Professional Balance and it's Psychological Valences

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Abstract

The harmony in the workplace of psycho-emotional stability, presents a revolutionary assurance of balance theory, launched in 1958, by the notorious scholar in cognitive psychology Fritz Heider, who studied at the Institute of Psychology in Berlin, with Kohler, Wertheimer and Lewin. Heider researched the environmental factors and their perception by different objects. The balance theory demonstrates a broad applicability in socio-psychology as it addresses either classical research, or attribution, or exploration of new attributive ideas and extensions: such as implicit causality of the verb in communication. Also, the balance theory provides apprehensions about the mechanism of causal reasoning that underlies at the retrospective base of prejudice, also about the justification of personal actions by attributing relational models, and the attribution of errors and successes in the contexts of organizational psychology. The balance theory in professional field, assumes the phrase of an adequate mental state in carrying out the professional activity. Therefore, an increasing number of employed people, became concerned about the ability to achieve the balance between the professional and the personal sphere, which was called "the Graal of the job" by Buckner and Sandholz in 2003. This article, comes with the novelty, in disscussing the relations of psychosocial components on professional balance.

Key words: the balance theory, the socio-cognitive model, the professional imbalance.

1. Introduction

The explanatory dictionary of the Romanian language defines balance as a situation of a body that do not change its state of movement or rest when forces prompt on it „or state of tranquility, harmony and stability of the soul (http://www.dex.ro/echilibru).

In the organizational psychology, the theory of equilibrium was found in explaining the perceptions phenomenon of person matching in the organizational environment, its role, by justifying the organizational change phases, resilience and adaptation of human resources to the phenomenon of change, the emotional particularities preconception in professional environments, assessing dynamics and development in working environments, explaining the tensions, cohesion and internal and external effects of working groups, clarifying the positive effects of maintaining the organizational climate and effective communication, legitimating the ways of managing and addressing to the organizational problems, exploring the human resources from the perspective of the pretentious finalities, evaluation of the typological model of

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psychological contracts (Lazarus, Folkman, 1984; Kersten, Mamassian, Yuille, 2004; Körding, Beierholm, Quartz, Tenenbaum, Shams, 2007).

For example, the long-term psychological contracts: are balanced and relationate, in the Hezberg research, which is explaining the motivational phenomenon at work, in the explanatory-interpretive organizational environments model of Schein's, in Super's aspects which are clarifying the essential transparency of human development in the careers as life time and life space, in elaboration by Bandura theory of social learning, in promoting the procedural aspects of career theory by Dawis and Lofquist, 2007; Brown, Brewer, 2002; Weary, Harvey and Ickes, 1992; Zelen, 1998; in elucidating the phenomenon of mobbing at the workplace Zlate and Cretu, 2002 etc.

2. The Balance Theory

Fritz Heider, a scholar of cognitive psychology, defines psycho-emotional balance by "the stability of a psycho-emotional situation, a state of mind, etc." or "a set of essential developmental processes balanced between developing subject and environment", the triggering factors of professional psycho-emotional balance distortion were elucidated by the authors and researchers of occupational stress and edmotional burnout as Freudenberger 1974, Maslash 1976, Lazarus and Folkman 1984, Weiner 1986, Zlate 2002, Vasiliev 1976 and Boiko 1999.

The balance theory describes the structure of people's views about other people and objects, as well as the perceived relationship between these elements. The central notions being certain structures between individuals and objects that are balanced, while other structures are unbalanced, and that balanced structures are more preferred than unbalanced structures. In particular, the balance theory asserts thouse unbalanced structures, which are associated with a feeling of discomfort that negatively affects, and this negative feeling leads people to make maximum efforts to balance their structures and to avoid those unbalanced structures. Heider in 1946, offers as an example for a balanced structure, the peculiarity of both friends which prefer the same rock band, and as an example of an unbalanced structure viceversa. According to balance theory, in the first case friends feel themselves comfortable about their music tastes, while in other case they create a tension of discomfort (Insko, Worchel, Folger and Kutkus, 1975).

The elements of balance theory, are the relationship between those who perceive (P), others (O) and towards attitude (X) sometimes called the triad of equilibrium. These elements are the constituents of triad model: *balance* that represents the cognitions (thoughts) that are in accordance with persons and factors (objects) in the environment; *imbalance:* inconsistent knowledge (thoughts) of personal and environmental factors; and *person who perceives* a balance or an imbalance, namely the person who is confronted with balanced or unbalanced cognitions (Heider, 1978).

