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TÍTULO: La medición de la cohesión del personal a través de la investigación multimodal en organizaciones de gestión pública y privada.

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RESUMEN: El artículo se dirige a la investigación multimodal de la cohesión del personal en las organizaciones de gestión privada y pública. El marco teórico está en la teoría del capital cultural de P. Bourdieu. Los datos provienen de una investigación comparativa en San Petersburgo y Lipetsk (Rusia). El método de investigación es un estudio de caso con análisis visual a través del programa MAXQDA. Los resultados muestran algunas diferencias en el nivel de cohesión de organizaciones de gestión privada y pública.

PALABRAS CLAVES: cohesión del personal, gestión privada y pública, métodos multimodal en la investigación de gestión, análisis visual, MAXQDA.

TITLE: Measuring staff cohesion through multimodal research in organizations of private and public management.

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ABSTRACT: The article is devoted to multimodal research of staff cohesion in organizations of private and public management. Theoretical framework is theory of cultural capital by P. Bourdieu. Data comes through comparative research in St. Petersburg and Lipetsk (Russia). The method of the research is case study with visual analysis via MAXQDA program. Results show some differences in the level of cohesion in organizations of private and public management.

KEY WORDS: staff cohesion, private and public management, multimodal methods in management research, visual analysis, MAXQDA.

INTRODUCTION.

Actually, cohesion is one of the central characteristics of any minor group that has ever been observed by sociologists. The issue is that cohesion promotes a group of people to cooperate with each other and do their work more efficient. Often, cohesion helps to reveal the possibilities and human potential of the group, included altruistic side of cooperation (Pavenkov, Pavenkov, and Rubtcova, 2015; Pavenkov, Rubtcova, 2016).

Positive speech reactions, cooperative actions and sense of connection to the colleagues grow when all members of the group interact with each other during the working process (Krichevsky, Dubovskaya, 2001; Pavenkov, Shmelev, and Rubtcova, 2016). However, it should be mentioned that this phenomenon is two-sided. Being cooperated with each other, people could not only show better results in their work, but also make harm to working process (Zimbardo, 2007).

Aspect of cooperation should also be stressed out while speaking about cohesion and its ambiguous nature. Actually, in social sciences, cooperation identifies the phenomenon of people's preference to interact with similar others (El'meev, Tarando, 1999; Pevnaia, Didkovskaya, 2011; Rubtsova, 2007, 2011; Volchkova and Pavenkova, 2002). However, it can make a possible problem to rallying all the members. As cooperation unites those who have similar characteristics, so drives out others with different peculiarities on the periphery of the group (Usiaeva et al., 2016; Rubtsova, 2016).

Our research question is the following: Why workers are cohesive in certain organizations and more isolated in the others?

DEVELOPMENT.

The policy of Human Resource Management should take into account the level and the direction of cohesion to optimize the working process in groups. There is no precise and integrated definition of cohesion in sociology yet (Friedkin, 2004; Rubtsova, Vasilieva, 2016).

Our research is based on three most prominent approaches on understanding the phenomenon of cohesion. Firstly, cohesion is a characteristic of group that measures common values of individuals (Petrovsky, 1996). It is important to investigate cohesion of opinions, appraisals, and points of view towards the most significant person for the group (Krasnova, 2012). Among workers, that person is generally the leader of the group, manager or superior. Cultural conformity is also considerable base for cohesion. Accumulation of cultural capital promotes the distinction of individuals and groups, the division on «we» and «they» (Radaev, 2002). Thus, common cultural capital helps people to communicate well with both friends and strangers.

Secondly, cohesion implies that there is emotional affection towards the members of any group, and the power of that affection can be used as an appropriate index. It is known that despite all the unique individual characteristics, a person is closely connected to his ethnical, territorial, family, professional or other group. The stronger is the influence of the group on a person; the most probable is that a person would change according to his group's tendencies (Lewin, 1964).

