

STAFF INVOLVEMENT AND WORK STRESS: JOB CRAFTING ROLE

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ABSTRACT

At present, most companies are faced with the problem of business process provision with highly qualified human resources, the retaining of professionals and the involvement of employees. If an employee shares company values, a high motivational potential of the work promotes the development of involvement. The satisfaction of an employee's needs - autonomy, involvement, competence - takes place through the work resources according to E. Desey and R. Rain. The work resources are connected with the requirements, the relationship between the requirements and work resources is explained by the developed Job Demands-Resources model. In the current economic conditions, an employee is often unable to cope with the stress arising from the increased work demands. The ability of personnel to use such tools as job crafting allows to develop effective relationships at a workplace, to reorganize the perception of the work as a whole, thereby reducing the level of stress and increasing the level of involvement. The author's research was conducted in Russian companies and institutions. All respondents were divided into three groups according to the level of requirements at work. The first group consists of department employees performing administrative functions of business management, the second one is represented by the personnel constantly working with clients, the third one is represented by law enforcement officers whose work takes place under extreme conditions and requires a constant stress. Using the methods - Employee Satisfaction with Work in the Organization, "Organizational Commitment Scale" by J.P. Meyer and N.J. Allen, Resource and Job Demand Questionnaire (based on JD-R A. Bakker, E. Demerouti, 2007) - they studied the relationship between role stress, involvement and job satisfaction, as well as the ability of an employee to use job crafting in order to restructure both the relationship at work and the attitude to work in general. The conducted research is focused to reveal the level of involvement, the overall level of satisfaction with the work among different categories of employees (front office, back-office, law enforcement) and the analysis of individual factors provoking the development of psychoemotional stress.

Keywords: *involvement, loyalty, identification, commitment, job requirements, personal work resources, stress, job crafting*

INTRODUCTION

In the current economic climate, many company executives are aware of the importance of skilled labor resources availability, and a special value of key employees, which differ not only by their maximum possible efficiency, but also by their high level of commitment, identification, loyalty and involvement. Involvement reflects the efficiency of organization-employee relationship. The labor behavior of an involved employee is characterized by the fulfillment of the functional duties beyond the stipulated ones, the desire for professional growth. An employee correlates his future plans with the future of the company, and also recommends possible applicants - relatives, friends, acquaintances - to work in it (Tsareva N.A., Kolokolova L.A., 2017). The term "engagement" was applied by K. Tompson and was defined as an employee state, in which he shares the values of his employer fully (Thomas K., 1990). W. Kahn defined the involvement - "personal engagement" as the inclusion of personnel in the performance of their functions physically, cognitively, emotionally and mentally (Kahn W.A., 1990). The basic conditions for the development of staff involvement are the following ones: the company development strategy, including personnel strategy,

organizational and psychological climate, job satisfaction, self-development and motivation. Involvement is interconnected with the motivational potential of the work, where the following characteristics of work become the basic conditions for the development of involvement and high work potential: the significance of the work, the variety of work, the identification of work with the result. The next level is the characteristics - autonomy of work and feedback. The work significance is developed by job crafting, when an employee rebuilds not only his attitude to work, but also increases the importance of the functional performed personally for himself, building it in his value system. If this does not happen, the employee, being in a state of tension and experiencing stress constantly, reduces the efficiency of his labor activity.

METHODOLOGY

The workers with a high level of commitment, identification, loyalty and involvement have a special social and psychological attitude to build relationships in the context of "employee-organization". The development of this attitude will be influenced by a number of factors, including organizational, personal, and non-organizational ones. Organizational factors include: attention and participation by a company; wages and bonuses; organizational justice; type of leader's leadership; satisfaction with management; diversity; work content and intensity; opportunities for career advancement and development; external prestige of the organization; the autonomy of employees; long-term planning and the announcement of plans; rules and requirements; values; the quality of products or services. Personal factors include gender; age; position; education; marital status; work experience; the satisfaction with working conditions; the social involvement in an organization; the influence of a reference group; the implementation of expectations; personal importance in an organization; the presence of a role conflict; the existence of a conflict between working and nonworking interests; communicative competence. Non-organizational factors include the attitudes by family and friends, as well as opportunities for alternative (secondary) employment (Demushina O.N., 2015a, 2015b). The combination of organizational, personal and non-organizational factors will always be unique, despite the universality of the mechanism to meet the needs of the organization through the resources of employees and meet the needs of employees through the resources of the organization.

