

## VALUE PERSONNEL MANAGEMENT: DIAGNOSTIC TOOLS AND DEVELOPMENT MECHANISMS

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### ABSTRACT

One of the current trends in the personnel management is the value approach. The article deals with the review of modern researches on a problem of target personnel management. The culture-historical approach proposed by L. S. Vygotsky was chosen as a methodological basis for the consideration of key mechanisms for the development of value personnel management. The constructs "zone of the proximal development", "value", "organizational context", "involvement", "loyalty", and "job crafting" were analyzed. The organization and the usage of value management help to strengthen the value identity of employees and is focused on the formation of the value system in the organization as a whole. The result of the study is the generalization and systematization of the value personnel management concepts, as well as the identification of predictive capabilities of tools for diagnosing staff involvement and job crafting, such as the diagnostic techniques of the "Utrecht Job involvement Scale" (UWES) by A. Bakker and "Scale of Change in the work" (job crafting) by M. Tims, A.B. Bakker and D. Derks in the context of the analysis of the value personnel management. According to the results of the study, the dominant trends in the organizational behavior of employees have been revealed, depending on their level of involvement and the propensity to change in work. The increase of labor productivity and its efficiency can be achieved by the possibility to use of their own potential with the help of a motivational mechanism and making work interesting. The revealed peculiarities of the strategies for change in the work applied by employees in service organizations do not allow them to reduce the tension of work when dealing with people, which inevitably leads to psycho-emotional burnout. The used methods allow us to predict the risks of professional burnout, a dismissal of an employee, and the reduction of qualitative indicators, and also to identify the dominant strategy for rethinking their organizational behavior.

**Keywords:** value management, value, involvement, loyalty, job crafting, mission, interiorization, exteriorization, organizational identity, zone of proximal development.

### INTRODUCTION

In the current economic conditions, not only the lack of highly qualified personnel is observed in the labor market, but also the problem of their retention in a company. The solution is the value approach in the personnel management, the essence of which is the need to bring the goals and values of an organization closer together with the goals and values of employees to increase their level of involvement, loyalty, commitment, and satisfaction with work. The result of personnel management using this approach is the increase in the productivity of employees, while the organization's labor costs do not change: the financial component is constant. "Job crafting" can be considered as one of the aspects of value management; its essence is to improve the efficiency of employees by "rethinking" of the work performed, providing standard labor functions with unique (subjective) meanings and values, transforming the habitual activity through adding new functions to it, and creating new values. When performing job crafting, the increase in labor efficiency occurs due to reassessment of tasks and the attitude toward the work performed, and perception of the work situation as a whole. With all the evidence of the benefits from the introduction of value personnel management, many researchers note the problematic of the lack of mechanisms for realizing these ideas in practical managerial activities. In other words, in theory it is necessary to strive to

bring the goals, values and mission of the organization closer together with the goals, values and personal meanings of the employees, however, the question remains open how to implement this in practice, and what mechanisms should be used. In the presented paper, a number of possible mechanisms for solving the set tasks are analyzed.

## METHODOLOGY

The methodological basis of the proposed concept is the culture-historical approach, according to which the assimilation ("appropriation") of socio-historical experience is a specifically human way of ontogenesis. Considering an organization as a model of social relations, which has its unique history of formation and development of the value-normative framework (in the context of a corporate culture), we emphasize that the "appropriation" of organizational values takes place due to the interiorization mechanism. A new employee coming to the organization and gradually merging into its team interiorizes the norms and values established in the team, gradually "integrating" into the structure of the team. In the future (after successful mastering) of organizational values, the employee is capable of the opposite action, or exteriorization (the process of generating external actions, statements, etc.). As a result, the employee who has mastered the norms and values of the organization translates them back into the work collective, including new employees who are only at the beginning of the path of interiorization. Accordingly, due to the mechanisms of interiorization / exteriorization, the transfer of organizational experience (values, norms, rules, traditions, etc.) from "one generation" of employees to "another generation" of employees is realized, which is the essence of organizational culture.

