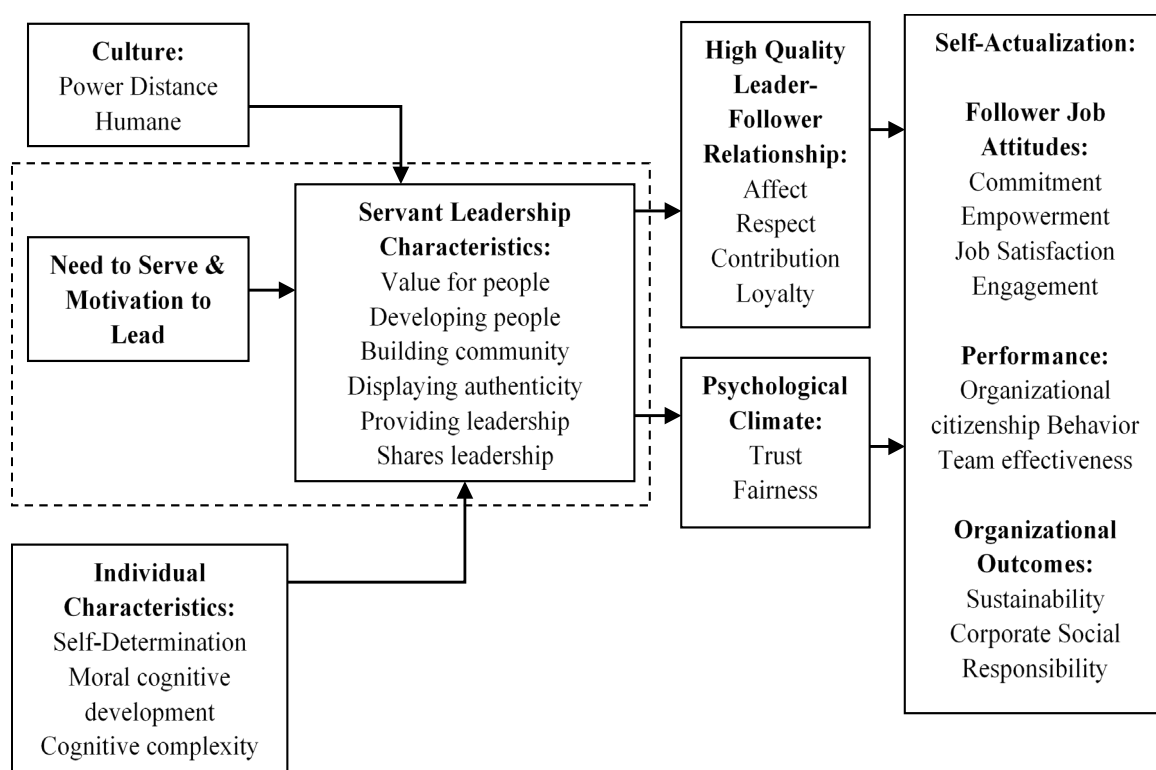


Figure 1. Antecedents and Consequences of Servant Leadership (Source: Reddy, Kamesh, 2016)

Empowering and developing people being one of the characteristics is a driving tool focused on empowering followers (Reddy, Kamesh, 2016); aiming on developing a proactive, self-confident attitude among followers and giving them a feel of experiencing one's own power. J. A. Laub depicts that the valuing people and encouraging their personal development thrives the behaviour on self-directed decision making information sharing and coaching for innovative performance (Laub, 1999). The servant-leader's attitude for each individual is the central issue; in terms of gratitude, acknowledgement, appreciation and realization of uniqueness as each person is special with exceptional skills and abilities coupled with inclined attitude towards learning (Dierendonck, Patterson, 2010).



Sharing Leadership; the next key characteristic of servant leader urges on the ability to be selflessness by placing one's own needs and desires as secondary to need-achievement of followers as primary objective (Patterson, 2003). Servant-leaders values people for who they are by actively seeking and acknowledging the valuable contributions of others. This characteristic provokes the leader to put others' interests first than his or her interests. This is treated as the responsibility (Avolio et al., 2009) for persons in one's charge. A modest servant-leader retreats when a task has been successfully accomplished.

Authenticity, a characteristic expressing the «true self», related to integrity, consistent with inner thoughts and feelings (Macik-Frey et al., 2009). Authenticity, being true to oneself (Donaldson, Davis, 1991) demonstrates itself by doing what was assured, distinguished within the organization, showing honesty and openness (Russell, Stone, 2002).

Providing Leadership ensures that employees are aware on the expectations, is beneficial for both employees and the organization (Greenleaf, 1977; Reddy, 2019). To make workplace dynamic, the leader's responsibility will lead to provide right degree of accountability, with high-quality dyadic interpersonal relations (Luthans, 2002), by creating new alternatives approaches for problem solving, with firm belief on values and principles that administer one's actions (Russell, Stone, 2002).

Building community, a characteristic of servant leader talks about the willingness of serving the followers, instead of exhibiting authority and self-interest (Macik-Frey et. al., 2009). Leaders termed as role models; stimulate others to act as they are by exercising a closely to social responsibility, loyalty, and team work.

### **Jesus Model of Servant Leadership**

The servant leader foresee the organizational future and takes on clarifying goals, unleashing the hurdles of past, focusing on present and moving forward for facing the future consequences (Podsakoff, 1996); creating a strategic vision for organizational sustainability in the long-term perspective (Shamir, 1995). Servant leadership a follower-centric approach on focused trust building and credibility in the workplace leading to spirituality at workplace (Reddy, 2019). Recent scholarly models and descriptions of Christian leadership are characterized by descriptions of:

- mimetic imitation of the Divine (Giampetro-Meyer et al., 1998; Kanungo, 2001);
- concern for correct use of power (Kanungo, Mendonca, 1996; van Dierendonck, 2011);
- Follower-centred approaches (Stone, Winston, 1999; Russell, 2001).
- An overt Christological focus (Horsman, 2001; Sendjaya et al., 2008)

It is evident from Biblical foundations that the concept of Servant Leader personifies by Jesus Christ in Matthew 20:25-28 (NIV):

<sup>25</sup>But Jesus called them to Himself and said, «You know that the rulers of the Gentiles lord it over them, and those who are great exercise authority over them. <sup>26</sup>Yet it shall not be so among you; but whoever desires to become great among you, let him be your servant. <sup>27</sup>And whoever desires to be first among you, let him be your slave — <sup>28</sup>just as the Son of Man did not come to be served, but to serve, and to give His life a ransom for many.»

The above scripture clearly notifies to mankind that it is the fundamental duty of the leader not to head for exercising the authority or power. Being, Son of God by Himself, Christ Jesus never felt to exercise the power but to serve the need with His compassionate love and merciful grace to the mankind, that He just accomplished His duty, by instructing the leaders to serve first than to be a leader.



Also Jesus defined His leadership as one of service (Matthew 20: 28, NIV): «the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many». Jesus radicalized this notion of leading as service with the ultimate act of self-sacrifice referring to as being «obedient to death — even death on a cross» (Philippians 2: 8, NIV).

In the same way Jesus message on service and self-sacrifice in leading takes the form of acceptance and obeying the commands of Heavenly Father, 'but made Himself of no reputation, taking the form of a bond-servant, and coming in the likeness of men (Philippians 2:7, NKJV). Being humble is what the innate characteristic of Jesus to follow the commands of the Heavenly Father.

The servant leadership of Jesus of Nazareth, concluding is his recompensing and self-sacrificial death, has been the central focus for Christian scholars and practitioners in the on-going quest to find an effective and moral model for leadership (Graham, 1991).

This provides a firm foundation of paradigm shift in organizational leadership in terms of servant leadership.

### Theoretical Framework of Servant Leadership

To perform the study on servant leadership in Indian Information Technology industry, the researcher fabricated the J. A. Laub's model of servant leadership on the basis of Servant Leader characteristics, the outcomes of this leadership as Job Satisfaction, Team Commitment, and Team Effectiveness in a psychological climate as Trust. As already discussed no leadership style can be adopted as it is, needs tailor-made fitment as per the organization, because one size does not fit all.

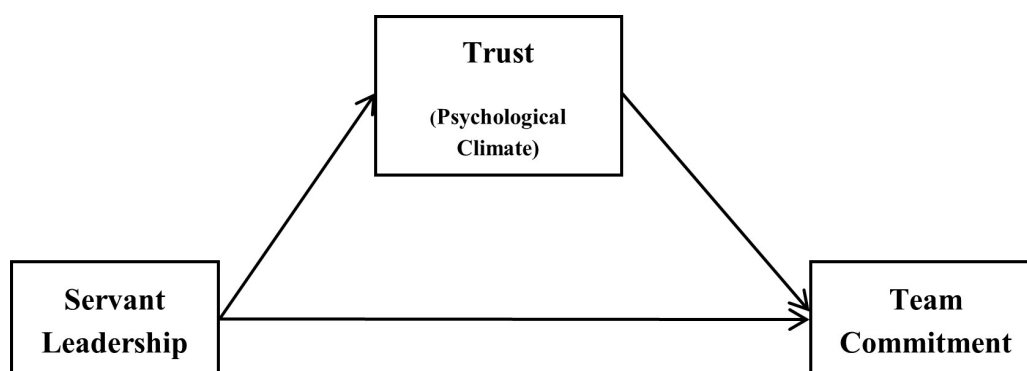


Figure 2: Theoretical Framework of Servant Leadership

### Team Commitment

Team commitment is the positive psychological contract between the employees and the team which lead their decision to continue their membership and less likely to leave the organization (Fairholm, 1997). When an employee is satisfied with the assigned duties and responsibilities; will feel to be the organization on long-term basis; continue to have a strong belief with the organization's goals and values; strive to work hard to maintain membership in the organization (Korac-Kakabadse et al., 2002).

N. J. Allen and J. P. Meyer developed an organizational commitment model comprising three levels of commitments namely continuance commitment, normative commitment and affective commitment. Continuance commitment refers to employee view towards the loss of investment made by the organization when he or she leaves. Normative commitment reflects the level of obligation that the employee feels to continue within the organization. Affective commitment refers to the attitude an employee show towards the received recognition for the work done, contribution towards, and passionate connection to the organization (Allen, Meyer, 1996).

## Trust

R. C. Nyhan and J. H. A. Marlowe defined trust as the belief an individual have in their leader's competence to act in a fair, ethical and predictable (Nyhan, Marlowe, 1997). A. K. Mishra defined trust as the willingness of susceptibility to others based on what others expect and believe in trust, openness and concern (Mishra, 1996). Similarly, trust can also be defined as the group behaviour towards other group actions. Hence there is a furthermore description on trust as specific actions which can be displayed by group with the supervision of the leader (Mayer et al., 2007).

Trust is therefore a sustaining factor for individual and organizational effectiveness (Ramli, Nasina, 2014). Besides sustainability, trust it is more valued in influencing the relationship and the behaviour of each party toward the others (Robinson, 1996). However, if the trust is broken, it can lead to undesirable effects (Mayer et al., 1995).

## Servant Leadership and Team Commitment

Studies confirm that servant leadership significantly associated with organizational commitment (Ambali, et al., 2011; Cerit, 2010). In essence, Servant leadership brings a rejuvenated sense of building community (Barbuto, Wheeler 2006), creating a sense of belongingness towards the organization (Brownell, 2010). Exercising servant leadership will help the organization to improve its effectiveness which implies utmost job satisfaction, enhanced organizational commitment, reduced turnover, and trust with commitment to the information provided by the leader. In addition to this, Y. Cerit revealed that servant leadership practice show significant and positive relationship with commitment of the employees (Cerit, 2010). Moreover, R. Hoveida et al. found the significant relationship between manager's servant leadership and the staff's commitment (Hoveida, et al., 2011). Hence the following hypothesis developed for the study:

***Hypothesis 1:** Perception of Servant leadership is positively related to the perception on Team commitment.*

## Servant Leadership and Trust

Studies empirically defended that servant leadership and trust are significantly related. E. E. Joseph and B. E. Winston revealed that employee perceptions of servant leadership and leader and organizational trust are positively correlated (Joseph, Winston, 2005). Z. Dannhauser and A. B. Boshoff also stated that servant leadership, trust and team commitment are related with each other (Dannhauser, Boshoff, 2006). Servant leadership is a significant predictor of trust (Sendjaya, Pekerti, 2010). A. Chatbury et al. found the significant relationship between servant leadership and trust in leader (Chatbury et al., 2011). M. S. Rezaei with colleagues revealed that servant leadership and trust are significantly related and this is due to the perceived trust in leader by subordinates (Rezaei et al., 2012). The corner stone of approachability, the leader experiences from the subordinates is his / her due respect towards the infirmities or problems the subordinates come up with for support; keeping them in confidence is the utmost respect the leader should possess. Keeping this in view, the researcher proposed following hypothesis for the study:

***Hypothesis 2:** Perception of Servant leadership is positively related to trust.*

## Trust and Team Commitment

T. Yeh revealed that trust and team commitment correlated positively and significantly (Yeh, 2009). M. R. Laka-Mathebula in her study proved that trust is correlated with team commitment (Laka-Mathebula, 2004). Team commitment, being a most important dimension towards the success of the organization, it is the responsibility of leader to maintain a healthy, learning and supportive working environment. Leader must possess a flavour of trustworthiness and being supportive at all times with the team members. Research studies reveal that, team productivity collapses not because of inability of the team members or dynamics, but of the trust they put in with their leader. Team

builds on trust and crushes when there is no trust in leader. Thus, this study proposes hypothesis as below:

**Hypothesis 3:** *Perception of Trust is positively related to team commitment.*

### **Trust mediates the Relationship between Servant Leadership and Team Commitment**

V. L. Goodwin et al. (2011) concluded that trust behaves as a mediating variable in the relationship between leadership and various outcome variables such as organizational citizenship behaviour, performance and organizational commitment (Goodwin et al., 2011). Besides C. F. Chiang and Y. Y. Wang revealed that trust mediated the relationship between leadership and organizational commitment (Chiang & Wang, 2012); supporting B. J. Avolio argument that impact of the leadership on the followers mediates through psychological climate called trust (Avolio, 1990). Thus, this study proposes H4 as below:

**Hypothesis 4:** *Trust mediates a positive relationship between the perception of servant leadership and perception on team commitment.*

## **Research methodology**

### **Research Design**

This study was conducted in two stages. In the first stage, an exploratory study was carried out to identify the key characteristics of servant leadership and the influence of psychological climate, trust, on the employee outcome; team commitment. In the second stage, data collection was made by self-administering structured questionnaires to 1200 respondents (IT employees) from six major hubs of IT sector (Hyderabad, Chennai, Bangalore, Cochin, Trivandrum and Visakhapatnam) of five South Indian states (Andhra Pradesh, Telangana, Karnataka, Tamilnadu, Kerala ).

Population for this study can be identified as the employees of IT Sector of South India.

Out of the locations, Hyderabad tops with outsourcing, Chennai for Engineering R&D and Product Development, Bangalore with Software development, Cochin for development of enterprise applications, Trivandrum for hardware and security solutions, and Visakhapatnam for IT support services. To ensure randomness in the sample unit 200 respondents were chosen from each city mentioned above.

### **Rationale for Sampling Unit**

As the IT sector and the allied services of IT development, infrastructure, and business process management services primarily concentrated in the above mentioned locations across five states of South India.

### **Sampling Technique**

In this study stratified random sampling technique on the basis of geographical location irrespective of the respondent cadre was adopted for data collection. To ensure randomness in the sample unit 200 respondents were chosen from each city mentioned above.

### **Sample size**

As a result, of data collection out of 1200 questionnaires circulated, only 568 fully filled in questionnaires were received.

### **Data Collection Procedure**

The data collection process focused on IT employees working in South India with a structured and self-administered questionnaire. Below sections provide the process of scale adoption.

### **Servant Leadership Scale**

The researcher adopted Organizational Leadership Assessment Scale (OLA) for data collection of servant leadership (Laub, 1999). The development of OLA took rigorous steps for transformation,

of which Delphi investigation stands high giving Cronbach alpha coefficient as 0.98 a positive signal of reliability for OLA Scale (Laub, 1999); by clustering all the identified sixty servant leader characteristics in to six: (a) valuing people, (b) developing people, (c) building community, (d) displaying authenticity, (e) providing leadership, and (f) sharing leadership.

Constructs of valuing people measure the servant leader characteristic for «valuing people», from instrumental perspective («Manager / Supervisor in your organization accepts people as they are») and informational perspective («Manager / Supervisor in your organization appreciates for what you contribute to the organization») measures the leader's characteristic for valuing his / her subordinates. The constructs of «developing people» form («Manager / Supervisor in your organization provides opportunities for people to develop to their full potential») the basis for measuring servanthood of the leader in developing the followers by providing a platform for achieving excellence. Similarly, the constructs of «building community» talks about («Manager / Supervisor in your organization facilitates the building of community and team»), and («Manager / Supervisor in your organization values differences in culture, race and ethnicity») drives to conclude the authenticity of the constructs in measuring the innate character of servant leader for well-versed community building at workplace. The construct «displaying authenticity» carries the items like («Manager / Supervisor in your organization honestly evaluates himself before seeking to evaluate others») and («Manager / Supervisor in your organization says what he / she means, and means what he / she say) forms the basis for measuring leader's quality for setting him / her-self as an example while discharging the responsibilities. The construct «providing leadership» displays the items like («Manager / Supervisor in your organization encourages people to take risks even if they may fail»), («Manager / Supervisor in your organization is competent — have the knowledge and skills to get things done») and («Manager / Supervisor in your organization provides the support and resources needed to help workers meet their goals») forms the basis for measuring leader's competitiveness, and readiness to support the subordinates in decision making and risk-taking. Same with «sharing leadership» and items as («Manager / Supervisor in your organization encourages each person to share in building the organization's vision»), («Manager / Supervisor in your organization encourages each person in the organization to exercise leadership») and («Manager / Supervisor in your organization leads from personal influence rather than from the authority of their position») forms the basis for measuring leader's influence on followers in decision-making, empowerment of ground staff for career enhancement.

### ***Team Commitment Survey (TCS)***

To measure team effectiveness of the employees, Team Commitment Survey (TCS) developed by H. Bennett was used (Bennet, 1997; 2000). The roots of Team Commitment Survey (TCS) were from the Organizational Commitment Scale (OCS) developed by N. J. Allen and J. P. Meyer as a validated instrument for measuring Organizational Commitment (Allen, Meyer, 1996).

