

**EMOTIONAL COPING
STRATEGIES AND MODELS OF
INTERPERSONAL
RELATIONSHIP AT RATING
PROCEDURES OF PERSONNEL
SELECTION AT A MERGER
ORGANIZATION**

Olena Khorina
Institute of Social and Political Psychology APSU
Kyiv, Ukraine

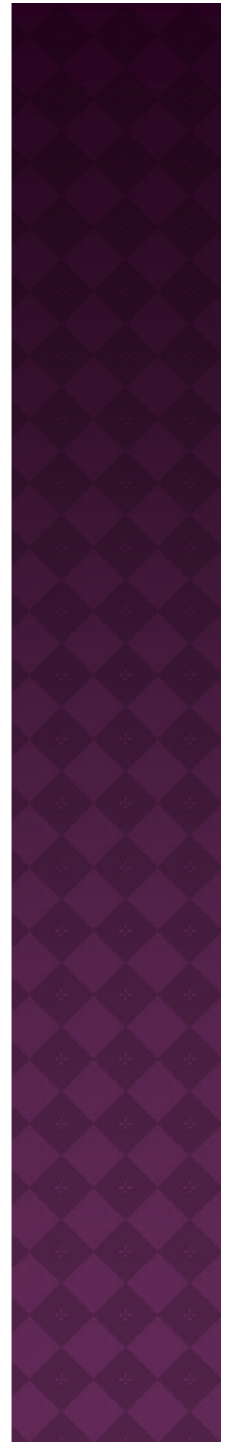
INVESTIGATION ACTUALITY

Organizational changes are often a factor of an additional emotional stress for their participants, it is especially reflected within the proces of companies' merger (Terry, Knippenberg, Loeuwen, 2000).

The fear to lose a job activates the whole system of factors that determine stress experiencing, namely:

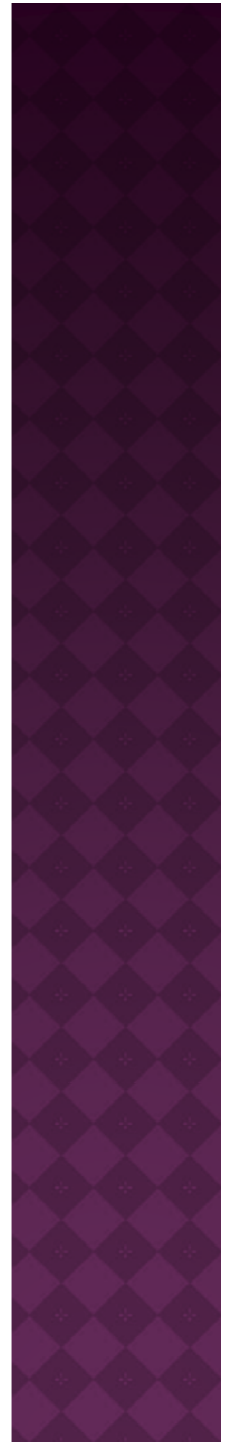
- ◉ social ones - a fixed fear of being without a job; different kinds of social, political and interpersonal relations, unfavorable emotional manifestations in a collective;
- ◉ personal factors - inadequate self-concept, an increased personal anxiety, tension;
- ◉ as well as the factors connected with the following activity peculiarities: permanent informational overloads; task complexity etc.

Here arises the risk of staff's working productivity abrupt decrease.



THE INVESTIGATIONAL GROUNDS

The investigational grounds of stress coping peculiarities at staff's reduction caused by merger became the classification of emotional coping strategies suggested by American scientists (Lazarus R.S., Folkman S.), in which problem-focused and symptom-focused strategies are particularly distinguished. The investigation of emotional coping strategies in different interpersonal relational models (competitive, mutual resource) is actual for both staff's health preservation and change effectiveness rising.