One of the key terms in the concept of L.S. Vygotsky as the founder of the culture-historical approach is the "zone of proximal development". In the classical sense (in psychology), we mean under the zone of proximal development those level of development that is achieved by a child in the process of his/her joint activity with an adult. The concept of the zone of proximal development in the context of the cultural and historical approach was introduced in order to qualitatively dissolve the actual level of development of a child that manifests itself in individual activity and the higher level of development that is realized by the developing personality but only in the framework of joint activity with an adult, when the zone of proximal development represents "an area of not ripened, but maturing processes" (Vygotsky, 2000). In the concept proposed by the authors of the concept, a new employee is treated as a "conventional child" with his/her characteristic desire to join the norms and values of the surrounding culture (in this context, the culture of the organization). A more experienced employee who already has a certain length of service and status in the organization is treated as a "conditional adult". In this situation, the zone of the proximal development of a new employee is most actual during the period of adaptation, especially in joint activities with a mentor and / or direct supervisor, as well as in the subsequent activity in the capacity of an indispensable element for further professional development by means of coaching. However, the practice of many companies shows that the processes of adaptation, mentoring, and coaching are either in the process of formation, or are absent as such in the structure of human resource management processes in the organizations. The reasons can be different: lack of funding, lack of mentors and coaches, too high staff turnover (employees do not have time to adapt); lack of an up-to-date and updated adaptation program; absence of an employee whose functions included the management of adaptation at the initial stage and coaching at the subsequent stages of professional development of employees.

The complexities in implementing of adaptation programs result in that the mechanism of the zone of proximal development remains not active. A new employee does not receive a full opportunity to master organizational norms and values through joint activities with a more experienced employee / mentor / immediate supervisor. If key organizational norms and values are not mastered at the proper level, investing in coaching to achieve specific professional goals becomes meaningless, since employees do not perceive the organization's goals as their own. It should be noted that an employee who independently mastered organizational norms and values without the support of a "conventional adult" can perceive them fairly subjectively and transform organizational values based on his/her own understanding of "how it should be". With enough personal resources and a high degree of involvement in the life of the

organization, the mechanism of jobbing can work and the employee copes with his/her tasks successfully. However, if the personal resource is not enough or the degree of involvement is low, there takes place the differentiation of values: the goals and values of the organization, the employee's goals; then the work becomes formal, and the result would be at the minimum acceptable level of efficiency.

It is important to understand that in majority of small and medium-sized business organizations, organizational values are "blurred": they are not only not convinced to employees, but also poorly understood by the management of organizations (Nedoluzhko, 2017). In addition, the mission of an organization (as the main value - goal) is often either formal, or nonexistent. In large organizations or rapidly growing corporations, where each employee is only a small cog in the big machine of business processes, high turnover of staff and a rapid change of the ordinary personnel do not allow the full completion of the process on interiorization of organizational values, and, moreover, launch the reverse process of exteriorization. It is "values that create stability, playing the role of a connecting element, which does not allow an organization to split into separate components" (Nezamaykin, 2013). Values not only strengthen the integrity and coherence of an organization, but also increase the commitment, involvement and loyalty of its employees, create a unique system of coordinates of interactions and relationships, fill the work with meaning. The value system of an organization is based on a high level of coherence between values of ordinary employees, management values and organization values / goals reflected in its mission, development strategy and personnel policy.

The prerequisites for the development of the value management concept are at the intersection of economics and psychology, what generates a dual consideration of the category "value". The classical definition of "values" belongs to M. Rokeach: "Value is a persistent belief that a particular mode of behavior or final state of existence is personally or socially preferable to the opposite or reverse mode of behavior or final state of existence" (Rokeach, 1973. p. 5). Values are beliefs that are intrinsically related to emotions, not rational ideas (Schwartz, 2012). Donal et al. noted that values are not just words, they dictate behavior and affect daily events (Donal et al., 2006. p. 27), while they are a motivational design, a guide that people seek to achieve (Feather, 1995). G.V. Serebryakova in her studies draws attention to the fact that "on the one hand, value is understood as the benefit that the participant of interaction receives from the use of a certain good; on the other hand, the value has an important socio-cultural meaning: it represents a system of beliefs that model the behavior of socio-economic systems and their elements" (Serebryakova, 2015). B. Ray points out that "values are the essence of who we are as people. Our values help us choose the work we do, the company we support, the relationships we build, and ultimately the groups and organizations that we lead" (Ray, 2001, p. 12).