### ***Survey Instrument***

A structured and self-administered questionnaire is designed for collecting data from the respondents. This questionnaire comprises questions that can be easily answered on the scales viz., dichotomous scale, multiple choice, five-point Likert scale, and open ended questions. Part-A comprises of 11 (eleven) demographic related items. Part-B with 52 items on servant leadership characteristics. Whereas, Part-C termed as team commitment with 20 (twenty) items. Finally concluded with the variable trust termed as psychological climate with 9 (nine) items.

### ***Reliability Analysis***

The relationships among the individual items will be investigated by considering the average item-total correlation and average inter-item (Cronbach's Alpha) correlation. Item-total correlation

was considered to be one of the methods available to test reliability of instrument (Nunnally, 1978). The Cronbach's Alpha was used to measure the reliability coefficient. For reliability coefficient values, it was suggested that 0.70 is the minimum requirement for basic research (Nunnally, 1978).

Table 1. Reliability Statistics for the items in the questionnaire

Variable	No. of items	$\alpha$
Servant Leadership	52	.973
Team Effectiveness	11	.92
Trust	9	.945

Table 1 depicts that the Cronbach alpha coefficient is greater than 0.7, which meets the minimum requirement to accept the reliability of the instrument adopted.

## Data analysis

### Response Rate

From the table 2 it can be clearly understood that out of 1200 questionnaires circulated; only 568 fully filled in questionnaires were received with a response rate of 47.4%.

Table 2. Response Rate

Name of the State	Place	No. of Respondents contacted	No. of Responses	Non-response Rate
Telengana	Hyderabad	200	136	32%
Andhra Pradesh	Visakhapatnam	200	64	68%
Tamil Nadu	Chennai	200	128	36%
Karnataka	Bangalore	200	158	21%
Kerala	Cochin	200	43	78.50%
	Trivandrum	200	39	80%
Total		1200	568	52.60%

### Demographic Statistics

The target population for this study identified as the employees of IT Sector of South. The respondents represent a variety of disciplines and years of experience in the IT industry. Table 3 presents the demographic profile gathered from the sample population. A total of six major cities in five states of South India are focused. From the 1200 responses received 568 responses were found to be valid and usable with no discrepancies or ambiguity.

Table 3. Respondents demographic details

Demographic Description		Total sample <i>n</i> = 568	Hyderabad 136 (23.9)	Chennai 128 (22.5)	Bangalore 158 (27.8)	Cochin 43 (7.6)	Trivandrum 39 (6.9)	Visakhapatnam 64 (11.3)
Gender	Male	416 (73.2)	99 (72.8)	97 (75.8)	113 (71.5)	33 (76.7)	28 (71.8)	46 (71.8)
	Female	152 (26.8)	37 (27.2)	31 (24.2)	45 (28.5)	10 (23.3)	11 (28.2)	18 (28.2)
Age (in years)	21–25 Yrs	240 (42.2)	54 (39.7)	46 (35.9)	76 (48.1)	8 (18.6)	26 (66.7)	30 (46.9)
	26–30 Yrs	136 (23.9)	34 (25)	34 (26.6)	34 (21.5)	14 (32.5)	10 (25.6)	10 (15.6)
	31–35 Yrs	128 (22.5)	32 (23.5)	32 (25)	32 (20.2)	13 (30.2)	3 (7.7)	16 (25)
	36–40 Yrs	16 (2.8)	4 (2.9)	4 (3.1)	4 (2.5)	2 (4.7)	0 (0)	2 (3.1)
	Above 40 Yrs	48 (8.5)	12 (8.8)	12 (9.4)	12 (7.6)	6 (14)	0 (0)	6 (9.4)
Marital Status	Married	200 (35.2)	50 (36.8)	49 (38.3)	51 (32.3)	21 (48.8)	5 (12.8)	24 (37.5)
	Unmarried	368 (64.8)	86 (63.2)	79 (61.7)	107 (67.7)	22 (51.2)	34 (87.2)	40 (62.2)



Education	B Tech	200 (35.2)	48 (35.3)	43 (33.6)	58 (36.7)	13 (30.2)	17 (43.6)	21 (32.8)
	M.Tech/ME/MS	40 (7)	10 (7.3)	10 (7.8)	10 (6.3)	4 (9.3)	1 (2.6)	5 (7.8)
	MCA	48 (8.5)	12 (8.8)	11 (8.6)	13 (8.2)	4 (9.3)	2 (5.1)	6 (9.4)
	B Sc	136 (24)	30 (22.1)	28 (21.8)	41 (25.9)	6 (14)	14 (35.9)	17 (26.6)
	M Sc	48 (8.5)	12 (8.8)	12 (9.4)	12 (7.6)	6 (14)	1 (2.6)	5 (7.8)
	PhD	8 (1.4)	2 (1.4)	2 (1.6)	2 (1.2)	1 (2.3)	0 (0)	1 (1.5)
	Others	88 (15.5)	22 (16.2)	22 (17.2)	22 (13.9)	9 (20.9)	4 (10.3)	9 (14)
Experience	0–4 Years	288 (50.7)	66 (48.5)	60 (46.9)	86 (54.5)	15 (34.9)	27 (69.2)	34 (53.1)
	5–8 Years	144 (25.4)	36 (26.5)	34 (26.6)	38 (24.1)	13 (30.2)	10 (25.6)	13 (20.3)
	9–12 Years	64 (11.3)	16 (11.8)	16 (12.5)	16 (10.1)	6 (14)	2 (5.1)	8 (12.5)
	13–16 Years	24 (4.2)	6 (4.4)	6 (4.7)	6 (3.8)	3 (7)	0 (0)	3 (4.7)
	> 17 Years	48 (8.4)	12 (8.8)	12 (9.4)	12 (7.6)	6 (14)	0 (0)	6 (9.4)

**Note:** Values given in the parenthesis are calculated in percentage of their column totals.

### Correlation of Constructs

For testing the relationships between the constructs identified and validated were analyzed. Eleven constructs that were set in the bivariate correlations are Valuing people, Developing People, Building Community, Displaying Authenticity, Providing Leadership, Sharing Leadership, Team Commitment, and Trust.

Table 4. Correlation Matrix (Pearson Correlation)

Variables	VP	DP	BC	DA	PL	SL	SrLr	TC	T
VP	1.000								
DP	.766**	1.000							
BC	.661**	.754**	1.000						
DA	.566**	.658**	.763**	1.000					
PL	.633**	.681**	.744**	.752**	1.000				
SL	.665**	.671**	.680**	.777**	.790**	1.000			
SrLr	.695**	.732**	.767**	.750**	.814**	.757**	1.000		
TC	.425**	.361**	.436**	.389**	.502**	.324**	.597**	1.000	
T	.430**	.505**	.455**	.493**	.524**	.450**	.767**	.670**	1.000
N	568	568	568	568	568	568	568	568	568

Readings from the Table 4 confirm that the bivariate correlations for the constructs across the characteristics of servant leadership and the outcome — team commitment in the psychological climate trust are significant. Correlation coefficients (in absolute value) which are  $\leq 0.35$  are generally considered to represent low or weak correlations, 0.36 to 0.67 modest or moderate correlations, and 0.68 to 1.0 strong or high correlations with  $r$  coefficients  $\geq 0.90$  very high correlations. All the coefficient values obtained are  $> 0.35$  hence it can be concluded that the inter-correlation among the characteristics of servant leadership, team commitment and trust in the leader ranges from moderate to strong relation, and significant at 0.01 level of significance.

### Interpreting the Organizational Leadership Assessment Scale (OLA)

J. A. Laub developed an evaluation process to conclude the status of organization in a meaningful leadership direction by confirming the existence of servant leadership. The author characterized the organization in three categories of servant leadership paradigm (Laub, 2003).

J. A. Laub further developed two subsets for each category, resulting in the six organizational categories (Laub, 1999). Based on the mean Organizational Leadership Assessment score, each organization is categorized and placed in one of the six categories.



Table 5. J. Laub's OLA Score Ranges and Organizational Categories

Organizational Category and Health Level	OLA Score Ranges	Total Scores*
Org1 Absence of Servant Leadership characteristics (Toxic Health)	1.00–1.99	52–103
Org2 Autocratic Organization (Poor Health)	2.00–2.99	104–156
Org3 Negatively Paternalistic Organization (Limited Health)	3.00–3.49	157–181
Org4 Positively Paternalistic Organization (Moderate Health)	3.50–3.99	182–207
Org5 Servant-Oriented Organization (Excellent Health)	4.00–4.49	208–233
Org6 Servant-Minded Organization (Optimal Health)	4.50–5.00	234–260

**Note:** \* Scores obtained from the 52 items of OLA adopted by researcher and rounded off to the nearest whole number.

J. A. Laub briefly described each category based on the OLA Score Ranges and also noted the status of organizational culture (Laub, 1999). As the total number of items of OLAS is 52 taken on a 5-Likert point scale, the minimum and maximum values obtained were 52 and 260 respectively. Based on the OLA score ranges defined by Laub, the researcher categorized organization on the basis of servant leadership in Table 5.

Table 6. Descriptive Statistics for OLA Score Ranges

Total Scores	Frequency	Percentage	Percentage over Mean**
52–103	40	7%	
104–156	80	14%	44%
157–181	120	21%	
182–207	112	20%	
208–233	144	25%	56%
234–260	72	13%	
Total	568	100%	100%

**Note:** \*\* Mean value = 186.62 from table 5.4 and percentage over mean calculated at 187\*.

From the table 6, it can be depicted that only 7% of the respondents feel that their organizational leadership does not show any signs of servant leadership, termed as «toxic organizational health». The employees believe that they were devalued, dejected from decision making, lack of opportunity for development.

14% of respondents feel that they work in an autocratic styled organization, termed as «poor organizational health.» Here most of the employees do not feel valued, have no opportunity for their professional growth, their leader does not listen to the ideas sought, and encouraged the employee relationships. Moreover, the leadership style followed was autocratic — power being concentrated at top levels and the instructions were forced in order to accomplish the leader's wishes.

21% of respondents perceived that they were associated with a negatively paternalistic organization, termed as «limited organizational health.» In this type of organizations, most of the employees sense that they were valued more for their contributions, provided with training just to increase performance in terms of organizational requirements. Power concentrated only at the top level, and sometimes given chance in decision making. The groups often comprised with unproductive competitive spirit.

20% of the respondents experienced that they were associated with a positively paternalistic organization, termed as «moderate organizational health», which denotes that workers were valued, provided with required training, recognized for their ideas but the decision remains at the top management and also employee relationships were valued for mutual benefits. The employees perceive a moderate level of trust from their leaders.

25% of the respondents stated that they were associated with servant-oriented organization, termed as «excellent organizational health.» Here, the employees were valued not only for their contributions but also for whom they are. Decentralization and sharing of leadership empower the

employees in decision making. A positive and collaborative working environment which adhere employees to work more closely for mutual benefit among employees and the organization was maintained.

Only 13% of respondents stated that they were associated with servant-minded organization, termed as «optimal organizational health.» Even though the percent of respondents is low, the purpose of the study received its recognition; the existence of servant leadership in IT sector of South India. The employees were highly valued and this driven them to contribute more towards their organization and helped them to work extensively in decision making and idea generations. They were actively listened to all the time by their leaders and recognized and implemented their ideas. An optimum level of sharing of leadership among all the employees made them to contribute exceptionally. This paved strong pillars like authenticity, trust, integrity for successful development of optimal organizational health.

The overall percentage of responses over Servant Leadership across the organizations was obtained as 56% whose total OLA scores are more than the mean i.e. 186.62. Hence, it is evident that the practice of servant leadership type approach does exist in the present IT sector. In contrary to it, 44% of the responses negate with the approach and this is mainly due to lack of firm conceptualization of servant leadership across industries and domains.

### Hypothesis Testing

The relationship between servant leadership and team commitment were retrieved from the simple linear regression analysis using SPSS and mediation using Process application developed by Andrew F. Hayes. The results of the analysis are present in the below tables.

#### ***Hypothesis 1: Perception of Servant leadership is positively related to the perception on Team commitment***

From the other coefficients it can be suggested that there exist an overall positive association between servant leadership and team commitment: the higher the level of understanding, developing, valuing, displaying authenticity, building community, sharing and displaying leadership towards the subordinates, the greater the level of team commitment by the followers.

Table 7. Model Summary for Servant Leadership and Team Commitment

Model	R	R <sup>2</sup>	Adjusted R Square	Std. Error of the Estimate
1	.597a	.357	.356	11.05938

**Note:** a. Predictors: (Constant), SrLr

The value calculated for  $R^2$  was 0.357, which suggests that 35.7% of the variability of the data could be explained by the linear regression.

Table 8. Coefficients (Servant Leadership and Team Commitment)

Model	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.
	<i>B</i>	Std. Error	$\beta$		
(Constant)	38.309	2.046		18.725	.000
SrLr	.189	.011	.597	17.714	.000

The regression line, expressed in the form given in Equation (1), is  $TC = 38.309 + 0.189SrLr$ , where the predictor variable Servant Leadership (SrLr), and the outcome variable Team Commitment (TC). The estimated regression parameters are  $a = 38.309$  (intercept) and  $b = 0.189$  (slope). This regression line can be interpreted as follows: At  $SrLr = 0$ , the value of TC is 38.309. For every one unit increase in SrLr, the value of TC will increase on average by 0.189. Effects of both the intercept and slope are statistically significant ( $p < .005$ ).

**Result:** Null hypothesis (H01) set is disproved as the results reveal that the behavior of servant leader has a significant positive relation with the perception on team commitment in IT industry of South India.

**Hypothesis 2: Perception of Trust is positively related to team commitment**

The value calculated for  $R^2$  was 0.448, which suggests that 44.8% of the variability of the data could be explained by the linear regression. From the table 9. the correlation coefficient value between trust in leader and team commitment obtained is 0.670 which depicts as a moderate relationship between them. For further understanding the significance of Trust in leader and team commitment.

Table 9. Coefficients (Trust(T) and Team Commitment (TC))

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	$\beta$	t	
(Constant)	39.288	1.656		23.721	.000
T	1.063	.050	.670	21.454	.000
	R	$R^2$	Adjusted $R^2$	Stdandart Error of the Estimate	
	.670a	.448	.448	10.23970	

**Note:** a. Dependent Variable: Team Commitment, Predictors: (Constant), Trust (T)

The regression line, expressed in the form given in Equation (2), is  $TC = 39.288 + 1.063T$ , where the predictor variable Trust (T), and the outcome variable Team Commitment (TC). The estimated regression parameters are  $a = 39.288$  (intercept) and  $b = 1.063$  (slope). This regression line can be interpreted as follows: At  $T = 0$ , the value of TC is 39.288. For every one unit increase in T, the value of TC will increase on average by 1.063. Effects of both the intercept and slope are statistically significant ( $p < .005$ ).

**Result:** Null hypothesis (H02) set is disproved as the results reveal that the employee's trust in leader has a significant positive relation with their team commitment in IT industry of South India

**Hypothesis 3. Perception of Servant leadership is positively related to trust**

From the other coefficients it can be suggested that there exist an overall positive association between servant leadership and follower's trust in leader: the higher the level of understanding, developing, valuing, displaying authenticity, building community, sharing and displaying leadership towards the subordinates, the greater the level of follower's trust in leader.

Table 10. Mediation Model

Direct effects	Coefficient	SE	T	CI	Model R <sup>2</sup>
<i>Trust (T) as outcome</i>					
Constant	3.72	1.0312	3.6080	1.69, 5.74	.5885
Servant Leadership (SrLr)	.1531	.0054	28.4518	.14, .16	
<i>Team Commitment (TC) as outcome</i>					
Constant	35.274	1.8879	18.683	31.56,38.98	.4654
Trust (T)	.8157	.0761	1.7213	.67, .96	
Servant Leadership (SrLr)	.0642	.0152	4.23	.034, .094	
<b>Total Effect Model</b>					
<i>Team Commitment (TC) as outcome</i>					
Constant	38.3089	2.0459	18.7249	34.29, 42.32	.3567
Servant Leadership (SrLr)	.1891	.0107	17.7143	.168, .210	
<b>Indirect Effect</b>	Effect	Boot SE		BootLLCI	BootULCI
SrLr → T → TC	.1249	.0130		.0997	.1505
<b>Total Effect</b>	Effect	Boot SE		BootLLCI	BootULCI
	.1891	.0107		.1682	.2101
<b>Direct Effects</b>	Effect	Boot SE		BootLLCI	BootULCI
	.0642	.0152		.034	.094

Mediation Analysis was performed to find out the mediating role of Trust on influence of Servant Leadership on Team Commitment by using «Process» application developed by Andrew F. Hayes.

The value calculated for  $R^2$  was 0.5885, which suggests that 58.85% of the variability of the data could be explained by the linear regression. The regression line, expressed in the form given in Equation (3), is  $T = 3.7206 + 0.1531\text{SrLr}$ , where the predictor variable Servant Leadership (SrLr), and the outcome variable Trust (T). The estimated regression parameters are  $a = 3.7206$ (intercept) and  $b = 0.1531$ (slope). This regression line can be interpreted as follows: At  $\text{SrLr} = 0$ , the value of T is 3.7206. For every one unit increase in SrLr, the value of T will increase on average by 0.1531. Effects of both the intercept and slope are statistically significant ( $p < .005$ )

**Result:** Null hypothesis ( $H03$ ) set is disproved as the results reveal that the behavior of servant leader has a significant positive relation with the perception on trust the employees have on their leader in IT industry of South India.

**Hypothesis 4: Trust mediates a positive relationship between the perception of servant leadership and perception on team commitment.**

The Fig. 4 shows the Model fitting information for Servant Leadership and team commitment with trust in leader as a mediating variable. This table denotes whether the model predict the outcome, for this team commitment a dependent variable is tested against servant leadership, independent variable and trust as a mediating variable.