THE INVESTIGATION PURPOSE

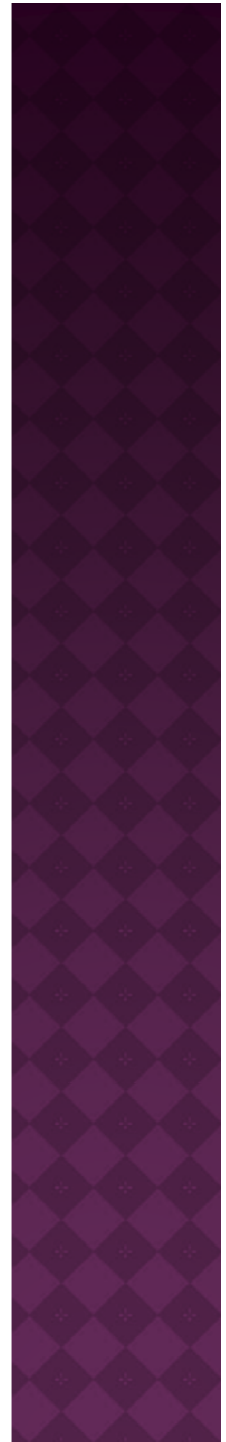
a search of emotional coping strategies in two interpersonal relational models within the situation of multi-level rating competition for vacancies (staff's reduction).



PROJECT TECHNOLOGY OF CREATING THE REFLEXIVE MANAGEMENT SYSTEM

The investigation was carried out within the frames of the project technology of creating the reflexive management system (Naydonov M.I.) to provide the merger of two Ukrainian mineral water marketing leaders.

This investigation was active at the second and third project stages.



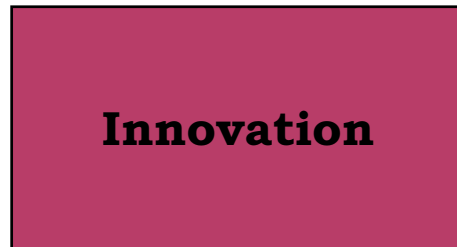
PROJECT STRUCTURE

The project of two companies' merger called "Effectiveness of the company's staff after merger, effectiveness of the rotated out employee as his/her competitive ability at the labor market" was realized at three stages.



PROJECT STRUCTURE

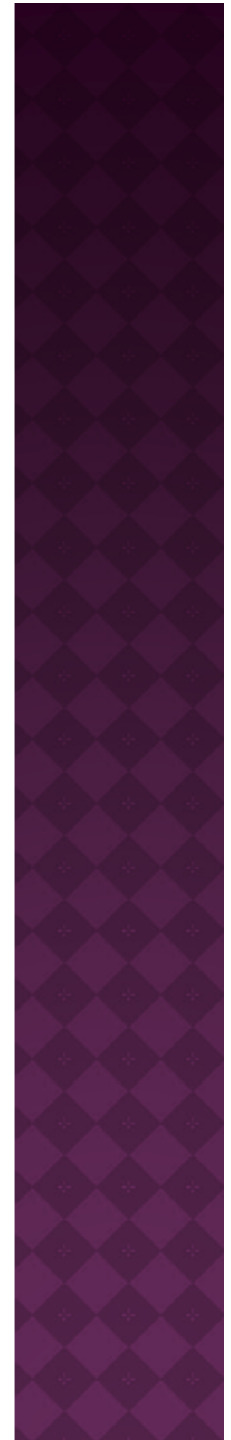
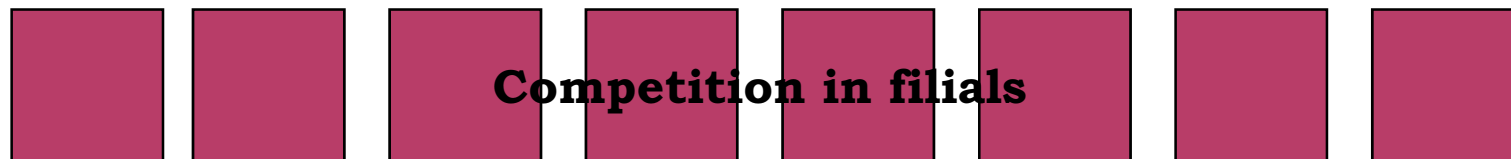
Stage 1



