

## **SOCIAL AND PSYCHOLOGICAL FOUNDATIONS OF FORMATION OF THE LOYAL ATTITUDE TOWARDS THE ORGANIZATION**

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### **Abstract**

The relevance of the study what attitude employees have towards their organization is closely connected with its influence on the professional and economic efficiency of the individual professionals and the organization itself as a whole. The analysis of scientific resources has demonstrated that the attitude towards the organization is always substituted by the term loyalty, which characterizes a certain level of work perception both from the external and internal position, which determines the quality of professional activity. The aim of the study was to analyze the social and psychological aspects in the formation of loyalty towards the organization. In order to define the dependence of the employees' emotional state of mind on their attitude towards the organization and to reach the research objectives at the same time, the authors of the paper used a number of research methods. Among them are such as survey of employers and employees, the State-Trait Anxiety Inventory (STAI) technique offered by Spielberg and adapted by Khanin, the methodic 'Determining the State of Frustration' by Boiko, multilevel personality questionnaire by Maklakov and Chermianin and 'Loyalty Measurement' questionnaire by Baranskaya. The experimental base is represented by the company located in Yekaterinburg, Russia and its employees (260 people), working in the sphere of commercial equipment delivery. The study showed that the social and psychological foundation of the loyal attitude towards the organization is based on the average level of personal anxiety and the high level of adaptivity. Statistical analysis of the data showed that: the high level of personal anxiety is associated with the low level of organizational loyalty; the high level of loyalty to the work is associated with the high level of situational anxiety; the high level of personal anxiety is associated with the high level of loyalty to work and low satisfaction with the professional interaction; the higher the level of loyalty to the organization is, the lower the level of personal tension is. Also it was determined that being in constant stress, the employees of the organization turn out to be more satisfied with job because anxiety is a motivating factor to meet personal needs. Consequently, the employees concern involves the promotion of new ways to develop the organization; the state of frustration leads to dissatisfaction with job. If certain goals cannot be achieved, employees tend to face aggression towards themselves or to others. The strategy of detailed information distribution is recommended in work with employees who experience high level of anxiety and stress at work and therefore demonstrate the low level of loyalty. For employees with low level of anxiety, high level of aggression, and low level of adaptability, it is recommended to use the methods of tangible and intangible incentives. The issue under analysis has a number of unsolved problems related to the impact of active personnel management services on the loyalty of employees with different skill and experience.

**Keywords:** Loyalty, Labor Activity, Organizational Development, Employee Anxiety, Personnel Emotional State

## **1. INTRODUCTION**

The works of social psychologists (Vypryazhkina, 2015, Gavrilenko, 2012, Gorokhov, 2016, Chudakova, 2012) as well as those of some other economists' and managers' demonstrate that the issue of loyal attitude employees has towards their organization is mostly considered to be a condition for employees' professional efficiency.

Employee loyalty is the desire of the employee to do his job to its best. Employee loyalty is a conscious adherence to the rules set within the organization and the corresponding insistence on high standards towards others (Chudakova, 2012).

Among the characteristics of the loyal attitude towards the organization are such as the feeling of confidence in the organization, honesty towards the organization, devotedness, sharing of the basic beliefs and values, striving for success of the self and the organization as a whole, open demonstration of loyalty towards something or someone, readiness to warn about the possibility of any danger and to sacrifice ones' own interest if needed, the feeling of pride in the organization, the pride of belonging to the number of employees of the organization, the strive to successfully carry out the mission entrusted by the object of loyalty (Gavrilenko, 2012). The researchers working in the sphere of employee's loyalty specify that loyalty can be characterized from the point of view of its various levels as well as from the point of its qualitative characteristics. They also mention that the loyal attitude is closely connected with the support the organization provides; thus, the care from the side of the employer obviously increases the level of employee loyalty (Sidorenko, 2006).

Gorokhov studied the emotional stress of the employees working in the shopping malls and made a conclusion that the loyalty towards the organization is connected with the experience of work in the organization and the emotional state of mind of the employee. The longer the employee is employed, the more loyal and less stressed he is, the better are the relationship with the rest of the staff, the more confident and more satisfied with the level of wage and terms of work he is (Gorokhov, 2012).

Morrow believes that a person can demonstrate the different level of loyalty towards the various aspects of his professional activity, his organization, employers and his profession (Grinberg , Behjron , 2004). Baranskaya differentiates three types of loyalty: organizational, professional and loyalty towards work. Professional loyalty or devotion is the employee positive connection with the profession, the activity he is involved in. Organizational loyalty reflects the attitude towards some particular employer and the conditions of work he offers. Organizational loyalty is usually observed from the position of reliability and safety for employees and the position of emotional connection, friendly attitude and affection towards the organization (Vypryazhkina, 2015).

Investigation of staff loyalty is impossible without examining the working environment factors that reduce the level of commitment of employees. For example, it should be noted the phenomenon of working environment toxicity associated with such negative factors for the employees' wellbeing as the toxic leadership, toxic workplace, as well as toxic HR management practices (Fedorova, Menshikova, 2014, pp. 839-846).

## **2. MATERIALS AND METHODS**

The aim of the study was to analyze the relation between the social and psychological state of employees and their attitude towards the organization. The study involved 260 employees of TON, Ltd., working in the sphere of commercial equipment delivery.

To reach the condition of representability of participants' selection, the authors of the study selected female employees aged from 27 to 44 with the working experience from 5 to 7 years. These employees are the professionals with a clear vision and understanding of their responsibilities and steps to be undertaken to achieve the desired outcome of the work. These are the specialists who demonstrate some stability in work and who continue to grow professionally and are able to reach the management level of the organization.