Thirdly, cohesion could be noticed in the high ability of co-working when speaking about specialists attaining similar objectives. That approach stems out from the conception of team building. Now every manager or businessman tries to make up reliable and efficient workplace teams, when researchers discover and suggest different solutions (Mello and Ruckes, 2006).

To measure common values, we used the conception of cultural capital by P. Bourdieu. According to that theory, everybody has three subtypes of cultural capital: embodied, objectified and institutionalized (Bourdieu, 1986). Embodied cultural capital could be characterized as different types of knowledge that people gain during their life. That capital is easy to recognize in people's preferences, tastes, style of thinking. Objectified cultural capital possesses things that have some cultural value to the society like books, statues, pictures, and institutionalized subtype is closely connected with academic qualification of an individual.

Other one value-oriented approach is based on the study of cohesion made by A. V. Petrovsky (1996). He suggested analyzing the power of cohesion by noting the level of coincidence of attitude to superior among the workers. Emotional affection and aspiration for co-working was identified by using the technique of sociometry and the method of quantitative visual analysis of photos.

Data and Methodology.

Methodology of case-study originates in one of the two strategies of the research process in sociology. According to the history of social science, the first branch was presented by E. Durkheim (1990) with his quantitative approach. The second qualitative branch was suggested by M. Weber (1994). Qualitative approach is aimed to analyze all the reasons for all the possible consequences in one case, while quantitative approach searches for one functional correlation among variables (Ragin, Zaret, 1983).

Methodology of case-study is supposed to belong to the second, qualitative strategy of the research. There is also typology of case-studies based on the nature of the main question of the research. According to R. Yin, case-studies could be either descriptive or explanatory (Yin, 2009). The first one, studies are dedicated to describe the phenomenon as capacious as possible and to answer the question «how?». And the second studies should search for the different variables and

reasons for the case, trying to answer the question «why?». Our research was carried out by using the methodology of case-study with the explanatory character.

Two case-studies were conducted in several phases. Firstly, the researchers examined all the accessible information about theory and surveys on cohesion. Secondly, we worked out the indices of cohesion according to chosen conceptions and created the questionnaire. Thirdly, workers of two different companies were observed. Then, the results were analyzed and compared with each other in order to draw some conclusions and recommendations.

Companies involved in the research were chosen according to the factor of stability. It is known that in state organization the working process has more regulations than in the commercial one (Vasilieva, Rubtcova, 2015; Gashkov, Rubtsova, 2017). The departments to study were selected with the aim of excluding such factors as sex and number of workers. Two groups both have conformable quantity and sex homogeneity.

The research process in every organization was performed in three stages. Firstly, the workers were inquired via the anonymous form consisting of four blocks measuring: emotional affections and aspiration for co-working, attitude to the superior, level of cultural capital, and block of social-demographic questions. Secondly, the researches made photos of the workplaces previously obtaining the permission of specialists. Finally, we created recommendations for superiors and HR-specialists after analyzing all the data.

The analysis of the information that we got via the questionnaire did not demand special technique of processing as number of workers was rather small. But quantitative visual analysis of photos was made via MAXQDA program to facilitate processing and visualizing the results. Using multimodal methods in the context of case-study allowed us to observe the phenomenon of cohesion in its different occurrences (Hidalgo, Kraljevic, 2011; Shmelev, Rubtcova, 2017).

The researchers informed the HR department and superiors about purpose of the survey and guaranteed saving anonymity and using data in a generalized form.

Results.

The research was carried out among six workers in the department of storage and registration in the government archives in Lipetsk and among five workers in the department of marketing in the commercial company in Saint-Petersburg. The study consisted of three main indices that can measure cohesion: cultural capital, coincidence of attitude to superior and emotional affection, and aspiration for co-working. There was also some social-demographic information that we could not ignore while analyzing.

The cultural capital appeared to be common for the workers in state organization, while in commercial one, the cultural capital was not common for the embodied and institutionalized subtypes.