In 1982, Peters T. and Waterman R. proposed the "7 S" scheme: structure, strategy, systems, skills, staff, style, shared values. The authors focused on the management of values of employees by bringing them to the organizational value system for the most effective achievement of the set goals, primarily economic (Peters T. J., Waterman R., 1982). The study of the category of value in the economic aspect (considering the interrelation between a value and the constructs of economic exchange, utility and labor cost) was developed in the writings of M. Porter, who proposed the concept of a value creation chain. "A chain of values is a series of consistent actions by a company to transform resources into an end product or service" (Porter, 1985). Further development of the concept of value management is associated with the enrichment of the economic aspect of the construct "value" with the psychological context of relationships. For example, I. K. Musaelyan notes that "value is the result of joint action, mutual benefit of the participants in the process of its creation" (Musaelyan, 2014, p. 200).

The value approach as a managerial paradigm was presented in the work of K. Majger, who developed a scheme of value-oriented management (values - vision - faith and attitude - behavior) illustrating how values influence behavior (Majger K., 2005). A key mechanism that allows an employee to correlate organizational values with his/her personal value system is organizational identity. Such authors as Ashforth B., Mael F., Hogg M., Terry D., Dutton J., Dukerich J., Harquail C., Reade C., Bazarov T.,

Lipatov S. et al. were engaged in the development of this construct. A. A. Maksimenko notes that "organizational identity is formed in the process of identification, and the result of identification is the acceptance or non-acceptance of organizational values" (Maksimenko, 2012). The consequence of the acceptance degree is the degree (level) of loyalty and commitment to the organization. Based on the results of their empirical studies, Albert S. and Whetten D.A. suggested that "organizational identity embodies the characteristics of an organization that its members perceive as central, distinctive and long-lasting" (Albert S., Whetten D. A., 1985). In this case, identification of personal and social goals occurs and the manager's expenses for raising awareness about the task to subordinates are minimized. The mechanism of the employee's personal interest in the results of his/her work (involvement) begins to operate. In this case, employees do not need to be forced to do their job, they are motivated from within, they have a desire to work effectively, since the achievement of goals corresponds to their personal interests and needs. Thus, the achieved target organizational identity is the coordination of organizational goals and objectives of the company's employees.

I.V. Nezamaykin offers to consider the value management process using means of implementing five managerial functions: planning, organization, coordination, motivation and control (I.V. Nezamaykin, 2013). Implementation of the value management process helps to reduce / close the gap between strategic intentions related to the values of the organization and the daily activities of each employee of the organization. Thus, the leadership of the organization should directly participate in the formation of value management, making this process meaningful, conscious and purposeful.

When analyzing foreign management tendencies, A. V. Kuzin writes about such technology of value management as "Winning the Hearts", which is aimed at increasing the involvement, loyalty and efficiency of staff. If employees understand and share the values of the company, which take into account the personal values of the employees themselves, they work with interest, fulfill the targets, and the company itself has low staff turnover (Kuzin, 2016). Loyalty is usually understood as law-obedience and dependability. Organizational loyalty implies observance by employees of norms, adherence to regulations and requirements for behavior, work, etc. M.G. Masilova and Yu. V. Burtseva emphasized the fact that "loyalty can be different: the so-called imitation loyalty is manifested in the creation of the appearance of loyalty (loyalty in words, and not in deeds), the normative loyalty is due to the conscious acceptance of organizational norms by an employee ("just the thing"). (Masilova, Burtseva, 2016). W. Kahn in 1990 identified the involved staff as those who focus their physical, cognitive and emotional energy on achieving their professional goals (Kahn, 1990). Schaufeli and Bakker (2010) suggested the following, often used definition of involvement: an active, positive attitude toward work that is characterized by energy, dedication and absorption (Schaufeli, Bakker, 2010). Summarizing the essence of the concepts of "loyalty" and "involvement", we can assume that the employees have a phenomenon called "job crafting" characterized by an inspired approach to work, with increased internal motivation. For the first time the concept of "job crafting" was proposed in 2001 by American psychologists J. Dutton and A. Wrzesniewski. In their opinion, this is a process through which employees actively rethink and change their work to make it more meaningful for themselves (Wrzesniewski A., J.E. Dutton. 2001). "Rethinking work" includes effective performance of functional duties in a non-traditional way, not regulated by the organization, creating a positive sense in the work, creating positive emotions and high quality professional relationships in the organization (Cameron, 2003). Tims M. and Bakker A. define "job crafting" as self-initiated and implemented changes that allow the expectations of employees from the employer's proposal and their personal needs and abilities to balance (Tims, 2013). In the works of Russian researchers, rendering of this term in which means a "work change" is proposed (Manichev, Manicheva, 2014). But, we see that the concept of "job crafting" is broader, because within the framework of this phenomenon there is a reassessment, rethinking and formation of a new approach to the performance of functional duties by an employee, that is why the interpretation "rethinking of work" is offered. The main characteristic of "job crafting" is that employees change their tasks or other performance characteristics on their own initiative, which distinguishes "job crafting" from other

approaches (Tsareva, 2017). Thus, value management, being an integral part of a developed organizational culture, integrates economic and psychological aspects and is implemented through two key mechanisms: the formation of organizational identity and "job crafting" as a rethinking of one's own activity.

