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The Mode of Trust and Experience of Stress in Customs Officers in Ukraine

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Abstract: The article presents the author's position of studying organizational trust in customs service and specific experience of workplace stress that influences its formation. The study sample involved 77 customs officers in the following categories of customs personnel: customs inspectors and passenger inspectors. The scientific value of this study lies in establishing the empirical referents of the relationship between organizational trust and relief of organizational stress in customs officers at different organizational levels. The article proves that the empirical referents of the interrelation of organizational trust and experience of workplace stress in the customs group 3 are at the mezzo-level of organizational trust (concern from management, supported by indicators of organizational culture in the field of communication and management) and at the micro-level (increasing organizational stress in the forms of activity and productivity, the flexibility of behaviour, acceptance of others' values and indicators of job satisfaction due to the expressed emotional commitment of these employees to their organization). The practical value of the obtained results allows one to understand the nature and the impact of organizational stress and the level of organizational trust on the effectiveness of customs officers' professional activities. It also makes it possible to develop a further programme of psychological support for this professional group to improve psychological safety and well-being in the workplace.

Keywords: *levels of workplace trust, adaptive-balanced mode, adaptive-optimum mode, adaptive-mobilizational mode, workplace stress, job satisfaction.*

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1. Introduction

We live in a time of paradoxes, challenges and high uncertainty, which are the defining referents of the postmodern society. The society of the new age proclaims multivariance with the prevailing discourse, and pragmatic calculation and faith are gradually replacing human expectations and hopes. The postmodern reality, which is already dominant in the Western world, shows clear signs of catastrophic and confused individual consciousness in the post-Soviet reality. It is in search of its identity between two worlds, both the old and new forms of existence, the balancing two opposite poles of consciousness. These circumstances prompt an increasing interest of researchers in the problem of human self-efficacy, as well as in the identification of those referents affecting the individual's sense of well-being and psychological security.

Today, social constructivism is becoming a paradigmatic product of postmodernism and allows one to consider the social interactions and contexts underlying the individual's professional path. The focus of psychologists' attention has shifted under the influence of the social-constructivist paradigm, which is now based on social situations, rather than individual social structures and schemes of successful social models. At the same time, the study of social interactions at different levels is associated with stable personal constructs of individuals, which, are the social constructs of this social reality. This very trend in professional activities of individuals can be confirmed by the conclusion of the Deloitte company (Deloitte insights, 2020) that the top trend of 2020 is a sense of belonging and organizational trust. However, the pandemic increases the requirements for stress resistance of professionals, especially those involved in extreme activities.

Given current conditions of transformation and globalization, it is crucial to enhance all types of human activity, among which customs activities occupy a prominent place. The moment of crossing the border is significant in the context of Ukraine's integration into European economic and cultural realities. The activities of customs officers lie in numerous contacts under socially uncertain conditions, which are related, first of all, to a contingent heterogeneous in age, experience, religion, financial capacity and purpose of crossing the border. Besides, such activities are closely related to emotional and intellectual tension, irregular changes of duty, increased activity of mental functions, as well as an unfavourable psychological microclimate in groups, which have long been under increased responsibility for the decision. All this requires customs officers to be

resistant to stress. At the same time, trust in the organization in which one works plays a vital role in one's effective professional performance. Thus, the effectiveness of customs officers' professional activities directly depends on personnel awareness of trust importance, mastery of knowledge about the content and structural components of organizational trust and understanding of their main characteristics.

This study is of undoubted interest since it presents a new look at the behaviour of the subject of professional activities and makes a profile of trust and devotion to the organization in which one works through the prism of stress and job satisfaction Besides, one can see the insufficiency of the issue in question regarding customs officers.

The analysis of relevant scientific sources has made it possible to define organizational trust as a stable emotional attitude of the staff to the organization, characterized by the acceptance of organizational goals and values, the desire to make considerable efforts to ensure the effectiveness and development of this organization expressed in a desire to remain a member of this organization as long as possible (Abbas, 2019; Allen, 1990; Bateman & Strasser, 1994; Gerasymova et al., 2019; Fukuiama, 2004; Grinberg, 2002; Onishchuk et al., 2020; Maksymchuk et al., 2020; Malimon, 2018; Malkyna-Pykh, 2010; Melnyk et al., 2019; Muchynsky, 2004; Nerubasska & Maksymchuk, 2020; Newstrom & Davis, 2010; Sheremet et al., 2019; Sviezhentseva, 2008; Virna, 2015).

