

НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ УНИВЕРСИТЕТ
ВЫСШАЯ ШКОЛА ЭКОНОМИКИ

АССОЦИАЦИЯ БИЗНЕС-ПСИХОЛОГОВ РОССИИ

БИЗНЕС-ПСИХОЛОГИЯ В МЕЖДУНАРОДНОЙ ПЕРСПЕКТИВЕ

ТЕОРИЯ И ПРАКТИКА

NATIONAL RESEARCH UNIVERSITY
HIGHER SCHOOL OF ECONOMICS

RUSSIAN ASSOCIATION
OF BUSINESS PSYCHOLOGISTS

BUSINESS PSYCHOLOGY IN INTERNATIONAL PERSPECTIVE

Theory and Practice

НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ УНИВЕРСИТЕТ
ВЫСШАЯ ШКОЛА ЭКОНОМИКИ

АССОЦИАЦИЯ БИЗНЕС-ПСИХОЛОГОВ РОССИИ

БИЗНЕС-ПСИХОЛОГИЯ В МЕЖДУНАРОДНОЙ ПЕРСПЕКТИВЕ

Теория и практика

BUSINESS PSYCHOLOGY
IN INTERNATIONAL PERSPECTIVE

Theory and Practice



ИЗДАТЕЛЬСКИЙ ДОМ
ВЫСШЕЙ ШКОЛЫ ЭКОНОМИКИ
МОСКВА · 2022

УДК 159.9
ББК 88.56
Б59



<https://elibrary.ru/yjoaaa>

Редакционная коллегия:
профессор *С. Бентон*;
доктор психологических наук, профессор
Н.Л. Иванова;
кандидат психологических наук, доцент
О.И. Патоша

Рецензенты:
доктор психологических наук, профессор
М.М. Кашапов;
доктор социальной и математической
психологии, профессор
У. Торнгейт

Б59 Бизнес-психология в международной перспективе: теория и практика: коллект. моногр. / редкол.: С. Бентон, Н. Л. Иванова, О. И. Патоша ; Нац. исслед. ун-т «Высшая школа экономики». — М. : Изд. дом Высшей школы экономики, 2022. — 456 с. — 50 экз. — ISBN 978-5-7598-2571-5 (в пер.). — ISBN 978-5-7598-2832-7 (e-book).

В монографии представлены результаты современных теоретических и научно-практических исследований по психологии бизнеса (business psychology) — динамичной отрасли современной прикладной психологии. Раскрыта суть бизнес-психологического подхода, развиваемого в НИУ ВШЭ, на базе магистерской программы «Психология в бизнесе». Выделены направления исследования психологических факторов бизнеса на личностном, организационном и общественном уровнях. Представлены новые технологии в построении практической работы бизнес-психолога в организациях.

Материалы монографии подготовлены преподавателями, выпускниками, студентами НИУ ВШЭ и других вузов России, Великобритании, Франции, а также практикующими бизнес-психологами.

Книга будет полезна студентам бакалавриата, магистратуры, практикующим психологам, а также профессионалам разных специальностей, которые работают с бизнесом.

УДК 159.9
ББК 88.56

Опубликовано Издательским домом Высшей школы экономики
<http://id.hse.ru>

doi:10.17323/978-5-7598-2571-5

ISBN 978-5-7598-2571-5 (в пер.)
ISBN 978-5-7598-2832-7 (e-book)

© Авторы, 2022

Содержание

Введение. Бизнес-психология сегодня: подходы и тенденции развития (*С. Бентон, Н.Л. Иванова*) 6

Introduction. Business psychology: approaches, practices, trends (*S. Benton, N. Ivanova*) 37

Часть I. Методологические подходы в бизнес-психологических исследованиях и практике

Part I. Methodological approaches in business psychological research and practice

1. Бизнес-психологический подход в системе образовательной деятельности МГИМО (*Е.Н. Махмутова*) 67
2. Морально-нравственные принципы и нормы в практике развития конкурентоспособности в бизнес-среде (*О.С. Дейнека*) 77
3. Time perspective and managerial identity in the context of professional-managerial roles (*T.Yu. Bazarov, A.V. Paramuzov*) 90
4. Метафорический подход в бизнес-психологии (*А.В. Евдокимов*) 98
5. Psychology and cognitive science as a tool to improve business efficiency (*P.A. Blinnikova*) 110
6. Возможности концепции Э. Эриксона при анализе поведения сотрудников и взаимоотношений между ними (*М.Р. Стукан, И.В. Коротя, О.В. Нагаев*) 119

Часть II. Самоопределение личности в бизнесе

Part II. Self-determination of the individual in the business environment

1. Обучающаяся организация: основы, концептуальный подход, принципы функционирования и примеры (*Д. Отиссье, Е. Пащенко-де Превиль, И. Ванданжон-Дерюмез*) 157

2. Professional looking at value features of highly qualified employees (<i>W.A. Stroh, I.A. Savinova</i>)	181
3. Subjective characteristics of personality as a system-forming factor of economic self-determination of small business entrepreneurs (<i>T.A. Terekhova, E.L. Trofimova</i>)	203
4. Models of the relationship of perceived corporate culture with organizational identification of employees of commercial enterprises (<i>R.K. Nesmeianova</i>)	211
5. Internet user needs in knowledge in psychology as a business resource (<i>J.A. Kitova, N.R. Aprelikova, M.A. Kitov</i>)	223
6. Body image and quality of life in hospitalized patients (<i>N.I. Khramtsova, A.S. Glushenkov, Yu. Yu. Zaiakin, S.A. Plaksin</i>)	235
7. Correlation between image of stressful working situations and motivational and personal characteristics of specialists of “sales” profile (<i>Y.A. Saprykina</i>)	239
8. Socio-psychological aspects of human resources quality management in a modern organization (<i>I.E. Lyskova</i>)	246

Часть III. Лидерство в психологии бизнеса

Part III. Leadership in business psychology

1. Applied holistic business psychology intervention and practice: towards the development of compassionate leadership — a case study (<i>L. Matthewman</i>)	257
2. The enigma of leadership (<i>N. Marlow</i>)	274
3. “The dark side of leadership”: the problem of the negative consequences face subject seeking to be a leader (<i>R.M. Kutuev</i>)	283
4. Making leadership decisions in chaos (<i>N. Marlow</i>)	298