The positive influence of various factors and conditions on work involvement were studied by scholars (Xanthopoulou et al., 2012, Masilova M.G., Burtseva Yu.V., 2016). Positive emotions and optimistic moods (for example, inspiration, job satisfaction) make a positive impact on the work, which are felt by a person in different degrees (Albrecht S., et al., 2015). A number of researchers have tried to predict the effective functioning of employees (Fredrickson, 2003). It was revealed that the optimal organization of business processes is not the guarantee of enterprise success. A number of researchers studied the mechanism of involvement development through the motivational potential of an employee and determined the following: the higher this potential, the higher the involvement (Oldham G.R, Hackman J.R., 2010). An employee works in an organization, primarily to meet his needs, which occurs through the genesis of motivation. This is a cyclic process consisting of four phases. The first phase is the actualization of a need, which is accompanied by increased emotional tension due to the sense of lack of something. The second phase - identification - determines the list of benefits that can satisfy the need. During the third phase, the instrumental one, the subject commits specific actions that are aimed at a goal achievement. The final phase is the satisfaction of actualized needs which allows to remove emotional tension. According to the researches E. Desey and R. Rayan, internal motivation is characterized not only by the sense of one's own choice (autonomy), but also by satisfaction and joy from the performed activity. Thus, there is the correlation with the achievements and a negative correlation with anxiety (Ryan R.M., Deci E.L., 2000). Work resources are the means by which basic human needs are met - self-determination, involvement, competence (Deci E.L., Ryan R.M., 1985; Deci E.L., R. M. Ryan, 2010). The autonomy of employees becomes that component of motivation that allows to accumulate emotional stress and ensure the growth of employee involvement (Tadić M., Oerlemans W.G.M., Bakker A.B., 2016).

There is a constant exchange of resources between an employee and an employer in the course of work. Work resources contribute to the professional growth of employees, the development and achievement of work objectives. In 2001, they proposed the model Job Demands-Resources JD-R, which is characterized by two working conditions: work requirements (i.e., stress, lack of time, an excessive workload) and work resources (freedom to choose time and methods of their function performance, the support of colleagues and management, a constructive feedback, the opportunity to implement personal and professional growth, a variety of work tasks, the delegation of authorities). The model explains the mechanisms of mutual influence by various components. It allows you to determine the range of health indicators and moods, including burnout, the participation and the involvement in work (Demerouti E., et al., 2001; Becker A. et al., 2003;

Bakker A. & Demerouti E., 2007). According to JD-R model, each professional activity may have its own specific risk factors associated with work stress. These factors can be classified by two general categories (i.e. job requirements and work resources). Different correlation between work requirements and work resources provides both positive and negative results (Demerouti E. & Bakker A., 2011). The model proposed by the authors can be applied to the workers of different professions, regardless of specific requirements and resources (Figure 1).

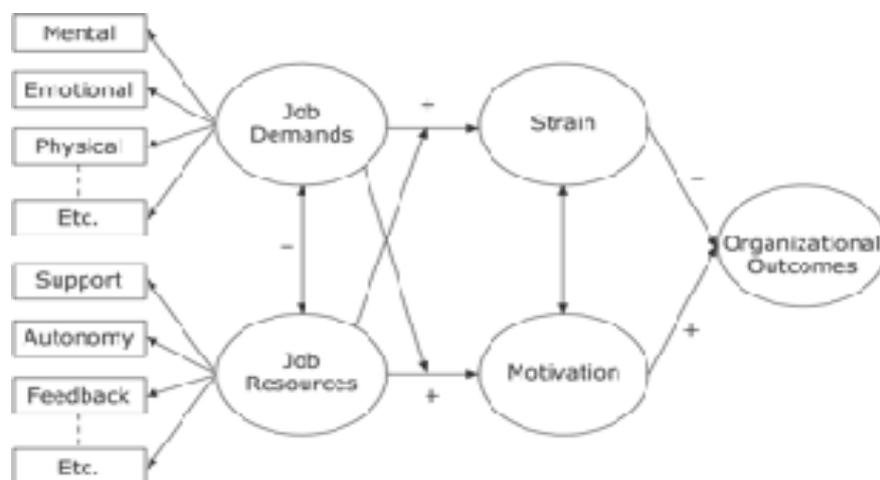


Figure 1. Two components of work result - stress and motivation (Demerouti E., Bakker A.B. 2007).