## RESULTS AND DISCUSSION

The empirical study was conducted with the aim of revealing general trends and interrelationships concerning the involvement of personnel and understanding the changes that employees make to work (job crafting). The respondents were ordinary employees (specialists, sales consultants, etc.) of Russian service organizations. To conduct the study, respondents were offered two diagnostic methods: "Utrecht Job involvement Scale" (UWES) by A. Bakker and "Scale job crafting" by M. Tims, A.B. Bakker, D. Derks. [Tims M., Bakker A. B., Derks D., 2012]. The total sample size was 250 respondents. After the processing of the questionnaires, the results of 12 respondents who partially completed the questionnaire were excluded from further analysis. The final step of the research comprised 238 respondents.

The age range of respondents was 22-46 years.

As to gender aspect, the research comprised 64 men (26.9%) and 174 women (73.1%), what reflects the general trend in the ratio of gender distribution in service organizations. The study involved: 85.7% persons with higher education, 14.3% with uncompleted higher education. 4.6% of respondents had up to a year work experience, 40.3% - from 1 year to 3 years, 31.9% from 3 to 10 years, 23.1% - more than 10 years.

The study was conducted in a testing format using blank tests. The obtained results were processed using the methods of descriptive statistics and correlation analysis.

The process when an employee performs his/her professional duties entails psychological and / or physical efforts and energy costs. At the same time, if the costs are too high, then overstrain and stress of the employee may provoke the appearance of negative states. It is possible to refer a chronic fatigue and psychoemotional / professional "burnout" to such dangerous for human health conditions. Involvement arises as a result of a motivational process caused by favorable conditions of activity. In this case, the working context characteristics can be viewed as work execution resources that increase the efficiency of work. In other words, involvement is the antithesis to "burnout". The state of employee involvement as a consequence of the motivating impact of the context (working resources) is expressed in three characteristics: in his/her energy ("vigor"), his/her self-identification with his/her work ("commitment"), and in feeling of a something similar to the flow effect ("immersiveness").

The results of questioning of respondents using the "Utrecht Scale of Involvement in Work" (UWES) methodology are grouped by scales and are presented in Table 1.

**Table 1** - Results of the survey on the "Utrecht Scale of Involvement in Work" methodology

Involve ment Scales Immers iveness	Numbers of questions						Average indicato r	Possible maximum	Standard Deviation s	Range of averaged values	
	Scale questions average									Minimum indicator	Maximum indicator
vigor	1	4	7	8	12	14					

	3.63	3.33	3.32	2.79	3.89	2.91	3,31	6	1,77	1,54	5,08
loyalty	2	5	10	13	17	-	4,19	6	1,60	2,59	5,79
	4.86	3.68	3.91	3.97	4.54	-					
immersiveness	3	6	9	11	15	16	3.97	6	1.63	2.34	5.6
	4.70	3.39	3.73	4.30	3.82	3.90					

According to the results of our research, the highest indicator is commitment, what reflects the self-identification of an employee with the work performed. The surveyed respondents value their workplace and do not aspire to pass to competitors. According to the findings of the researchers L.G. Manicheva and S.A. Manichev, formation of commitment is influenced most of all by such characteristics of the work as "a variety of skills" and "feedback from others". Significantly below is the influence of such characteristics as "self-efficacy" and "optimism" (L.G. Manicheva, S.A. Manichev, 2015). But since the range of data dispersion (variance) is quite wide (from 2.59 to 5.79 points), respectively, in cases of low scores on the "loyalty" scale (from 2.59 to 4.19 points), the management of the organization needs to pay more close attention to the convergence of the values of an employee with the values of the organization. This "rapprochement" could be implemented thanks to constructive feedback and the opportunity to engage a variety of skills in their work, including through independent rethinking of tasks by the employee.