Stage 2

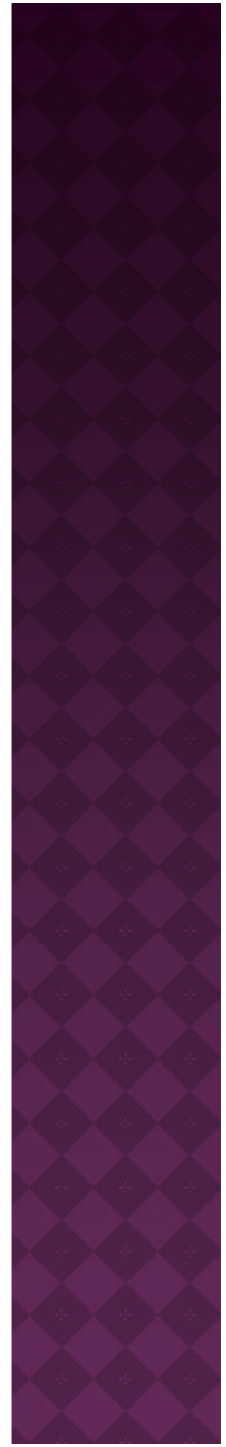
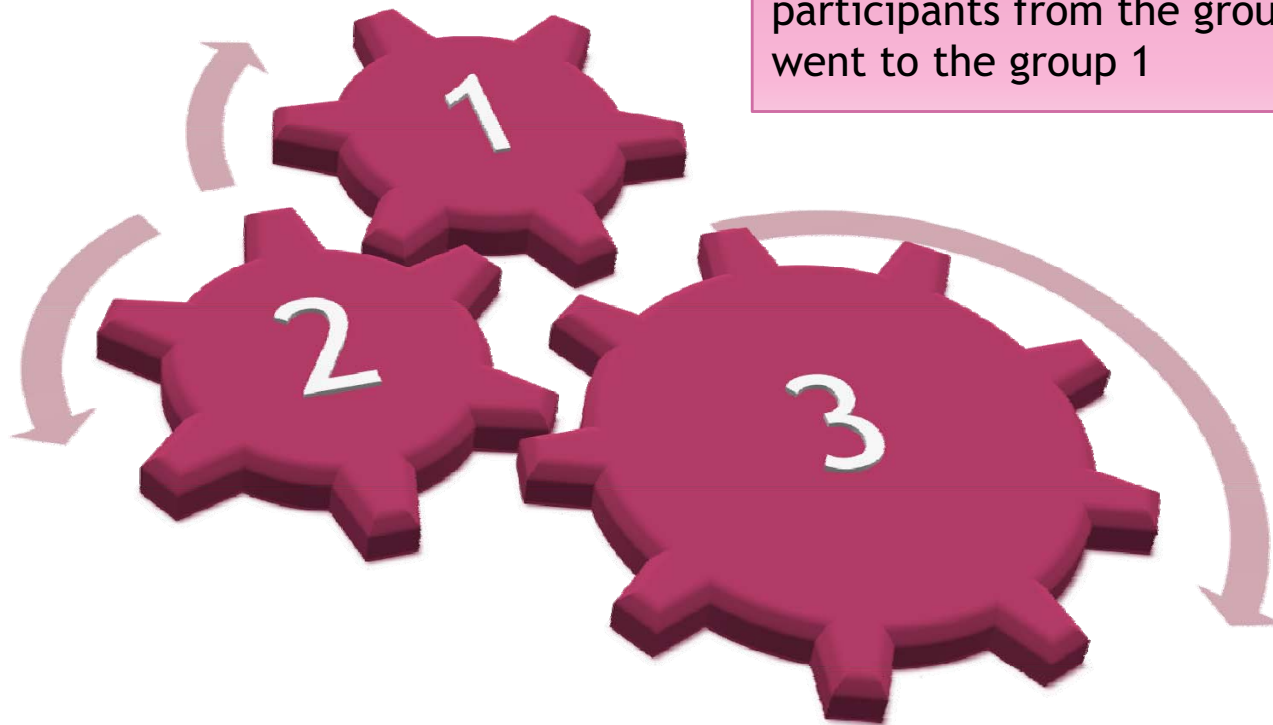