Work stress is defined as an "emotional, cognitive, behavioural and physiological reaction to aversive and noxious aspects of work, work environments and work organizations. It is a state characterized by high levels of arousal and distress often by feelings of not coping" (European Commission, 1999). The generalization of stress features shows that psychological characteristics of workplace stress contain aspects of the influence of external and internal factors in professional socialization of personality (Nikiforov, 2003); personality traits that influence the emergence of psychosomatic diseases (Kokun, 2012); the necessary compensatory and protective mechanisms that provide professional reliability and efficiency under any conditions of professional activity (Haletska & Sosnovskyi, 2006). Classically recognized models of occupational stress and the most common stressors enable one to analyze the specific experience of workplace stress in one's adaptive dimension which relates to the main issues of employee's entry into the professional environment to perform certain professional functions and roles (Khodakivskyi et al., 2016); the importance of regulation and self-regulation of mental and functional states ("adequate mobilization", "dynamic mismatch", "psychological cost of activity") (Medvedev, 2003);

the process and performance characteristics of professional personality adaptation, as well as conditions and factors of effective professional adaptation (Druzhilov, 2010); the mediating role of employee and organizational commitment regarding job stress (Jain et al., 2013). Interestingly, Yan & Xie (2016) represent work stress as "a series of physiological, psychological and behavioural responses" due to the continuing effects of one or more stressors on individuals in an organization.

Regarding the specificity of the study sample, the effectiveness of customs officers' professional performance is mainly determined by one's ability to act in emotionally involved situations, when the uncertainty of the outcome of a task is high enough, and the probability of success is not always noticeable. Customs officers often deal with stressful situations, which necessitates the development of emotional resilience, stress resistance, as well as the ability to control emotions. At the same time, inspectors of passenger departments need to communicate with a large number of people. Employees operate mainly within the customs operational units, and the effectiveness of their operations depends on the compatibility and ability to communicate within the group, coordinate their actions with both specialist staff and those who arrived to assist. Therefore, professionally important qualities of passenger department inspectors are responsibility, organization and collection. This makes it necessary to take into account and analyze emotional tension and workplace stress of customs officers (Podliashanyk, 2011).

The article aims to determine the content and levels of the main components of organizational trust in customs officers and assess the specificity of workplace stress that influences trust formation.

Professional Trust and Stress in the Postmodern Discourse

Researchers claim that there is a management crisis in the public sector of the postmodern era. It is so because the philosophy of postmodernism violates the traditional framework of management and personal deontology of civil servants. Employees are in "a transitional state" as they become less trusting, cynical and pessimistic. In turn, this violates traditional modes of trust and morality (Green, 2013). The way out of the situation lies in new management strategies, where the line between the organization's management and subordinates should be minimal.

It is essential to recognize "the emergence of a new postmodern world of labour" to solve the issues related to professional stress and trust (Rossiter et al., 2000). The feature of this world is a blurred line between

private and official life, as well as the maximum integration of all spheres of the economy. This encourages one to revise ethical rules regulating professional conduct. Accordingly, the staff attaches more and more subjective (personal) importance to their service. Thus, increasing the mode of trust and reducing stressors consists in rethinking management mechanisms and deontology of individual professions.

Regarding customs officers, the issue of socio-psychological climate and quality of interpersonal relations is becoming increasingly important. In the postmodern era, these factors depend on the psychological conditions of the working micro-group. Despite strict regulation of customs rules, it is important to liberalize friendliness and free expression of opinion, stimulate personal motives and minimize administrative pressure. Korostyk (2019) suggests the following factors to avoid stress and increase trust in the customs service: confidence and strict requirements of group members to each other; friendly and constructive criticism; free expression of opinion when discussing issues concerning the whole team; lack of pressure from managers on subordinates and recognition of their right to make decisions concerning the group; sufficient awareness of team members about their tasks and the state of affairs in their performance; satisfaction at belonging to the team; high emotional involvement and mutual assistance in situations that frustrate team members; responsibility for the state of affairs in the group by each of its members. Subjectively determined factors (communication style, spiritual atmosphere, degree of freedom, right to doubt, emotional tone) are becoming increasingly important.

