

READINESS TO WORK AT DIFFERENT STAGES OF ORGANIZATIONAL DEVELOPMENT. MANAGERIAL RISKS

ГОТОВНОСТЬ РАБОТАТЬ НА РАЗНЫХ ЭТАПАХ ОРГАНИЗАЦИОННОГО РАЗВИТИЯ. УПРАВЛЕНЧЕСКИЕ РИСКИ

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Abstract. It was revealed, that psychological readiness of work subjects to be occupied at different stages of organizational development varied. The most demanded with all candidates and employees are stable and intensively growing organizations. Work for companies at the stage of decline is the least attractive. Work subject's psychological readiness to labor at this or that business development stage depends on his working experience in this organizational environment. Employees prefer working at their business stage more, than the staff of other types of organizations. Programs of candidates' attracting, personnel selection, adaptation and motivation should be designed with consideration of the stage of organizational development, in order to decrease managerial risks.

The empirical investigation was conducted on the base of 16 commercial companies, being at various stages of organizational development. "The method of assessment of organizational development stage" and situational interview "Work motivation at various stages of organizational development" (SIM) were used to collect data.

Key words: work readiness, organizational development, managerial risks, formation stage, intensive growth stage, stable stage, decline stage.

Аннотация. Установлено, что психологическая готовность субъектов труда работать на разных этапах организационного развития различается. Наиболее востребованы всеми кандидатами и работниками этапы стабильности и интенсивного роста. Наименьшей привлекательностью для персонала всех типов организаций обладает работа в компаниях на этапе спада. Психологическая готовность субъекта трудиться на том или ином этапе развития бизнеса зависит от наличия опыта работы в этих организационных условиях. Сотрудники предпочитают работу на своём этапе бизнеса больше, чем персонал других типов организаций. Программы привлечения кандидатов, подбора, адаптации и мотивации

персонала должны строиться с учётом этапа организационного развития, что снижает управленческие риски.

Эмпирическое исследование проведено на базе 16 коммерческих компаний, находящихся на разных этапах организационного развития. Для сбора данных использовались: «Методика оценки этапа организационного развития» и ситуационное интервью «Мотивация трудовой деятельности на разных этапах организационного развития» (СИМ).

Ключевые слова: готовность работать, организационное развитие, управленческие риски, этап формирования, этап интенсивного роста, этап стабильности, этап спада.

I. Adizes considered an organization to be dead if neither of its members was inclined to appear at work, because there were already no reasons for it [1]. This idea vividly reflects those risks which a manager of any organization undertakes when managing its personnel. The life and effective activity of an organization depends on possibilities to attract necessary candidates and keep the team, which are seen through such indices of personnel management as vacancy filling time, applicants' competition and staff turnover [2]. These indices will vary in the same organization during its life time, that is connected with different psychological readiness of candidates and employees to work in it.

In one and the same organization these indices may vary throughout its development, that is connected with different psychological readiness to work in it. *Psychological readiness to work* is a unique, complex in its structure, multi-component formation, which reflects mind set to execute labor activity in the conditions of a certain organization. If the situation of organizational development changes, the psychological readiness to work in it may also be modified. The existence and deficiency of working experience in the organization, which goes through this or that stage [3], may positively or negatively influence decision making as to obtaining employment in the company. Therefore, it is necessary to reveal, in what way working environment in an organization (objective factors) and imaginations (subjective factors) impact psychological readiness to work, and, as a consequence, managerial risks in attracting and pertaining personnel.

The questions specified above have led to two tasks of an empirical investigation. First, it is necessary to unveil psychological readiness of labor subjects to work at different stages of organizational development. Second, it is important to identify peculiarities, shown by employees when choosing companies that are at different business stages.

Sampling description. The investigation was carried out on the basis of 16 commercial companies, of which 7 were at the formation stage, 4 were at the

intensive growth stage, 3 were at the stability stage and 2 stayed at the decline stage.

Investigation procedure. At the beginning the stage of business development was assessed with the help of the self-titled questionnaire [4]. Owners and executive directors responded to the tasks of the method. The situational interview “Work motivation at different stages of organizational development” (SIM) [5] was applied to diagnose readiness to work at different stages of organizational development. 166 respondents (employees of the above mentioned companies) underwent that interview. Data processing was performed by means of descriptive statistics and cross-tabulation 2x2.

Results discussion. It was stated, that the respondents’ readiness to work at different business stages varied. The stable and intensively growing organizations had more possibilities to attract and select personnel, being leaders in the hierarchy of choice made by employees out of all kinds of companies (Figure 1).