**Часть IV. Потребительское поведение
и внешняя среда бизнеса**

**Part IV. Consumer behavior
and the external business environment**

1. The relationship between civil identity and consumer preferences for goods from different countries
(*O.I. Patosha, A.D. Volkova, N.L. Ivanova*) 309
2. Brand health tracking for broadband internet access provider (*K.A. Lyapunova*)..... 318
3. Neuropsychological researches as the basis of marketing campaign (*B.A. Shirokikh, E.A. Sokolova*)..... 333
4. Клиентский опыт и восприятие бренда: кейс банковских услуг (*П.И. Иванова, О.И. Патоша*)..... 338

Часть V. Бизнес-психологические технологии

Part V. Business-psychological technologies

1. Бизнес-тренинг онлайн (*Е.В. Сидоренко*)..... 355
2. Psychometric technologies. End of the Likert scale?
(*N. Marlow*) 367
3. Переговоры об организационных изменениях и перестройка когнитивных конструкторов руководителей (*А.А. Куселева*).....381
4. The problem of coaching effectiveness evaluation: creation of instrument for personal efficiency measuring
(*N.V. Antonova, E.A. Razgon*) 390
5. Meta-technologies of business consulting (*M.R. Arpentieva, A.V. Kosov, Yu.V. Klepach, T.L. Khudyakova*) 402
6. Coaching as a technology of conflict resolution in the organization (*R.V. Ivanov, O.V. Mavrin*)..... 419
7. Building trust vs manipulation in business negotiations (*T.Yu. Bazarov, M.S. Karpov*) 427
8. Generative games in the aviation business (*A.V. Zakharov*) 436

Сведения об авторах 443

Information about the authors 449

2

Professional looking at value features of highly qualified employees

V.A. Shtroh, I.A. Savinova

Intensifying the “war for talents”, digitalization of the economy and labor migration led to the structural transformation of recruitment as a business process. In the modern world, organizations want to attract the most competent and experienced persons (highly qualified employees and employees with high potential), who can cope with different tasks, requiring professionalism and responsibility. But the main problem in attracting professionals is the lack of their availability in the job market.

The international annual research of human capital conducted by ManpowerGroup [ManpowerGroup, 2018] established that 67% of large companies (over 250 employees) had a shortage of qualified personnel in 2018. Results are based on a survey of 39,195 employers in 43 countries. Difficulties in hiring were reported as follows: Japan (89%), Romania (81%) and Taiwan (78%), the UK (19%), Ireland (18%) and China (13%). Therefore, the business will feel more acutely the consequences of the loss of thousands of managers and skilled employees, who reach retirement age. Today only a few companies feel prepared for this inevitable deficiency of highly qualified staff.

It can be assumed that the shortage of qualified personnel, will lead to a further exacerbation of the “war for talent”. Nevertheless, business owners and executives try to be more flexible and generous in their offering to highly qualified employees. The desire to win in this battle makes the heads of organizations transform the strategy of building relationships with unique employees. A unification model of labor relations,

when employees in equal positions have a unified standard requirements and a single remuneration system, become much more flexible. The organizations try to consider individual needs and offer special career opportunities.

Respectively, proficient specialists feel their relevance and try to reap all the benefits from the current situation. As a result professionals have a high salary expectations and request present additional requirements from the employer, i.e. bonuses, special work schedule, being able to bend certain corporate standards. Furthermore, a talented worker's welfare stands some kind of investing in human capital for future competitive ability. Analyses of much research intended for comparing different recruiting schemes, makes it possible to assume that hiring ideal employees is impossible without a detailed analysis of the job seeker's expectations, goals, and values. Actually, it is rather difficult or even impossible to find an employee whose values are similar to the ones of the organization. Instead, there is an opportunity for negotiations, which managers frequently use to reconcile values, discuss special conditions and agree on the benefits for the potential worker. Hence, the main task in this situation is finding the best possible fit between the employer's capabilities and employee's expectations.

As one part of the issue, we need to make a pilot research for understanding the value features of highly qualified job seekers. What are their preferences in choosing the organization for employment?

Theoretical background

Based on some of the accumulated scientific data about various aspects of values and preferences in choosing organization for employment we were able to identify three strategies for accounting values in the HR practice.

1. *Selection*. The Person-Organization fit (POF) as a concept used the ability to assess similarity between characteristics of the job seeker and organization's conditions and priorities [Kabalina, Pakhomova, 2014; Mandrikova-Ovchinnikova, Safiullina, 2013; Chatman, 1989; Kristof, 1996]. Employees with a high level of organization compliance (POF) are more motivated [Mandrikova-Ovchinnikova, Safiullina, 2013; Bretz, Judge, 1994], have a higher level of commitment [O'Reilly et al., 1991; Ruiz-Palomino et al., 2013], have higher labor productivity

[Oh et al., 2014] and they are less likely to quit their jobs [Weller et al., 2009]. Researchers also suggested the idea to integrate several types of conformity in one system [Cable, Edwards, 2004; Eliseenko, Sthroh, 2017] and empirically examined the combined effect of various types on work results. Moreover, value's analysis is used as a part of recruitment for to selecting candidates which would be most suitable for the organization's culture [Adkins et al., 1994; Chatman, 1991; Harris, Mossholder, 1996; Patterson and Ferguson, 2010; Patterson et al., 2016; Rankin, 2013]. The idea of identifying values as a criterion for hiring employees has been reinforced in the practice of values-based recruitment (VBR). The mechanism of VBR impact on the work outcomes was comprehensively studied by Fiona Patterson [Patterson, Ferguson, 2010; Patterson et al., 2016]. This approach reveals the idea that values are related to employee productivity in a particular job. However, it could be unnoticed without special aim but influence of value orientation is always present in every decision making process [Collins, Han, 2004; Dineen, Williamson, 2012; Cromheecke et al., 2013].

2. *Offering.* Value comprehension is used as a powerful impact tool. For instance, it is used to facilitate the processes of directing and focusing the employee's attention to a specific organization for employment [Bakker, Schaufeli, 2008; Burke, Page, 2017; Minchington, 2006; Schaufeli, Salanova, 2011; Schwartz, 1992; Hill, Tande, 2006]. Companies try to apply the available information about employee's values in job offering. This is the concept of Employee Value Proposition (EVP). Bred Minchington defines EVP as a set of of unique offers provided by the organization in exchange for human capital — the skills, capabilities and experience that the employee brings to the organization [Minchington, 2006]. Furthermore, researches emphasis the necessity of creating special EVP for unique professionals [Minchington, 2005; Hill, Tande, 2006]. Naturally, this concept can be integrated with existing recruitment strategy, especially with Executive Search. As the way to directly attract the best candidates which available on the labor market, Executive Search involves accounting for of specific needs and individual values [Burke, Page, 2017; Faulconbridge et al., 2009; Jenn, 2005]. If the company wants to put the direct search into practice, it should carefully investigate goals, interests, preferences and values of the current specialist to making him the most attractive job offer.