Recently, sociologists and employers have been conducting surveys among customs officers on adverse individual and organizational health consequences. The findings indicate that there is an increase in adaptability to the postmodern changes in employment conditions in the developed countries. Indeed, three surveys by the New Zealand Customs Service (n=350, 316 and 405) prove an increase in positive indicators due to the optimization of the workplace and personal space, which led to the avoidance of daily stressors and improved personal relationships with management (Mansell et al., 2006). However, in Ukraine, as in other "young democracies, such studies are conducted only at the macro-level, and working conditions in a particular organization are not yet taken into account, which increases the relevance of this article.

The studies on objective and subjective factors of distress, risk, and trust in staff are becoming rather relevant (Manigart, 2005). The main contradiction is the terms of employment and the possible risks of performing this service. The object of research is the empirical data of

surveys among representative samples of the population and employees of different fields and ranks. At the same time, the image of the service organization, prospects of service and available negative experience in this area (for example, terrorist cases, military conflicts) play an important role, too. The second determining factor is personal, including motivation, fear, lack of experience.

It is important to note the studies on stress and confidence not only in the workplace but also in oneself and the world as a whole via postmodern psychology. The latter recognizes that the main psychological problem of an individual lies in his/her "sovereignty" or "unitary selfishness", which is "undivided" in society. However, the next problem is the relationship with the structures of power, administration and pathogenic environment. Parker (1998) that it is vital to resolve the danger that arises either from the optimistic naive acceptance of postmodern challenges (relativism, amoralism, collectivism or autonomy) or from the pessimistic frustration of the alternative visions it stimulates (scientism, individualism, fundamentalism or organicity). On the positive side, postmodern stylistic tendencies in psychology, which have exhausted themselves empirically, attempt to solve the human problem at least in game-related or hermeneutic aspects.

In the context of the global approach, the postmodern aspects of stress and trust lie in solving the dilemma of extreme administration (oppression) and resistance. Strict discipline is the most stressful and maladaptive factor in service structures. In a postmodern society, each subject can no longer be marginalized (Schutz, 2004). The issue of rigid management environments is, first of all, their identification from the most liberal to authoritarian or over-regulated. The key categories here are *restraint, resistance, comfort, trust, control.*

Being multimodal, postmodern research on security focuses on the subjective sense of safety, comfort and adaptability in a rapidly changing and undefined environment. Social and psychological tools involve studying neurophysiological mechanisms of mobility, subjectivity and adaptability, regardless of work or private location (Ivanov et al., 2017). Solutions to these problems are based on the coherence of objective factors (conditions), life intentions and personal security, within which the professional and personal "self" are inseparable from the postmodern context.

Newton (1996) outlines the main problem in the study of organizations and the status of an individual (its member) in it. This applies to both formal organizations (such as the feminist movement) and real ones (enterprises). Newton (1996) believes that the postmodern epistemology is

incompatible with "serious organizational analysis". The main dilemma is that a free, comfortable and introverted individual still has to act (postmodernism and the need for action). Any activity in an environment full of information entropy risks being stressful.

