



Abstract

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.

Supposal: the situation of organizational development influences the psychological readiness of a person to work in it .

Investigation aim: to reveal, in what way working environment in an organization (objective factors) and imaginations (subjective factors) of an employee impact his psychological readiness to work, and, as a consequence, managerial risks in attracting and pertaining personnel.

Methodology

Sample

Companies	Formation - 7	Intensive growth - 4
	Stability - 3	Decline -2
Respondents	Formation - 39	Intensive growth - 30
	Stability - 32	Decline - 65

Methodology

Data collection

Business development stage	Interviewing “Assessment of the stage of organizational development” (M.V. Prokhorova)
Readiness to work	Situational interview “Work motivation at different stages” - SIM (M.V. Prokhorova)

Data processing

Primary	Primary descriptive statistics
Secondary	Cross-tables 2x2 with non-parametric Pearson's criterion χ^2 Quality analysis

Results

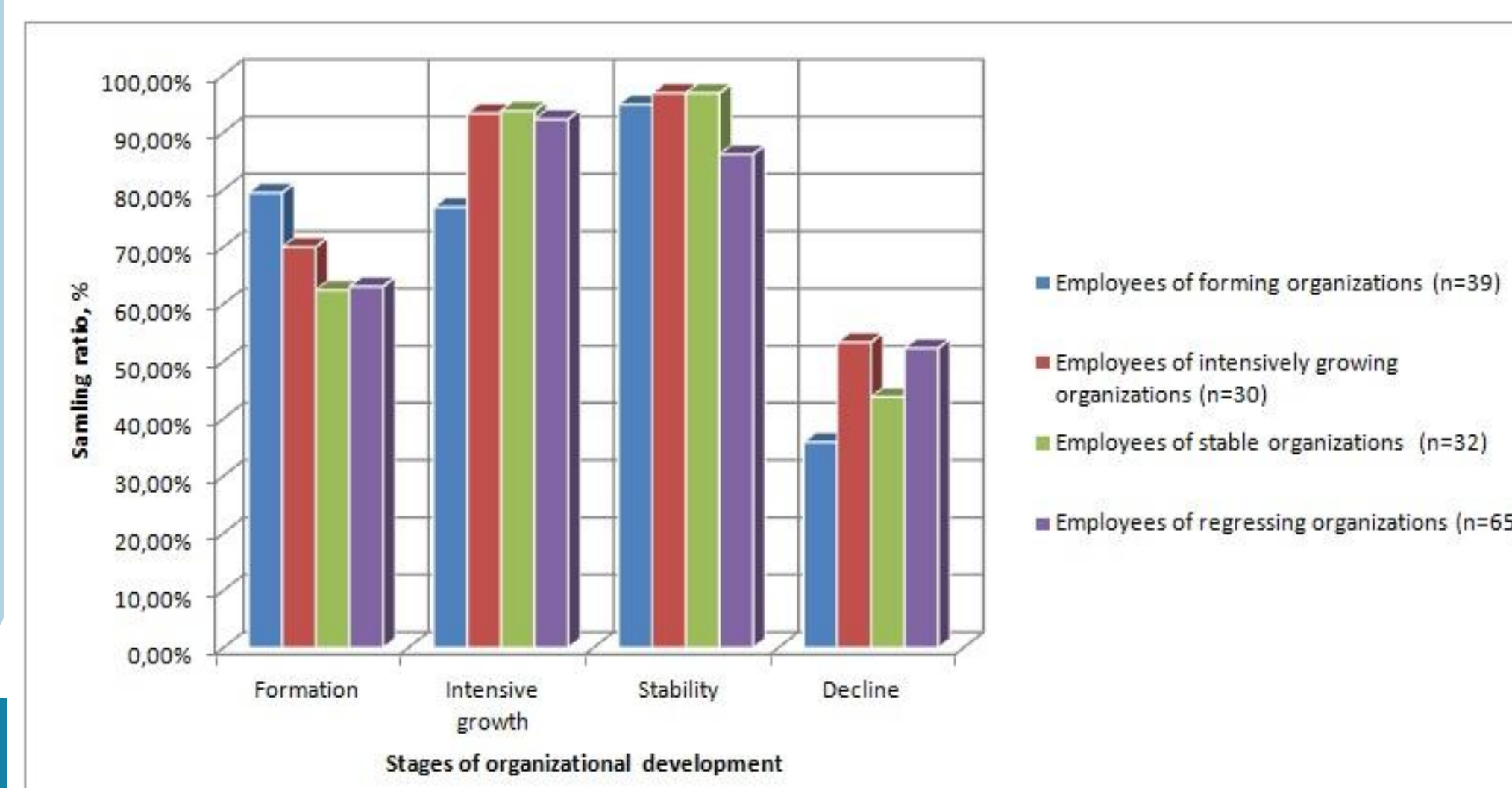


Figure 1. Readiness to work at different stages of organizational development

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 of all kinds of companies (Figure 1).

