

которому она применяется, ни от субъекта деятельности. Новизна определяется изменением среды, которая бросает вызов участникам этих процессов. Масштаб цифровизации жизни создает возможности для лидерских отношений, чтобы спровоцировать их потенциал во все более виртуальной среде и все более рассеянных и больших сообществах потенциальных последователей.

Ключевые слова и словосочетания: лидерство, цифровая среда, коммуникация, взаимодействие

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**VALUES AND SHARED BELIEFS AS A KEY TO THE GENERATION
AND STRENGTHENING OF THE WORK ENGAGEMENT
IN THE ORGANIZATION: RESEARCH PROJECT**

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Abstract. Throughout time and through time we have been observing how the contemporary company is increasingly institutionalized and is adapting to the complexity of the current world, recognizing that, in a globalized world, the company cannot be exclusively self-referential but relational, converting the business activity in a motivating act. Today's world encounters a new conceptualization of business management, where ethics is not a separate reality but is part of the same organizational system. People seek to connect with their environment on various levels - rational, motivational, and emotional - and of course they expect this from their workplace. For this reason, we must consider that human talent has clear values and shared beliefs that, directly and through culture, permeate with the purpose of promoting the generation and strengthening of work commitment, known as engagement; which will allow each of the collaborators to maintain positive behaviors and a successful employer brand will be achieved. The strategic choices of ways of thinking and acting within an organizational space are what will be giving meaning to the objectives and instructions in the interaction within the organization. This research will seek to study the relationship between the system of shared values and beliefs and how these can become the key to generating and strengthening work commitment in the members of an organization, with the help of the methodology that is planned to be carried out in this research project, being this of a 'Mixed'

nature investigation, will allow us to obtain a bigger picture of the phenomenon that is planned to study and to contribute to finding solutions to one of the most current problems faced by organizations: the lack of commitment or disengagement in employees.

Key words and phrases: Human Resources Management, Organizational Culture, Shared Values and Beliefs, Work Engagement, Labor Welfare.

JEL codes: M 12, M 14, M 54, O 15

Introduction

Organizations today operate at international levels in a dynamic context and in an extremely competitive environment, which thanks to globalization are faced with the challenge of generating and creating competition strategies that give them a competitive advantage. The organizations studied, at present, bet on the power of human talent, as an aspect that manages to determine that success lasts and that it is a sustainable differential factor that leads them to achieve the established goals and main objectives.

The true development and the correct transmission of values, would allow the differentiation gap between the competition to be closed and, pleasant work climates would be developed that would link the needs of the organization with the needs of the workers, so that performance of the organizations will be highly productive and mostly human, benefiting workers in daily life, showing that in one way or another that the full development of the person will have organizational benefits and in turn, will transform society.

The organization is that system formed by the intersection of human beings, resources and machines with a view to achieving objectives, it is the most dynamic institution of post-industrial society [Omil, 1997]. The company is an institution that is no stranger to the evolution of history and the dynamics of sociological processes. If the world changes, the company changes. This ability to read history, to adapt to it, even to know how to build it by changing its course, is one of the greatest tests of leadership [Contreras et al., 2012]. It is important to cite the background characteristics of this new world, which is being formed under an outstanding epistemological crisis, because it affects the company and any institution with governance functions. The company is responding to this new complexity, in many different ways, and not always comprehensively:

In the first place, we see that the contemporary company is increasingly institutionalized, bound by mainly external legal and regulatory issues, which end up influencing the internal organization of the same company, consolidating a technocratic and systemic reality.

Second, the contemporary company adapts to the complexity of today's world recognizing that, in a globalized world, the company cannot be exclusively self-referential but relational [Corró and García, 2013], that is, an open system where you can listen to the market, to the client and to

the employees, is more important than the fact of sending messages in one direction, from top management to down. This is evidenced by the theory of "stakeholders" as value generators and therefore as a fundamental part of the strategic management of the company [Argandoña, 2011].

A third way of responding to the complexity of today's world, by companies, has to do with the motivational factor [Carralónpita, 2012]The company today must face two great profiles of people, one that responds to a possessive individualism that seeks the satisfaction of exclusively personal goals, a type of radical individualism that is disintegrating and sometimes depersonalized and destructive; and a second profile, which conceives the workplace as a place of encounter and personal fulfilment, where the motivation is not only individual but also and fundamentally gregarious and social [Meng and Juurikkala, 2008] channeled into a motivating business activity.