Stage 3



RATING PROCEDURES

three least competent participants from the group 1 went to the group 2, and on the contrary: three most competent participants from the group 2 went to the group 1



TASKS

1 h 55 M	12.30 - 14.25	= Work in several groups. Circles of 1 block and criteria:
	The company on the brink of restructuring. Why it is important to make an inventarization of the gained experience; to extract all the necessary from the common, to finish all business, to disassemble a feeling of “we” up to grounds and to consolidate a feeling of “I”.	<ul style="list-style-type: none"> •Correlation with the TRAINING’s topic •The competition’s idea acceptance •Competition’s personal purpose acceptance
	Self-presentation of the self as a working resource, own professional personal capital. (after an oral realization)	<p>Self-presentation effectiveness:</p> <ul style="list-style-type: none"> • Is in accord with goods sale standards at most • Uses the goods sale technique when selling the self as a company’s resource • Uses self-comments transforming the knowledge of goods into the knowledge of the self • Without any mistakes goes through all sale’s stages (preparedness to the sale, <i>contact establishment</i>, presentation, presentation completion, negotiations, work with objections, sale’s completion) • Does not violate the limits of stage completion while transiting to the next one • Goes to the personal level of the interaction with a customer • Makes attempts to find a customer’s interest, to calculate and satisfy his/her needs
	Attitude to self-presentation in the name of an employer	Approaching to the position of customer’s requirements
5 min.	14.25- 14.30	Announcement of rating



RATING PROCEDURES

For the project realization standard procedures of the reflexive training and practical work (RTPW), as well as special procedures were applied.

Standard procedures of RTPW were directed to «unfolding» of each participant's professional, communicative, personal experience, were favorable for task concentration, as well as helped to obtain particular models of constructive relationships (interaction, mutual comprehension, mutual coordination). Participants did not have chances to avoid these models. Thus, each one could do tasks like himself/herself, but could not be a resource for a group of participants, could not do own «contributions» into a group result creation as well, that did not fit with selection criteria. The use of the procedures was inevitable, otherwise a participant would lose just starting. Thus, the procedures of interaction, mutual comprehension and mutual coordination did not only motivated a participant to do the tasks effectively but also to do them according to the strict procedural limits. A special attention should be paid to the procedure of participants' self-estimation according to which places must be taken starting from the most competent participant to the least competent one in accordance with each task's results. In case of discrepancy, a trainer and experts had a right to “change seats” of participants proving their opinions. Such cases were not numerous, all the more, there were no significant contradictions in positions of participants, experts and a trainer.

THE RATING COMPETITION FOR THE MERGED COMPANY'S VACANCIES WAS CHARACTERIZED BY A THREE-LEVEL CONFLICTNESS

INTERGROUP

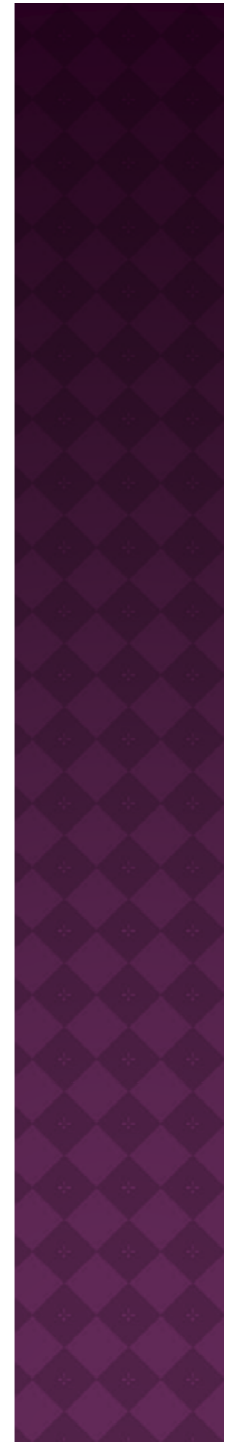
a severe competition between the companies before merger

