

SOCIO-PSYCHOLOGICAL ASPECTS OF THE EMPLOYEES TRANSFER TO THE REMOTE WORK FORMAT: EMOTIONAL INTELLIGENCE, PROCRASTINATION AND OTHER FACTORS OF WORK IN THE HOME-OFFICE ENVIRONMENT

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Annotation: The article discusses the stages of implementing the distance work format in the organization, taking into account the socio-psychological aspects of employee perception and interaction. A cross-disciplinary analysis of these stages is carried out from the perspective of organizational psychology, management and personnel management. The transfer to the distance work format is considered as a special case of organizational changes with a demonstration of the methodology of organizational psychologist work, and in the context of Home-office as a type of social isolation, with practical recommendations for reducing risks in the process of organizing this process for employees of the organization (procrastination, time management, emotional intelligence etc.).

Keywords: organizational changes, procrastination, emotional intelligence, organizational culture, home-office, remote work format.

The period of isolation from a psychological point of view is very difficult. Many experiments have shown the increase in anxiety, expressiveness, and even the appearance of hallucinations in conditions of social and sensory isolation (D.Hebb, G. Harlow). From the point of view of evolution, this is explained by the fact that group existence has always helped a person to survive, therefore, without social support, even today, at the level of basic instincts, homo sapiens has an unconscious sense of the threat of death. Also, if there is no social reflection of how adequate their own emotions are, a person begins to experience disorientation (G. Harlow, T. Coopers). It is important to pay attention to the perception of time in conditions of isolation and social deprivation. Studies in the field of marine medicine and space psychology indicate that under these conditions a person subjectively perceives time differently than in ordinary life. For example, one minute of time in isolation is subjectively perceived as five, the daily rhythm is tuned to 48 hours, of which 36 hours of wakefulness, 12 hours of sleep (M. Siffre, M. Montalbini). A long period of isolation is a risk factor for borderline personality disorder and PTSD (G.T. Krasilnikov, T. Milon). Stress from isolation, from the need to limit your life to the space of your own home and the closest people are now experiencing not only spouses, parents and children, but also employees together with their employers. In this regard, many companies have encountered difficulties in switching to the remote work format. At the moment, focusing on objective indicators (lost profit, the number of errors in interactions, uncontrolled staff turnover, employee inefficiency), it becomes obvious that without taking into account socio-psychological factors, it is impossible to implement remote controls, even if there are well-developed business processes.

Let us consider the transition to the format of remote work and home-office organization from the point of view of analyzing the organizational culture of 4 commercial enterprises, numbering from 300 to 2500 people.

From the point of view of a systematic approach, organizational culture is a set of certain elements that can be analyzed. It is possible to bring the author's classification of these elements, based on various approaches to understanding organizational culture, at the following levels:

1. A leader is the basis of organizational culture, its creator, usually the owner involved in management, or the top manager, combining individual psychological characteristics associated with confidence, responsibility, initiative, adaptability, independence, emotional and volitional regulation; -the skills of managing group dynamics; -strategic level of thinking, with high rates of successful solution of operational problems.

The model of interaction with people (L.N. Aksenovskaya), the role of women and men in work (G.Hofshtede), the model of personnel management (T.Yu. Bazarov, B.L. Eremina), status privileges (E. Shein),

Worker - they study the nature of the relationship between colleagues (O.E. Steklova), the use of time, psychological games (E. Bern), behavioral (A. Bandura) and professional models, the motivation system, training channels, career mechanisms, etc. Staples - organizational values, basic assumptions (E. Shane), organization history, symbols, myths, rituals, taboos.

Media culture - the relationship between the employee and the organization, organization and the outside world, in this block - the language of communication of employees, information exchange methods, declared values, slogans, corporate identity, advertising, etc.

Organization - the level of perception, ideology, strategy, basic goals, standards, structure, performance criteria, etc.

All these elements are recommended to be analyzed at implementation of organizational changes.

K. Levin spoke of the presence of moving and restraining forces that form a "quasi-stable" state. Making changes to the organization necessary to upset the "balance", stimulate the driving forces, to achieve the goal - to achieve the goal, to achieve the goal or to improve skills and experience in completing tasks, etc. such as staff fatigue, informal norms that limit productivity, hostility to the work of employees, etc.

When an imbalance is introduced into a "quasi-stable" state, the effect of "unfreezing" the organizational culture sets in. When starting to "defrost", it is first necessary to analyze the forces that influence the existing "quasi-stable" state, that is, the principle of systemicity ensures that a change in one element will entail a change in many others. It is necessary to analyze all sources of forces: an individual worker, a working group, a subsystem or unit, an organizational system, and the external environment.