Table 1. Comparing the subtypes of cultural capital in two organizations.

| Index | State organization | Commercial organization |
|--|--|--|
| Community of the cultural capital among workers. | ✓ Institutionalized ✓ Embodied ✓ Objectified | ✗ Institutionalized ✗ Embodied ✓ Objectified |

Evaluating the management-style of the superior showed that the workers of archives (5 individuals out of 6) have principally democratic manager. And the workers of marketing department divided in their valuations: 2 out of 5 persons refer their manager to democratic style, other 2 persons to let-alone style, and one worker has both let-alone and democratic components in equal parts.

Table 2. Comparing style-management of the superiors in two organizations

| Index | State organization | Commercial organization |
|--------------------------------------|-----------------------------------|--|
| Coincidence of attitude to superior. | ✓ Democratic style of management. | ✗ Let-alone style vs democratic style. |

Emotional affection and aspiration for co-working were measured by 7 parameters. The workers of state organization took four parameters, while workers of commercial company took five. It illustrated the presence of that index in both cases. However, every group of workers had some peculiarities according to gained parameters. We can say that the workers of archives have low level of satisfaction with their group, but they incline to spend time together out of working process. The workers of marketing department interact with each other mainly while dealing with their business objectives. In addition, their level of satisfaction is higher than that level among the workers from the first case.

Table 3. Comparing emotional affection and aspiration for co-working in two organizations.

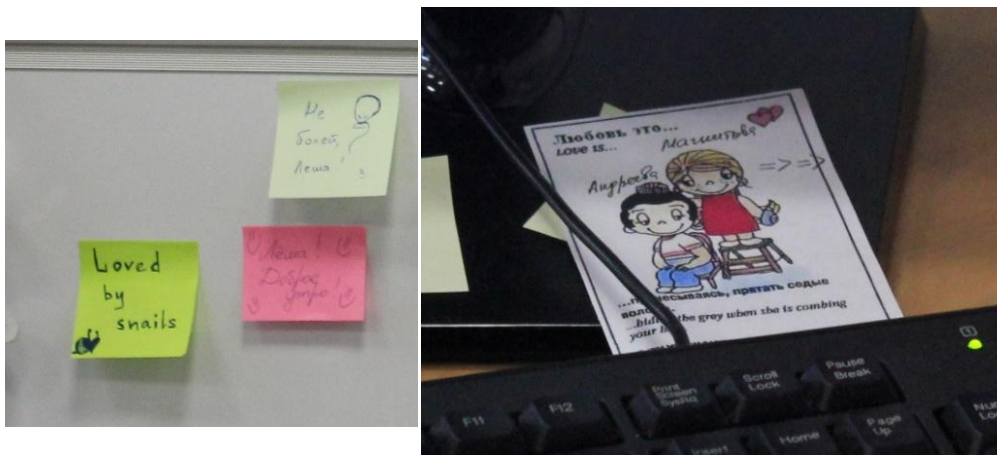
| Index | State organization | Commercial organization |
|---|--|--|
| Emotional affection and aspiration for co-working | ✓ Items decorating the workplaces | ✓ Items decorating the workplaces |
| | ✗ Notes or gifts from colleagues in the workplaces | ✓ Notes or gifts from colleagues in the workplaces |
| | ✗ Satisfaction with the group | ✓ Satisfaction with the group |
| | ✗ Business objectives are accomplished together | ✓ Business objectives are accomplished together |
| | ✓ Informal interaction (out of working process) | ✗ Informal interaction (out of working process) |
| | ✓ High-level value of belonging to the group | ✓ High-level value of belonging to the group |
| | ✓ High-level value of uniqueness of the group | ✗ High-level value of uniqueness of the group |

The analysis of the two first parameters from the table above was conducted by the method of quantitative visual analysis of photos via MAXQDA. According to the code matrix (see Picture 1), notes or gifts from colleagues in the workplaces were found only in the group belonging to commercial company (see Picture 2). Items decorating the workplaces were noticed in both groups, but the number is considerably larger for the commercial workers (see Pictures 3, 4). Despite those parameters on photos, we noted the presence of hobby items in the workplaces of state workers.