The lowest was the "vigor" indicator. This fact may indicate a decrease in the energy potential of employees, chronic fatigue and the beginning of manifestations of psychoemotional and professional burnout, which is quite typical for service organizations.

According to the researchers, such characteristics as "self-efficacy", "optimism" and "feedback from others" exert the greatest influence on vigor (L.G. Manicheva, S.A. Manichev, 2015).

The range of data scattering on the "vigor" scale was from 1.54 to 5.08 points. A management team should pay special attention to employees with indicators ranging from 1.54 to 3.31 points, as they, in the first place, are prone to psychoemotional and professional burnout. Feedback and support from colleagues and management will be an important factor to improve the effectiveness of such employees. Emphasis by the management on the results achieved, and stimulation of the required patterns of behavior will increase the awareness of personal capacity for effective actions and intense efforts (self-efficacy) and a positive attitude towards the success of these actions (optimism) in solving work tasks.

According to the researchers (Manicheva L.G., Manichev S.A. 2015), the indicator "Immersiveness" largely depends on the self-efficacy and optimism of an employee. As to immersiveness, feedback from others is only a background in solving work tasks. In our study, the range of data scattering in terms of the immersiveness rate was from 2.34 to 5.6 points, the average score was 3.97 points, what may indicate that the employees are judiciously, consciously and responsibly concerned with solving work tasks and meaningful performance of work generally. An analysis of the correlation matrix using the methodology of the "Utrecht Scale of Involvement in Work" reflecting the interrelation between each of the 17 questions of the methodology, revealed only two relationships with a correlation level of more than 0.6:

– "My work inspires me" and "Having woken up in the morning, I'm happy that I'm going to work";

– "It's hard for me to put the work aside" and "I continue to work even when things go wrong".

The remaining relationships have a mean degree of correlation and reflect only emerging trends. Thus, involvement as an integration indicator of vigor, commitment and immersiveness in work can vary depending on the feedback received from colleagues and management, the conditions (context) of labor, awareness of one's own effectiveness, belief in one's own strengths, the degree of convergence of one's own goals and values with purpose and values of the organization. Increasing in the level of involvement reduces the risk of professional burnout.

Behavioral strategy «job crafting» (changes in work or "adjusting" the work under the situation) is initiated by the employee himself/herself to achieve and / or optimize his/her personal working goals. At the same time, certain aspects of the work are reorganized in the context of functional duties, and not all of the work as a whole.

The respondents' survey data on the "rethinking of the work" are structured along four scales (increase in structural resources, decrease in requirements for work, increase in social resources and increase in requirements for work) and are presented in Table 2.

**Table 2** - Results of the survey using the methodology "Scale of changes in work" (job crafting)

Change Scales	Numbers of issues						Average indicator	Possible maximum	Standard Deviations	Range of averaged values	
	Average for scale questions									Minimum indicator	Maximum indicator
Increase in structural resources	1	2	3	4	5	-	3,38	5	1,10	2,73	4,93
	3.74	3.78	4.08	3.58	3.98	-					
Decrease in requirements for work	6	7	8	9	10	11	2,72	5	1,34	1,38	4,06
	2.27	3.33	2.63	2.54	2.50	3.07					
Increase in social resources	12	13	14	15	16	-	2,74	5	1,37	1,37	4,11
	2.98	2.36	2.87	2.20	3.31	-					
Increase in requirements for work	17	18	19	20	21	-	3,12	5	1,33	1,79	4,45
	3.06	3.16	3.36	3.19	2.82	-					

The results reflected in the table indicate that respondents are most likely to make changes in the increase in structural resources. This indicator includes self-development, self-learning in the workplace, the use of potential in full force, and independent solution of work issues.

The second most popular strategy was to increase the requirements for work. Its meaning lies in the desire to learn new information and new technologies, to do more than necessary, be involved in the implementation of new projects.

Almost equally unpopular were strategies which comprise reduction of job requirements and increasing in social resources. Most likely this is expressed in the fact that respondents in the service sphere of activity cannot minimize the emotional and intellectual burden associated with communicating with other people, despite the fact that they can negatively affect their emotional sphere and have unrealistic expectations.

Surprising was the fact of social alienation. The interviewed respondents practically do not use a social resource in their work and do not try to increase it. Employees almost never ask their leader for advice, training or instruction, they do not ask for feedback from the comments on the results of the work performed. In case of acute necessity they can ask their colleague for advice (how to accomplish the task), but they are not interested in feedback and colleagues' point of view on the result (how the task is accomplished).