3. *Engagement.* Peculiarities of personnel's values could be used to involve employees in the work process effectively [Kutuzova, 2006; Lipatov, 2016; Onuchin, 2013; Albrecht, 2010; Truss et al., 2014]. Undoubtedly, this practice can be oriented both to the short-term — to sign a contract with desired candidate, and to the long-term goal — employee engagement in organization's activity [Kutuzova, 2006]. Hence, the engagement sustentation on the high level is one of the top priorities of every leader, because it influence directly on the organization profitability and viability [Lipatov, 2015; Onuchin, 2013; Albrecht, 2010; Truss et al., 2014]. Besides, Wilmar Schaufeli characterized job involment as a stable, comprehensive, deep, cognitive and emotional condition. In addition we could clarify that it is extremely difficult to enthrall in fruitful working process an employee, who feels any discomfort or contradiction to his values [Hofstede, 1991; Rokeach, 1973; Triandis, 1995]. Actually, in order to achieve a high level of employee engagement, it is necessary to know the values of potential employees in advance. Furthermore, it would be useful to established their “organizational preferences”. This term we define as a set of preferences that form a person's priorities in organization's characteristics which impact on job choice decisions.

Consequently, our short review of different strategies for the values application allows us to conclude that in the context of organizational preferences we need to consider values minimum at two levels: individual and social. In this case, a logical question immediately arises: are values semantic reference points or rather behavior regulators? On the one hand, values are the coordinates for substantiating actions that allow people to navigate in society. On the other hand, they are organized as the internal motivational-semantic structure that regulates personal behavior [Schwartz, Bardi, 2001; Seligman et al., 1996].

In our opinion, values indirectly form a hierarchical system of preferences, including organizational ones. In these arguments, we rely on the approach of Shalom Schwartz, who created the theory of dynamical relations between values and the diagnostic questionnaire based on it with analyses at two levels: normative ideals and individual priorities. In our analysis, two-level analysis is important for understanding the correlation of the values of highly qualified specialists. Besides, this theory was organized as a system of universal basic values which keep their

meaning for representatives of different ages and cultures [Schwartz, 1992, 1994; Smith, Schwartz, 1997]. It includes ten motivational types based on their target orientation: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, security.

Based on these arguments, we were convinced of the logical correctness of the studies aim. Thus, we will try to explore value features of highly qualified job seekers in choosing the organization for employment.

Research design

The present research aimed to estimate the value features of highly qualified employees based on their preferences in choosing an organization for employment. To be clear, the we hypothesized that different categories of highly qualified employees have differences in value features. In conformity with the goal, it was required to answer a number of questions.

1. Are there any differences in values among people with different self-rating of their own qualifications?
2. Are there any differences in values among people of different ages?
3. Are there any differences in values among men and women?
4. Are there any differences in values among working and non-working professionals?
5. How are the values of highly qualified employees structured?
6. What characteristics of the organization prefer highly qualified employees?

Hence, with these questions in mind, mixed-methods research design by combining both qualitative content analysis and quantitative data analysis. Combination of two research strategies maximizes enrich the data set and retain flexibility in the sequence of it's collection and analysis [Johnson, Onwuegbuzie, 2004; Kane, Trochim, 2007]. It is the most appropriate methodology for better understanding the scope of values than using each approach by itself. For collecting the empirical data set we used the complex of several research methods.

Russian-language adaptation of "Schwartz Value Surveys" by V.N. Karandashev. The questionnaire is based on the Schwartz's theory

of dynamic relations between value types, which describes the conceptual organization of values as a system. Thus, the main goal of this method is to evaluate personality values at two functioning levels: normative ideals and individual priorities [Karandashev, 2004; Schwartz, 1994]. Data collection was carried out using two parts of a scale questionnaire, which determine the significance of ten types of basic values. Participants assess the importance of each value for themselves as the guiding life principle by using a scale from “-1” to “7”. According to the position of the final average in this range, we can understand degree of importance of the current value. As the result, a questionnaire allows to accumulate quantitative data on the individual values: to determine the significance of each value on the two functioning levels and the degree of importance of each value in general.

Modification version of the “Self-assessment scale” [Dembo et al., 1956; Rubinstein, 1970]. The main goal is to measure the state of self-esteem according to specified parameters. The methodological materials for applying this method emphasize that variations in use are allowed: researchers can determine the required number of scales and the content of poles by themselves. Basically, we preserved the scale system and the analysis structure from the original methodology. Our modification consisted of supplementing the classical four scales (health, mind, character and happiness), one more — “qualification”. Data collection was carried out during a conversation with the participant, when he proposed to scale characteristics with the two poles and the center. He marked on a scale indicator, which is most accurately describes his self-esteem. As the result, modified version of that scale allowed us to get the set of actual means of qualification self-esteem that expressed in numerical format (the distance in millimeters from the “zero” mark).

Structured interview based on the plan specially created by us. In the interview’s framework several questions were asked about the preferred characteristics of the organization for employment. The main goal is to identify individual preferences that impact the choice of organization for employment. Substantially, data collection was carried out through 20 minutes interview with several open-ended questions. In view of the need to collect qualitative data we choose this method with the maximum degree of freedom for participant’s self-expression. As the result interview allows to accumulate a sufficient array of qualitative data to be further grouped for the clusters.

The exploratory nature of this research made us determine the acceptable sample size with keeping reliability of the results. To solve this problem we calculated the optimal sample size using the program G-Power V.3.1 with the option “a priori: compute required sample size”. Hence, we found that minimum total sample size is 24 participants for obtain an essential effect size on the acceptable level of significance ($\alpha \text{ err prob} = 0,05$).

Therefore, we formed a sample of 25 people, including 13 men and 12 women aged from 22 to 41 years. Sample formation was based on criteria from Article 195.1 of the Labor Code, which clarifies the concept of qualification: “qualification is the level of knowledge, competencies, professional skills and work experience of the employee”. Thus, obligatory condition was the higher education level and at least 1 year of work experience. Compliance with these requirements allowed us to classify the participants as a conditional category of a qualified specialist.

At the same time, to preserve variability, we have used a wide range of our business contacts and sent email invitations on interview to people of various professional areas. From 50 invitations were sent, we received a positive response from 25 people. Rejection cases were reasoned by dense employment and being on a business trip. We interviewed all participants individually at a personal meeting lasting one hour using the set of three methods indicated above.