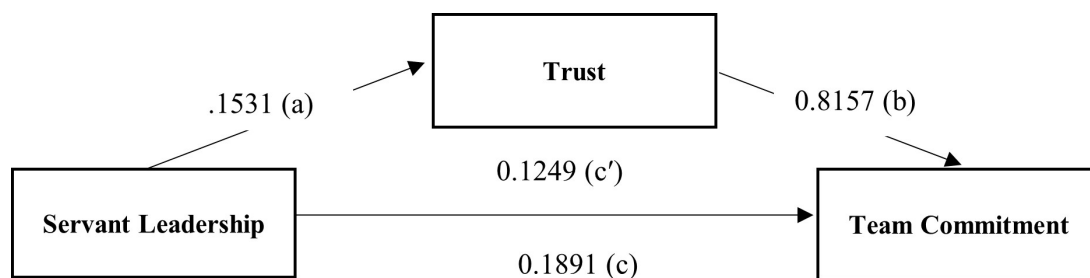


Figure 3. Servant Leadership and team commitment with trust in leader as a mediating variable  
Whereas,  $a$  = impact of Servant Leadership (SrLr) on Trust (T);  $b$  = impact of Trust (T) on Team Commitment (TC);  $c$  = impact of Servant Leadership (SrLr) on Team Commitment (TC);  $c'$  = combined effect of Servant Leadership (SrLr) and Trust (T) on Team Commitment (TC)

From the table 10, the value calculated for  $R^2$  was 0.4654, which suggests that 46.54% of the variability of the data could be explained by the linear regression.

A mediation analysis is comprised of three sets of regression:

- i)  $X \text{ (IV)} \rightarrow Y \text{ (DV)}$
- ii)  $X \text{ (IV)} \rightarrow M \text{ (MV)}$  and
- iii)  $X \text{ (IV)} + M \text{ (MV)} \rightarrow Y \text{ (DV)}$ .

Whereas, IV, MV & DV are independent, mediating and dependent variables respectively

First Regression i.e.  $x \text{ (IV)} \rightarrow y \text{ (DV)}$  termed as Servant Leadership (SrLr) on Team Commitment (TC) the equation found to be as,

$$Y = a + b_1 X$$

Whereas,  $X$  = Servant Leadership (SrLr),  $Y$  = Team Commitment (TC),  $a$  = constant,  $b_1$  = intercept

And the equation can be denoted as

$$TC = 38.0389 + 0.1891 * \text{SrLr}$$

Second Regression i.e.  $x \text{ (IV)} \rightarrow m \text{ (MV)}$  termed as Servant Leadership (SrLr) on Trust (T) the equation found to be as,

$$M = a + b_2 X$$

Whereas,  $X$  = Servant Leadership (SrLr),  $M$  = Trust,  $a$  = constant,  $b_2$  = intercept

And the equation can be denoted as

$$T = 3.72 + 0.1531 * SrLr$$

Third Regression (Mediation Analysis) i.e.  $x$  (IV) +  $m$  (MV)  $\rightarrow y$  (DV) termed as Servant Leadership (SrLr) and Trust (T) on Team Commitment (TC) and the equation found to be as,

$$Y = a + b_4 X + b_3 M$$

Whereas,  $X$ = Servant Leadership (SrLr),  $Y$ = Team Commitment (TC),

$M$  = Trust (T),  $a$  = constant,  $b_3$  &  $b_4$  = intercept

And the equation can be denoted as

$$TC = 35.274 + 0.0642 * SrLr + 0.8157 * T$$

The Total Effect stands at 0.1891 ( $b_1$ ) is in the first regression line: a total effect of  $X$  on  $Y$  (without  $M$ ). The direct effect 0.0642 ( $b_4$ ) is in the third regression equation: a direct effect of  $X$  on  $Y$  after taking into account a mediation (indirect) effect of  $M$ .

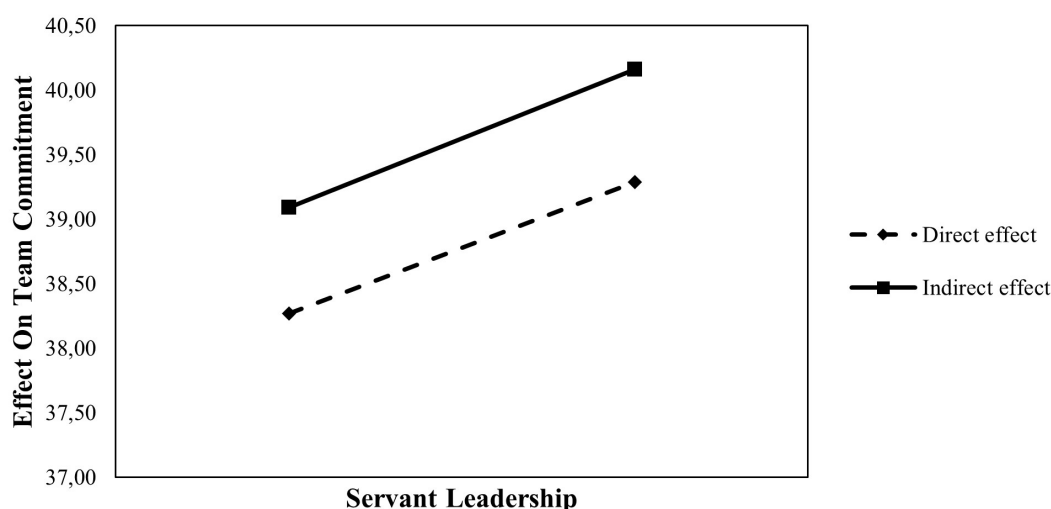


Figure 4. Mediation Effect On Team Commitment

Finally, the mediation effect (indirect effect) is the total effect minus the direct effect (i.e.  $b_1 - b_4 = 0.1891 - 0.0642 = 0.1249$ ), which equals to a product of a coefficient of  $X$  in the second regression equation and a coefficient of  $M$  in the third regression equation (i.e.  $b_2 \times b_3 = -0.1531 \times 0.8157 = 0.1249$ ).

The regression line, expressed in the form given in Equation (4), is  $TC = 35.2739 + 0.8157T + 0.0642 * SrLr$ , where the predictor variable Servant Leadership (SrLR), and the mediating variable Trust (T) and the outcome variable Team Commitment (TC). The estimated regression parameters are  $a = 35.2739$  (intercept) and  $b = 0.8157$  and  $c = 0.0642$ . Effects of both the intercept and slope are statistically significant ( $p < .005$ ).

The Upper Limit (LLCI) and Lower Limit (LL) in both direct and indirect effects show a positive range ( $> 0.00$ ) This clearly emphasizes that trust in leader mediates an improvised association between servant leadership and team commitment. Hence it can be confirmed that trust in leader is one of the important factors for enhanced team commitment. Which means that there exist a positive association between the combined effect of servant leadership and follower's trust in leader on team commitment.

**Result:** Null hypothesis ( $H04$ ) set is disproved as the results reveal that the employee's trust in leader has a significant mediating role in enhancing the of employee team commitment along with their supervisor's servanthood.



## Discussion of results and implications

### Discussion of Results

#### *The existence of Servant Leadership in organizations*

To study the existence of servant leadership in organizations, the researcher adopted OLA Score Ranges defined by Laub; with the minimum and maximum values being 52 and 260 respectively. The cumulative values determine the organization's health in terms of practicing servant leadership. As the concept of servant leadership was not properly conceptualized and the application of this leadership style may not support fully. The results have shown remarkable results on this leadership practice. More than 50% of the respondents have concluded that their organizations were practicing servant leadership style, but a mere 13% of the respondents stated that they were associated with servant-minded organization, termed as «optimal organizational health.» Even though the percent of respondents is low, the purpose of the study received its recognition, i.e., the existence of servant leadership in IT sector of South India. The employees were highly valued and this driven them to contribute more towards their organization and helped them to work extensively in decision making and idea generations.

#### *Hypotheses H1 — H4*

**H1:** *Perception of Servant leadership is positively related to the perception on Team commitment.*

Findings from regression for H1 signify that the perception of servant leadership is positively related to the perception on team commitment with p-value as 0.00, with a good model fit for the data collected. From the parameter estimates the values show a significant low positive association between servant leadership and team commitment this may be due to the lack of conceptual clarity on the attributes of servant leadership style. A leadership style can be adopted at any level, but can be validated only with the results obtained. Since this style of leadership still at infant stage, a strong positive association was not achieved.

**H2:** *Perception of Servant leadership is positively related to trust.*

The perception of servant leadership on trust is another milestone to understand its association. As it was discussed earlier, trust being the most reliable variable a follower finds in the supervisor for obtaining any kind of association and vice-versa. In this regard, the results from correlation show a moderate positive correlation. So, the first hurdle of association between servant leadership and trust cleared.

Servant leadership mainly focuses on developing people, showing empathy and sharing leadership, which means that there exist a positive association between servant leadership and follower's trust in leader. Hence, it can be suggested that there exist an overall positive association between servant leadership and follower's trust in leader: the higher the level of understanding, developing, valuing, displaying authenticity, building community, sharing and displaying leadership towards the subordinates, the greater the level of follower's trust in leader.

**H3:** *Perception of Trust is positively related to team commitment.*

The Pearson's correlation coefficient between Perception of trust and team commitment shows a moderate positive association at 0.67. From the results of regression the model fits well with the data obtained with p-value at 0.000. This means the formulated constructs are well fitted with the context in assessing trust with team commitment.

So, leadership style can be one of the major elements affecting commitment. The coefficients for servant leadership at different categories show positive association between follower's trust in leader and team commitment. With this positive association it can be concluded that the ethical



and trustworthy behavior of the leader can bring harmony, oneness, and openness for sharing and supporting in a well-versed healthy working environment.

**H4:** *Trust mediates a positive relationship between the perception of servant leadership and perception on team commitment.*

The mediating effect of trust on servant leadership towards team commitment showed positive and increased the level of association. A good model fit was observed from the results with p-value at 0.000. This means the formulated constructs are well fitted with the context in assessing mediating effect of trust on servant leadership with team commitment. The  $R^2$  value shows the increased effect between servant leadership and team commitment with the influence of trust a psychological contract between leadership style and subordinate. The  $R^2$  value has increased from 35.7% to 46.54% by introducing trust as a mediating variable. This clearly supports the study that, trust in leader makes a remarkable effect on team commitment. Also the coefficient of trust in leader stands at 0.8157, which improvised the combined association of servant leadership with trust in leader on team commitment.

The combined effect of various dimensions of servant leadership has a significant impact on trust in leader; supporting the effect of trust as a mediating variable and servant leader behavior for improving the level of team commitment. With the increased level of team commitment, the employee's attitude towards job shifting reduces. Many studies have revealed that the employees leave the organization not because of salary or job requirements, but because of leader behavior. So, a trustworthy leader coupled up with servanthood touch for their subordinates will definitely succeed in organization.

### **Implications of Research**

Findings from this study provide reliable support for theory testing and validating in the Indian IT industry context. The research study provides an empirical evidence for servant leadership theory and its influence on the employees on the basis of team commitment.

### **Implications for Academia**

This study had contributed to academia and research trying to ascent the existing literature and statistical evidence for theory development. The theoretical model developed in this study is a comprehensive model that covered the characteristics of servant leadership and its influence on team commitment by introducing a mediating variable called trust. This theoretical framework is specialized for Indian IT sector and can be reframed according to the industry.

The researcher modified the original theoretical model proposed by Laub, and considered only the servant leader characteristics and the employee attitudinal behavior and trust being only mediating variable expressed as psychological climate were treated as main parameters for the study. This gap in can be looked into for further directions and implications of servant leadership towards theory building.

The study reveals that servant leadership in organizations is not intensely practiced, and those who practice are unable to conceptualize because of lack of availability of standardized literature on servant leadership. This gives a base for researchers to perform their studies in Indian context and also provides a substantial support for literature on servant leadership and its implication in India across industries and sectors.

### **Implications for the Industry**

Results and findings of servant leadership on attitudinal outcomes of employees would give industries, a positive flavor of practicing the style. The industry with diversified workforce encounters a wide range leadership styles based on demographics, attitude towards followers, traits, psychological contract, zeal to empower are to name a few. By practicing servant leadership,

leaders would be able to transform, empower and build community with the team members by sharing leadership.

The exploratory analysis of servant leadership on the allied attitudinal outcomes will provide a psychological climate which develop the employees to own the responsibilities.

The organizations with the available trends in leadership development with changing focus from leader-centric to follower-centric can develop certain developmental programs for the organizational leaders, by giving an opportunity to understand the essence of servant leadership, and imbibing leaders to lead with a servant's heart. This study on Servant leadership will support the practitioners with a sense of belongingness, showing empathy, trust building and treating all the employees equal. Also, the study provides a platform for exhibiting caring, support, defining clarity in objectives and responsibilities by providing the means of achieving the outputs.

## **Conclusion, Limitations and Direction for Future Research**

### **Conclusion**

Servant leadership, an area of research with few literature and empirical evidence encouraged researchers to develop sound theoretical platform with empirical support for conceptualizing this leadership. In addition to this, the present research attempt to support its contribution towards theory development with reference to Indian context.

The first phase of this research provides support for the existence of Servant Leadership in organizations. The organizations show limited practice of servant leadership termed as servant-minded organization (optimal organizational health).

Building a harmonious community among the teams and the workplace is vital for servant leader. The study reveals that, supervisors are well-versed to go along with the team members and exhibiting a sense of togetherness by building a healthy community irrespective of culture, race and ethnicity. Being a leader by example, the servant leader, displays openness and accepts criticisms.

Trust is the most fundamental attribute a follower finds in the supervisor for obtaining any kind of association and vice-versa. The leaders share leadership among the employees to make them responsible for achievement of goals not just as an individual, but as a team. This sharing of leadership portrays the leader's capability to recognize, train and develop the deserving committed members of the team and transform them as servant leaders. This description concludes the existence of servant leadership in Indian IT Industry.

While examining the association between servant leadership and team commitment the values show a significant low positive this may be due to the infant state and lack of conceptual clarity on the attributes of servant leadership style. By treating servant leadership and team commitment with trust the association has increased and the R<sup>2</sup> value has increased from 6.4% to 11.1%, supporting the combined association of servant leadership with trust in leader on team commitment.

India being an extensively diversified country in cultural perspective, shows different sets of people and variant leadership styles provides support in the existence of practicing servant leadership in Indian IT Industry.

Servant leaders, thus, develops an environment where the employees work with utmost responsibility, supportive nature, understanding the iniquities of the team members, valuing one another through collaboration can achieve mutual growth in a psychological climate termed as trust in leader. Finally, the current study attempts to offer a platform for the development of servant leadership notion.

## Limitations

The study is a first effort in the Indian context on the impact of servant leadership style on employee job satisfaction, team commitment and team effectiveness in the IT sector. The data obtained from the respondents may show some bias while responding to the constructs framed. In order to reduce the respondents' bias in filling up the questionnaire, the researcher assured the confidentiality of the participants. The respondents were assured the non-existence of either right or wrong answers for the items in questionnaire.

The sample area forms another limitation with only the states of South India been taken into consideration for conducting research. To improve the generalizability, further studies should focus more on extremely diversified sample across organizations and locations of the country.

## Directions for Future Research

This study can be extended to other parts of the country and sectors to get generalized conclusions on servant leadership. The present study contributes to the study of leadership predictors of team effectiveness and additional work is needed to advance this line of inquiry. *Firstly*, the present study is limited to the Indian IT sector; similar investigations and analyses should be extended to other sectors such as business, education, military, and government. *Secondly*, leadership predictors of team commitment should be measured utilizing complementary instrumentation. While the OLA provides a well-established measure of servant leadership, the inclusion of additional servant leadership measures would help to corroborate the present findings. *Finally*, while this study provides a model for the effect of servant leadership on team effectiveness, job satisfaction and team commitment, it did not explicitly explore the qualitatively-oriented question of why this effect exists.

In light of this, qualitatively-oriented research could advance the field by better addressing the dynamics that make a servant leadership approach within organizations especially effective in team-based contexts. While not exhaustive, these recommendations provide a basis for future research in servant leadership studies.

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# ORGANIZATIONAL PSYCHOLOGY

## Emotional and personal well-being as a predictor of the social perception characteristics among socionomic and technomic specialists

Larisa Vladimirovna KARAPETYAN

*Ural Federal University named after the first President of Russia B. N. Yeltsin, Ekaterinburg, Russian Federation*

**Abstract.** The challenges of the modern world are primarily addressed to the professional community, since the main burden of overcoming the crisis caused by the pandemic will fall on the working-age segment of the population. In this regard, the search for opportunities to optimize the resource system of representatives of the professional segment, including improving internal well-being and restoring social perception systems, becomes particularly relevant. *Purpose.* To study how an emotional and personal well-being effects on the social perception among specialists in “human - human” (socionomic profile, SP) and “human — technic” (technomic profile, TP) occupational areas, within and outside their zone of interaction (micro-level), and outside this zone (macro level). *Study design.* The sample consisted of 715 people: 339 representatives of SP and 376 specialists of TP. Research methods: 1) the technique “Self-assessment of Emotional and Personal Well-Being”, in which respondents rated themselves on nine scales; 2) the technique “Emotional and Personal Well-Being”, which involves the assessment of the same nine scales of emotional and personal well-being of parents (father and mother); 3) a method for identifying attitudes to people, where respondents were asked to evaluate 24 personal traits at the micro and macro levels. *Findings.* It was found that emotional and personal well-being is more inherent in SP specialists, and in this professional group it is a predictor of social perception at both the micro and macro levels. The attitude of the TP-specialists on the micro level is determined by not only their self-esteem, emotional and personal well-being, but also assessment of emotional and personal well-being of parents, especially mothers. On the macro level, in this professional group, the influence of assessment of emotional and personal well-being of parents appears, especially the father. Both professional groups are characterized by the phenomena of ingroup bias and ingroup stereotyping. *Conclusions.* The obtained data allow us to consider emotional and personal well-being as a predictor of some aspects of social perception among the socionomic and technomic specialists. *The value of the results.* The obtained data can be used to improve the psychological climate in working groups and optimize the internal well-being of specialists.

**Keywords:** emotional and personal well-being, self-assessment of emotional and personal well-being, social perception, socionomic specialist, technomic specialist.