A fourth way for the company to respond to the demands of today's world is with a new conceptualization of business management, where ethics is not a separate reality but integrated into specific performance criteria, thus illuminating decision making [Ramiz, 2011]. If before business and ethics were separate or autonomous realities, today they begin to be increasingly united, not yet in an integral way, but through a pragmatic or utilitarian paradigm, which responds more to the will to behave, not so much because I want be good, but because it suits me to be: the effects of not being ethical, can become dramatic, from all points of view, so I would not consider doing evil. The main problem of utilitarian business ethics is that it is not always functional because good cannot always be quantified as it is intended [Fumás, 2012].

In this sense, the organizations of the 21st century must understand that people's involvement, commitment and loyalty are no longer achieved through orders, and the most important of all is that it cannot be bought either. Today, people seek to connect with their environment at various levels (rational, motivational and emotional), and of course they expect this from their workplace. For example, Lysenko & Aguilera Cabaliero explored wellbeing on the working place and engagement of staff in the small metal trade company in Rrussia and showed dependence these phenomena of each other. [12] The shared values and beliefs are placed in the 2nd dimension according to the organizational culture model proposed by Schein [2016].

According to Durán [2008], the values will be those that define the fundamental character of each organization, are those that create an identity and give that sense of belonging to its members. The values set the guidelines to implement the policies, procedures and practices in the day to day of each organization and with this giving meaning (beliefs). They establish a framework to evaluate the effectiveness of its implementation and, without a doubt, provide both direction and motivation, and are the factor in reducing the confusion and bad conjecture of an entire system [Robbins, 2017]. Therefore, we must consider that human talent has clear values and shared beliefs that, directly and through culture, are permeated with the purpose of promoting the generation and strengthening of

labor engagement [Salanova & Schaufeli, 2009]. While it is true that engagement (contract or psychological commitment) in employees represents positive results for organizations, according to a study carried out by the Gallup Inc.[2019], only 35% of workers are those who are highly involved in, enthusiastic about and committed to their work and workplace, being this examples or engaged behaviors.

A good organization whose base is based on shared values, will allow each of the collaborators of any entity to identify with them and maintain positive behaviors and beliefs within it; also, thanks to them (values), they will give a good image of the place where they work, it means that, a successful employer branding will be achieved (management system of the brand of the company to attract talent towards it) of the business in the market and strengthen engagement in employees. However, if the values and shared beliefs, do not constitute as rules of the game, principles, axes or guides for action; strategic choices of ways of thinking and acting to achieve what matters most to us in life, giving meaning to the objectives and instructions in the interaction, if they do not materialize in observable habits and behaviors they are nothing more than words [Durán, 2008].

One might ask, then, what are the elements that combine in the construction of appropriate shared values and beliefs? How are they being expressed? How are they articulated? And, above all, with special emphasis, how are they being transmitted? Since the incorrect construction of these, leads to the validation of incongruous and even contradictory messages, which instead of fostering the generation and strengthening of engagement would achieve the opposite.

From the above-mentioned questions, the following research question is derived: How do shared values and beliefs generate and strengthen the engagement of employees in the organizations?

Methodology: Project of Research

The purpose of the study: study the relation between the system of shared values and beliefs and how they can become the key to generate and strength to the work engagement in the members of an organization.

Base of research: Company GUDSR, located in Yekaterinburg, Russian Federation, this company was founded in May 2004 (through the merger of two road construction companies in the city of Yekaterinburg: LLC "Dorstroy", formed in 1946 and "Gordormoststroy", formed in 1943). The company has licenses for the construction of roads of all categories, specializes in the construction, reconstruction and repair of roads, highways and streets in Yekaterinburg and the region.

The structure of the company includes: a construction company, an asphalt plant and a design institute. In the park of the enterprise there are more than 110 units of construction

equipment of Russian and foreign production, on which highly qualified specialists work, which allows performing work of any complexity.