Picture 1. The code matrix made via MAXQDA.

| Code System | State organization | Commercial organization | SUM |
|---------------------------------|--------------------|-------------------------|-----|
| Notes | | 3 | 3 |
| Hobbies | 2 | | 2 |
| Items decorating the workplaces | 17 | 15 | 32 |
| Σ SUM | 7 | 15 | 22 |

Picture 2. Fragments showing notes from colleagues in the workplaces.



Picture 3. Fragments showing items, decorating workplaces in the group of state organization.



Picture 4. Fragments showing items decorating workplaces in the group of commercial organization.



We can say stitch work and anti-stress coloring characterize their owners as purposeful and concentrated people. Those characteristics are truly associated with people working in archives.

Picture 5. Fragments of photos made in the workplaces. Illustration of hobbies.



Social-demographic parameters illustrated the majority of women among the workers. The average working experience is higher for people in state organization, and lower for those who were observed in commercial one. The same situation we see while comparing the age inside the groups: the workers of archives are a little older, than marketing specialists. That can explain the low level of uniqueness of the group for the second case. Young people are usually more mobile, active and open for new life experience and new contacts. Changing the work would not scare them as well as people who has been working with the same group for ages.

Table 4. Comparing social-demographic parameters of workers.

| Social-demographic factor | State organization | Commercial organization |
|---------------------------|---------------------------|---------------------------|
| Sex | Women (6 out of 6 people) | Women (4 out of 5 people) |
| Age | 26-30 years and older | 26-30 years and younger |
| Working experience | More than 3 years | 1-3 years |

CONCLUSIONS.

To sum up, it should be pointed out that workers examined in the state organization are cohesive as they took three main claimed indices. According to the research results, the main factors of disintegration are the following: the levels of education, the periods of socialization of a person, management-style of the superior, the organizational type of working process (state or commercial one) and the age of workers.

After considering all the information gained from the analysis of two cases, the researchers suggested some recommendations. Firstly, the intellectual level of workers should be integrated and improved by common education. The managers should encourage workers on studying together. It could be courses, seminars or other types of professional education. Secondly, the process of labor organization is better to be regulated stricter. It is quite important to make all the proceeding objectives and duties stable for every specialist. Thirdly, the superiors should build their patterns of behavior, so that it would be equal towards every member of the group. It is rather hard to avoid conflicts in the group with different types of manager's treating.

The results showed that all the chosen approaches are rather meaningful for cohesion building. However, value-oriented approach revealed more features than others. If we lay the emotional affection and aspiration for co-working aside and see them separately, we could admit, that according to their indices, the level of cohesion is practically the same for both companies. According to the data gained by value-oriented approach laying aside, it could be seen whether the group possesses the cohesion or not.

It also should be noticed that the level of satisfaction with the group could not be the indicator of a problem. The workers can say that they love their group and hardly would participate the other one, but it does not mean there are no contradictions within. The index of satisfaction most likely depends on momentary moods and is not able to clarify the latent power forming the situation. The workers from the commercial company had high level of satisfaction with their group, when the level of cohesion based on other parameters was low.

It is quite possible that the researcher neglected other factors that have the influence on cohesion; especially, there are the factors of intrapersonal origin, such as individual behavior, the type of perception, different psychophysiological processes, etc. The authors admit the significance of those factors. However, it is impossible to examine them without interdisciplinary work. Creating generalizes and capacious picture of cohesion could be realized only by attracting specialists from other adjacent disciplines. Moreover, undoubtedly, interdisciplinary investigation would be

weighty contribution to the scientific store of conceptions and ideas dedicated to phenomenon of cohesion.

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