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# ORGANIZATIONAL PSYCHOLOGY

## Individual, personal, and contextual predictors of organizational creativity in Russia

**Nadezhda LEBEDEVA**

**Ekaterina BUSHINA**

*National Research University "Higher School of Economics", Moscow, Russian Federation*

**Peter SCHMIDT**

*University of Giessen, Giessen, Federal Republic of Germany*

**Abstract.** *Purpose.* The article is devoted to the study of personality and contextual determinants of innovative behavior in Russia. An analysis of the results of previous research allowed us to consider values, self-efficacy, social and organizational contexts as predictors of innovative organizational behavior. *Method.* A representative survey was attended by 1,456 working respondents from the Central and North Caucasian Federal Districts (47% of respondents are men, 53% are women). To collect empirical data, we used: 1) The PVQ-R value questionnaire developed by Schwartz (Schwartz, 2012), 2) A scale for studying innovative organizational behavior, 3) Self-efficacy was measured in three points, 4) three questions were used to measure Individual and Perceived Trust. *Findings.* The data obtained were subjected to mathematical-statistical processing using the MPLUS program. It was found that the values of Openness to change are positively, and the values of Conservation are negatively effect on innovative behavior in organizations; perceived self-efficacy moderates the impact of Openness to Change values on innovative behavior in organizations; type of region and organizational context are predictors of innovative behavior; age, gender and educational level have both direct and indirect effects on individual values and self-efficacy. *Value of results.* The results of the study make it possible to supplement and expand ideas about innovative behavior in the organizational context in Russia, taking into account value preferences, level of trust, and socio-demographic characteristics.

**Keywords:** values, self-efficacy, individual trust, perceived trust, innovative behavior.

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## Black cat in a dark room: are the value orientations of family and non-family business owners different?

**Julia S. MURZINA**

*University of Tyumen, Tyumen, Russian Federation*

**Vladimir P. POZNIAKOV**

*Institute of Psychology of Russian Academy of Science, Moscow, Russian Federation*

**Sergey DYACHKOV**

*University of Tyumen, Tyumen, Russian Federation*

**Abstract.** *Purpose.* For our country, the growth of small business is one of the strategic directions of development. As the experience of European countries shows, the family business is the basis of its small forms. However, the question of psychological research of the specifics of family business is only being raised in Russian science. The aim of this study was to compare the value orientations of small family and non-family business owners. *Methodology.* Factual base: entrepreneurs of micro and small business of family form of management — 63 people, of non-family form — 68 people. Groups are comparable in gender, age, education, religion of entrepreneurs; the age of the business and family; the number of children. In terms of methodology, we used the author's approach to research — a projective in-depth interview "Value orientations of entrepreneurs in the field of family and business." The results were processed in the R program using the  $\chi^2$  method,  $\tau$  Kendall's correlation analysis and logistic regression. *Findings.* The study revealed the small number of significant differences in the value orientations of owners of two forms of business. So, out of 213 value variables, only 13 were significantly distinguishable in two types of business ( $p$ -value  $\leq 0.05$ ). The logistic regression model at the level of 70.2% made it possible to identify significant value orientations that predict the likelihood of starting a family business. Negatively connected with this form of business were the value orientations "Matrimonial Love", "Decency in relations with the spouse" and "Public relations". The main conclusions drawn from the results obtained were: VO of owners of family and non-family businesses are poorly differentiated; management in family firms is more intuitive, less formalized than in non-family firms; a family business is a business of "partnership" and pragmatic family relationships (not conjugal love); with low external communication. *Value of results.* Thus, the family business in our country is missing out on its key advantage in the market: does not support or convey the traditional values of business families that could improve business reputation in the perception of consumers. The results of this research can be used to plan measures of state support for family business by helping the process of self-identification of this form of business.

**Keywords:** family business; value orientations of entrepreneurs; non-family business, small business support.

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# ORGANIZATIONAL PSYCHOLOGY

## Personality of healthcare professionals: methodological justification of model through study

**Bela A. YASKO**

*Kuban state University, Krasnodar, Russia*

*Kuban state medical University, Krasnodar, Russia*

**Boris V. KAZARIN**

*Kuban state medical University, Krasnodar, Russia*

**Abstract.** The *purpose* of the research is to study the managerial competencies and leadership styles of top — and line-level healthcare managers that form specific properties, abilities, skills and their variable manifestations as components of the substructure of personal qualities determined by experience and the process of professionalization in the model of a doctor's personality. *Method.* The sample consisted of 135 participants: chief physicians (26 people); deputy chief physicians (32 people); heads of departments (47 people); medical experts (30 people). Methods used: analysis of regulatory documents; expert analysis; psychodiagnostics (M. Woodcock and D. Francis' Test questionnaire "Analysis of their limitations"; questionnaire "Style of managerial decision-making" by A. Karpov and E. Markova). *Results.* The analysis of the Professional standard "Specialist in the field of health organization and public health" found general professional competencies that are the activity determinants of properties-abilities-skills in the structure of a specific segment "Specialist in the field of health organization and public health" in the model of a doctor's personality. These include: management of all types of activities in the organization; organization of various forms of business communication; management decision-making; implementation of internal control of activities; continuous improvement of professional knowledge; formation, maintenance and development of corporate culture. Features of professional subjects of top and line management as determinants of variable properties — abilities-skills are defined. Cluster analysis identified three submodels of the personality "Doctor-Manager": "Chief doctor"; "Deputy chief doctor"; "Head of the clinical division", which can be considered as verification of the system model of the "Clinician-Doctor" personality. *The value of the results.* The obtained results expand the understanding of the variety of approaches to the analysis of the phenomenology of the system "man — profession" by considering the scientific and methodological resource of the concept of modeling the personality of a professional (specialist). The concept of "Model professional personality": it is an open system formed by complementary interaction invariant, specific and varied formations in which functionally related properties, abilities, skills, which are determined by the process of professiogenesis and personality of the expert as a subject of labor. The model can serve as a source of necessary information for an organizational psychologist or HR-Manager when developing local models of a specialist in an organization.

**Key words:** dynamic functional structure of a person; model of a specialist's personality; model of a specialist; professionography; professionally important qualities; professional standard; style of making managerial decisions; managerial competencies, healthcare.



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# ORGANIZATIONAL PSYCHOLOGY

## Role models of heads, showing a toxic leadership in a complex situation management solutions

**Olga O. ANDRONNIKOVA**

**Yuliya M. PEREVOZKINA**

*Novosibirsk State Pedagogical University, Novosibirsk, Russian Federation*

**Andrey V. SERYY**

**Mikhail S. YANITSKIY**

*Kemerovo State University, Kemerovo, Russian Federation*

**Tatyana Y. PETROVSKAYA**

*Novosibirsk State Pedagogical University, Novosibirsk, Russian Federation*

**Abstract.** The purpose of this article is to study the informative characteristics of role models of managers who have constructive forms of management and toxic leadership. The study design assumed a description by each leader ( $N = 166$ , 100 men and 66 women, average age 44.2) of the situation of the complex managerial decisions that were encountered in his past experience. After identifying the registry of complex management decisions with managers, a number of diagnostic procedures were carried out, including testing on three questionnaires and role-based modeling of the situation of a complex management decision. Data analysis was carried out by combining the situation of a complex managerial decision, role model, perceptions, and motive depending on the gender of managers according to the  $\chi^2$  Pearson criterion. Then, the influence of the role model on leadership style and victim behavior (one-way analysis of variance — ANOVA) was studied. *Findings.* The use of analysis of variance showed that, depending on the preferred role model, managers differ in management styles and victim behavior. A statistically significant difference was found in the conniving and collegial components ( $p < 0.01$ ), as well as in all parameters of the tendency to victimization behavior ( $p < 0.04$ ). *Conclusions.* In a situation of a difficult managerial decision, the heads of educational institutions prefer role models associated with the functions of control and leadership. Half of the female respondents are inclined to use the male role model. Leaders showing the roles of mother and father in a difficult managerial situation are characterized by a tendency to hypersocial behavior ( $p < 0.02$ ) and have constructive leadership styles. Leaders with a role model of a hero and a trickster in a difficult managerial situation demonstrate a victim behavior style and are prone to demonstrating toxic leadership. Another non-constructive leadership model is the role of the boy, which is associated with such parameters of victim behavior as dependence and uncriticality ( $p < 0.001$ ). *The value of the results.* The article presents data to show the importance of role models in the behavior of managers of educational institutions, highlighted the role of victim characteristics in demonstrating toxic leadership.

**Keywords:** role model, situation of complex managerial decisions, toxic leadership, leadership style, victim behavior.

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## Phenomenon of proactive coping behavior in occupational health psychology

**Elena S. STARCHENKOVA**

*Saint-Petersburg State University, Saint-Petersburg, Russian Federation*

**Abstract.** The article is devoted to the review of modern studies on the phenomenon of proactive coping behavior in occupational health psychology. Occupational health is viewed as a strategic resource related to ensuring the effectiveness, safety, and reliability of professional activity of labor subjects, improving the quality of their professional and personal lives, as well as ensuring professional longevity. The article presents the history of the concept development of proactive coping behavior from the position of the cognitive-transactional stress theory. The relationship between the concepts of proactivity, proactive behavior and proactive coping is considered. The structure of proactive coping behavior and methods of its study are presented. The role of temporal factors in shaping and changing health-related behavior, as well as barriers to healthy behavior, are highlighted. Basic theoretical models aimed at explaining, understanding, and changing health-related behavior are discussed. The results of research on proactivity and proactive coping behavior in organizational psychology and occupational health psychology are analyzed. Personal, professional, and organizational factors of proactive coping are presented. The interrelationships of proactive coping behavior with characteristics of subjective representations of professional difficult situations, organizational stress, and occupational stress, states of reduced working capacity, burnout, and occupational health indicators are shown. The conclusion is made that proactive coping behavior can be considered as an important positive predictor of the employee's optimal functioning at both individual and organizational levels. The problem of the formation and development of proactive coping behavior is considered, and an overview of training programs for proactive coping behavior is presented. The directions and prospects for further research are discussed.

**Keywords:** proactive coping, occupational health, attitude toward health, temporal self-regulation of behavior, health-saving technologies, organizational stress, professional stress, burnout.

### Introduction

At present, occupational health is considered as the complete physical, mental and social well-being of a person in the conditions of his or her professional activities (Christensen, 2017; Leka, Houdmont, 2010; Nikiforov, Shingaev, 2015). The humanistic nature of occupational health psychology is related to ensuring the effectiveness, safety, and reliability of professional activity of subjects of labor, improving the quality of their professional and personal life, as well as ensuring professional longevity. A positive approach to occupational health reflects how positive experiences (contexts, strengths and virtues, personal resources) can be used to protect against occupational

risks (Bakker, Van Woerkom, 2018). The key issues of occupational health psychology are ensuring and maintaining the health of workers; improving the working environment conducive to health safety; developing of labor organization and working culture in a direction that ensures health and safety at work, while also maintaining a positive social climate and increasing productivity. Occupational health is important to the individual, the organization, and the society at large, in the form of influences on a nation's health care costs, productivity levels, and quality of life for its citizens (Beehr, 2019; Chonfeld, Chang, 2017).

The issues of psychological support of a person's occupational health at all stages of professional activity from "entering" to "leaving" a profession become particularly urgent (Nikiforov, 2006). The professional activity can have an ambivalent impact on a person's physical and mental health. Becoming a person in the profession is a complex process that has a cyclical nature. The totality of changes that occur to a specialist in the process of professionalization is associated with the appearance of certain professional formations in the structure of his or her activity and personality. They can be both constructive and destructive for professional activity. A person can not only improve his or her knowledge, skills, and abilities, develop professional abilities, but also experience the negative impact of this process. Such impact leads to various kinds of professional deformations, destructions, and conditions that reduce the success of work performance and negatively affect other areas of life. Many researchers point out that the emergence of professional difficulties and crises is natural, and forms of overcoming them are of particular importance (Markova, 1996; Povarenkov, 2008; Zavalishina, 2005; Zeer, 2005). One of the determinants of maintaining and strengthening the occupational health of a specialist is his or her ability to cope with various difficulties on the way of professional development. In this context, health-saving technologies in professional life are of particular interest.

### **Concept of proactive coping**

The interest in the problem of coping behavior in modern psychological science is constantly growing. Much of the research on psychological stress and coping focused on how individuals and groups deal with particular problems such as stress, trauma, loss, health, family difficulties, sporting achievement, and others. According to E. Frydenberg, coping has made an important contribution to our understanding of human endeavour and achievement, and the theoretical insights have enabled both researchers and practitioners to advance well-being and striving, thus going beyond the original goals of coping research, which was aimed at how individuals reduce stress (Frydenberg, 2014). As S. Folkman concluded, the continuous and rapid development of new technologies and the concurrent emergence of new multidisciplinary fields of inquiry open the way to new theoretical models, new hypotheses, and new discoveries (Folkman, 2010). New directions include future-oriented coping, religious and spiritual coping, interpersonal coping, and a protective function of positive emotions to mental and physical health. Now researchers are turning their attention to actual coping processes that sustain positive well-being, promote recovery, and provide opportunity for growth (Folkman, 2009; Harrington, 2013; Ziegelmann, Lippke, 2009).

The coping process is initiated in response to a cognitive appraisal of a situation as stressful, which means it is personally significant and it taxes or exceeds the person's resources for coping (Lazarus, Folkman, 1984). Coping behavior is seen as a special form of realization of personality's activity, in which its general, specific, and individual characteristics are manifested in interaction with difficult life situations (Znakov, 2007). Traditionally, most coping behavior studies have focused on how respondents respond to stresses and difficult life situations that have already occurred in

their lives. Considering coping behavior as predominantly reactive inevitably leads to the question of what functions coping behavior performs. Kryukova emphasizes that coping behavior is connected with the system of goal-setting actions, forecasting of possible outcomes, creative generation of new solutions to difficult situations (Kryukova, 2008). A wide range of studies of this phenomenon conducted in recent years shows that the coping process reveals functional and dynamic characteristics of personality, the way it expresses itself, its attitude toward the world, and the functions of coping behavior go beyond minimizing distress, are implemented in transformational activities, anticipating the impact on stressors and planning coping behavior in a temporal perspective (Aspinwall, 2011; Starchenkova, 2009).

The current state of the problems of coping behavior is characterized by an increasing shift of the research emphasis from reactive behavior, that is, arising in response to the difficulties that have already arisen and have been realized by a person, in the direction of proactive, future-oriented coping behavior (Antoniou, Cooper, 2016; Aspinwall, 2005). The model of outrunning, future-oriented (proactive) coping can become a serious theoretical basis for researching the field of disease prevention and health promotion, the basis for creating a new generation of prevention programs (Yaltonsky, Sirota, 2008).

The term "proactivity" first appeared in V. Frankl's works. A proactive person, from his point of view, takes responsibility for his or her life and does not look for the reasons for what is happening to him or her in the surrounding people and circumstances (Frankl, 1990). In the sense of V. Frankl, proactivity is close to the concept of internality. Also, one of the first to oppose individual activity to the postulate of reactivity by introducing the notion of proactivity was G. Allport. He linked proactive behavior to the ability of the individual to consciously influence the environment in new, previously untried ways (Allport, 1961). A person, according to G. Allport, lives in a world of prospects, life aspirations, and generated goals.

Developing a resource-congruent stress model, P. T. P. Wong describes the evolution of coping strategies from reactive to proactive, collective, creative, existential, and spiritual coping strategies (Wong, 1993). The effectiveness of coping in this model depends on the availability of a sufficient number of appropriate coping resources and the application of coping strategies that correspond to the nature of stress, as well as the cultural context.

L. G. Aspinwall and S. E. Taylor suggested that proactive coping was a set of strategies that people use to prevent future stressors or minimize their effects (Aspinwall, Taylor, 1997). The model of proactive coping behavior suggested by them includes five interrelated stages of proactive self-regulation: accumulation of resources, monitoring of the environment and identification (recognition) of the stressor, primary assessment of the stressor, preliminary coping, and use of feedback on the effectiveness of the efforts undertaken. The advantage of proactive coping in this model is the early detection of stressors, which results in lower resource consumption for stress management, and therefore resources remain available for other activities.

The concept of proactive coping behavior is based on cognitive-transactional theory of stress (Lazarus, 1966; 1991) and introduces an additional temporal dimension. Coping, according to R. Schwarzer, among other things, depends on the time perspective and subjective certainty of stress events. He defines proactive coping as an effort to create shared resources conducive to meaningful goals and personal growth (Schwarzer, 2001). People are not reactive, but proactive in the sense that they initiate a constructive way of action and create opportunities for personal growth, quality of life, and overall functioning.

According to E. R. Greenglass, the three main characteristics of proactive coping behavior are that it: 1) integrates planning and prevention strategies with proactive self-regulation of goal achievement; 2) integrates proactive goal achievement with identification and use of social resources; 3) uses



proactive emotional coping for self-regulation in the process of goal achievement. An important feature of proactive coping behavior is the use of social environment resources (Greenglass, 2002).

Motivation in proactive coping behavior is more positive than in traditional coping behavior since it is based on the perception of situations as challenges and incentives, while reactive coping behavior is based on risk assessment, i.e., the requirements of the environment are assessed negatively as threats. Proactive individuals are therefore inclined to take a positive view of what is happening, accumulate personal resources and, if stressed, can mobilize them quickly. The differences between these dimensions of coping behavior are significant as they shift the focus of research to a wider range of goal and risk management issues, which include active personal growth opportunities and positive stress experiences (Greenglass et al., 1999; Greenglass, 2002; Schwarzer, Knoll, 2003; Greenglass, Fiksenbaum, 2009).

E. P. Belinskaya sees the differences in proactive coping in the following: 1) in the organization of time perspective: proactive coping is implemented at the very initial stage of interaction between an individual and a situation when a difficult situation has not even occurred yet, so a person's cognitive evaluation of his or her resources prevails over the evaluation of the situation itself; 2) proactive coping is a process of specific goal setting, in which a person evaluates a possibly difficult situation not as a threat, but as a challenge; 3) proactive coping is based on the specific perception of potentially difficult situations as fundamentally probabilistic events, which leads to the dynamics of coping motivation (Belinskaya, 2018; 2019).

In the literature, there are different classifications of coping in terms of its temporal organization. In our opinion, it is expedient from the point of view of a system approach to consider coping as a single process with the allocation of the following levels: reactive, anticipative-preventive, and proactive (Starchenkova, 2009). Based on the principle of systematicity and integrity of consideration of personality (Ananiev, 1968), coping must be considered as a single multidimensional process in which all types of coping strategies are consistent. However, depending on the combination of internal and external conditions of an individual, some coping processes will be more relevant at a particular time, which does not reduce the importance of the others. Despite the above-mentioned subordination and relative multi-directionality of the coping levels, they represent a single system, all levels of which complement each other, with qualitative characteristics of the underlying level being included as components of the higher level, and proactivity as an integral level. Thus, the concept of proactive coping behavior offers a strategic approach that considers coping behavior through a reactivity-activity-proactivity system.