Work requirements include physical, psychological, social and organizational aspects of work and, accordingly, are accompanied by physiological and / or psychological costs of an employee and require constant confirmation of his condition (in particular, the results of medical examination). The situation looks more complicated with the diagnosis of the psychological state of health (De Braine R., Roodt G., 2011). The revealed inconsistencies between requirements and resources will allow to avoid such a phenomenon as burnout, the consequence of which is often the dismissal of an employee for various reasons. High staff requirements, an unfavorable socio-psychological environment, constant interactions with customers can become work stressors when the compliance with the requirements leads to the efforts which an employee is not able to cope with (Meijman T.F., Mulder G., 1998; Tsareva N.A., Erokhin A.K., 2018). Job Demands-Resources model was supplemented by Bakker A., Demerouti E. in 2017 and included self-destruction due to a constant stress as the result of increased work requirements. The studies have shown that JDR model can predict the burn-out at work (Bakker A., Demerouti E. & Verbeke, 2004; Demerouti & Baker, 2011). Work stress was recognized as a professional risk affecting physical health and psychological well-being (Idris M.A., Dollard M.F., Winefield A.H., 2011). The study of relationship between job commitment, stress and job satisfaction noted them as the prerequisites for involvement. Work resources included structural, social, personal resources, which are involved through the personnel-technology job crafting (Figure 2).

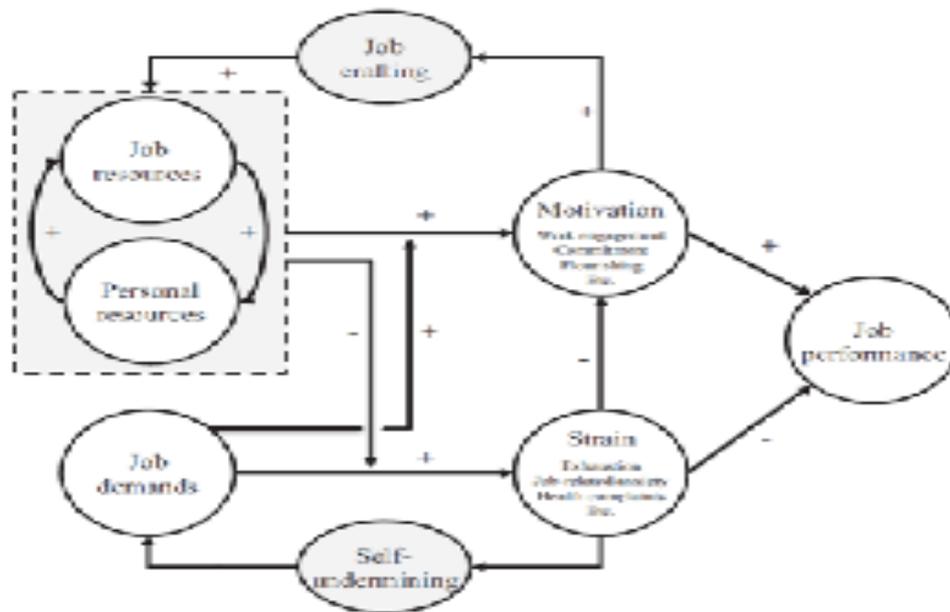


Figure 2. The model Job Demands-Resources. Bakker A.B., Demerouti E. (2017, p. 275).

In the case of job crafting use the rethinking of the performed action, their filling with values and the increase of an employee's involvement takes place (Tsareva N.A., 2017). The result of rethinking is an effective work activity. The ignoring of job crafting by an employee leads to the increased stress and, thus, to professional burnout (Figure 3). The interrelation of involvement and tension at work with job crafting is schematically represented by the authors on Figure 3.

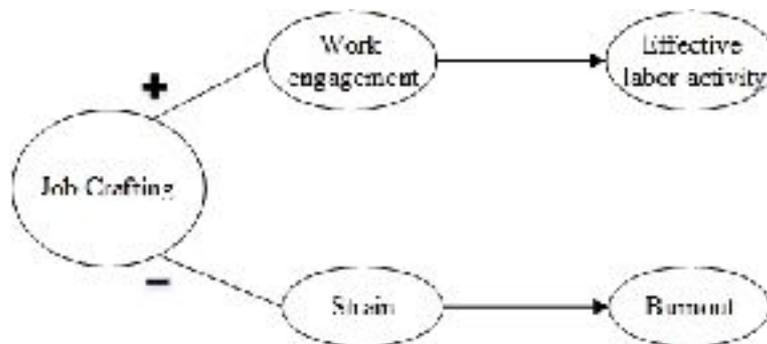


Figure 3. The relationship between involvement and stress at work with job crafting.