Data analyses

The data analysis was implemented in the following sequence. Firstly, the quantitative data analysis by using the methods of math statistics, secondly qualitative analysis by using content analysis. On the first stage we tried to initially keep the focus on exploring the general group trends in value features. It became possible by comparing different categories of qualified specialists and highlighting their differences for subsequent analysis and description. In this way, we formed a set of statistical hypotheses.

H1: There are significant differences in expression of the same values among people with different ratings of qualification self-esteem.

H2: There are significant differences in expression of the same values among people from different age groups.

H3: There are significant differences in expression of the same values among men and women.

H4: There are significant differences in expression of the same values among working and non-working people.

Optimal criterion for testing statistical hypotheses we choose based on the results of counting a normality distribution by using the Kolmogorov–Smirnov formula. Thus, it was found that the distribution of some indicators differs from the normal one, since the asymptotic significance of several parameters is less than the 0,05 coefficient.

As the next step, with all conditions and characteristics of the data set in mind, we opted for the nonparametric Mann–Whitney U-test. Particularly, U-test has ability to detect differences using two small independent samples in conformity with given parameters. Briefly let discuss the logic of dividing the sample into categories.

Firstly, it was necessary to delineate the sample into two groups of people with different levels of qualification self-esteem for further testing the hypothesis.

In order to make the correct boundary within the group, we oriented on the median mean of qualification self-esteem — 0.61. Moreover, this median mean directly connected with the important peculiarity of this scale method. It was characterized by Dembo–Rubinstein technique as “that it is typical for most people to mark their self-esteem slightly above the middle”. Therefore, mean equal to 0.61 was accepted: we put in the first category participants with means of self-esteem equal to 0.61 or higher, the second category included people whose coefficient lower than or equal to 0,6. Thus, we were able to generate two independent groups for the procedure of comparison.

Secondly, we solved the problem of making age boundary for two categories of people because we could focus on the concept of “young specialist” with limitation function. To test the hypothesis of the existence of significant differences in values among people from different age groups, we suggested that it would be appropriate to focus on the concept of “young specialist”, which will become a kind of age limit. Young specialist is a well-established concept that characterizes the legal status of a specialist at the beginning of the professional career. Basically, this status is conditionally fixed for a period of three years from the graduate and after the signing of employment contract. Hence, we considered the fact that university graduates usually complete their studies at the age of

22–23 years. Also we added to this point 3 years for the status of “young specialist” and finished creating the age border on mean of 26 years. In this logic, the first group included people 26 years old and younger and the second group filled people aged 27 years and older.

Thirdly, it was rather simple to separate sample on working and non-working categories because we used biography data from interviews with participants. Nevertheless, it should be clarified that categories were formed according to the official employment: the category of “working” included people who worked in the organization at the time of the interview, and “non-working” category included people who had no official job.

For finishing this stage of analyses, it was required the algorithmic counting the coefficients of Mann–Whitney U-test with ranking the absolute means of the attribute. For solve this task we combined all the means of variables from both categories into one variation line, and also ranged them in ascending order. As the result, ranks replaced the absolute means of variables, which were summed up for each category.

In our opinion, a systematized table is the best way to visualize the results, on the score of getting a quick view of significant differences between categories of highly qualified employees (value features). Besides, for rational purposes, in the text we have tabulated only values with existing significant differences by U-test coefficients.

Next stage of our analyses was started from looking for a reliable answer to the question of how the values of highly qualified employees are structured. The optimal way to do it we find in the two-stage hierarchical clustering. One of advantages of hierarchical clustering is visually accessible structure of values that grouped as dendrogram.

Turn to the Schwartz’s theory of dynamic relations between values which organized as a circle shaped model (Fig. 1).

For choosing the way of clustering we considered characteristics of the available data and the purpose of our study. Therefore, we preferred the method of single linkage as one of the agglomerative methods for constructing the matrix of proximity measures. It involves the search and sequential joining of the closest clusters on the similarity matrix. Outcome of clustering procedure is presented in dendrogram scheme (Fig. 2).

As visualization opportunity clusters dendrogram allowed us to explore the holistic and meaningful picture with the complex of mutual

Table 1. Values with significant differences

Hypothesis	U-test coefficient	Group average ranks	Significance level	Value and the functioning level
H1	0,044	16,36; 10,36	$p \geq 0,05$	Benevolence (individual priorities)
H1	0,033	9,50; 15,75	$p \geq 0,05$	Achievement (individual priorities)
H1	0,025	9,27; 15,93	$p \geq 0,05$	Hedonism (motivational type)
H2	0,011	9,17; 16,54	$p \geq 0,05$	Self-direction (individual priorities)
H2	0,046	9,92; 15,85	$p \geq 0,05$	Stimulation (individual priorities)
H2	0,03	9,71; 16,04	$p \geq 0,05$	Hedonism (individual priorities)
H2	0,016	9,33; 16,38	$p \geq 0,05$	Achievement (individual priorities)
H2	0,035	9,79; 15,9	$p \geq 0,05$	Power (individual priorities)
H2	0,035	9,79; 15,95	$p \geq 0,05$	Self-direction (motivational type)
H2	0,03	9,71; 16,04	$p \geq 0,05$	Stimulation (motivational type)
H4	0,043	9,00; 15,25	$p \geq 0,05$	Stimulation (normative ideals)

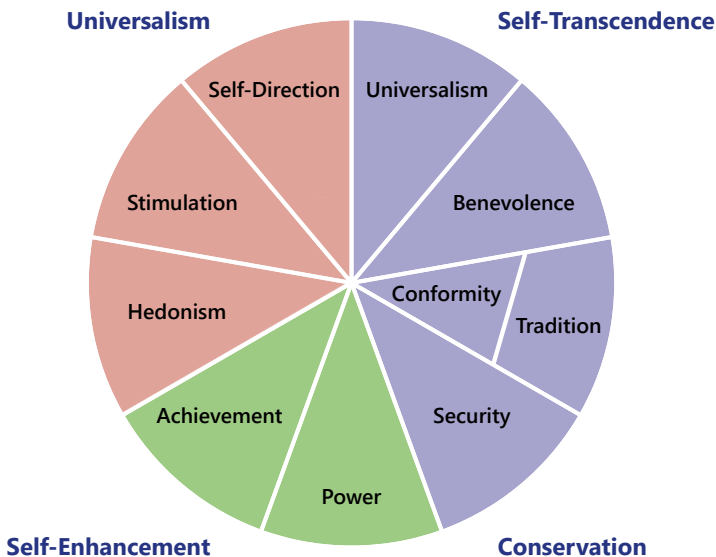


Fig. 1. Schwartz's theoretical model

Source: S.H. Schwartz, 1992.