The confirmation of this "level" model of the formation of proactive coping behavior was obtained in the work of B. V. Biron. The use of hierarchical regression analysis has shown that the formation of proactive coping is consistently influenced first by reactive and then preventive-apperceptive coping strategies (Biron, 2013). Proactive coping behavior is a multidimensional structure that includes a set of different types of coping behavior (Greenglass et al., 1999). These include, first and foremost, goal-setting and proactive self-regulation to achieve the set goals, as well as the formation and accumulation of resources. Reflexive coping involves evaluating possible stressors, analyzing problems and available resources, generating a suggested action plan, predicting the likely outcome of an activity, and choosing how it should be performed. Strategic planning is important as a process of creating a well-defined, targeted action plan to achieve the objectives. Preventive coping is the anticipation of potential stressors and the preparation of actions to neutralize negative effects before a possible stress event occurs. Important aspects of proactive coping are the search for instrumental support (information, advice, feedback) and emotional support (empathy and understanding).

A. I. Erzin considers proactivity as a metaphenomenon based on personal factors (self-reflection, anticipation, internality, spontaneity, metamotivation) manifesting itself in a special behavioral style,



which includes predicting situations, willingness to take control of life circumstances, initiative and persistence in achieving time-distant goals (Erzin, 2016). The author distinguishes two types of proactivity: constructive and destructive (Erzin, 2014). Constructive proactivity reflects a person's tendency to consciously choose those models of behavior that are aimed at creating and maintaining interpersonal contacts, creative and cognitive activity. Destructive proactivity includes actions of a manipulative nature that involve using others for their purposes.

The rethinking of the concept of proactive coping behavior undertaken in the works by N. M. Voishcheva and V. Yu. Slabinsky from the perspective of theoretical constructions proposed by famous domestic psychologists at the beginning of the 20th century (Lazursky, 1922; Frank, 1990; Chizh, 2016) is promising (Voishcheva, 2018; Slabinsky, Voishcheva, 2016). Lazursky identified three levels of personality functioning: lowest, average, and highest. Each of these three levels corresponds to its basic type of coping behavior, the level of adaptation, the leading ethical imperative as per Frank, the leading motive for behavior as per Chizh (Table 1).

Table 1. Signs of different types of coping behavior (Voishcheva, 2018)

Parametrs	Type of coping behavior		
	Reactive	Active	Proactive
Level of adaptation	poorly adapted	well-adapted	hyperadapted
Level of functioning as per A. F. Lazursky	lowest	average	highest
Leading time parameter	past	present	future
Ethical imperative as per S. L. Frank	ethic of dislike	ethics of love to the neighbor	ethics of love to the distant one
Leading motive as per V. F. Chizh	motive of direct pleasure	benefit motives of utilitarians	motives of debt

Proactivity in this concept is understood as an integral meaning-centered property of a healthy individual, based on the ethics of “love to the distant one” and “motives of obligation”, associated with the ability to operate in large strata of time, to accumulate and economically use any kind of resources needed to achieve time-distant life goals and implemented at the personal and/or human levels (Slabinsky, Voishcheva, 2016).

## Proactivity, proactive behavior and proactive coping

In psychology, the operationalization of the “proactivity” concept follows two main directions (Erzin, 2016). The first is presented in the works by T. S. Bateman and J. M. Crant, which propose to consider proactivity as a personality trait, a stable characteristic that defines individual differences between people (Bateman, Crant, 1993). Proactivity refers to a relatively stable tendency to influence and change the environment (Bateman, Crant, 1993) and a predisposition to act proactively (Seibert, Crant, Kraimer, 1999). People with developed personal proactivity are characterized by greater independence from situational factors and the ability to consciously cause changes in their social environment. The second approach to understanding proactivity is used in the works by M. Frese and colleagues (Frese et al., 1996; 1997; Frese, Fay, 2001), S. K. Parker and colleagues (Parker et al., 2006; Parker, Collins, 2010), A. M. Grant and S. J. Ashford (Grant, Ashford, 2008), and others. According to this approach, proactivity is not just a personality trait, but a whole complex of behavioral patterns, combining such features as initiative, purposefulness, anticipation of the situation, planning, active influence on circumstances, and persistence in overcoming difficulties.

As literature analysis shows, proactivity is generally understood as a fundamental characteristic of the individual, which can manifest itself in a special style of behavior — proactive, including predicting situations, willingness to take control of life circumstances, initiative, and perseverance

in achieving time-distant goals. Proactive coping behavior is relevant in the event of potentially stressful events that threaten the individual's well-being and impede his or her growth and self-realization. There are many common points of contact that combine coping processes and proactive behavior. According to A. I. Erzin, both phenomena are based on personal characteristics such as long-term planning ability, stress resistance, and resilience, efforts made to solve everyday tasks and difficulties, and many others (Erzin, 2016). Proactive coping behavior can be considered as a special type of personality proactivity when the individual is forced to face potential stressors — obstacles to personal growth and self-actualization.

## **Research on proactivity and proactive behavior in organizational psychology**

The problem of proactive behavior is presented in numerous studies of organizational psychology. Proactivity means active, priming behavior of a professional focused on change, prevention, and preparation for unwanted, problematic situations. Proactivity as a form of “healthy” and effective human behavior appears to be the desired behavioral strategy of an employee in organizational behavioral research (Crant, 2000; Parker et al., 2006; Seibert et al., 2001; Abramova, Tatarko, 2019).

Modern concepts of proactivity at work include proactive personality (Bateman, Crant, 1993), personal initiative (Frese et al., 1997; Frese et al., 1996; Frese, Fay, 2001), taking charge (Morrison, Phelps, 1999), the “voice” concept (Van Dyne, LePine, 1998; LePine, Van Dyne, 2001), active search for feedback (Ashford et al., 2003; Ashford, Cummings, 1983, 1985), issue-selling (Dutton, Ashford, 1993), expanding roles (Nicholson, 1984; Parker et al., 1997), role innovations (Van Maanen, Schein, 1979; Nicholson, 1984; West, 1987), job crafting (Wrzesniewski, Dutton, 2001), and others.

Tornau and Frese (2013) highlight the following general features of modern concepts of proactivity: 1) action orientation – active and independent activity instead of a passive response to current situations; 2) change orientation – direct influence on the course of current events to increase their effectiveness instead of waiting for any changes to occur, changes should be constructive for improving the organization and relevant; 3) future orientation — making decisions that prevent possible issues and focus on future opportunities.

Proactivity can take many forms, and employees use it to achieve a wide variety of objectives that are priorities for them. Prioritizing proactivity is important since proactive behaviors aimed at different objectives can be motivated in different ways and lead to different consequences. F. D. Belschak and D. N. Hartog define three levels of proactive behavior by employees: 1) pro-organizational (aimed at the organization, organizational goals); 2) pro-social (aimed at the working team/colleagues); 3) pro-personal (aimed at achieving personal or career goals) (Belschak, Hartog, 2010). A similar position is held by M. A. Griffin, dividing proactivity in the workplace into personal proactivity, the proactivity of an individual as a team member, and the proactivity of an individual as a representative of the organization (Griffin et al., 2007).

S. K. Parker and C. G. Collins distinguish three types of proactive work behavior: proactive work behavior (constructive efforts to improve the functioning of the organization, the search for new ideas, techniques, technologies, problem prevention), proactive strategic behavior (monitoring the external environment and the impact on the strategy of the organization in the time perspective) and proactive compliance behavior of the employee and the organizational environment (using feedback to change work efforts or situations to achieve greater compatibility between their capabilities and the organizational environment, career promotion / building in the organization) (Parker, Collins, 2010).

Various structural and procedural models of implementing proactive behavior in organizations are considered. For example, A. M. Grant and S. J. Ashfold describe three key phases of proactive behavior: counteraction to future outcomes, planning (which plays a key role in achieving behavioral

goals), and action to change the situation (Grant, Ashfold, 2008). According to S. K. Parker and colleagues, working proactive behavior consists of four stages: preventing problems, creating innovations, ability to declare oneself and one's plans, and taking responsibility for results (Parker et al., 2006; Parker, Collins, 2010).

The literature describes various personal and organizational factors of proactive behavior. Proactivity is linked to proactive problem solving (Parker et al., 2006), individual innovation, career initiative and promotion (Seibert et al., 2001; Starikova, Manichev, 2019). Proactive employees are more satisfied with their work (Strauss et al., 2015). Trust and autonomy in the workplace act as predictors of proactive behavior (Parker et al., 2006). Positive effects of the impact of transformational leadership, the extended role of self-efficacy and autonomy at work on proactive behavior have been revealed (Belschak, Hartog, 2010; Strauss et al., 2009). Proactivity is positively correlated with the distribution of tasks in the working network (Thompson, 2005), proactive socialization in the enterprise (Kammeyer-Mueller, Wanberg, 2003). Constructive perfectionism stimulates the manifestation of proactive working behavior (Kruglova et al., 2019). Rational thinking styles and rational work design are complementary factors in choosing proactive behavioral strategies of job crafting (Manichev, 2018). Proactivity is a positive factor for innovation in the organization (Abramova, Tatarko, 2019). The helpful activity and initiative of employees lead to new original solutions, while the long-term perspective and ability to overcome obstacles help to realize the plans (Escrig-Tena et al., 2018).

K. Tornau and M. Frese in a meta-analysis of the main concepts of proactivity (163 independent samples with a total number of 36,079 participants) found the following correlations of proactivity with personal and organizational characteristics (Tornau, Frese, 2013). Proactivity was positively correlated with such factors of the Big Five (Costa, McCrae, 1995) as "conscientiousness", "extraversion", "openness to experience", and negatively with "neuroticism" and "agreeableness". Self-efficacy, the breadth of role self-efficacy, responsibility for change, locus of control, innovation, working autonomy, social support, organizational commitment, and job satisfaction were positively correlated with all concepts of proactivity. Proactive behavior was also an important factor of job performance.

In general, proactive behavior leads to greater efficiency and success of the organization as proactive employees are motivated to achieve the goals of the organization, they set new goals and accelerate the growth of the company and its effectiveness (Crant, 2000; Parker, Bindl, Strauss, 2010). According to the study by O. Abramova and A. Tatarko (2019), innovative organizational culture contributes to the proactive behavior of a person at the level of the entire organization, provided that the high innovative self-efficiency of an individual — his or her belief in the ability to create innovations — is maintained (Abramova, Tatarko, 2019). However, future research should pay special attention to possible destructive individual, social, and organizational effects of antisocial proactive behavior, since proactive behavior includes additional efforts, challenging the existing situation, and violating or deviating from prescribed roles, customary practices, and task procedures. Pressure on employees to take initiative can lead to stress, role overload, work-family conflict, and reduced activity over time (Bolino, Turnley, 2005; Spector, Fox, 2010).

## **Research methods for proactivity, proactive behavior, and proactive coping**

Currently, it can be stated that there are various methods aimed at measuring proactivity, proactive behavior at work, and proactive coping.

### ***The Proactive Personality scale***

A proactive personality scale was developed by T. S. Bateman and J. M. Crant. According to the authors, proactivity is seen as a personal disposition to change the environment. A proactive person identifies and acts following opportunities, takes initiative, and shows perseverance in achieving goals. The questionnaire consists of 17 statements, which are evaluated on a seven-point Likert scale (Bateman, Crant, 1993). There are shortened versions of the proactive personality scale with 10 items (Seibert et al., 1999) and six items (Claes et al., 2005).

### ***Proactive Attitude scale***

The Proactive Attitude scale was proposed by R. Schwarzer. A proactive attitude is seen as a personal characteristic, which is important for motivation and action. It is a belief in the rich potential of change that can be made to improve oneself and one's environment. Proactive attitude includes ingenuity, responsibility, values, and vision. The questionnaire consists of 15 statements, which are evaluated on a four-point Likert scale (Schwarzer, 1999).

### ***Proactive Coping Inventory***

The most well-known questionnaire for studying proactive coping behavior is the Proactive Coping Inventory developed by E. R. Greenglass. The inventory is based on an approach in which coping behavior is considered within a social context and integrates affective, cognitive, intentional, and social factors into a set of coping strategies that enable an individual to cope with challenges by constructing ways of action for personal growth and progress toward personal goals (Greenglass et al., 1999). Russian version of the inventory was adapted by E. V. Starchenkova. The inventory consists of 52 statements assessed on a four-point Likert scale and contains six subscales: 1) proactive coping, 2) reflexive coping, 3) strategic planning, 4) preventive coping, 5) search for instrumental support and 6) search for emotional support. To shorten the survey time, it is possible to use the first scale called "Proactive coping" (Starchenkova, 2017). E. P. Belinskaya and her colleagues created a short version of the proactive coping inventory, which included 27 items (Belinskaya et al., 2018).

### ***The Utrecht Proactive Coping Competence scale***

The Utrecht Proactive Coping Competence scale was developed by C. Bode with colleagues. The scale is based on a proactive coping process model (Aspinwall, Taylor, 1997) and assesses four proactive competencies: 1) setting realistic goals, 2) using feedback, 3) evaluating the future, and 4) using resources. The scale consists of 21 statements; the answers are evaluated on a five-point scale (Bode et al., 2007).

### ***«Proactive behavior» technique***

«Proactive behavior» technique was developed by A. I. Erzin. The methodology is aimed at analyzing personal predictors of proactive behavior. The questionnaire consists of 56 statements, which are evaluated on a five-point scale, and includes seven scales: 1) awareness of actions, 2) predicting the consequences of behavior, 3) internal locus of control, 4) spontaneity, 5) autonomy in decision-making, 6) metamotivation, 7) internal determinacy. Additional indicators are «Constructive proactivity» and «Destructive proactivity» (Erzin, 2014; Erzin, Antokhin, 2015).

### ***Proactive Decision-Making Scale***

Among the new methods, one can highlight the Proactive Decision-Making Scale (PDM), aimed at studying the decision-making process in organizations. The scale was developed by J. Siebert and R. Kunzb. The PDM scale assesses four proactive cognitive skills: "systematic identification of objectives", "systematic search for information", "systematic identification of alternatives", "using a "decision radar", and two proactive personality traits: "showing initiative" and "striving for improvement". The scale contains 19 statements; the answers are evaluated on a seven-point Likert scale (Siebert, Kunzb, 2016).



## Research on proactive coping in the context of occupational health psychology

Modern studies of proactive coping behavior in occupational health psychology show that there is an increasing tendency to consider coping strategies in terms of their positive impact on various areas of human life. The idea that coping has a positive impact on the individual is linked to the role of positive beliefs in maintaining and preserving their own physical and mental health. Psychological beliefs such as optimism, a sense of personal control, and a sense of meaning are important psychological resources that help people deal more effectively with a variety of challenges and threats (Taylor et al., 2000). Proactive coping behavior contains a positive sense of stress management as it focuses primarily on improving life quality, thereby responding to the demands of positive psychology (Seligman, 2008; Seligman, Csikszentmihalyi, 2000). There are several reasons to believe that positive personal perceptions have a significant impact on human well-being and health. For example, beliefs such as confidence in the future and an active desire for development are definitely psychological factors in good physical condition.

People with self-respect and a belief in their ability to control their destiny are more likely to adopt a healthy lifestyle (Greenglass, 2001, 2002). Positive emotional states of an individual are closely connected with favorable interpersonal relations. Confident and optimistic people have great social support from others and are better mobilized in stressful situations (Taylor, Brown, 1994). Besides, people with sufficiently developed psychological resources, including a sense of subjective control, high self-esteem, and optimism, are more likely to use proactive coping strategies that minimize psychological loss due to stress (Aspinwall, Taylor, 1997; Cruz, 2018). Developing proactive competencies and proactive attitude can improve people's quality of life or to increase their life satisfaction and decrease their level of depression (Stanojević et al., 2014).

In health psychology, the task of studying health-related behavior is central. The development of the problem of psychological and behavioral factors of healthy behavior inevitably involves addressing the category of attitude. Attitude toward health is a system of individual, selective connections of an individual with various phenomena of the surrounding reality that promote or, conversely, threaten human health, as well as a certain assessment of an individual's physical and mental condition (Berezovskaya, 2011; Berezovskaya, Nikiforov, 2003). Attitudes toward health are one of the main, but not yet sufficiently developed, issues of health psychology. The search for an answer boils down to one thing: how to ensure that health becomes a leading, organic need of a person throughout his or her life path. In the study, the main barriers that hinder the implementation of healthy behavior are discussed (Nikiforov et al., 2016).

In health psychology, there are three main groups of theoretical models aimed at explaining, understanding, and changing health-related behavior (Rasskazova, 2014a; 2014b; 2016b; Rasskazova, Ivanova, 2015): 1) motivational models of health-related behavior (continuum models) consider intention as the main cause of change; 2) stage models describe the dynamics of human behavior, the stages of its change; 3) self-regulation models, like stage models, are based on the identification of stages or links in the process of behavior change, but are based on the concept of regularities of self-regulation of activity and state.

From the perspective of proactive coping, the most interesting model is the temporal self-regulation of individual behavior concerning health by P. A. Hall and G. Y. Fong, since both concepts focus on the temporal factor. In the model of P. A. Hall and G. Y. Fong, behavior is supposed to be partially irrational and it is necessary to take into account unconscious and emotional processes (Hall and Fong, 2007). Behavioral adaptability/disadaptability is assessed from a time perspective. The intention is formed based on expected value components that change over time. The effect of



motivational factors that determine an individual's intention to change his or her behavior depends on whether the benefits or losses that the individual considers are long-term or short-term. However, the influence of the intent itself depends on the capacity for self-control and behavioral dominance. Feedback loops are also an important part of the model. The advantage of this model is its interdisciplinary nature — attempts to integrate data on the biological and neurocognitive basis of self-regulation, environmental and social variables (the role of the context of behavior), ideas about the temporality of the process of self-regulation (Rasskazova, 2014b). The regulatory role of the future in the process of activity is associated with such psychological concepts as anticipation (V. Wundt, B. F. Lomov, E. N. Surkov), attitude (D. N. Uznadze), acceptor of the results of the action (P. K. Anokhin), a model of the required future (N. A. Bernshtein), probable forecasting (I. M. Feigenberg), etc.