As part of this stage, preparatory work is needed, in which methods of informing can be used - local (impact on informal leaders, work with "missionaries"), notifying

employees in the form of booklets, leaflets about upcoming changes), group (conference with the national composition of organizations, informing and discussion on online forums, coverage in the corporate press); The fewer employees are informed about the changes, the more negative information they can come up with during informal discussions of upcoming changes. This can lead to changes in the organization. The work of a consultant in the stage of “thawing” of organizational culture.

After the “thawing” phase, the process of “change” follows; within the framework of organizational development, it was decided to use the term “intervention”. When planning a change, it is also necessary to analyze all the elements of the organizational system. V. Burke and G. Lytvyn chose the following: the external environment, mission and strategy, organizational culture, structure, management practice, system (rules and procedures), climate units, staff knowledge and skills, motivation, individual needs and values, individual and organizational completing of the work.

The next step after making the necessary changes is the process of “freezing”. The initial task is to integrate successfully implemented subsystem changes into the system of the entire organization. As part of this process, the recommendation is also the dissemination of information on amendments to official instructions and regulatory documents, the creation of a system for receiving feedback on changes, etc.

After that, it is necessary to introduce positive reinforcement and correct the results. Within all these processes, support and direct participation in the work of organizations, managers responsible for structural units in which changes are introduced, the organizational climate, and a positive attitude to upcoming changes of at least 20% of the executive staff are required.

From the perspective of an organizational psychologist and HR specialist, the process of transferring an organization to a remote work format looks exactly like this. But what happens in the mind of the worker?

If we turn to the stages of the cultural shock according to the adaptation curve according to G. Hofstede, after the stage of enchantment with the changed conditions, the first decline occurs, usually it occurs in the middle of the first third of the adaptation period, the final crisis occurs when it is necessary to get out of the changed culture, which has become familiar, “ shock of return. ” It should be remembered that it is necessary to initially stipulate with the employee all the terms of work in isolation format and the possible outcomes of the situation, it is better to designate a longer period and reduce it than to postpone the end period several times, since the employee experiences additional stress during the postponement.

In a remote format, it is more difficult for an employee to structure his working time and separate his house and office, which is why efficiency is falling and the climate of the house is becoming tense. In this regard, it is recommended to fix mandatory rituals at the organization level, indicating them in the structure of the employee’s day, as well as certain types of meetings (morning “five-minute” meetings and reporting events) to help organize the work process. The family’s and everyday life will distract the worker’s home from work, in order to prevent these factors, it is also recommended to coordinate schedules of all family members and to differentiate time and methods of work.

In the organization, the corporate style of clothing is very important, which is not only a visual sign of culture, but also a factor in the employee's identity with the organization. When working in the Home-office format, it is also very important to observe the business style of clothing during work, this allows the employee to share work and home, maintain discipline and psychologically "send yourself to work" in the morning.

Procrastination is also a risk factor when working from home in a remote format, the employee needs to set tasks with deadlines, and also conduct daily timekeeping.

With a decrease in physical contact with a remote work format, from the point of view of communications, the feedback from colleagues is primarily reduced, which can lead the employee to maladaptation.

As mentioned above, from the point of view of emotions, it is difficult for a person to perceive social isolation. At the same time, the more mentally developed a person is, the further he is from a primitive creature (the prefrontal cortex is more developed), the more harmoniously he interacts with his emotions, overcomes basic instincts and experiences a wide variety of positive emotions. In some cases, when a person becomes anxious in solitude, this is not due to the fact that he lacks other people, but that he feels badly alone with himself and his thoughts ... In this case, working with emotional intelligence is recommended, it always starts with development skills to understand their own emotions. What kind of emotions a person experiences, what they are called, at what moment they arise, what is the trigger that causes them. With awareness, change begins.

Returning to the topic of isolation, it is important to understand that now is the time of transformations, and transformation can be both degeneration and development. Many people in isolation experience a nervous breakdown, there was even a similar Chinese torture in solitary confinement (which included sensory isolation). At the same time, there are examples of people who have successfully overcome isolation. For example, the famous psychologist Victor Frankl, who survived in a concentration camp thanks to the meanings that he found in his existence, disciplined military men, some scientists who continued to be imprisoned in science and went out in their right mind, sailors who could travel around the world alone. Now the world is frozen, many are becoming disoriented, but there are those who continue to move in a certain rhythm, engage in self-development, discover new facets of family relationships, seek harmony, constructively replenish resources, watch with attention and interest their emotions, structure and change reality in which exist. The task of organizations these days is to create favorable conditions for their employees to work in a remote format, so that at the end of the crisis they will be in leading positions.