2. Professional looking
at value features of highly qualified employees

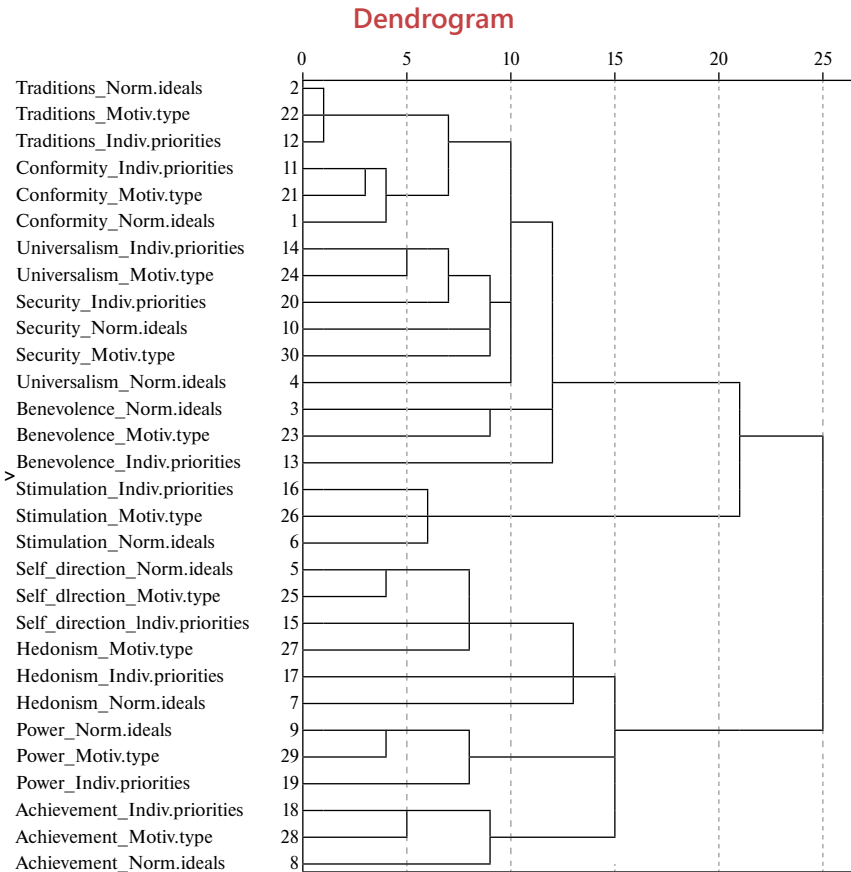


Fig. 2. Hierarchal clustering structure of values

Source: created by the author.

relations and combinations. In further discussion, it would be useful to highlight the general group trends in values features.

Second stage of data analysis was started from review of 25 interview text records contained information about preferences in choosing an organization after interviews with highly qualified specialists. Meanwhile, the average volume of one text record with the answers of one participant ranged from 80 to 100 words, because the interview was based on

Table 2. Categorical content model

Categories	Quantifiers
1. Remuneration	“high salary”, “bonuses”, “decent pay”...
2. Specification	“cybersport”, “innovative technologies”, “media production”...
3. Challenge	“unique projects”, “challenges”, “necessity of self-development”...
4. Prestige	“the best on market”, “famous brand”, “significance for portfolio”...
5. Relations	“adequate chief”, “good team”, “friendly”...
6. Perspectives	“career perspectives”, “possibility of self-realization”, “opportunities”...
7. Meaning	“useful product”, “demand”, “clear goals”...
8. Working conditions	“compliance with the Labor Code”, “ready-made customer base”, “equipped workplace”...
9. Freedom	“variability of methods”, “flexible schedule”, “creative”...
10. Other	“large organization”, “stable”, “corporate automobile”...

open-ended questions. But answers were nonstandard and the resulting data array was deprived of structural integrity. To overcome these circumstances, we applied content analysis for identifying categories and determining the most attractive characteristics of organizations. All protocols were analyzed adhering to the inductive algorithm: 1) searched in interview protocols for semantically similar characteristics that describe organization preferences; 2) created content model with categories (groups of organization preferences) and quantifiers (accounting units).

Third. Filled in the classifier based on reanalysis of interview protocols.

Fourth. Conceptualized the model of organizational preferences by calculating the frequency of occurrence of various characteristics and highlighting the most significant categories (Fig. 3).

Based on findings we were get closer to understanding value features of highly qualified specialists, as well as highlight the most preferred organization’s characteristics.

2. Professional looking at value features of highly qualified employees

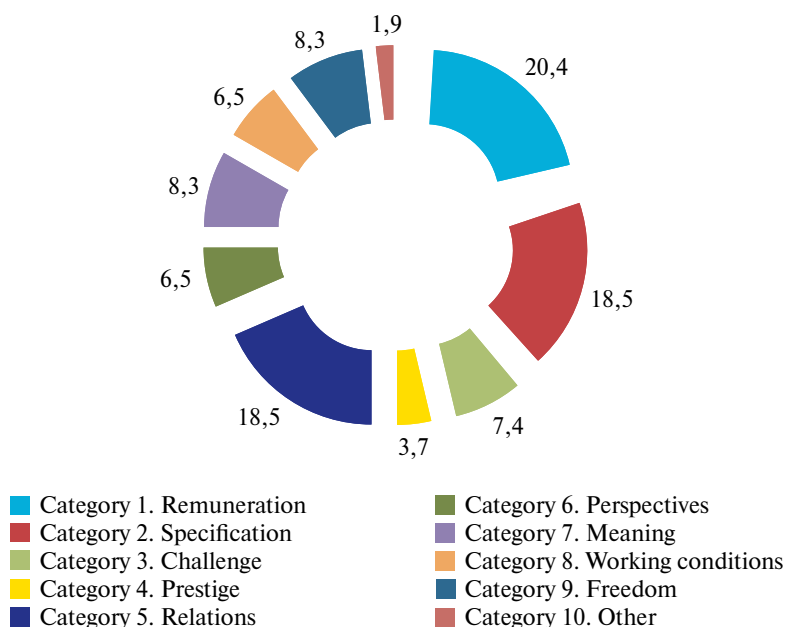


Fig. 3. Organizational preference category distribution diagram, %

Source: created by the author.

Discussions

In comparison of different categories of employees we find a block of some universal values for which there are no differences in subgroups, e.g. conformity, traditions, universalism, security. Explanation of this fact could hide in the natural desire to keep stability and life-balance, because these values are clearly oriented towards on stereotyping behavior algorithms and expecting a certain predetermined result. In other words, stability in professional activity is important for highly qualified specialists, inasmuch as the application of learned algorithms make possible effectively and quickly achieving results.