A person's view of his or her health as a value necessary for the implementation of the personal and professional life plans is largely determined by the individual's time perspective. Individual differences in time perspective are related to health decision-making processes (Orbell, Hagger, 2007; Orbell et al., 2004), risky driving behavior (Zimbardo et al., 1997), smoking (Fong, Hall, 2003; Adams, 2009; Adams, Nettle, 2009), substance use (Fieulaine, Martinez, 2010), healthy lifestyle (Joireman et al., 2012). In general, studies support the hypothesis that a more future-oriented time perspective (and to a lesser extent, present-oriented) is positively related to health-saving behavior and negatively related to risky behavior (Hall et al., 2015). Since health-saving behavior is characterized to a large extent by direct costs rather than immediate benefits, proactive coping behavior, by its focus on future goals and improving the quality of life in general, helps to maintain the necessary motivational tension in favor of delayed goals.

For people with a proactive coping style, the future becomes relevant, has a strong motivational potential in the present, where activities are already determined by future events, important goals that the individual sets for him/herself, representing temporal continuity and integration of events. Representation in the time perspective of the personality of distant goals actualizes proactive coping strategies. Orientations toward the present and past lead to a preference for avoidance and social support strategies over proactive coping (Starchenkova, 2007, 2012; Starchenkova et al., 2019). The study by M. Zambianchi and P. E. Ricci Bitti showed that social well-being was positively connected with proactive coping strategies, future-oriented time perspective, and expression of positive emotions and regulation of negative emotions (Zambianchi, Ricci Bitti, 2014). On the contrary, present-oriented time perspective contributes significantly but negatively to social well-being.

In a study of the relationship between the time perspective of the individual (Zimbardo, Boyd, 2010) and occupational health in socionomical professions (Starchenkova, Stolyarchuk, 2017), such temporal perspectives as "positive past", "negative past", and "fatalistic present" were associated with low occupational health indicators at physical and psychological levels. The "future" time perspective was associated with low occupational burnout and high occupational health indicators at the social level. A. Dwivedi and R. Rastogi concluded that proactive coping was a positive predictor of life satisfaction while "present fatalistic" time perspective was a negative one (Dwivedi, Rastogi (2017).

Considering the ways to take care of one's health, T. Yu. Rasskazova emphasizes that, despite their diversity, all of them are aimed at regulating a person's health and, consequently, should be considered in the structure of psychological self-regulation of activity and state. From the author's point of view, health care actions are related to coping behavior. Reactive and counter-cyclical coping strategies are a consequence of deteriorating health, and belief in their importance is a primary response to a health threat. Convinced of the importance of preventive ways of monitoring and preserving health, only those who follow them can better assess health. Proactive health care strategies (exercise, cold

training) are directly linked to a better assessment of one's health, regardless of beliefs in their importance (Rasskazova, 2016).

One of the determinants of maintaining and strengthening occupational health is a person's ability to constructively cope with various difficulties on the way to one's professional development. In the psychology of occupational health, among the most studied phenomena that lead to the need to use various strategies of coping behavior are professional difficult situations, organizational and professional stresses, their consequences in the form of the development of professional destructions, and others. The result of non-constructive coping with professional difficulties can be a frustration in achieving personal goals, dissatisfaction with personal and professional development, deterioration of quality of life and health, reduction of professional efficiency, development of professional deformations.

Several studies have confirmed that the selectivity of coping behavior depends on the cognitive appraisal of professionally difficult situations and the stage of professionalization. The selectivity of coping behavior was determined by the parameters of subjective representations of professionally difficult situations (Starchenkova, Yachanova, 2011). For example, such parameters of the cognitive assessment of the stressfulness of a situation such as importance and difficulty have more often led to the selectivity of proactive coping strategies, while incomprehension and uncertainty have led to the search for social support. As professional skill grows, the subjective image and interpretation of a situation are transformed into the differentiation of essential characteristics of professionally difficult situations from insignificant ones, increasing the controllability of a situation and decreasing the subjective assessment of its stressfulness (Vodopyanova, Starchenkova, 2008; Starchenkova, 2016). The research results obtained by E. S. Starchenkova and A. Yu. Yachanova (2011) showed that at the stage of professional adaptation, teachers more often chose coping strategies of avoidance, distancing, positive re-evaluation of the stress situation, and lacked control over the stressful situation. At the stage of professional skill, professionally difficult situations were more often overcome with the help of proactive coping behavior. At the stage of "pseudo professionalism", which is characterized by performing work according to professionally distorted norms against the background of personality deformation, teachers more often used such coping strategies as distance and avoidance and did not seek social support, which exacerbated the experience of professional burnout (Starchenkova, Yachanova, 2011).

In the study of professionally difficult situations for the employees of locomotive brigades it was shown that in the situations that could be anticipated, when certain actions could be taken in advance to prevent them (e.g., the danger of brake failure, possible descent of the locomotive from the track, occurrence of fire), more often proactive coping strategies were chosen, while hardly predictable, uncontrollable and independent of the driver's activity extreme situations (e.g., car displacement to the adjacent track, the threat of hitting people, animals, vehicles) led to the selectivity of reactive coping behavior due to the surprise factor of their occurrence (Starchenkova, Chernaev, 2009).

The others studies showed that in simulated test trials, train dispatchers with a high level of stress tolerance had a more adequate cognitive assessment of potential extreme situations, a higher assessment of their coping resources, and more often chose proactive coping strategies to address difficult situations, compared to dispatchers with a low level of stress tolerance (Vodopyanova and Starchenkova, 2008; 2009).

The study of professional and organizational stress and coping strategies of higher school teachers showed the prevalence of organizational stress factors in their activities over professional ones (Starchenkova et al., 2013). The use of constructive coping behavior in stressful situations was important for maintaining and improving the professional health of higher school teachers. The use of proactive coping strategies and problem-oriented coping reduced the probability of both

organizational and professional stress. T. J. Devonport also conclude that preventive and proactive coping strategies need to be mastered by higher school teachers to prevent organizational and professional stress (Devonport et al., 2008). In addition to reducing professional stress, proactive coping behavior contributed to the improvement of professional well-being (Kulikova, 2019).

The study of the features of overcoming professional stress in specialists in the field of medical rehabilitation analyzed the specifics of the application of proactive models of coping behavior in rehabilitation center specialists with varying degrees of severity of adverse chronic conditions. Specialists from the "risk group" were much less likely to use proactive stress coping strategies, which facilitated the transition of chronic conditions into signs of burnout syndrome (Kuznetsova et al., 2019). Representatives of the "trouble-free group" more often used proactive and preventive coping strategies, which is considered by the authors as an adequate response to the action of professional and organizational stressors specific to rehabilitation work.

The results of the positive impact of proactive coping behavior on the functional states arising in the course of professional activity are of interest. In studying the interrelationships of proactive coping and low-performance states using the technique of differential diagnosis of reduced working capacity states by A. B. Leonova and S. B. Velichkovskaya, the researchers received data that such coping strategies as proactive coping and strategic planning were negatively correlated with the states of fatigue, monotony, and mental satiety (Starchenkova, 2016). It can be said that this type of coping contributes to the regulation of a person's functional states by reducing the level of mental tension through the judicious use of resources; the person considers the events happening to him or her in a certain time perspective, so he or she is ready to delay, postpone the immediate satisfaction of their needs for the benefit of future goals.

In occupational health psychology, burnout is considered as an indicator of professional maladaptation and a typical symptom of occupational ill health, manifesting its negative impact at all levels: physical, psychological, and social. In some countries burnout syndrome is considered as an occupational disease (Canu et al., 2019). In this connection, the search for psychological factors that prevent its development is an urgent task of psychological ensuring of professional activity.

The important role of proactive coping behavior in reducing the severity of professional burnout and in its prevention has been confirmed in numerous studies. Proactive coping strategies influence the reduction of professional burnout mainly through improving the self-assessment of professional achievements and reducing the level of emotional exhaustion (Ângelo, Chambel, 2014; Greenglass, 2001, 2005; Schwarzer, Taubert, 2002; Evdokimov et al., 2009; Starchenkova, Yachanova, 2011; Nikiforov et al., 2015; Starchenkova et al., 2017; Albulescu et al., 2018; Kovaleva, 2018; Voischeva, 2018). In a study of nurses, proactive coping strategies, as well as optimism, were associated with low occupational burnout. Individuals with appropriate psychological resources (e.g., proactive coping and optimism) can maintain a positive view of professionally difficult situations even under severe stress (Chang, Chan, 2015).

In a study health care workers with a low degree of professional burnout had more psychological resources of health (existential fulfillment and proactive coping) than their colleagues with a high degree of burnout. The authors conclude that psychological resources of health can act as a factor of protection against burnout syndrome, and psychological diagnostics of these resources can serve as an additional tool for assessing the potential of health and will allow predicting changes in the current state of specialists in the course of their professional activity (Anisimov et al., 2018). The other study has shown that the use of proactive coping strategies, favorable family relationships, and satisfaction with the quality of life prevent the development of professional burnout among nurses (Dorokhina, 2018).

The researchers showed that strategies of job crafting as proactive coping strategies initiated by employees effectively reduced role stress and occupational burnout while increasing psychological resources and productivity (Singh, Singh, 2018). Proactive job-crafting strategies such as increasing work requirements, restructuring work, and attracting social resources have hampered the development of chronic fatigue at work for guides accompanying tourist groups (Zimina, 2020).

Z. F. Dudchenko and S. V. Firsova studied the relationship between professional burnout and proactive coping behavior and individual self-regulation style in Russian and Kazakh top managers of small businesses. Coping strategies such as strategic planning and prevention reduced the level of emotional exhaustion. Proactive coping and self-regulation “modeling” style contributed to the increase in the self-assessment of professional accomplishments (Dudchenko, Firsova, 2019).

E. B. Petrushikhina (2015) studied the features of coping strategies of managers at different levels. Implementation of management activities requires such coping strategies as proactive coping, reflexive coping, planning, and problem-oriented coping for managers at all levels of management compared to employees. Top managers are characterized by proactive, transformative coping strategies. Mid-level managers are more likely to apply strategies to find social support, while passive and emotionally oriented coping strategies are more pronounced among lower-level managers (Petrushikhina, 2015).

A study of personal predictors of stress resilience found that top managers with high levels of hardiness were more likely to use coping strategies such as proactive coping, strategic planning, positive refocusing, and seeking emotional support, while top managers with low levels of hardiness were more likely to use reflection and catastrophizing strategies. Technologies of psychological interventions and support for professional activity of top managers should focus on the development of an active and optimistic life position, as well as the formation of proactive coping behavior ((Vodopyanova et al., 2017).

In recent decades, interest in organizational culture has increased dramatically due to the awareness of the impact that culture has on the success and effectiveness of an organization. Modern research shows that thriving companies are characterized by a high level of culture, which is formed as a result of thoughtful efforts by management to develop the spirit of the organization. Culture determines the goals, values, and standards of behavior of the personnel, as well as the quality of working life. The quality of working life affects not only the external performance of the organization but also the stability of the staff, their performance, health, and organizational loyalty. Stress response and stress syndromes at work develop when elements of organizational culture cause a large number of stressful situations (Vodopyanova, Starchenkova, 2008). The results of the research on coping strategies among employees of organizations with different types of organizational culture showed that employees of budgetary organizations with clan culture were not inclined to be aggressive in resolving difficult situations and were more inclined to act cautiously. Employees of commercial organizations with a market culture that requires customer orientation were more likely to use proactive coping, assertive behavior, and social interaction.

The some study has shown that proactive coping facilitates professional adaptation of new employees, primarily by reducing emotional costs. Employees who use proactive coping accumulate more personal and work-specific resources and can effectively invest them to improve their well-being at work (Ślebarska, 2017).

Proactive coping strategies were positively correlated with organizational characteristics such as job performance, job satisfaction, and civic organizational behavior (Ersen, Bilgiç, 2018). The other study concerning retailers working for a leading Italian supermarket company has shown that emotional demands are crucial in professions that involve direct relationships with customers and, if poorly managed, can negatively affect the professional health and productivity of employees.



Employees' proactivity acts as a protective factor, preventing the development of conflicts with clients and positively influencing the company's image and subjective well-being of employees themselves (Mazzetti et al., 2019).

The one study brought together 2 433 Korean company employees. Employees of the companies had considerably worse health status and low indicators of healthy behavior compared to the general population. Regular exercise, smoking cessation, work / life balance, proactive lifestyle, religious practices, and good physical health were associated with low levels of absenteeism (Yun et al., 2016).

The psychological study of a working person's rest is a new direction of research of professional labor, the expediency of which is due to the fact that modern forms of interaction between the organization and the employee allow a high degree of autonomy of employees in planning and execution of work. Recreation is considered as an activity planned for resource recovery, health preservation, and successful self-realization in the workplace. The type of attitude toward rest determines different approaches to its organization: proactive (based on advanced recreation planning) and reactive (manifested in the recognition of the recreational value of rest without special activity in its organization) (Kuznetsova, Luzyanina, 2014).

O. A. Kondrashikhina, L. G. Kondrashevskaya consider the full rest of the employee as an important resource for coping with professional stresses, which contributes to the restoration of physical strength and mental activity, emotional balance, and motivational optimality (Kondrashikhina, Kondrashevskaya, 2016). People's lack of awareness of the importance and need for rest harms their occupational health. In their research, those using a proactive approach to recreation management had a greater set of constructive coping strategies than those who preferred a reactive approach to recreation management. Thus, it is possible to see that within the framework of professional activity, proactive coping behavior has many positive effects both on individual and organizational levels.

### **Psychological resources of proactive coping**

From the perspective of occupational health, it is important to understand the role of psychological resources for coping with professional difficulties. Resources are the internal and external capacities and tools of individuals, whose mobilization enables them to implement programs and behavior strategies to anticipate and overcome difficult life and professional situations. Studies show that the experience of resource loss is negatively related to proactive coping behavior and positively related to occupational burnout symptoms (Starchenkova, 2012). The importance for proactive coping of such resources as preventive coping cognitive resources (Khazova, Korshikov, 2010), personality traits (sociability, emotional stability) and qualities that ensure the sustainability of motivation and ability to organize the future (Starchenkova, 2012), ability to anticipate (Starchenkova, Gushchina, 2011; Danilenko, 2016; Starchenkova, 2016), meaningful in life (Miao, Gan, 2020; Sougleris, Ranzijn, 2011), and meaningful life orientations of a person (Starchenkova, 2012) is shown. Gender differences in proactive coping are not clear. Although one study showed that women were more likely than men to seek emotional and instrumental support (Greenglass et al., 1999), gender does not seem to affect proactive coping in general.

Conflicting empirical data were obtained by establishing a link between proactive coping and the level of subjective well-being. Several studies confirm a positive connection between proactive coping behavior and psychological well-being (Uskul, Greenglass, 2005; Sohl, Moyer, 2009; Pauhl, 2012; Yurevich, 2018; Lapkina, Monakhov, 2017). In another study (Starchenkova, 2012), the proactive coping strategy was not correlated with subjective well-being, while reflexive and preventive coping was negatively correlated with a sense of subjective well-being. This can be explained by the effect of



“deferred well-being” (Shamionov, 2006) when a person overestimates over time what caused stress and discomfort in the process of achieving a personal goal: negative (difficulties in achieving) into a positive (satisfaction with the result of achievement).

In examining the structure of personal coping resources (proactive attitude, general self-efficacy, authentic life, rejection of external influences, a sense of coherence, and trained resourcefulness), it was found that they are closely related to each other, being different aspects of general personal salutogenic functioning (Biron, 2013).

Many studies consider health to be an integrative characteristic of a person, where higher levels of health are distinguished along with the physical and mental components (Anisimov, Kireeva, 2016). Examination of the phenomenon of “spiritual health” in contemporary research shows that many resources at this level are beyond the scope of research attention and practical study (Danilenko, 2014). Veselova (2006) believes that it is appropriate to consider manifestations of “professional health — ill-health” at four levels — somatic (biological), mental, social, and existential (or spiritual, eschatological). At the latter level, the manifestation of professional ill health can be the moral unreliability of a specialist and the formation of the opposite professional identity of quality — professional marginalism. Professional marginalization represents a loss of professional identity, indifference to professional duties and norms, replacement of professional values and morality with values and goals of another environment (Ermolaeva, 2001).

In the study of spiritual resources of health, Anisimov and Kireeva (2016) conclude that individuals with conscious value and meaning orientations have great spiritual resources (proactivity, existential fulfillment, reflexivity) for constructively overcoming difficult life situations, maintaining individual health, and professional self-realization.

N. M. Voishcheva in the study of ecologists developed a typology of coping behavior depending on the combination of different coping styles (“proactive”, “prosocial”, and “asocial”). The typology included three main types of coping behavior, which were named: 1) “Reactive”, 2) “Active”, and 3) “Proactive”. The selectivity of the type of coping behavior depended on the individual psychological characteristics of ecologists (Voishcheva, 2018; Voishcheva et al., 2018). Using the “Proactive” coping type takes place at the late stages of the professionalization of ecologists with a long experience in the profession. The application of the “Proactive” coping type of behavior was related to its prosocial orientation, low professional burnout, and positive professional identity.

The results of studies of occupational health of specialists of different professions show that proactive coping is an important condition for its formation and maintenance (Nikiforov et al., 2015; Starchenkova, Zakharova, 2016; Starchenkova, Stolyarchuk, 2017; Vodopyanova et al., 2018). Nikiforov et al. (2015) developed a comprehensive methodology for assessing occupational health at physical, psychological, and social levels.

The summary of the results showed that high occupational health indicators at all three levels were associated with proactive coping strategies (proactive coping, reflexive coping, strategic planning, and preventive coping). For psychological and social levels, strategies of seeking of social support (emotional and instrumental) were additionally important. Maintaining a healthy lifestyle was positively related to a high level of physical health, emotional well-being, and experiencing professional demand. It can be concluded that while being proactive a person looks at life’s events from a certain time perspective, and future-oriented people usually make more efforts to prevent negative changes in their lives (Ouweland, 2007). Through future-oriented and preventive coping with difficulties, proactive coping behavior orients people to preserve and promote their health as an important resource for personal growth and professional development.