Concerning specific working definitions and categories, the most relevant are the following provisions. Sztompka (1999) defines trust as "the expectation that other people, or groups or institutions with whom we get into contact – interact, cooperate – will act in ways conductive to our well-being" (p. 67). Since trust is a consequence and a prerequisite for organizational development, the theoretical analysis considers the basic scientific interpretations of this phenomenon (social, economic, sociological, psychological) (Kramer, 1999); the main directions of its interpretation (ensuring the economic security of business entities (Zakharov, 2008); psychological support for activities of the organization and its staff) (Cole, 2004); the main approaches to its interpretation (the study of organizational trust as a positive emotional reaction to its goals and values, as a result of estimation of losses, which are connected with leaving the organization and as a sense of obligations to the organization) (Ovchinnikova, 2016). Many studies describe the structural concept of "organizational commitment" (affective, long-lasting and normative components) (Dunham et al., 1994); systematic and generalized factors of organizational trust (factors related to the peculiarities of activity and leadership style of the organization (Kulinich, 2011); the relationships among trust, employee satisfaction and organizational commitment (Cho & Park, 2011); factors related to psychological characteristics of the organization's staff (Kim et al.. 2013); factors by the nature of the interaction between management and staff (Kim et al., 2013); factors related to the organization of working conditions in a particular team) (Karamushka, 2015). The article employs the analysis of the factors that influence the formation of organizational trust: macro-level (society level), mezzo-level (organization's level), micro-level (personality level) (Karamushka & Sniadanko, 2010). At the same time, considerable attention is paid to the role of trust in organizational innovativeness (Ellonen et al., 2008); the importance and consequences of building organizational trust through the modality of feeling secure and satisfied with the work of its employees (Lazorko, 2016); affective organizational commitment as a significant factor of job quality (Shvets, 2018).

Thus, today's literature defines general philosophical postmodernist and methodological-categorical principles of research on the mode of trust and experience of stress in customs officers.

Theoretical Interpretation of Sociological Data Based on a Demonstrative Study Sample

This study is based on the fact that any state (and in this case, organizational trust is seen as a stable emotional attitude of staff to the workplace) should be considered as the result of optimized functional systems. Thus, it is considered as a result of passive changes in the system due to external circumstances, as well as the organization of this system and its active adaptation to external conditions to achieve the final positive result. Still, emotional attitude is characterized by a unity of experience and activity. In this case, the condition affects not only the activity as a whole but also the course of individual mental processes. An essential role in activity efficiency is played by the state influence processing and analysis of information, which underlies any human activity.

The theoretical analysis of the specified issue has allowed one to organize the ascertaining stage of the study via the analysis of several factors, which are the most essential to determine customs officers' confidence in the organization. Yet, they are not sufficiently investigated in the context of workplace stress. These include factors related to:

1) the mezzo-level (the level of organization) – the staff's awareness of goals, values of the organization and ways to achieve them; management support to the staff; 2) the micro-level (the staff level) – the level of job satisfaction and the specific of workplace stress.

On the one hand, the content analysis of the above-mentioned factors shows the need for a well-established attitude towards organizational trust. On the other hand, it indicates the balance and stability of the human psyche in the performance of official duties, regulation of one's state and behaviour during the work shift and in socially complex situations.

The theoretical stage of the study required a minimal collection of sociological information. Therefore, the study sample was demonstrative rather than representative. The study involved 77 customs service officers in the following categories of customs personnel: customs inspectors and passenger inspectors. It was conducted in 2019 and is regional in nature since it involves customs officers of two Western regions of Ukraine (Volyn and Lviv regions).

The basic methodology for determining organizational trust levels in customs officers relied on the method "Trust as the quality of organizational culture" by Freilinger & Fischer (2002). All the respondents were divided into three groups according to the level of organizational trust: group 1 – the respondents with the "super trust" level (n=17); group 2 – ones with an

average level of organizational trust (n=32); group 3 – ones with a low level of organizational trust (n=28).

Against the general background of expressed trust, the results of the mentioned methodology in group 1 show a lack of colleagues' interest in the space and time outside of work, creative skills and responsibility in risky situations. An average level of trust (group 2) demonstrates features of low self-esteem in terms of no interest in the outside world; the desire to avoid hard work; the need for various sanctions for approval and punishment, precise instructions and controls; lack of creative activity; fear of responsibility in risky situations; displays of distrust in the environment. The respondents of group 2 seek protection and help from influential friends and colleagues, "hide" their behaviour from others and fear any changes that may impair the monotony and habit of the work. In group 3, there is an overestimation of colleagues over themselves.

These peculiarities can be explained by the fact that there are customs officers who are more oriented towards control and self-control, responsibility and mobility. In such an organization, the staff is deprived of the opportunity to focus on their needs of self-fulfilment. It is because emotional and stressful working conditions mainly "emphasize" the mandatory achievement of the organization's goals, completely blocking the professional realization of employees with their goals and interests.