Switch attention on differences in values among specialists with different level of qualification self-esteem. Comparison of the average ranks made it possible to determine the most important values for each cat-

egory of employees. Benevolence (individual priority) is more important for people with low self-esteem ($U = 0,044$, $p \geq 0,05$). Accordingly to Schwartz's theory, benevolence accumulates "prosocial needs" and the pursuit for well-being in interaction with other people. Rational explanation of this difference bases on the fact that benevolence as a complex uniting a set of moral qualities can impact the underestimation of one's own qualification self-esteem. Another words, it is a peculiar version of modesty's embodiment in assessing their merits. Also there are two differences supported argument: for people with high qualification self-esteem achievement ($U = 0,033$, $p \geq 0,05$) and hedonism ($U = 0,025$, $p \geq 0,05$) are more important than for participant with low self-esteem. In this case, achievements actively manifest the desire for personal success through competence performance for obtaining the approval of society in various forms with hedonism (pleasure, enjoyment of life) as the result.

Rather interesting to look the value differences among people from different age groups. Estimate results indicate that people over 27 value independence ($U = 0,011$, $p \geq 0,05$), stimulation ($U = 0,046$, $p \geq 0,05$), achievements ($U = 0,016$, $p \geq 0,05$), power ($U = 0,035$, $p \geq 0,05$), hedonism ($U = 0,04$, $p \geq 0,05$) much more, compared to younger participants people. Principal explaining of this situation is directly connected with the set of life tasks which people should solve on different ages. For instance, the major task for young specialists is professional development, improving skills and gaining the necessary work experience. On the contrary, for people over 27 years old, who already possessing a certain amount of experience, the main tasks associate with career advancement: new projects (stimulation), freedom in actions (independence), high social status (power), career success (achievements) and available resources (hedonism).

Curiously enough, there are no significant differences in values of men and women at all levels. Other researchers prove that differences in the values of men and women exist [Monusova, 2008; Poplavskaya, Soboleva, 2019; Clark 1997; Farmer 1985; Green, DeBacker, 2004; Gunderson, 2006]. Nevertheless, this controversial situation could be created by the specific of research procedure. As we write above, firstly participants gave us interview, which plunged all respondents into thoughts about work and organizational preferences. Naturally, this situation could be reinforced by committing of business community to

ensuring the equal constitution rights of men and women in their professional activities. Perhaps interview impacted respondents to shift vector of attention from their everyday life to their professional self-realization. Thus, they retained some independent from gender identity in the choice of values.

Working and currently not working qualified persons have significant difference in only one value — stimulation ($U = 0,043$, $p \geq 0,05$). Stimulation is more important for working professionals. Reference point of this specific feature discussion disposes on the fact that a person immersed in a working routine increases his desire for novelty and new experiences. In other words, maybe emotional diversity helps maintain an optimal level of activity and engagement in work process. While people in search for employment, on the contrary, has enough new impressions, since every day they explore various ways for professional development. Actually, they are looking for stability.

Hierarchical structure of values recreated by cluster analysis is the brilliant opportunity to see internal relationships between values of highly qualified specialists at different levels. In particular, on cluster's dendrogram (Pic. 3) we can observe that at the initial stage identical values of different levels logically associate into a single cluster group of three. At the next stage clusters values are merging into two large-scale clusters.

1. Conditionally “prosocial cluster” formed by the correlation pleiades: conformity and traditions, universalism and security.
2. Conditionally “egocentric cluster” formed by the triad: hedonism, which merged independence, and pleiades of achievement and power.

Cluster's pleiades are united into one group (conformity and traditions merge with universalism and security) and benevolence is also includes into the first “prosocial cluster”. Next, additional complication of this structure occurs through the union of the first cluster with the stimulation, which was detached before. Last stage of hierarchy formation is finish by integration of both clusters.

Inasmuch as we choose the single linkage clustering method chosen at the start point, we can confidently assert that two clusters were formed by combining the most similar values in terms of severity. Outputs confirm corresponding sense of the cluster value structure to the circular structure of values in Schwartz's model. Moreover, this circumstance

once again proves existence of dynamics in the value opposition for these participants. On the one hand, this circumstance allows highly qualified specialists to concentrate their efforts on one of the poles: they can develop some kind “prosocial” activity (conformity, traditions of universalism, security, benevolence) or focus on “egocentrism” and pursuit of personal success (hedonism, independence, achievements and power). On the other hand, balance between conflicting values is difficult for achieving. Nevertheless, we remember that stimulation has the detachment from uniting with value clusters. This important note indicates that there is a space for synergy of different values, e.g. when people want new experiences and diversity, they become more flexible for experimentation and try new behavior strategies with another values in core. Hence, new emotions and impressions will let them keep satisfactory level of vital activity.

In-depth interview content analysis made it possible to find several key categories of organizational preferences (Fig. 3). Considering organizational preferences, we noticed that remuneration category was the most popular among participants (20,4%). High wage is necessary to satisfy the need for security and to implement the similar value. Also financial resource is integral component for value’s realization, e.g. achievement, power, independence, hedonism and security.

On second place of preferences situates the specification in working activity (18,5%) and the quality of relations (18,5%). Indicators return us to two main clusters. In this case, if people aimed at implementing “prosocial” values (conformity, kindness, etc.) they will be value quality of relationships that create a comfortable atmosphere for interacting with other people. Conversely, organizational preferences will be centered on the specification of the working activity for further professional success, if the “egocentric” values of personal success are really significant.

Similar situation with the sample bifurcation is formed by such categories of organizational preferences as meaning (8,3%) and freedom (8,3%). But explanation of this situation can also be found in value comparison. Desire to bring benefits and fill meaningful activities is the objectification of “prosocial” values (benevolence, conformity, etc.). Accordingly, high degree of freedom is principally important for people with an “egocentric” focus on success, who value independence, power, and achievements.

Fourth place is occupied by challenge category (7,4%), which is based on desire to realize new ideas and professional development. Besides, combination of this preference with the value of stimulation looks logical, which is especially significant for our sample. For instance, if person appreciates stimulation, he uses novelty to serve the way to immersing yourself in new impressions, interesting tasks, and overcoming limitations.

Fifth most important is the similar division of organizational preferences in two parts: perspectives (6,5%) and working conditions (6,5%). We can also establish a logical connection between these preferences and value priorities. For person who appreciates success, career perspectives and advantage for development are significant. Vice versa, working conditions that make it possible to realize values from first cluster (security, traditions, etc.) become significant, in case the value of achievement and power is not so high.