## 3. The Triads and Dyads of Professional Balance

The distinction between balanced and unbalanced triads has demonstrated important implications in a variety of areas. Firstly, research has shown that the feeling of discomfort associated with unbalanced patterns influences the formation of new

attitudes. More specifically, it has been shown that the newly formed attitudes usually complement the triadic relationships in a manner such that the resulting triad is more balanced than unbalanced.

For example, if the person is informed that the colleague's work experience is productive, a positive attitude towards this professional event will be formed. However, if the work experience presents negative elements (corruption, bribery, nepotism, etc.), a negative attitude towards this phenomenon will be created as a feed-back. In balance model exchange, two trends have been demonstrated: a constant one, as the attitude towards objects, phenomena or events changes more often than the source of the message; and secondary the correction tendency, by message rejection as an evidence of unbelieving events distrust (Jaffe, Scott, 1994).

Achieving the balance in the professional sphere "is often a difficult but essential task" (Toma and Grady, 2002). Balance is a challenge of working people in the fields of human services, such as education, medicine or social work (Tack, 1991). An indispensable component of professional spheres which are offering services dedicated to humanity (social, educational, medical, etc.) are the customer or citizen, as a user and reviewer of given services. Thereby, the social professions have a particular responsibility in the "practice of what they promote", where the tendency to balance professional tasks through adequate remuneration will lead to a professional balance (Secretan, 2000). But these two components would only represent a glacier surface, because, when we discuss the phenomenon of professional balance, we can not ignore the profession as an integrated work experience in a lifetime or work schedule(figure 1).

Figure 1. The socio-cognitive model of person in the content of choice affecting factors and professional behavior
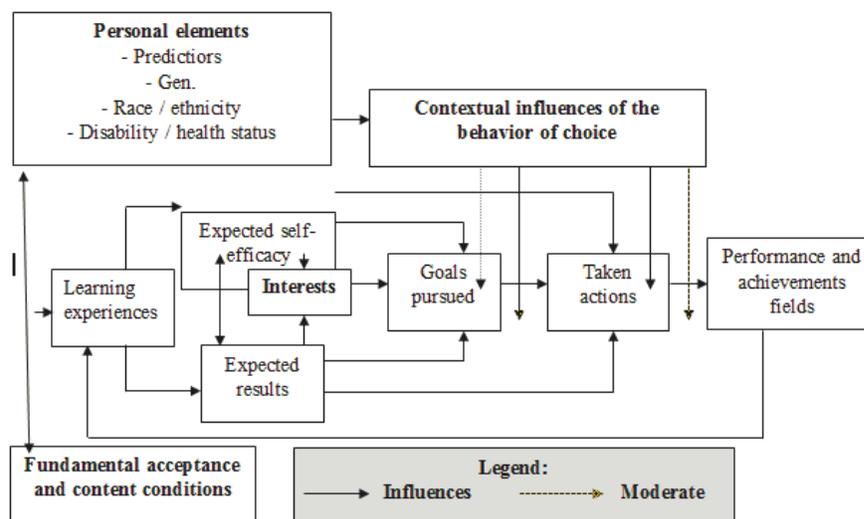
Source: Jackson Margo A, Verdino Joseph R. Vocational Psychology. În: Robert W. Rieber, Encyclopedia of the History of Psychological Theories. Springer Science and Business Media, 2012, p.1157-1176.

Indeed, professional life refers to the time spent in or outside society, in the the pursuit of professional activities context, where the professional time is regulated by the rules established by the employer, where the employee's margin of autonomy is relatively low and depends mainly by the organizational system, by the employee's business and autonomy in relation to his / her duties. This term refers to the part of human existence where the realised work at the workplace is remunerated, and overtime hours and travel to and from work may be unpaid (http://www.blogdumoderateur.com/debat-du-mois-equilibre-vie-pro-vie-perso/). The balance of professional component is also focused on providing information on how a person can improve their professional skills by using available resources and professional development services. In order to achieve the professional balance, the person explores the possibility of alternative work programs to see if he would allow himself to achieve professional goals while still fulfilling his responsibilities and roles. Darley and Hagenah, 1955 suggest that interests directly reflect the personality structure through the processes that intervene at the individual level of value systems, needs and motivations. Later, in a broader analysis Scahffer, Berdie, Brender, Fryer, Asch and Roe suggest that the interests represent personality needs, by the motivational and learning mechanisms.

Thus, we cannot discuss the professions without not mentioning the self-concept with reference to the professional area, as this is the internal aspect of professional integrity (figure 1), which demonstrates profound effects on the lives of individuals, due to the influence on cognition and behavior (Raskin, 1989; Gushue, Scanlan, Pantzer, Clarke, 2006). Van den Berg and David Feige in 1993 found that the levels of emotional stability marked by extroversionr, assessed in occupational employment predict how satisfaction and desire will correlate with the intention of leaving the work in folowing 1.5-2 years.