Analysis of a number of studies shows the possibility of the formation and development of proactive coping behavior in training programs. C. Bode with colleagues developed a short-

term educational program for middle-aged and elderly people aimed at developing proactive competencies: 1) setting realistic goals, 2) using feedback, 3) evaluating the future, and 4) using resources following the procedural model of proactive coping (Aspinwall, Taylor, 1997). At the end of the program, all proactive competencies in the experimental group were strengthened compared to the control group at a statistically significant level, and results remained stable three months after the end of the program (Bode et al., 2007).

Starchenkova proposed a training program for constructive coping behavior in professional difficult situations (Starchenkova, 2016), an important element of which was the training of proactive coping behavior. Training included following parts: analysis of typical professional difficult situations, the role of subjective characteristics for coping with professionally difficult situations, working with professional identity and professional activity meanings, resources of coping behavior, barriers to self-change and mastering constructive coping behavior, training in proactive competencies. At the end of the program in the experimental group, compared with the control group, the indicators of professional burnout (emotional exhaustion and reduced professional accomplishments) decreased at a statically significant level, assessments of the general stressfulness of professional difficult situations decreased, and proactive competencies increased.

N. A. Romanof and A. O. Svirina developed a program aimed at forming productive coping mechanisms of coping behavior among medical staff. The main stage of the program consisted of three components (motivational, cognitive, and behavioral). Motivational component: acquaintance with the participants, familiarization with the work procedure and tasks of the program, motivation to work, creation of a trusting and favorable atmosphere. The cognitive component includes the analysis and updating of the participants' existing knowledge about coping behavior and coping strategies, expanding the range of knowledge about the problem. Behavioral component: expansion of communication abilities and range of productive coping strategies, development of skills to apply them in various stressful situations. As a result of the program, coping behavior has become more productive. The frequency of accessing proactive coping strategies has increased. Participation in the program has also had a positive impact on team relationships (Romanof, Svirina, 2019).

A. A. Bekhetr has developed a reflexive training program for the development of proactive coping among first-year students. The program of proactive coping development included exercises and techniques focused on the development of reflection, forecasting, goal setting, and anticipation consistency, developing the skills of proactive coping during the modeling of difficult life situations and situations of professional development. After the training in the experimental group compared to the control group, at a statistically significant level, the anticipation consistency has increased (Bekhetr, 2019).

N. M. Voishcheva developed a training course on proactive coping behavior to prevent professional burnout among ecologists. The program consisted of several blocks: proactive coping, reflexive coping, strategic planning (developing a plan to achieve the goal), preventive coping (anticipating opportunities and threats), and pro-social coping strategies. There was an increase in the indicators of proactive coping and sense of time in the experimental group compared to the control group after the training (Voishcheva, 2018). When assessing the effectiveness of similar training of proactive behavior and individual psychotherapy in individuals with different degrees of professional burnout (Slabinsky et al., 2019), improvements in the use of proactive strategies were observed, as well as a decrease in the symptoms of professional burnout.

## Conclusions and future directions

Proactive coping, directed at an upcoming as opposed to an ongoing stressor, is a new focus in positive psychology research. It refers to the efforts aimed at building general forces to facilitate the path toward challenging goals and personal growth. In many studies proactive coping is seen as the mediator between psychological resources (perceived self-efficacy, personality traits, optimism, social support) and outcomes (life satisfaction, fair treatment, burnout, depression, anger) (Stanojević et al., 2014).

A separate issue consists of the relationship between the concepts of proactivity, proactive behavior and proactive coping. Proactivity is generally understood as a personality characteristic, which can manifest itself in a special style of behavior — proactive, aimed to predicting situations, willingness to take control of life circumstances, initiative, and perseverance in achieving time-distant goals. Proactive coping behavior is actualized in potentially stressful events that threaten a person's well-being and impede personal and professional growth and self-realization.

It can be concluded that proactive coping behavior is considered as an important positive predictor of the employee's optimal functioning at both individual and organizational levels. The analysis of modern research shows that proactive coping has a positive effect on the occupational health of specialists of various professions by reducing the subjective assessment of the stressfulness of professionally difficult situations by considering them as situations of a challenge to one's abilities. The use of proactive coping has a positive effect on the state of reduced work capacity in professional activity, reduces the levels of organizational and professional stresses, reduces the degree of chronic fatigue at work, and contributes to the prevention of professional burnout. It generally increases stress resistance and is an important psychological resource for coping with professional difficulties. The separation of this type of coping shifts the focus of research to a wider range of goals and risk management issues, which includes the active creation of opportunities for personal and professional growth and positive stress experiences.

Proactive behavior leads to greater efficiency and success of the organization as proactive employees are motivated to achieve the goals of the organization; they set new goals and accelerate the growth of the company and its effectiveness. Proactive coping behavior is positively connected with the experience of psychological well-being in professional activity, promotes professional adaptation, positively influences on job performance and professional efficiency, increases job satisfaction, contributes to career development, promotes innovations in the organization, reduces the level of absenteeism.

The positive results of the training programs show the possibility of developing proactive coping behavior. Trainings of proactive behavior can find their application in stress management, burnout prevention, and occupational health programs.

However, future research should pay special attention not only to the benefits but also to the possible costs of proactive behavior, both at the individual and organizational levels. Possible destructive individual, social, and organizational effects of antisocial proactive behavior should be highlighted, since proactive behavior includes additional efforts, challenging the existing situation, and changing routine procedures. Pressure on employees to take proactive efforts can lead to stress, role overload, work-family conflict, and reduced productivity over time.

Further research should also pay attention to the problem of the genesis and formation of proactive coping on the path of person's professional development in order to ensure professional longevity. Occupational health is now seen as a strategic resource necessary at all stages of the professional path of labor subjects, which ensures the effectiveness of their activities and professional well-being.

The subject-resource approach (Vodopyanova et al., 2019) is promising from the perspective of the psychological support for the professional activity and occupational health of specialists of different professions. The psychological support of working people is considered as a cross-cutting process of a variety of psychological activities and healthy organizational environments that promote health, professional well-being and professional longevity, and counteract professional and personal deformations at all stages of the professional development.

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# ORGANIZATIONAL PSYCHOLOGY

## Conceptualization of a school as an organization: a literature review

**Roksana NESMEIANOVA**

**Sergey LIPATOV**

*Lomonosov Moscow State University, Moscow, Russian Federation*

**Abstract.** *Purpose.* Modern ideas about the school as an organization are analyzed and systematized in the article. The relevance of the study is due to the fact that at present, at the legislative level, the school has come to be regarded as an educational organization. This formulation opens up the prospect of studying this social institution from the perspective of organizational psychology. *Findings.* The metaphors and models of the school as a social organization are described, the analogies of the educational and production process are analyzed. The key efficiency indicators of the school are highlighted and the actual problems of interaction between the main participants in the educational process: teachers, students, parents and administration are revealed in detail. The specificity of the organization of school work is analyzed, the importance of ensuring the synchronization of goals, values and a common vision for creating and maintaining a favorable atmosphere in the school organization is substantiated. The role of the informal structure of the school is denoted — the organizational culture. *Conclusions.* The conducted literary analysis suggests that the study of the problems of the school as an organization should be carried out in the paradigm of organizational culture. This approach will provide a correct comprehensive understanding of the context of social interaction of participants in the educational process, coordination of their joint work for the successful implementation of all goals set for the school. *The value of the results.* This area of research is still underdeveloped in domestic works, nevertheless, it can be argued that the need to take into account the organizational culture of the school will allow a new look at the internal and external processes of its activities. The development of research in this direction is promising, because makes it possible to reach a qualitatively new level of progressive transformation of the school system in our country.

**Keywords:** school as an organization, organizational culture of the school, organizational culture, educational environment.

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## Development and validation of the Job Perfectionism Scale

**Alena ZOLOTAREVA**

*National Research University Higher School of Economics, Moscow, Russian Federation*

**Abstract.** *Purpose.* The aim of this study was to develop and validate of the Job Perfectionism Scale. *Method.* The participants were 157 adult employees aged 23 to 69 years with the work experience 1 to 44 years. In addition to the Job Perfectionism Scale, all participants completed measures assessing work addiction and professional motivation. *Results.* Exploratory and confirmatory factor analyses supported a two-dimensional structure of the Job Perfectionism Scale with significant negative correlation between subscales ( $.50 \leq r < .85$ ), verifying construct, nomological, and discriminant validity of the questionnaire. Positive job perfectionism was positively correlated with autonomous professional motivation and was negatively correlated with work addiction and controlled professional motivation, whereas negative job perfectionism was negatively correlated with autonomous professional motivation and was positively correlated with work addiction and controlled professional motivation (all  $r_s > .30$ ), supporting convergent and divergent validity of the questionnaire. Cronbach's alpha coefficients were .82 and .83 for the positive job perfectionism subscale and .83 for the negative job perfectionism subscale, providing internal reliability of the questionnaire. *Conclusion.* The Job Perfectionism Scale is a valid and reliable instrument. *Value of the results.* The Job Perfectionism Scale can be recommended as a new instrument in the field of labor psychology and organizational psychology.

**Keywords:** job perfectionism, positive perfectionism, negative perfectionism.

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# ORGANIZATIONAL PSYCHOLOGY

## The roots and practical application of the behavioral economics for organizations

**Misha ZELDIN**

*Russian Academy of National Economy and Public Administration, Moscow, Russia*

*Moscow School for the Social and Economic Sciences (SHANINKA), Moscow, Russia*

**Oleg DAVYDOV**

**Irina PENKINA**

**Artem TSIKLINSKY**

*Moscow School for the Social and Economic Sciences (SHANINKA), Moscow, Russia*

**Abstract.** The purpose of this article is to make a critical review of behavioral economics. In the article was identified the path of its scientific development and were highlighted general ideological and methodological application principles. Ethical issues and the issue of effectiveness are presented. The practical tools for paternalistic behavior change is becoming more widespread and complements the traditional one. Behavioral economics is an interdisciplinary area of the social sciences, primarily combining experimental economics and psychology, based on the recognition of human limited rationality. A number of Nobel laureates R. Thaler, D. Kahneman, R. Schiller, D. Duflo and scientists D. Ariely, K. Sanstein, S. Bernarzi are actively involved in specialized consulting agencies. From the point of view of organizational psychology tasks — a deviations from optimal behavior need correction. The article defines the current position on the intervention in real behavior and the implementation of the “nudge” policy. The study of data and biases allows us to build a predictable choice architecture. That is demonstrated by examples from Google, Behavioral Insights, Save More Tomorrow, Vision Zero, NPO, etc. The article describes the applied logical models for considering human behavior and frameworks MINDSPACE, EAST. Behavioral economics is in demand to build evidence-based solutions to organizational and management problems.

**Keywords:** behavioral economics, organiztional behavior, libertarian paternalism, nudge, Vision Zero, MINDSPACE, EAST.

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## Through balanced organizational values towards purpose-driven organizations

Ivan MALBAŠIĆ

University of Zagreb, Zagreb, Croatia

**Abstract.** *Purpose.* The purpose of this article is to highlight the growing phenomenon of purpose-driven organizations and to explore the role of organizational values in the creation of such organizations. Given that there are different approaches to managing organizational values, particular attention is given to their need for balance, in the sense that the organization simultaneously promotes and develops values from different value categories. *Approach.* This paper presents the results of some recent research showing that today (1) the largest and most influential companies worldwide are managing their values in balanced way and that (2) managing values in a balanced way improves organizational effectiveness. *Findings.* Balanced values are helping organizations to focus on their key stakeholders and bring attention to the purpose of their businesses. *Originality.* This paper contributes to the understanding that the traditional old management logic is evolving into the new logic of purpose — modern business must produce a win-win result(s) for everyone rather than just for selected privileged stakeholders. The key to achieving this is focusing on organizational purpose.

**Keywords:** balanced values, mission-based model of organizational values, organizational purpose, organizational values, purpose-driven organizations.

### Introduction

The ultimate goal of any organization is to achieve success, and the way to achieve success is to realize the organization's plans. Although it sounds logical and self-evident, there is one crucial problem with a goal defined in such simple way—how do we define success? Each individual will define success in their own personal way, and the same goes for organizations. However, if we use the term “purpose” instead of term “ultimate goal”, the perspective changes and forces us to think a little more deeply about what we are doing. Creating a purpose-driven organization is currently a high-priority issue for contemporary management, and this paper seeks to contribute precisely to this issue.

Managerial challenges in today's business environment are increasing both in number and in complexity, and therefore the practice of management is changing rapidly. Some of the most important challenges for today's managers, both in the private and

public sectors and in small and large organizations, concern the questions of globalization, demographic problems, digitization, intergenerational differences, and constant changes in customer needs. All of those issues in addition to some usual challenges concerned with doing business in general, are making the managerial job more complex than in the past. Senyucel explained it very simply (2009, p.15): “In 3000 BC the most important managerial task was to finish the project at all costs; in 21st Century, however, we are trying to create a healthy balance where organizational targets are achieved and individual needs are met as much as possible.” Indeed, just realizing set objectives, however well defined, is no longer a guarantee of success, especially not in the long run. We need a new way of thinking about business that thinks considers what we do differently, and that starts from purpose.

In his book *Start with Why*, Sinek (2009) introduced the concept of “The Golden Circle”, which consists of 3 concentric circles. As shown in Figure 1, each of the three circles has a name: the largest outer circle is WHAT, the middle circle is HOW, and the smallest inner circle is WHY.

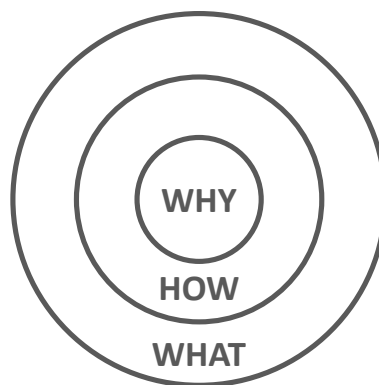


Figure 1. The golden circle (source: Sinek, 2009)

S. Sinek explained the three levels / words of The Golden Circle in a very mature way (Sinek 2009, p. 39):

**WHAT:** Every single company and organization on the planet knows WHAT they do. This is true no matter how big or small, no matter what industry. Everyone is easily able to describe the products or services a company sells or the job function they have within that system.

**HOW:** Some companies know HOW they do WHAT they do. HOWs are often given to explain how something is different or better.

**WHY:** Very few companies can clearly articulate WHY they do WHAT they do. And WHY is not about making money — that’s a result. WHY is a purpose, cause or belief? WHY is the reason why the company exist?”

“People don’t buy WHAT you do, they buy WHY you do it. If a company does not have a clear sense of WHY then it is impossible for the outside world to perceive anything more than WHAT the company does. And when that happens, manipulations that rely on pushing price, features, service or quality become the primary currency of differentiation” (Sinek, 2009, p. 64). To avoid such manipulations, companies need to focus their attention on something that can guide them towards achieving their purpose in the long run, and that “something” is called organizational values.

## Organizational values as a framework for doing business in the long term

The concept of “values” is complex and multifaceted. In a wider sense, it defines “something (as a principle or quality) intrinsically valuable or desirable” in the material, moral or spiritual sense (according to ‘Merriam-Webster Online Dictionary’ 2014); in the narrow sense, it refers to the fundamental beliefs and attitudes underlying society or the activity of an organization (according to ‘Hrvatski jezični portal [Croatian Language Portal — in Croatian]’ 2014).

It is necessary to distinguish the personal values of the members of an organization from the values according to which the organization operates and takes as its guiding principles (Argandoña 2003, p. 19; Edwards, Cable 2009, p. 655) because the motivational goals of individuals and organizations are different. By carefully studying a multitude of definitions of values at the individual, group and organizational system levels, S. Stavru proposed one of the best definitions of organizational values; he describes them as “long-lasting constructs, which have emerged from the collective beliefs, experience and vision of a group or all members of the organization about what the organization should hold of intrinsic worth, and which have (explicitly or implicitly) certain weight in the process of decision making and the evaluation of individuals and organizations in terms of their modes, actions and end states” (Stavru, 2013, p. 31). In this paper, the topic is not the personal values of an individual; instead, the focus is on organizational values and their impact on business.

From ancient times, wise people have been aware of the vital role that values have in the lives of individuals, but they also realized that the destiny of entire nations can depend upon these values. For example, approximately 2500 years ago, the famous Greek statesman Pericles assured his compatriots that in the wars they waged against their enemies they should rely on values such as those inherent to real democracy: informal communication, the dignity of each individual and promotion based on success (Clemens, 1986). Pericles, who was not only a military leader but also a very good manager, understood that these values could mean the difference between victory and defeat (Wehrich, Koontz, 1998, p. 333). Yet, organizational values were not systematically researched until the 1970s, and therefore their role in business was unclear. G. W. England was among the first to study personal managerial values and their influence on managers’ behavior (England, 1967). However, it was only after M. Rokeach (1973) published the book *The Nature of Human Values* that the systematic scientific study of organizational values began in order to provide answers to the question of whether and how values can affect business. In the following years, many scholars were concerned with organizational values from different perspectives (e.g., Schwartz 1992; Collins, Porras, 1996; Cowan, Todorovic, 2000; Hultman, Gellermann, 2002; Robbins, 2003; Davidson, 2004; Barrett, 2006; Dolan et al., 2006; Lee, Elliott-Lee, 2006; Devero, 2007; Cardona, Rey, 2008).

Organizational values are an important design element of each organization. Moreover, they are an internal organizational design element, meaning that the management of each organization can influence them significantly, and they are (or at least should be) under management’s control (Sikavica, 2011, p. 216). Taking this into consideration, we can understand why the scientific and professional community shows an increasing interest in the study of organizational values and organizational values management. Organizational values are a part of the core ideology of any organization, and those organizations that are aware of this are usually more successful. J. C. Collins and J. I. Porras outlined a full range of “visionary” organizations that are successful because they have kept their core values for decades (Collins, Porras, 1994). Based on comprehensive research, they came up with a conclusion: if you want long-term business success, it is necessary to define a core ideology, which primarily consists of the core purpose and core values of an organization (Collins, Porras, 1994; 1996), as shown in Figure 2.