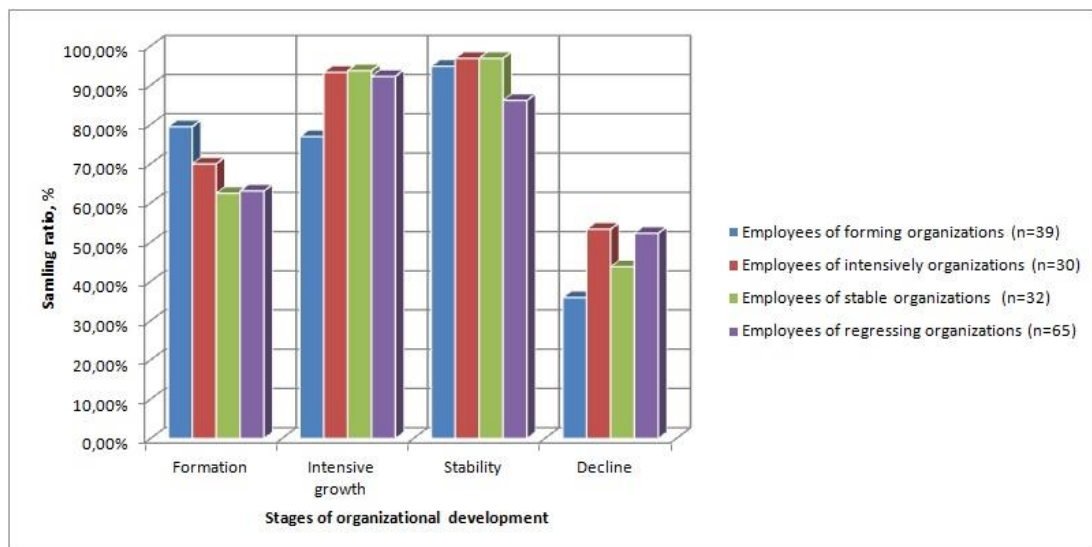


Figure 1. Readiness to work at different stages of organizational development

However, there were differences here. Work in the organizations at the intensive growth stage was the most demanded among the staff of self-named, stable and declining companies. The employees of forming organizations were least interested in those vacancies. That fact could show a problem in the team of the company, which had outgrown its formation stage. A part of employees would either be opposed to the new environment or would leave the company. With the same probability employees of forming, intensively growing and stable organizations would be ready to work at the stability stage. Still, personnel of the companies, which had passed that stage, demonstrated relevantly smaller readiness to work at the stability stage. The staff of forming and growing organizations, in the first place, was ready to work at the business formation

stage, while probability of attracting employees from more mature stages was low. And finally, the readiness to work at the stage of decline was significantly lower with members of forming organizations. As a consequence, the time-lines of filling vacancies in intensively growing and stable organizations, as well as staff turnover, was lower, than in forming and regressing companies.

The employees of intensively developing and stable organizations have a similar structure of employers' preferences (figure 2). Another picture of choice hierarchy can be observed with the personnel of companies being at the forming and declining stages.

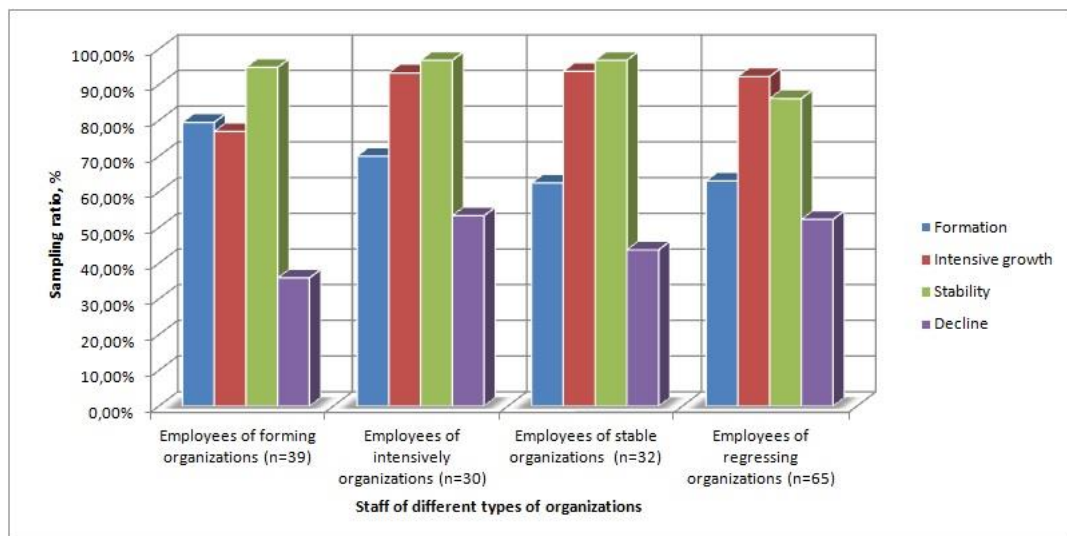


Figure 2. Hierarchy of choosing employers by staff of different types of organizations

The employees of intensively developing and stable organizations gave the first preference to same-named employers, then – to forming companies, the least desirable were regressing ones. The employees of companies, staying at the business formation stage, favored stable organizations, next came choices of forming and intensively growing organizations, the third place occupied regressing organizations. There were only two levels in the choices hierarchy of employees of regressing companies. They mostly preferred intensively growing and stable organizations. Forming and regressing organizations came second.

Thus, the choice of an organization for future employment depended on the candidate's or employee's work experience at this or that business development stage. Readiness to work at extreme business development stages was higher with the personnel of forming and regressing organizations, than with the staff of intensively growing and stable organizations. The members of organizations, undergoing stages of intensive growth and stability, preferred similar employers, whose companies occupied a reliable position at the market.

Employees of companies, being at this or that business development stage, perceived more advantages, than the staff of organizations of other type.

That was due to several reasons: experience and high evaluation of their former employer, adaptation to a certain business stage. It is necessary for managers to take these conclusions into consideration when attracting and selecting candidates. This will reduce risks of long-term adaptation to organizational environment and/or personnel turnover.

Conclusions.

First, psychological readiness of a work subject to labor at different stages of organizational development varies. The most demanded by candidates and employees are stages of stability and intensive growth, at which a company has a reliable position at the market. This positively influences candidates' attracting and the time of vacancies filling and also reduces indices of staff turnover. The least attractive for the personnel of all types of organizations is working for companies at the stage of decline, which struggle to survive at the market, that leads to prolongation of vacancies filling and/or high staff turnover.

Second, the readiness of personnel of different types of organizations to work at different business development stages varies. Employees favor working at their business stage more, than personnel of other kinds of organizations. Attracting candidates or retaining employees, who have work experience at a certain stage of organizational development, reduces managerial risks when dealing with personnel.

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