To preserve and improve the quality of the work performed, an in-house certification laboratory has been created, which makes it possible to assess compliance with established standards at all stages of production. Main directions of activity:

- Acting as a general contractor
- Road works of any complexity using modern technologies
- Construction of overpasses and bridges
- Excavation
- Improvement and landscaping
- The device of all types of networks
- Development of design documentation

The methodology that is planned to be carried out in this research project will be ‘Mixed’ that according to Hernandez-Sampieri [2014] “the goal of mixed research is not to replace research quantitative or qualitative research, but rather use the strengths of both types of inquiry, combining them and trying to minimize your potential weaknesses” [p. 532]. It consists of the systematic integration of quantitative and qualitative methods in a single study in order to obtain a more complete “photograph” of the phenomenon, due to the complexity of this research: human relationships. On this occasion this type of methodology will allow us to collect, describe and analyse the relationship between: shared values and beliefs, which according to Schein [2016] are located in the second level of the organizational culture and, the generation and strengthening of engagement in the GUDSR organization.

This approach requires teamwork, data triangulation, theories, disciplines, designs, methods and, above all, epistemological triangulation.

Table 1. Research Program (Source: own research, 2020)

Stages	Purpose	Type of research	Tool	Sources
1	To contextualize/analyze company information.	Documentary/ Descriptive	Complete and direct analysis of information	Company’s Website
2	Evaluation of Corporate Culture’s development	Field research	Semi-structured interview	HR Manager

3	Definition of type corporate culture	Field/Exploratory research	Test adapted from Graves' theory	GUDSR employees
4	Evaluation of Work's Engagement level	Field/Exploratory research	Test Work and Well-being Survey (UWES)	GUDSR employees
5	Detection/Identify the level of correlation between CC and Engagement	Field/Exploratory research	Author's Matrix	Research's Results

Tools:

Semi-structured Interview: It is a type of mixed interview that will allow us to have a course of questions to ask to the subject of study, however, the questions are open, allowing the interviewee to give a freer, deeper and more complete answer. For this reason, it is understood that the semi-structured research interview gives the opportunity to the study subject to clarify their answers and delve into issues that were not initially raised in the course of questions.

The main advantage that we are going to obtain from this type of interview is that it has an orderly and flexible structure, we are using this model since it is perceived in a more natural way, without neglecting the object of study of the interview, which in this stage is the HR manager.

What information is planned to be obtained with this interview? First of all, the context of the HR manager's point of view about the company development, the prevailing philosophies, ideologies and aspirations of the organisation's collective membership; the 'Value Systems' that determine the readiness and capacity for change and the basic concepts and beliefs of an organisation—the heart of the corporate culture.

Test adapted from Graves' theory: the Graves model (Fig.1) – also known as Spiral Dynamics theory – is an evolutionary human development model based on research by US psychologist, Dr Clare Graves, carried out in the 1950-60s. Back then, Graves sought to validate the theory of contemporary and friend Abraham Maslow – yes, that Maslow, who developed the Hierarchy of Needs.