Due to the use of job crafting, the level of involvement in work increases, an employee works with enthusiasm, has a sincere interest, which does not entail professional burnout and psycho-emotional stress (Morrow D.L., Conger S., 2018). Work becomes a pleasure. A high level of job satisfaction is observed. If there is no reflection on the significance and the importance of work it is required to exert strong-willed effort and to involve the mechanisms of the volitional act implementation to implement the instrumental phase in the genesis of motivation. It is important to understand that a strong-willed effort is required for the performance of work functions, in the performance of which an employee is not interested and not motivated. A successful performance of work with the use of a volitional mechanism is possible only if, in addition to the result achieved (the fulfillment of the assigned work tasks), an employee receives a positive reinforcement meeting his true needs. In this case, psychoemotional discharge begins, and the level of satisfaction with work increases. If this positive reinforcement does not take place, the employee, even when high professional results are achieved, will experience psychoemotional stress, which has a cumulative character (Schaufeli W.B., Bakker A.B., 2004). Accordingly, the accumulation of psychoemotional stress, caused by the inability to meet needs (frustration), can provoke professional psycho-emotional burnout,

devalue the importance of the work performed, reduce the level of job satisfaction and the involvement of personnel in organization work. The record of frustration can lead to a number of negative consequences, such as character accentuation, inferiority complex, psychopathy, neuroses and psychosomatic diseases. The causes of frustration can be correlated by the types of psychological problems associated with the impossibility of satisfying one or another strong desire (attraction, need, motive) of a person. The reason for the psychological problem is the fixation of sense energy on an unattainable goal and/or an imaginary barrier.

Thus, if the performed work does not have a personal meaning for a person (job crafting is absent), then the successful implementation of the assigned work tasks requires the application of strong-willed efforts and the implementation of volitional act. The success of volitional mechanism application will depend on the availability of positive reinforcement, which is able to meet the true needs of the employee. If such a positive reinforcement is not available, there is the accumulation of psychoemotional tension, connected with the dissatisfaction of needs. This psycho-emotional state experienced by a person that arises in the event of insurmountable obstacles on the way to their own desired goal achievement is called frustration. A prolonged experience of frustration, in conjunction with professional stress, can lead to professional burnout, the inevitable consequence of which is represented by psychoemotional exhaustion.

RESULTS AND DISCUSSION

The excess of psychoemotional stress (fixation on the impossibility to satisfy one's personal needs) is a powerful stress factor, the result of which is the reduction of satisfaction with work, and, thus, labor productivity. According to numerous studies, people working in occupations requiring communicative skills (according to E.A. Klimov's classification) are in the greatest risk zone of professional burnout and psychoemotional exhaustion. However, the specifics of professional activity in the professions of this type are so multifaceted that the authors of the article put forward the hypothesis about the existence of a relationship between the involvement of personnel and such an organizational factor as work stress. At the same time, one can consider job crafting as work understanding and as an additional factor. In addition to the meaningful aspect of understanding the work, it is necessary to take into account that the clientele is quite diverse in its characteristics.

The first criterion by which it is necessary to differentiate according to the authors: it is the work with a trustworthy / unreliable contingent in ordinary or extreme situations. That is why, as the part of the survey, both the employees of organizations and law enforcement officers acted as respondents. The second criterion for differentiation is the direct / indirect type of interaction with clients. Taking into account two criteria, the following can be singled out:

1. The employees of front office - structural subdivisions of state and commercial companies, whose competence includes, first of all, the work with clients and for clients, rather than the performance of other business functions.
2. The employees of back office - structural subdivisions of companies that perform administrative and service functions of business management: IT (administration of databases, support service), accounting, personnel department, statistical and analytical accounting of sales, purchases, current settlement and cash services, etc.
3. Law enforcement officers - (patrol and inspection service, road patrol service, juvenile inspectors, investigators, etc.) who are in a constant contact with citizens (both law-abiding and offenders) and also perform their professional activities in extreme conditions. Their work is often associated with the risk to life.

At the same time, in the opinion of the authors, the formula of justice by S. Adams must be observed necessarily, reflecting the context of interaction and comparison with other employees and their achievements. So, according to the equity formula, the employee's result / the employee's contribution = the result of other employees / the contribution of other employees. An employee evaluates his contribution to work (work stress) as fairly rewarded by the organization benefits needed to meet personal needs only in an equilibrium situation. If the activity is interesting to an employee, he performs it easily, without tension, with a high level of involvement. If the work is not interesting to an employee, then he will perform it with a high level of working stress, periodically resorting to the use of the volitional mechanism. The increase of involvement and interest level in performed work and at the same time the reduction of work stress level is

possible through job crafting as the technology of performed work rethinking. The violation of this balance and the principle of fair reward for work can lead to the emergence of one or several behavior models: the reduction of one's own efforts; the unwillingness to work "for a penny"; the requirement to increase salary or improve working conditions; the requirement to equalize other employees by changing the payment and load; the decrease of self-esteem as the result of unfair evaluation of an employee as an employee; as well as the attempt to change a department or a place of work, etc.