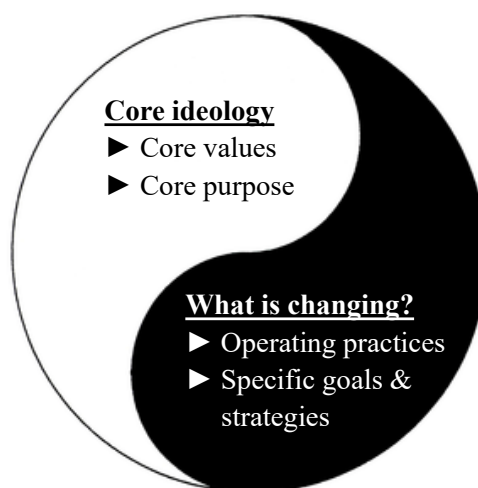


Figure 2. Organizational values as a part of the core ideology of an organization  
(source: Collins and Porras 1994; 1996)

## Balanced organizational values

### Why balanced organizational values

By their very nature, organizational values are positive and desirable principles. However, the way how they should be managed is still an important and insufficiently explored issue in the context of organizational values, i.e., does it matter what set of concrete values an organization develops and promotes? Considering that doing business today means satisfying many, often opposing interests, companies should try to have a balanced values, in accordance with the stakeholder approach proposed by R. E. Freeman (Freeman, 1984). The basic idea of a stakeholder approach is that organizational values must seek to integrate a number of stakeholder concerns, which can be understood as the aspiration to balance the goals of the organization (Malbašić, Rey, 2015).

An important characteristic of values-based organizations is that they have to “manage the complex task of balancing values and demands from different stakeholders” (Ashton, Hansson, 2011, p. 39). The values of such organizations — i.e., the way they are lived, acted, and promoted — determine everything else. Once the values are integrated into organizational policies and practices, an organization needs to “live them day by day, week by week, month by month, decision by decision, and policy by policy” (Brinckerhoff, 2009, p. 61). Although this demanding task may seem unnecessary, the business environment has drastically changed in the last several decades. We currently live in a time when organizations can no longer base their strategy only on a predictable market or a stable preferential product range. Instead, as stated by M. J. Hatch, M. Schultz, “differentiation requires positioning, not products, but the whole corporation. Accordingly, the values and emotions symbolized by the organization become key elements of differentiation strategies, and the corporation itself moves center stage” (Hatch, Schultz, 2003, p. 1041). This is the best argument that emphasizes organizational values as an important organizational factor whose role in business becomes more apparent each day.

### Mission-based model as a basis for considering balanced organizational values

The idea of balanced organizational values was first explored by R. E. Quinn and J. Rohrbaugh but from the ordering, through multivariate techniques, of criteria that organizational theorists and researchers use to evaluate the performance of organizations (Quinn, Rohrbaugh, 1983). In a two-stage study, organizational theorists and researchers were impaneled to make judgments about the similarity

of commonly used effectiveness criteria. The model derived from the second group closely replicated the first, and in convergence suggested that three value dimensions (control-flexibility, internal-external, and means-ends using an approach called the *Competing Values Framework* (CVF). Another very well-known approach dealing with the concept of balanced values is *S. H. Schwartz's values model* (Schwartz, 1992). Although both these models, along with some less famous ones, were often used in research and approaches, modern business practice shows that they are no longer applicable. Namely, contemporary organizations strive to achieve many different goals (economic, social, ethical, environmental, cultural), and in order to achieve them, organizations use different values in actual business conditions (Malbašić et al., 2015). A potential problem with the two aforementioned values models is their age; many years have passed since their creation. Additionally, S. H. Schwartz's theory is primarily suitable for general use in society and is therefore less suitable in the organizational context. On the other hand, the *Competing Values Framework* is primarily intended for research organizational culture, and organizational values are just one of its parts, albeit the most important one.

Another view on the concept of balanced organizational values, one based on the approach of *Management by Missions* developed by P. Cardona and C. Rey, has become more and more popular in last several years (Cardona, Rey, 2008). That model, called the *Mission-based model of organizational values* (see Figure 3), was developed by Malbašić et al. (2015) and is comprised of basic value categories as follows:

- **business values** — those values relating to the company's business and profit-making activity (i.e., perseverance, efficiency, professionalism, results orientation),
- **relational values** — those values that foster quality in interpersonal relations (i.e., communication, team work, respect for people),
- **development values** — those values aimed at differentiating and continuously improving the company (i.e., innovation, creativity, learning, continuous improvement),
- **contribution values** — those values aimed at doing more for stakeholders than strictly required by the business relationship (i.e., customer satisfaction, interest in people, social responsibility).

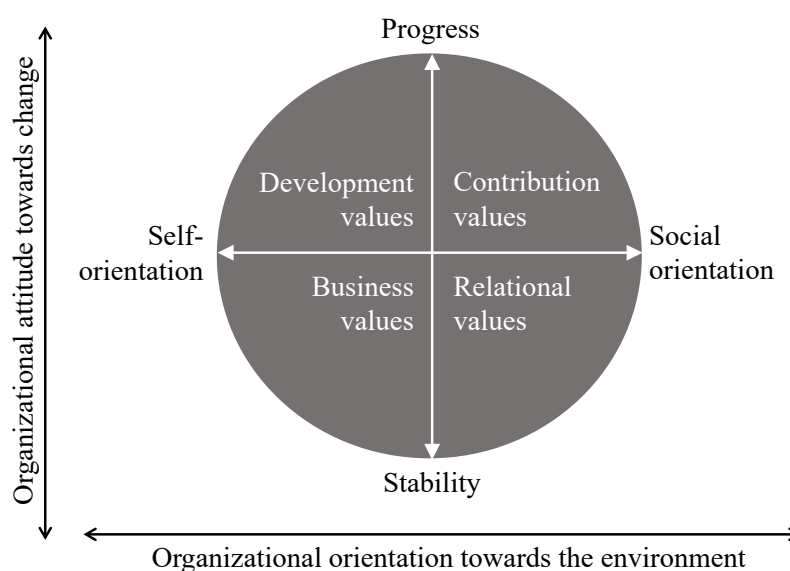


Figure 3. Mission-based model of organizational values (source: (Malbašić et al., 2015; 2018))

The Mission-based model of organizational values is represented on a coordinate system with two different criteria of values categorization (axes): an organizational orientation towards the environment and an organizational attitude towards change. Research of the espoused (i.e. declarative and publicly available) organizational values of 100 of the world's largest companies by total revenue according to the Fortune Magazine in 2017 showed that the representation of these four groups of values in real business circumstances is more or less proportional, i.e., well-balanced (Malbašić et al., 2018), as shown in Figure 4. Espoused values of these 100 companies were investigated through the content analysis of their corporate websites. After all the individual organizational values were identified, they were then classified into one of the value categories according to the Mission-based model of organizational values.

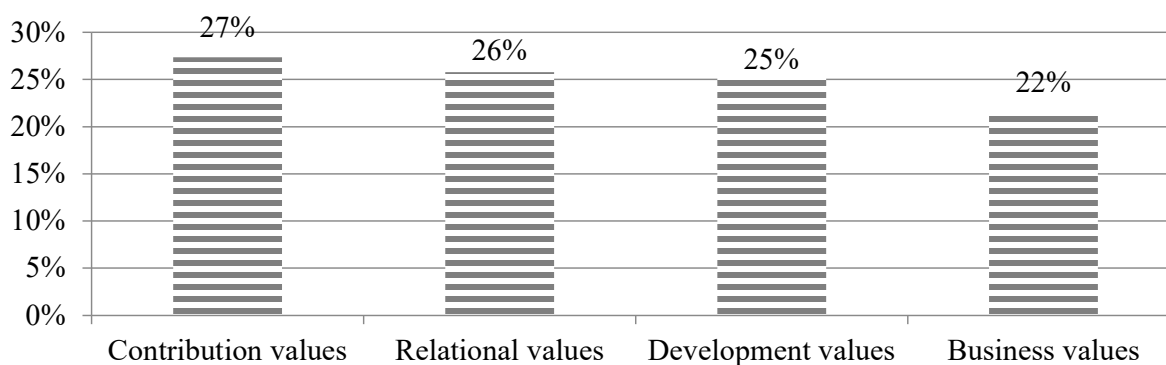


Figure 4. Mission-based model of organizational values (course: (Malbašić et al., 2018))

Another piece of research showed that companies that balance values from different value categories achieve a higher overall level of organizational effectiveness. Additionally, the impact of balanced organizational values was also researched from different perspectives of organizational effectiveness according to the Balanced Scorecard approach, and the findings showed that organizations with balanced organizational values achieve better results from almost all business perspectives (Malbašić, 2020). Managing organizational values in a balanced way is therefore becoming a “must have” approach today for those wishing to be recognized as a partner institution/organization to different stakeholders and to achieve a win-win result(s) for everyone.

### Concluding considerations on creating a purpose-driven organization

Taking care to satisfy the interests of many different stakeholders and managing organizational values in a balanced way means a shift away from traditional management approaches and towards new management logic. C. Rey with colleagues have gone one step further, stating that “the old logic of management evolves into the new logic of purpose, characterized by three main traits that will gradually become dominant in organizations. The first — personal purpose — introduces the idea of individual purpose in the organizational arena, the second — self-management — is the context where personal purpose flourishes within the organization, and the third — unity — is the natural connection between the personal and organizational purpose” (Rey et al., 2019, p. 6).

The phenomenon of purpose-driven organizations will gain more and more attention, as indicated by the cover of the July-August 2018 Harvard Business Review, one of the most important and most influential journals in the field of management; the main headline “When Work Has Meaning: How to Turn Purpose into Performance” bears this out. In that summer double issue

of the magazine, R. E. Quinn and A. V. Thankor discussed the ways of creating a purpose-driven organization, suggesting eight practical steps: (1) envision an inspired workforce, (2) discover a purpose, (3) recognize the need for authenticity, (4) turn the authentic message into a constant message, (5) stimulate individual learning, (6) turn midlevel managers into purpose-driven leaders, (7) connect the people to the purpose, and (8) unleash the positive energizers. These authors even presented some research results showing that purposeful business has practical implications on a company's financial health and competitiveness (Quinn, Thankor, 2018).

The role of organizational values, especially if they are managed in a balanced way, can significantly help in the search for (or sometimes even finding) the true purpose of the business. Considering that balancing organizational values by definition implies satisfying the interests of different stakeholders, it helps organizations to focus on its key stakeholders. As stated by C. Fontán et al., "purpose emerges as an essential resource in securing trust of various stakeholders (i.e., employees, clients, shareholders, suppliers and society in general)" (Fontán et al., 2019). Creating purpose-driven organizations, one that uses a purpose not just as a starting point but also as the main objective of the business, is becoming imperative in modern business where no stakeholder wants to be unimportant. Finally, we can say that purpose-driven organizations are those with a balanced organizational mission. Having a balanced organizational mission is not possible without balanced organizational values.

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# Через сбалансированные организационные ценности к организациям, движимым целью

МАЛЬБАШИЧ Иван

Загребский университет, Загреб, Хорватия

**Аннотация.** Цель данной статьи — выделить растущее явление целевых организаций и изучить роль организационных ценностей в создании таких организаций. Учитывая, что существуют разные подходы к управлению ценностями организации, особое внимание уделяется их потребности в балансе в том смысле, что организация одновременно продвигает и развивает ценности из разных категорий. *Подход.* В этой статье представлены результаты недавних исследований, показывающих, что сегодня (1) крупнейшие и наиболее влиятельные компании во всем мире управляют своими ценностями сбалансированным образом и (2) сбалансированное управление ценностями повышает эффективность организации. *Выводы.* Сбалансированные ценности помогают организациям сосредоточить внимание на своих основных заинтересованных сторонах и привлечь внимание к цели их бизнеса. *Оригинальность.* Статья способствует пониманию того, что традиционная старая логика управления превращается в новую логику цели — современный бизнес должен давать бесприоритетные результаты для всех, а не только для избранных привилегированных заинтересованных сторон. Ключ к достижению этого — сосредоточение внимания на цели организации.

**Ключевые слова:** сбалансированные ценности, миссионерская модель организационных ценностей, организационная цель, организационные ценности, целевые организации.



# ORGANIZATIONAL PSYCHOLOGY

## Competencies: research methods, results, essential properties of psychological objects: relationships and mutual restrictions

**Vladimir A. TOLOCHEK**

**Anna S. MASHKOVA**

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

**Abstract.** *Purpose:* analysis of the methodological and organizational aspects of research work (R&D) in a modern organization on the example of studying the choice of competencies by experts (managers — leaders of the lower and middle management level). *Methods:* scientific literature analysis, empirical research, methodological reflection of the work experience, the results obtained, the possibilities of increasing their heuristic potential. Research base: large commercial companies (Ekaterinburg City); N = 103. *Findings.* “Reference” lists of competencies presented in foreign sources are not complete, complete, universal. Optimized lists of competencies (empirically identified on representative groups of Russian managers) are more adequate. In the optimized list of 29 competencies, three groups of qualities are distinguished (allocated at least 66%, 50%, 40-20% of experts and allocated only in isolated cases). Three groups of competencies differ in the frequency of their allocation by experts, in the tightness of interconnections and form three levels (or structure and substructures) in the general organization of competencies. The central level (or structure) can be distinguished as the “core”, the other two as “shells”. There is a pronounced preference in the assessments of competencies by representatives of different groups of experts. *Conclusions.* The working hypotheses were confirmed. 1. Research methods, revealed scientific facts, the described properties of psychological objects are in a relationship of mutual conditioning. The interdependence of the components of research and development determines not only the possibilities of scientific research, but also inevitable limitations (in the adequacy of the description of phenomena, the allocation of their properties, relations, the prospects for evolution, etc.). 2. Attention to artifacts allows us to highlight possible options for further options for the analysis of empirical data. 3. By expanding the options for analyzing arrays of empirical data, you can increase their heuristic value. It also summarizes: Field research is prone to blunders and systemic errors. Some of them can be corrected through modeling (using different variants of analysis of empirical databases). Examples of methods of increasing the potential of the collected data are given: 1) fixing the names of the subjects, their “coordinates”; 2) establishing constructive professional contacts with all participants in the process of collecting empirical material; 3) communicating the research results to all participants in the process of collecting material (in an adequate form) and requesting “feedback”.

**Keywords:** research work (R&D) commercial companies, managers, experts, competencies, elections, efficiency, career, potential.

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# ORGANIZATIONAL PSYCHOLOGY

## XXII APRIL INTERNATIONAL SCIENTIFIC CONFERENCE ON THE PROBLEMS OF ECONOMIC AND SOCIETY DEVELOPMENT (AMSC) April 13 — 23, 2021

The XXII April International Scientific Conference on the Development of Economy and Society, held by the National Research University Higher School of Economics, will be held from 13 to 23 April 2021. Chairman of the AMNK Program Committee — HSE Academic Supervisor Professor E. G. Yasin.

The conference is dedicated to a wide range of topical issues of the country's economic and social development. The main part of the speeches at the AMNK are scientific reports of Russian and foreign scientists. An important part of the conference program are special events that are held in the format of plenary sessions and round tables with the participation of members of the Government of the Russian Federation, government officials, business representatives, Russian and foreign experts.

In the prevailing epidemiological conditions, the XXI April Conference was held in a distributed format, which meant the combination of various forms of holding and longer terms. Acceptance of applications for XXII AMNK was opened on September 21. It is planned that the conference will be held from 13 to 23 April 2021 in a mixed format and will combine both online and offline events. We expect to clarify the format of the conference no later than February 1.

As in the previous year, the Program Committee announced a call for proposals to support participation in the conference of young researchers from universities in Russian regions and St. Petersburg. We invite young scientists to participate!

The April International Scientific Conference once again opens its doors to the academic and expert community. We will be glad to see you in April!

### PROCEDURE FOR SUBMISSION OF APPLICATIONS FOR PARTICIPATION IN THE CONFERENCE

**REQUIREMENTS:** The report submitted to the conference must contain the results of an original scientific research carried out using modern research methodology. The program of sections and round tables is formed taking into account the accepted reports.

**WORKING LANGUAGES:** Russian and English.

**TIME OF SPEECHES:**

Duration of presentation of the report at the session: 15 - 20 minutes;

Presentations at round tables: 5 - 7 minutes.

**REGISTRATION FEE:**

Information about payment for participation in the conference (amount of registration fees, procedure and payment terms) is posted on the website: <https://conf.hse.ru/2021/fees#pagetop>

**DEADLINES FOR APPLICATION:**

**Applications to speak as a speaker at the session** should be submitted online through the HSE registration system <http://conf.hse.ru/> **from September 21 to November 16, 2020.**



The application must be accompanied by a detailed annotation of the intended speech in Russian (for Russian-speaking participants) and English (for all participants) in Word or RTF format, at least one, but not more than three typewritten pages each, at 1.5 intervals (from 2000 up to 7,000 characters). The following aspects should be clearly formulated in the annotation: the problem under consideration, the approach used to solve it (in particular, if any, the model on which the analysis is based), the main results obtained are stated. It is necessary to indicate what is the main novelty of the presented results in comparison with the previously published ones. Applications that do not meet the specified requirements will not be considered.

**A group of authors**, each of whom is registered in the conference system, can inform the Program Committee about their desire to organize a collective session. To do this, you must fill out the form posted on the conference website **by November 16, 2020**.

One author can present at the conference one personal report and no more than two reports in co-authorship. Within a single session, there should be no more than two papers from one organization. The duration of the session is 1.5 hours. Proposals for the formation of sessions are considered by the Program Committee at the stage of examination of applications and formation of the conference program.

The decision of the Program Committee to include reports in the conference program will be made until January 27, 2021 on the basis of an examination with the involvement of independent experts, after which a preliminary version of the conference program will be published on the conference website.

By February 1, 2021, the conference format will be announced: online, offline or mixed.

By **February 10, 2021**, the authors of the reports included in the preliminary program of the conference must confirm their participation in the personal account of the registration system. In the absence of confirmation, reports will be excluded from the program. Authors of reports included in the conference program must submit presentation slides in English **by March 12, 2021**.

The papers included in the conference program, after additional reviewing and review by the editors, can be accepted for publication in the leading Russian scientific journals in economics, sociology, management, public administration, which are indexed by Scopus and / or Web of Science, are included in the list of the Higher Attestation Commission.

Applications for participation in the conference without before treasure is accepted on-line until March 22, 2021

*Organizing committee of the conference*  
(contact: [interconf@hse.ru](mailto:interconf@hse.ru))