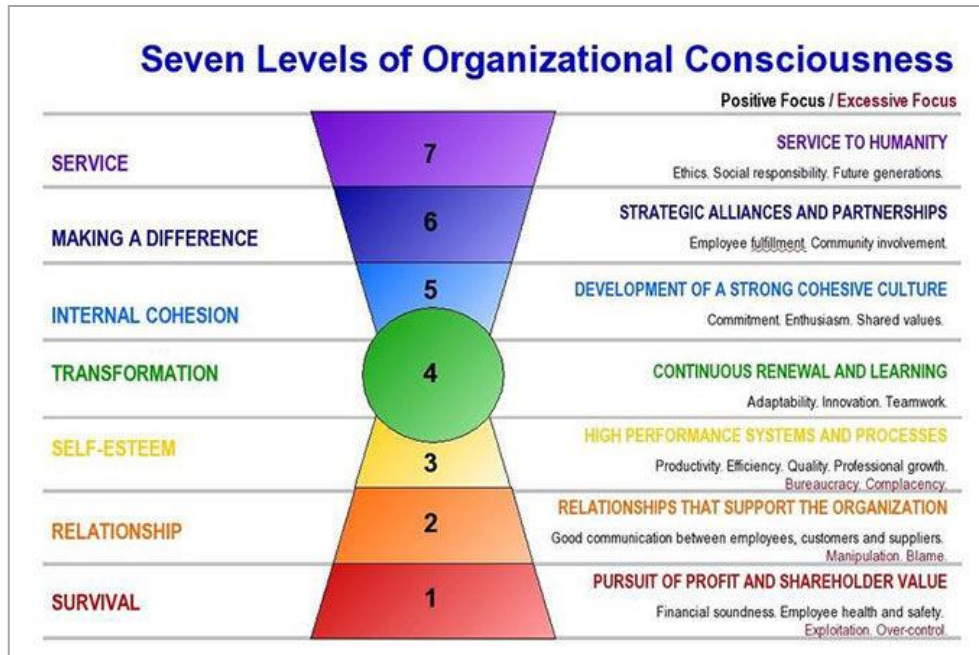


Figure 1. The Seven Levels of Organizational Consciousness, by Dr. Clare Graves (Source: web)

Spiral Dynamics describes awareness development both at a personal and a collective level, such as organisations, the Graves model established levels of worldviews that humans operate from a sort of values system, and during the course of our evolution, we move through each of the levels. Dr. Graves theory is based on understand human development not at one stage or one level, it is a process where no end and growth continually and each level is seeing the world from different corners. Dr. Clare Graves' theory is like a map to live through, organize, and use all required tools and behaviours in order to achieve the main goals at different levels of existence.

What information is planned to be obtained with this instrument? For the purpose of evaluation of corporate culture, we will apply a Test adapted from this theory, in this occasion we should take into consideration and extend this survey on the following critical dimensions: How well are the company's goals and plans known, understood and found to be motivating throughout the organization? And, what is the present state of team-work?

This instrument will be applying to the members of the organization to understand the level of development of the corporate culture in the GUDSR organization. The main advantage we will obtain with this Test is the quantitative data based on the items use.

Test Work and Well-being Survey (UWES): Since its introduction in 1999, a number of validity studies have been carried out with the UWES that uncover its relationship with burnout and workaholism, identify possible causes and consequences of engagement and elucidate the role that engagement plays in more complex processes that are related to worker's health and wellbeing.

What information is planned to be obtained with this instrument? The main purpose of this test is to reveal the level of works engagement and burnout of the employees, sights of workaholism and how

developed is, and the possible causes of work engagement; in this part of the instrument we will have to analyse and correlate the relation between the causes of engagement with the values systems of corporate's culture organization; It should be emphasized that we are dealing with possible causes (and consequences) of engagement, since only very few causal inferences can be made because the majority of studies is cross-sectional in nature.

Work engagement is positively associated with job characteristics that might be labelled as resources, motivators or energizers, such as social support from co-workers and one's superior, performance feedback, coaching, job autonomy, task variety, and training facilities [Demerouti et al., 2001]. This means that an upward spiral may exist: self-efficacy breeds engagement, which in its turn, increases self-efficacy beliefs, and so on. In a similar vein, a recent unpublished study among students showed that previous academic performance [i.e., the student's GPA as taken from the university's computerized student information system] correlated positively with engagement [Waegenmakers, 2003].

Author's Evidence Evaluation Analysis Matrix: The evidence matrix is designed to be an active analytical tool to use in the course of the investigation. Therefore, the first column the researcher will be used to list suppositions or assumptions early in the investigation process, what are our expectations of this particular investigation?

Some of these suppositions may be proven to be incorrect and never turn into findings. If they are disproven the investigator may want to remove them from the form or leave them in place, to emphasize that the research from that point of view simply has no results. If they are left in place, they should be clearly identified as things that were disproven so no confusion will arise in mistaking these for proven conclusions or findings, on occasion, the investigator may find that a disproven supposition will result in a new finding.

To list the assumptions that we as researchers have, we will be using the following format. Accompanied by the results obtained from each applied instrument, together with the comments to know if our hypothesis or initial research question was proven correct or incorrect. This analysis will be the mixed instrument to use due to the ease of understanding and listing the variables of the total investigation. (Table 2)

Table 2. Author's Matrix Format (Source: own research,2020)

EVIDENCE EVALUATION ANALYSIS MATRIX

Findings (Suppositions)	Evidence	Sources of Evidence	Comments

Expected Results and Conclusions

This investigation will be useful and beneficial for organizations in general, since it contributes to bet on values as an important strategy to generate or strengthen work engagement, ensuring that organizational success lasts, also, to understand the multiple benefits of positive engagement in employees and their contribution to the organization.