Thus, the specifics of the applied strategies for changes in the work of service organization employees is that they cannot reduce the intensity of work in dealing with people who can negatively affect their emotional sphere (since any business in the service sphere should be the default client-oriented), but they do not seek to increase the social resource by means of building relationships, seeking feedback from their leader and colleagues. This corresponds to the results of the diagnosis by the method of involvement, which showed a low level of vigor and a predisposition to psychoemotional burnout.

An analysis of the results of the correlation matrix revealed the existence of a single significant relationship (correlation coefficient 0.66) between "the desire to work in such a way as to minimize contact with people whose problems affect me emotionally" and "the desire to organize my work in such a way that less to communicate with people with unrealistic expectations". This may indicate an internal desire to change the situation of communication (to limit contact with emotionally "difficult" persons, but the inability to implement this change because of the specifics of the service industry ("the customer is always right").

Also the following relationships were revealed at the level of trends (correlation coefficients from 0.53 to 0.56):

- "I'm trying to develop professionally on my own" and "I'm trying to learn new things while doing my job";
- "If there is not so much work to do at my workplace, then I take it as an opportunity to start doing something new" and "I always do my work, beyond what I'm given, even when I do not get an additional reward for it";
- "I always do my work, beyond what I'm asked to do, even when I do not get an additional reward for it" and "I try to complicate my work by studying additional information about what is behind its individual aspects".

Thus, the analysis of the results of the conducted research indicates the dominance of the self-strategies of behavior (I will learn, master, study, apply myself, etc.) and at the same time the inferiority of We-strategies (I ask that they teach, give feedback, advise, inspire me, etc.). This approach completely contradicts the proposed concept of interiorization / exteriorization as the basic mechanisms for convergence of the values of the organization and the values of employees, and also does not involve the "proximal development zone" of employees, which does not allow more effectively to master the existing organizational experience and move to the stage of creating new values and realizations of new projects.



The formation of these mechanisms is seen to us as one of the priority directions in development of the value personnel management.

## CONCLUSION

The analysis of correlation results by two methods showed the absence of a strongly expressed relationship between the characteristics of involvement and strategies of changes in work (the relationship for each of 21 questions of the first method and each of 17 questions of the second method). But at the level of trends (average correlation level, correlation coefficient values equal to 0.4 and above) the following relationships were revealed:

- "My work is purposeful and meaningful", "I use my potential (abilities) to the fullest extent" and "When I work, time flies by unnoticed";
- "I use my potential (abilities) to the full" and "I have my head buried in work";
- "I'm happy when I work hard" and "If there are not so many things to do at work, I take it as an opportunity to start doing something new";
- "During work, I experience a surge of energy" and "I always do my work, in addition to what I'm instructed to do, even when I do not get an additional reward for it";
- "I have my head buried in work" and "I always do my work, in addition to what I'm instructed to do, even when I do not get an additional reward for it".

The revealed interrelations clearly illustrate that interesting work and the opportunity of fully using one's own potential with the help of a motivational mechanism of involvement can largely become a resource base for increasing the efficiency and productivity of staff without additional financial investments.

The results obtained make it possible to draw the following conclusions:

Value management integrates the economic (labor efficiency) and psychological (involvement, relationships, satisfaction with work) aspects. It is an integral part of the developed organizational culture and becomes accessible only at the certain stage of the life cycle of the organization.

Value management can be implemented through two key mechanisms: firstly, through the formation of organizational identity (through interiorization of organizational values, involvement in joint activities and relationships, interaction with management, colleagues and mentors, etc.); secondly, by the means of "job crafting" through rethinking of one's own activity (rethinking of work tasks, attitudes, perceptions).

Value management, based on the resource approach, allows a leader to improve the economic performance of the organization at the expense of personal resources of employees (by means of their involvement, identification of personal values with the values of the organization) without the use of additional financial incentives and penalties.

The methods of the "Utrecht Job involvement Scale" (UWES) and the "job crafting scale" used together in the capacity of diagnostic tools are able to predict the risk of professional burnout (reduced energy); risk of employee withdrawal from the organization (low level of commitment and acceptance of organizational values); the risk of reducing qualitative and quantitative indicators (low level of immersiveness in work tasks), as well as to identify the dominant and the secondary strategy of meaningful change of employee's model of his/her organizational behavior (reduction or increase in requirements for work, increase in social or structural resources).

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