The authors of the research used a variety of research methods and techniques. Multilevel personality questionnaire 'Adaptability' was used to evaluate the adaptive capabilities of the individual from the position of social, psychological and some psycho-physiological characteristics, which reflect the generalized peculiarities of mental and social development. The questionnaire was offered by Maklakov and Chermynanin. The study of the emotional state of the employees was carried out with the help of such techniques as 'Anxiety scale' by Spielberg adapted by Khanin and 'Determining the status of frustration' by Boiko. The evaluation of the attitude to the organization was carried out with the help of the questionnaire 'Loyalty Measurement' by Baranskaya. These methods belong to the traditional set of the research methods,

which are applied to measure the social and psychological indicators and to evaluate the attitude of the employees to the organization.

### **3. RESULTS**

During the study, it was found out that the psychological and emotional state of the employees can be characterized as tense and full of anxiety and restlessness. Thus, the high level of 'situational anxiety' of 90 employees (34,6%) indicates the temporary feeling of anxiety, dissatisfaction with their ability to correspond to the requirements of certain situation or circumstances. Only ten employee (3,85%) demonstrated low level of situational anxiety.

160 employees (60,8%) demonstrated high level of personal anxiety, which speaks of the feeling of anxiety specifically in those situations, which are related to the evaluation of employee competence and prestige. These 160 participants tend to experience uncontrolled fear, sense of threat, readiness to comprehend any event as negative and dangerous. The respondents constantly remain in cautious and depressed mood.

20 respondents (7,7%) are said to have low level of anxiety. The qualitative analysis of the study results has shown that one of the respondents belonged to the group of employees with high personal and situational anxiety.

150 employees (93,75%) indicated a low level of frustration, which means that they take life obstacles easy, no matter how hard these difficulties might be on the way to the desired goal. These people are able to adapt to new circumstances, which proves their ability to be flexible and to have immediate reaction to emotions.

40 respondents (15,4%) demonstrated that they had a tendency to a state of frustration, immediate vivid reaction to failures or obstacles; however, they are said not to overdo with them. In some situations, these people show their willingness to adapt to the circumstances, while in other circumstances they are ready to disrupt their anger towards their nearest and dearest, who have no guilt for the happening at all. Some forms of aggression might take place as one of the means of emotional release. The adaptivity indicators are at the average level and do correspond the norm.

According to the results of the evaluation of employees' attitude towards the organization, 30 people (11,55%) showed low level of organizational loyalty, which means that these employees consider this particular place of employment to be temporary. In case there are any problems, employees with low level of organizational loyalty quit their jobs easily. It happens because they do not see any reasons to share the hardships of difficult times of the organization or to carry the responsibilities for its failures or successes. They basically do not find it necessary to participate in the life of the organization or to enclose any personal efforts in order to develop the organization or to bring the quality of work to a higher level. 100 employees (38%) indicated high level of organizational loyalty, which presupposes their devotion to the organization. These employees feel themselves responsible for the state of affairs within the organization and are willing to do their utmost to make the organization thrive and flourish. 40 respondents (15,5%) showed a low level of professional loyalty, which indicates that their specialization or the sphere of involvement within the organization has no significance. 120 employees (46,2%) have high level of professional loyalty, which means that they pursue to grow professionally. The main aim of these employees is to build a successful career, to become a professional and to improve the quality of their professional performance. They prefer to specialize in some certain area and to apply and to master their professional skills accordingly. 40 other respondents (15,5%) showed low level of loyalty towards work. It means that they give their work a secondary, complimentary role. They prefer to avoid additional overload with professional responsibilities; they can also demonstrate laziness. If the terms and conditions of life are acceptable enough, these people would prefer not to work at all. 140 people (53,9%) with high level of loyalty towards work give their work the highest value. The work itself often becomes the only life significant role or goal. They tend to be active, useful and involved in all kinds of work.

Spearman coefficient was used to test the hypotheses whether the social and psychological characteristics of employees have any relation to the loyalty towards the organization. The results of the study led to the following conclusions:

- 1) The higher the level of personal anxiety is, the lower is the organizational loyalty ( $r = -0,516$ , at  $p = 0,05$ );
- 2) The higher the level of loyalty to the work is the higher the level of situational anxiety is ( $r = 0,759$ , with  $p = 0,01$ );
- 3) The higher the level of personal anxiety is, the higher the level of loyalty to work is ( $r = 0,484$ , with  $p = 0,05$ );

4) the higher level of loyalty to work is, the lower the level of frustration is ( $r = -0.454$ , at  $p = 0.05$ )

#### **4. ARTWORK**

Thus, this study allowed to prove that there is the inter-relationship between the social and psychological characteristics of employees (namely their adaptability, anxiety, tension) and their attitude towards the organization.

Also it was determined that being in constant stress, the employees of the organization turn out to be more satisfied with job because anxiety is a motivating factor to meet personal needs. Consequently, the employees concern involves the promotion of new ways to develop the organization; the state of frustration leads to dissatisfaction with job. If certain goals cannot be achieved, employees tend to face aggression towards themselves or to others.

The strategy of detailed information distribution is recommended in work with employees who experience high level of anxiety and stress at work and therefore demonstrate the low level of loyalty. For employees with low level of anxiety, high level of aggression, and low level of adaptability, it is recommended to use the methods of tangible and intangible incentives.

The issue under analysis has a number of unsolved problems related to the impact of active personnel management services on the loyalty of employees with different skill and experience.

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