Another interesting point for discussion is the prestige of organization (3,7%), which consists in the fame, influence and brand recognition of the company. If we try to apply the same analytic approach in this case we will get controversial results. On the one hand, we guess that values of achievements and power have more chances to be realized in a prestigious organization, which should attract people with career ambitious. On the other hand, people with “prosocial” motives who value tradition, security and conformity, can perceive the prestige of the organization like stability and some kind of trust guaranty from business society. Often prestigious organizations are characterized by a long existence period, strong HR-brand and positive business reputation. Therefore, the organization’s prestige can connect with the value of universalism, as the ability to realize any aspirations.

Finally, in discussing results of this exploratory research, we can state that it was successfully completed the task because we find value features of highly qualified employees in the context of analysis their organizational preferences. However, we recognize a number of significant limitations. In particular, our sample size is not enough to purport representativeness for disseminate the results on organizations from Russian business society, i.e. it should be expanded and supplemented.

Conclusion

Summarizing our preliminary findings, we can conclude that there are six basic tendencies in the value features of highly qualified employees.

1. Specialists with different level of qualification self-assessments have significant differences in values. Achievements and hedonism are more important for people with the high qualification self-assessment. Benevolence is more important for people with the low qualification self-assessment.
2. Specialists from different age groups have significant differences in values. People older than 27 years perceive stimulation, achievements, power, independence, hedonism as more important than younger people. People younger 27 years prefer universalism and security.
3. Significant differences in values among men and women are absent when they studied in organizational context.
4. Working people and not working specialists have significant differences in values. Stimulation is much more important for working professionals.
5. Hierarchical structure of values of highly qualified employees, created by using cluster analysis, is formed by two main clusters: conditionally “prosocial” (conformity, traditions, universalism, security, kindness) and conditionally “egocentric” (hedonism, independence, achievements, power). They connect each other through the value of stimulation.
6. Organizational preferences of highly qualified specialists are concentrated around such characteristics as remuneration, specification, relationships, meaning, freedom and challenge.

Moreover, estimated results also showed the original way to get information about values of potential employees indirectly by tracing their organizational preferences. Because values are always present in every decision making process. By the way, research outcomes can be expanded by one more idea. Chiefs could find out values of current employees by exploring the previous decisions and organizational preferences of potential candidate. Moreover, this understanding has wide application from transforming the HR processes in organization to formulating more attractive EVP.

References

- Adkins C.L., Russell C.J., Werbell J.D.* (1994) Judgment of fit in the selection process: the role of work-value congruence // *Personnel Psychology*. 47. P. 605–623.
- Albrecht S.L.* (ed.) (2010) *Handbook of employee engagement: Perspectives, issues, research and practice*. Cheltenham, UK: Edward Elgar.
- Bakker A.B., Schaufeli W.B.* (2008) Positive organizational behavior: Engaged employees in flourishing organizations // *Journal of Organizational Behavior*. 29. P. 147–154.
- Bretz R.D., Judge T.A.* (1994) Person-organization fit and the theory of work adjustment implications for satisfaction, tenure, and career success // *Journal of Vocational Behavior*. 44. P. 32–54.
- Burke R.J., Page K.M.* (2017) *Research handbook on work and well-being*. Edward Elgar Publishing.
- Cable D.M., Edwards J.R.* (2004) Complementary and supplementary fit: A theoretical and empirical integration // *Journal of Applied Psychology*. 89(5). P. 822–834.
- Chatman J.A.* (1989) Improving interactional organizational research: A model of person-organization fit // *The Academy of Management Review*. 14(3). P. 333–349.
- Chatman J.A.* (1991) Matching people and organizations: Selection and socialization in public accounting firms // *Administrative Science Quarterly*. 36(3). P. 459–484.
- Clark A.E.* (1997) Job satisfaction and gender: Why are women so happy at work? // *Labour Economics*. 4(4). P. 341–372.
- Collins C.J., Han J.* (2004) Exploring applicant pool quantity and quality: The effects of early recruitment practice strategies, corporate advertising, and firm reputation // *Personnel psychology*. 57(3). P. 685–717.
- Cromheecke S., Hoyer G., Lievens F.* (2013) Changing things up in recruitment: effects of a ‘strange’ recruitment medium on applicant pool quantity and quality // *Journal of Occupational and Organizational Psychology*. 86(3). P. 410–416.
- Dembo T., Leviton G., Wright B.A.* (1956) Adjustment to misfortune: A problem of social psychological rehabilitation // *Artificial Limbs*. 3. P. 4–62.
- Dineen B.R., Williamson I.O.* (2012) Screening-oriented recruitment messages: Antecedents and relationships with applicant pool quality // *Human Resource Management*. 51. P. 343–360.
- Eliseenko A.S., Stroh W.A.* (2017) On the question of measuring the correspondence of a person and organization // S. Benton, N.V. Antonova, W.A. Stroh, N.L. Ivanova (eds.). *Business Psychology in the interna-*

- tional perspective: collective monograph. M.: University Book. P. 246–251.
- Farmer H.S.* (1985) Model of career and achievement motivation for women and men // *Journal of Counseling Psychology*. 32(3). P. 363–390.
- Faulconbridge J.R., Beaverstock J.V., Hall S., Hewitson A.* (2009) The ‘war for talent’: The gatekeeper role of executive search firms in elite labor markets // *Geoforum*. 40(5). P. 800–808.
- Friedman G.* (2012) *The Next Decade: Empire and Republic in a Changing World*.
- Greene B.A., DeBacker T.K.* (2004) Gender and orientations toward the future: Links to motivation // *Educational Psychology Review*. 16(2). P. 99–120.
- Gunderson M.* (2006) Viewpoint: Male–female wage differentials: how can that be? // *Canadian Journal of Economics*. 39(1). P. 1–21.
- Harris S. G., Mossholder K. W.* (1996) The affective implications of perceived congruence with culture dimensions during organizational transformation // *Journal of Management*. 22. P. 527–547.
- Hill B., Tande C.* (2006) *Total rewards: the employee value proposition*. WorldatWork.
- Hofstede G.* (1991) *Cultures and organizations: software of the mind*. London: McGraw-Hill Book Company Europe.
- Jenn N.* (2005) *Headhunters and how to use them*. The Economist Publications, London.
- Johnson B., Onwuegbuzie A.* (2004) Mixed methods research: A research paradigm whose time has come // *Educational Researcher*. 7. P. 14–26.
- Kabalina V.I., Pakhomova A.A.* (2014) Influence of congruence on personnel selection // *Organizational Psychology*. 4(4). P. 51–73.
- Kane M., Trochim W.* (2007) *Concept mapping for planning and evaluation*. Thousand Oaks, London.
- Karandashev V.N.* (2004) *Schwartz methodology for value survey: Guide book*. St. Petersburg: Rech.
- Kristof A.L.* (1996) Person-organization fit: An integrative review of its conceptualizations, measurement, and implications // *Personnel Psychology*. 49(1). P. 1–49.
- Kutuzova D.A.* (2006) *Activity organization and style of self-regulation as factors of professional burnout of psychologists: dissertation thesis*. M. Labor Code of the Russian Federation (2019). Codes and Laws: AST.
- Lipatov S.A.* (2015) Ratio of concepts “employee involvement in organization” or “passion for work” // *Organizational Psychology*. 5(1). P. 104–110.
- Mandrikova-Ovchinnikova E.Y., Safiullina E.R.* (2013) Role of person-organization fit in the formation of human capital of organization // *Organizational Psychology*. 3(4). P. 2–17.