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.

Results

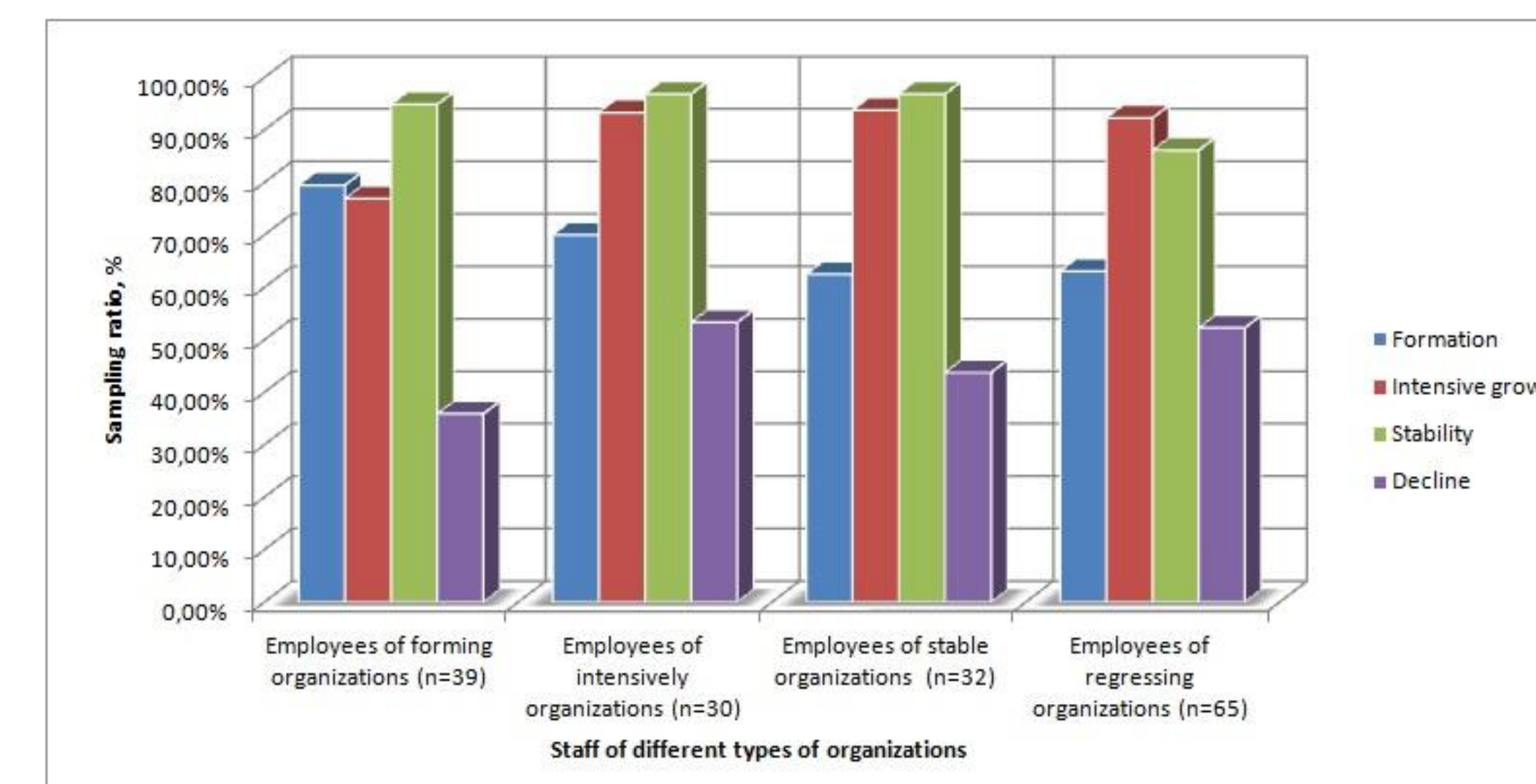


Figure 2. Hierarchy of choosing employers by staff of different types of organizations

The employees of intensively developing and stable organizations had 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.

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 corporative advantages, than the staff of organizations of other types. 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.

Conclusion

Psychological readiness of 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 influences positively candidates' attracting and the time of vacancies filling as well as 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.

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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Stay healthy!