This research has the potential to contribute to finding solutions to one of the most current problems faced by organizations, the lack of commitment or disengagement in employees. In this research, the need arises to consider the importance of shared values and beliefs as the key in generating and strengthening employee engagement inside and outside an organization; in order to emphasize good practices and that these in turn bring positive changes in organizations whatever their nature, also promoting motivating, healthy and challenging work climates that allow employees to develop the necessary skills to achieve their objectives and that these in turn achieve organizational objectives, creating virtuous circles.

Acknowledgement

The work was supported by Act 211 Government of the Russian Federation, contract № 02.A03.21.0006; Russian Foundation for Basic Research (RFBR) under Grant № 19-010-00705 'Development of tools for assessing the impact of social pollution of labor relations on the employees' well-being in a digital economy'.

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УДК 31.7

ЦЕННОСТИ И ОБЩИЕ УБЕЖДЕНИЯ КАК КЛЮЧ К ФОРМИРОВАНИЮ И УКРЕПЛЕНИЮ ВОВЛЕЧЕННОСТИ В РАБОТУ ОРГАНИЗАЦИИ: ИССЛЕДОВАТЕЛЬСКИЙ ПРОЕКТ

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Аннотация. На протяжении долгого времени мы наблюдали, как современная компания все больше институционализируется и приспосабливается к сложности современного мира, признавая, что в глобализованном мире компания не может быть исключительно самореферентной, но реляционной, превращая деловую активность в мотивирующий акт. Современный мир сталкивается с новой концептуализацией управления бизнесом, где этика не является отдельной реальностью, а является частью одной и той же организационной системы. Люди стремятся установить связь со своим окружением на различных уровнях - рациональном, мотивационном и эмоциональном - и они ожидают этого от своего рабочего места. По этой причине мы должны учитывать, что человеческий талант имеет четкие ценности и общие убеждения, которые непосредственно и через культуру пронизывают с целью содействия формированию и укреплению приверженности работе, известной как вовлеченность; что позволит каждому из сотрудников поддерживать позитивное поведение и достигнуть успешного бренда работодателя. Стратегический выбор способов мышления и действий в рамках организационного пространства - это то, что будет придавать смысл целям и инструкциям во взаимодействии внутри организации. Данное исследование будет направлено на изучение взаимосвязи между системой общих ценностей и убеждений и того, как они могут стать ключом к формированию и укреплению трудовой приверженности у членов организации. Методология "смешанного" характера, которая будет применена в этом исследовательском проекте, позволит нам получить более широкую картину и внести свой вклад в поиск решений одной из самых актуальных проблем, с которыми сталкиваются организации: отсутствие приверженности или разобщенность у сотрудников.

Ключевые слова и словосочетания: Управление человеческими ресурсами, Организационная культура, общие ценности и убеждения, вовлеченность в работу, благосостояние труда.

Признание

Работа выполнена при финансовой поддержке РФФИ гранта «Разработка инструментария оценки влияния социального загрязнения трудовых отношений на благополучие работников в условиях цифровизации экономики» № 19-010-00705

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TEACHERS' ATTITUDES TOWARDS THE USE OF TEAM BUILDING ACTIVITIES AND EXTRA TASKS FROM THE BOARD OF DIRECTORS IN CHINESE LANGUAGE TRAINING CENTERS

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Abstract. This study investigated local and foreign teachers' attitudes towards the use of team building activities “TBAs” as on the clock and off-the-clock tasks organized by Chinese language training centers to overcome the barriers of communication and build a solid team and whether these activities actually lead to the aim mentioned. The data for the study were collected from questionnaires “Author’s survey” to 18 foreign teachers working and living in China, 10 Chinese teachers and five school directors. It is found that although most answers are in favor of TBAs as nearly all the participants give value to such activities, teachers feel some kind of pressure and stress due to the overload of work, and some suffer of cultural related problems also.

Keywords and phrases: team building, off-the- clock activities, teachers

JEL codes: J81, J53