- ManpowerGroup* (2018) Talent shortage report. Milwaukee, Wisconsin.
- Minchington B.* (2006) Your employer brand: Attract, engage, retain. Torrens-ville: Collective Learning Australia.
- Monusova G.* (2008) Job satisfaction: Cross-country comparisons. *World Economy and International Relations*. 12. P. 74–83.
- O'Reilly C., Chatman J.* (1996) Culture as social control: Corporations' cults and commitment // *Research in Organizational Behavior*. 3. P. 157–200.
- Oh I.S., Guay R.P., Kim K. et al.* (2014) Fit happens globally // *Personnel Psychology*. 67. P. 99–152.
- Onuchin A.N.* (2013) Learning engagement // *The Human Resources Times*. 24. P. 29–35.
- O'Reilly C.A., Chatman J., Caldwell D.F.* (1991) People and organizational culture: A profile comparison approach to assessing person-organization fit // *Academy of Management Journal*. 34. P. 487–516.
- Patterson F., Ferguson E.* (2010) Selection for medical education and training. New York: Wiley Online Library.
- Patterson F., Knight A., Dowell J., Nicholson S., Cousans F., Cleland J.* (2016) How effective are selection methods in medical education and training? Evidence from a systematic review // *Medical Education*. 50(1). P. 36–60.
- Poplavskaya A.A., Soboleva N.E.* (2017) Work satisfaction of men and women in Russia // *Public Opinion Monitoring: Economic and Social Change*. 5(141). P. 271–288.
- Rankin B.* (2013) Emotional intelligence: enhancing values-based practice and compassionate care in nursing // *Journal of Advanced Nursing*. 69(12). P. 2717–2725.
- Rokeach M.* (1973) The nature of human values. New York: Free Press.
- Rubinstein S.Y.* (1999) Experimental methods of pathopsychology. Moscow: Eksmo-Press.
- Rubinstein S.Ya.* (1970) Experimental methods of pathopsychology. M.
- Ruiz-Palomino P., Martínez-Cañas R., Fontrodona J.* (2013) Ethical culture and employee outcomes: The mediating role of person-organization fit // *Journal of Business Ethics*. 116(1). P. 173–188.
- Schaufeli W.B., Salanova M.* (2011) Work engagement: On how to better catch a slippery concept // *European Journal of Work and Organizational Psychology*. 20. P. 39–46.
- Schwartz S.H.* (1992) Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries // M. Zanna (ed.). *Advances in experimental social psychology*. San Diego, CA: Academic Press.
- Schwartz S.H.* (1994) Are there universal aspects in the structure and contents of human values? // *Journal of Social Issues*. 50(4). P. 19–46.

- Schwartz S.H., Bardi A.* (2001) Value hierarchies across cultures: Taking a similarities perspective // *Journal of cross-cultural psychology*. 32. P. 268–290.
- Seligman C., Olson J.M., Zanna M.P.* (1996) *The psychology of values: The Ontario symposium*, Vol. 8. Hillsdale, NJ, US: Lawrence Erlbaum Associates, Inc.
- Smith P.B., Schwartz S.H.* (1997) Values // J.W. Berry, M.H. Segall, C. Kagitcibasi (eds.). *Handbook of cross-cultural psychology*. 3. P. 77–118. Boston, MA: Allyn & Bacon.
- Triandis H.C.* (1995) *Individualism & Collectivism*. Westview Press, Boulder.
- Truss C., Delbridge R., Alfes K. Shantz A., Soane E.* (2014) Introduction. // C. Truss, R. Delbridge, K. Alfes, A. Shantz, and E. Soane (eds.). *Employee engagement in theory and practice*. N.Y.: Routledge.
- Vancouver J.B., Schmitt N.W.* (1991) An exploratory examination of person-organization fit: Organizational goal congruence // *Personnel Psychology*. 44(2). P. 333–352.
- Weller J.M., Jolly B., Misur M.P., Merry A.F., Jones A., Crossley J.G., Pedersen K., Smith K.* (2009) Mini-clinical evaluation exercise in anaesthesia training // *British Journal of Anaesthesia*. 102(5). P. 633–641.

Mavrin O.

Cand. of sociological sciences, Associate Professor of the Institute of Social and Philosophical Sciences and Mass Communications of the Kazan Federal University, Kazan.

Matthewman L.

Senior Lecturer, Chair of the Course Leaders Forum Steering Group, Westminster Business School University of Westminster, London, UK.

Nagaev O.

Graduate of the Master's programme Psychology in Business at the National Research University Higher School of Economics, Moscow.

Nesmeianova R.

Graduate of the M.V. Lomonosov Moscow State University, Moscow.

Pachtchenko-de Prévile E.

Doctor of Psychology (PhD), Researcher at the ESSEC Chair of Change Management, France. Associate Researcher at the Institute of Psychology of the Russian Academy of Sciences, Moscow.

Paramuzov A.

Cand. of psychological sciences, graduate of the Faculty of Psychology at M.V. Lomonosov Moscow State University, Moscow.

Patosha O.

Cand. of psychological sciences, Associate Professor of the Department of Psychology, National Research University Higher School of Economics, Moscow.

Plaksin S.

MD, Professor of the Surgery Department with the Course of Cardiovascular Surgery and Invasive Cardiology, E.A. Vagner Perm State Medical University, Perm.

Razgon E.

Graduate of the Master's programme Psychology in Business at the National Research University Higher School of Economics, Moscow.