The following methods were chosen as a diagnostic tool to conduct the study of the relationship between the involvement and work stress in the work:

1. The survey of employee satisfaction with the work in the organization contains the key points by which they evaluated the employee's satisfaction with various work aspects: enterprise perspectives, management style, psychological climate, working conditions, social package, labor remuneration, work content, self-realization possibility and career growth.

2. "Organizational commitment scale" was developed by Meyer J.P. and Allen N.J. in 1990. The authors of the model used the following subscales: affective, continued and normative commitment. Affective Commitment Scale (ACS) allows you to measure the degree of identification, involvement and emotional attachment of an employee to an organization; the Continuous Commitment Scale (CCS) measures the extent to which an employee perceives his or her relationships with an organization; the Normative Commitment Scale (NCS) allows you to assess the degree of an employee's awareness concerning his commitment to an organization (Allen N.J., Meyer J.P., 2000). These types of commitment are the constituents of organizational commitment and allow us to identify the degree of staff involvement.

3. The questionnaire on resources and work requirements (based on JD-R Bakker, Demerouti, 2006) can be used to measure the impact of organizational factors and includes eight subscales: workload, decision-making necessity, job complexity, the clarity of role, options, the support by colleagues and leadership support.

The sample of the empirical study made 133 respondents: 42.1% - law enforcement officers, 29.3% - back office employees, 28.6% - front office employees. The sample is leveled by age and sex composition, which is conditioned by the prevalence of men among law enforcement officers and women among front office and back-office employees. The performed study is aimed at the identification of overall satisfaction level with the work of different categories of employees (front-office, back-office, law enforcement) and the analysis of individual factors provoking the development of psychoemotional tension. The results of the study were processed by the use of descriptive statistics. Table 1 reflects the relationship between the intensity of affective, normative and current adherence.

Table 1. The ratio of affective, normative and current adherence intensity

Subscales	Average	Standard deviation	min	max	front office	back office	Law enforcement
1. affective	4,1	1,26	2,84	5,36	3,46	3,76	3,89
2. continued	3,9	1,16	2,74	5,06	3,46	3,11	3,44
3. normative	3,8	1,48	2,32	5,28	2,88	3,35	3,05

According to the results of the study, the respondents of all three samples fit within the range of the average norm by adherence level (taking into account the standard deviation). Affective commitment (emotional attachment to the organization - "I love ..." attitude) among the representatives of all three samples is below the average values. The lowest figure is among front office employees, the highest is among law enforcement officers. Normative commitment means that an employee is associated with the organization moral and ethical beliefs (the attitude "I must ..."). This type of commitment is also below the average among the representatives of all three samples. The lowest level is observed among back office employees. The current commitment, focused on the consequences - the attachment to an organization on the basis of "costs" due to the withdrawal from an organization ("I need ...") is similar to the previous results of all three samples

- below average. At the same time, the lowest figures demonstrate front office employees, the highest - back office employees.

CONCLUSION

Based on the results of resource and work requirement assessment, it was possible to find out that law enforcement officers have the most stringent requirements for work, regulated by the specifics of professional activity and the most minimal resources for professional task performance within the framework of professional activity. This category of employees is recommended to apply job crafting technology to prevent psycho-emotional stress, as they can't change either the resource part or the rigid requirements for work.

Back office employees have the most balanced requirements for work (tension), since the specificity of professional activity is mainly connected with intra-organizational interaction and the provision of business processes in an organization.

As for front office employees, it was not possible to identify unambiguous trends, since it's likely that both organizational and personal factors will exert additional influence.

The analysis of job satisfaction results revealed that law enforcement officers are more satisfied with the social package and the content of the work performed. They are not satisfied with the style of management of a direct leader, the psychological climate and the opportunities for self-realization.

The front office staff is satisfied with the management style and the psychological climate, but are not satisfied with the payment and career growth.

The employees of back office see the prospects of the organization, are satisfied with the style of management and psychological climate, and are not satisfied with career growth, working conditions and the content of the performed work.

The revealed low level of all components of adherence among the workers of the three groups allows us to affirm the high demands of work that cause psychoemotional stress, especially among law enforcement officers. The rethinking of work with the use of job crafting will cope with work stress, which will increase staff involvement level.

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