INTERPERSONAL

a competition for the merged company's vacancies

PERSONAL

participants' ability to cope with their feelings and tension during the competition on their way to victory



THE RATING COMPETITION FOR THE MERGED COMPANY'S VACANCIES WAS CHARACTERIZED BY A THREE-LEVEL CONFLICTNESS

All these levels of conflictness complicated the process of experts and participants' passing through the way from «a severe competitor» to «a successfully cooperating member of the company». Such conflict conditions established experts and participants' strained emotional attitude to themselves, to each other, to former competitors and to the whole competition situation. Besides the tension, participants and experts of the rating competition felt that for a productive participation in the competition they need to cope with their own emotional tension and to find effective means of communication which will help to save a personal integrity, to demonstrate a professional competence, to arrange constructive relationships with future colleagues, to obtain an invitation for a job and to lay the foundation of the future productive interaction with colleagues in a newly created company.

DATA ABOUT COPING BEHAVIOR

According to the stress coping criteria and the use of productive interpersonal relational models the participants (N=240) can be divided into 6 groups

- 1 quick - 35%,
- 2 slow - 50%
- 3 difficult - 15% coping with the dominance of the problem-focused strategy
- 4 competition at the low rating level with the purpose of self-development - 7%
- 5 a refusal from the competition and continuing self-development in a special group training to the competition at the free labour market - 5% (self-development strategy)
- 6 a refusal from the competition and self-development - 3% (avoiding strategy)

THE STRATEGIES TO HELP IN EMOTIONAL STATE COPING:

At the intellectual level

- to change a standard of thinking (a focus on creating a new quality of staff's professional capital in a new company, but not a victory in the competition achievement)

At the semantic level

- a self-presentation of the self as a resource of a newly created company

At the procedural level

- giving «patterns», models of constructive relationships (interaction, mutual comprehension, mutual coordination) for a quick emotional state coping

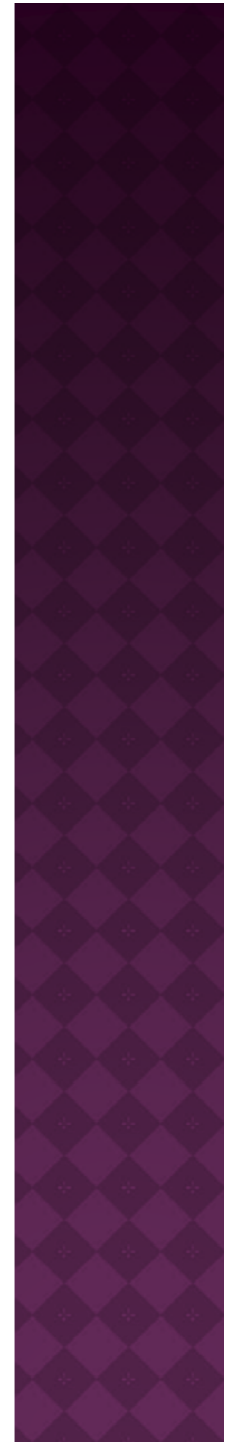
At the level of estimation criteria

- transparent, objective, understandable criteria created by participants at the first project stage