 Carrying out the same activity, people have different personal feelings concerning their work requirements, satisfaction degree, perceived professional experience, or they manifest dissatisfaction about various work factors. At the same time, people with different personality traits show stable trends in their professional role. The inclusion of these individual peculiarities in a particular research will allow us to better elucidate the attainment of professional balance in motivating professional entities, and thus to reduce the number of intentions to leave the professional field, and to better manage their professional opportunities (Robitschek, Cook, 1999).

People have many professional roles, so they have many commitments. Each person has several areas of life that comprise several constituencies. The two major constructions, the role and the professional commitment, they form a commitment and a professional path, although, if there is a mutual association between them, through influences of identities. Once a person comes to identify themselves with an organization, he / she begins to become an employee of the organization, consolidating identity in a cyclical manner. In the professional life, both organizational identity and professional identity are strongly influenced by organizational and professional commitment.

Thus, Skorikov and Vondracek, in 1998, noticed that the whole work area is a prelude to the formation of self-identity. The general pattern of association between multiple engagements, multiple identities, their antecedents and their work results, we notice that the expression of professional identity depends on the decisional formula regarding professional and group commitment, all influenced by social learning, time, interaction and values, as professional components. Social interactions, such as social learning, can be ambiguously transformed, providing momentum in balancing the professional path (Buckner, Sandholtz, 2003).

Savage and Stewart, 1972, identify a negative correlation between the extroversion level and professional performance on a sample of 100 women employed as an operator at card punching machines. It is clear that those with a low degree of neurosis and high internalization are better adapted in performing monotonous professional tasks.

One of the person professional qualities which influences the forms of professional effectiveness, if not all professional peculiarities is the ability to take professional measures or actions. Undertaking, it presents an "action initiated by the personal initiative". The action to undertake, to run a project, to create a business is an individual peculiarity, which is also found in the elucidation of of career anchors types. It should be noted that scientists through action to do something, most often understand a certain type of behavior, a certain social interaction and very rarely a personal quality (Mebane and Ridley, 1988). Obviously this is due to the fact that this phenomenon is mainly described and studied by sociologists, economists and not psychologists. But afterwards began to regard the entrepreneur as a personal property.

Environmental or contextual factors define the structural opportunities in which individuals formulate and implement their professional choices. These include: distal or fundamental influences that allow learning from their experiences (such as educating environments and models of children) and proximity determinants (institutional barriers) that moderate professional behaviors. Individual perceptions of contextual factors as barriers or incentives can influence their behavior in achieving professional balance at certain points and by certain paths, factors that underpin the person's socio-cognitive theory in the context of factors affecting choice and behavior (Lent, Brown, and Hackett, 1988). Importantly it will be to mention the alternatives to look beyond professional platform or support and counseling, when nowadays are more than enough. The researchers should be focused more on investigating issues related to the profession, difficulties in assigning professional tasks, indecision, in adopting decision-making strategies, identifying the best way to make a decision, overcoming learning difficulties, and integrating a healthy lifestyle.

3. In conclusion

In depth, the balancing phenomenon given to the outer career peculiarities will alienate the promising alternatives to the most appropriate ones, and will examine the possibility of verifying them through "internalized zooms" as one of the most promising alternative for collecting additional information. The most appropriate alternative will

be to investigate the choice, based on the evaluation and comparison of the other alternatives. In terms of material structure, the content related to the profession can be seen as forming a universe that includes diverse vocational interests, needs, professional values, features and roles, skills, and professional styles. The personalized exploration phase should focus on capacities and motivational factors (Leolong and Barak, 2001).

In Joan Kofodimos book "Balancing Act", defines the balance as "a satisfactory, healthy and productive life that includes work, joy and love that integrates a number of living activities into self-concept, personal and professional development ". Indicating the fact that the balance expresses the desires, interests and values of the person.

However, due to its abstract function, the profession is inseparable from the tense of working relationship. In fact, the profession inherits the emerging contradictions that make it up, and not only create a value. According to Dewey and Eurydice, on the one hand, the profession offers individuals the possibility of self-realization, which is a major professional potential, and on the other hand inherent in the dormant contradictions of the capitalist world, which creates certain ambivalences, and produces professional burnout (Dewey, 1963; Eurydice, 2012).

The problem of professional balance is often studied in social psychology, whose research is based on socio-demographic variables (socio-economic status, family, education, gender, ethnicity, etc.). These theories imply the consequences of choices and decisions on social inequalities and professional mobility because the professional environment determines the social and personal status, income, wealth and lifestyle. The analysis of the relationships between these theories (sociological revival, epistemological constructs) and balance will determine the educational recourses.

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