SPECIAL PROCEDURES FOR THE EXPERTS TO REDUCE PARTICIPANTS' STRESS

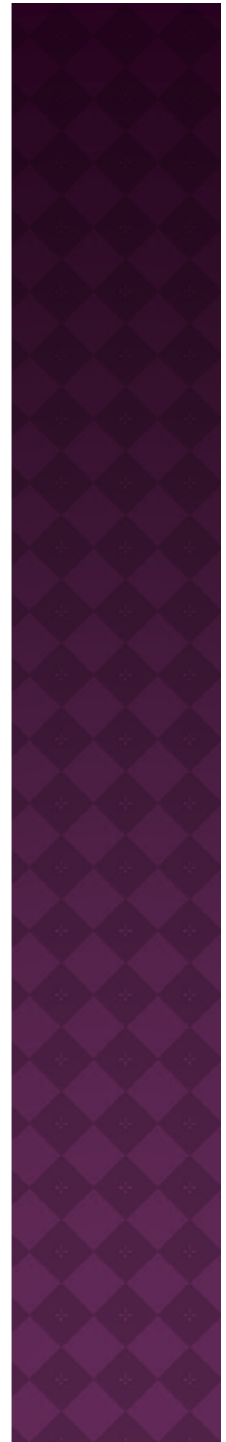
Special procedures were introduced especially for the experts, for the realization of, at least, two tasks:

- 1 • creating conditions for the protectionism strategy overcoming
- 2 • creating a new quality of managing thinking for the company



RESULTS IN REFLECTION PROCEDURE

When the project was over neither a customer of the project, nor the executor had any claims from the side of project participants. On the contrary, in the final reflections people said the words of gratitude and deep satisfaction. It is an evidence of the fact that the intention of emotional stress coping was developed and realized correctly



CONCLUSIONS

The aspect of organizational culture: a contribution to the formation of a merged organization's new corporate culture through

- acceptance of the reflexive model of a group work realization (meetings, consultations);
- the atmosphere of the productive competition;
- a person's support by a group resource/a manager's resource;
- a precaution of the professional burning-out syndrome.

Professional aspect:

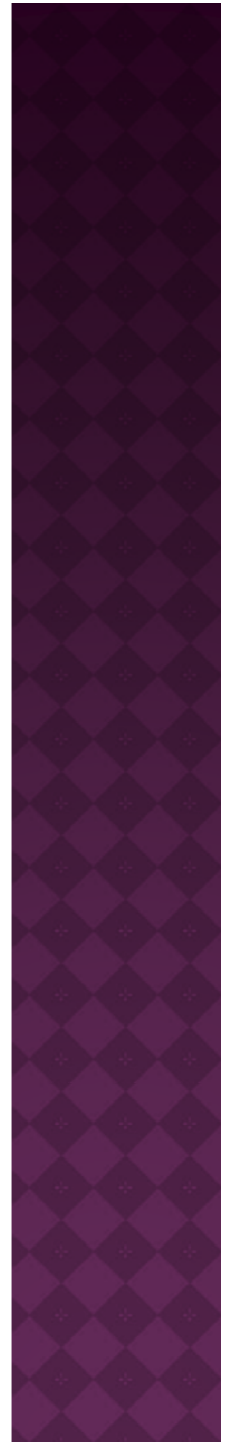
- emotional stress coping through the concentration on task realization as well as comprehension of the own role and contribution into a new merged company;
- comprehension and acceptance of productive interpersonal relational models with the purpose of an effective participation and getting a merged company's vacancy and not only (an effective command interaction);
- a formation of a skill to extract the own capital out of the company's common capital and an ability to turn this capital into the own contribution into a new merged company;
- giving a possibility for self-realization at the qualitatively new level through the reflexive position.

Personal aspect:

- A person can take reflection in his/her life as a thinking style and vitality and thus can realize himself/herself more successfully in any developmental direction.

CONCLUSIONS

The realization of the intention of the professional staff selection project through the method of the competition's rating procedures taking into account the coping strategies makes it possible for owners and managers of enterprises to rise productivity and ecological compatibility of the staff's reduction process basing on the latest reflexive technologies.



Thank you for attantion

ekhorina@voliacable.com