According to Ladanov's (1997) methodology, a high level of organizational culture in customs officers makes it possible to characterize them as purposeful employees who are ready for precise execution of professional duties. They can make quick decisions, establish a system of communication with colleagues and management, take initiative and demonstrate skills of cooperation and mutual respect between employees. At the same time, group 1 is dominated by an average level of organizational culture. It can be interpreted as a psychological fact of their reserve disclosure about their positive attitude to their work, the need for an adequate experience of innovative forms and methods of work in their professional activity and communication sphere. The respondents with low levels of organizational trust (group 3) also need some reinforcement in such components of organizational culture as "work" and "communication". It requires one to master the partnership principles of professional activity and communication and continuously improve professionally important skills within the framework of professional instructions and guidance.

Regarding the further analysis of the results, the so-called "pinch points" of organizational culture were determined by the average group in each group: group 1 is dominated by high levels of organizational culture

and characterized by excellent management; in group 2, the respondents declare themselves as carriers of organizational culture in all its spheres of manifestation (work, communication, management, motivation and morale); in group 3, one can observe significant development of organizational culture in the spheres of "work", "management", "motivation" and "morale"; the exception is the state of moderate sadness in the sphere of "communications" of organizational culture.

The overall picture of organizational culture development is defined by customs officers as positive. This determines a favourable situation in the workplace and the interpersonal communication of these specialists. The dominance of the exalted state in the professional system of the organization enables customs officers to feel pride in their organization.

Correlation Analysis on Mode of Trust and Experience of Stress in Customs Officers

The review of statistical results from the questionnaire "Supportive response from management" (Sho, 2000) shows that the indicators of concern on the part of the management increase proportionally. At the same time, only 51.9% of the respondents mentioned an average level of concern on the part of the management in their organization; 26% and 22.1% of the respondents – low and high levels, respectively.

A quantitative analysis of the obtained results shows that the highest scores were obtained in group 3, especially concerning the rules adopted to pay attention to their employees. One could observe a belief that personal life is part of the life of the organization's management and colleagues who can always come to the rescue, and the management is always ready to meet the needs of their employees. Group 2 respondents are also firmly convinced that the management is always ready to solve the problems of their employees. They believe that their organization is devoid of conflict through good leadership. Besides, they like colleagues and eager to help them. In group 1, one can see high scores in the issues of objectivity and publicity of conflict management by their organization's management. The results suggest that the level of management's concern should be "moderate", most likely at an average level, since an increase of a certain level does not lead to a definite increase in the level of organizational trust.

Further analysis involved comparing indicators in the studied groups with correlation analysis (r-Pearson coefficient). It made it possible to trace the complex formation of characteristics of mezzo- and micro-levels of organizational trust in customs officers.

The psychological content of correlative relationships enables one to identify the following characteristics from group 1: at the mezzo-level of organizational trust, one can observe a positive correlation with the indicators of awareness level regarding organizational goals and e ways of their achievement, as well as indicators of their organizational culture in the workplace ($r=0.51$ at $p\leq0.05$). This also applies pragmatic organizational indicators ($r=0.60$ at $p\leq0.05$), which describe customs officers as those who know the global strategic goal of organizations, are aware of the organization's values and are satisfied with the management in explaining ways and methods of achieving the main goals. Besides, their loyalty and pragmatic commitment determine a rational understanding of their estimated costs if a change of workplace occurs. The micro-level of organizational trust shows a positive correlation between workplace stress and the organization's commitment ($r=0.66$ at $p\leq0.05$), which explains higher loyalty to one's organization, identification with it and passion for work that contributes to stressful experiences in the interaction sphere (see Fig. 1).

Negative correlations between organizational culture indicators in the sphere of management and job satisfaction indicators ($r =-0,54$ at $p\leq0,05$), indicators of awareness of the organization's goals and ways of their achievement and workplace stress indicators in the field of activity and productivity ($r =-0,62$ at $p\leq0,05$) prove that the members of this group lack the expressed characteristics of workplace stress. They are extremely hard-working, and the rapid pace of life allows them to rest actively.

Thus, the empirical referents of the interrelation of organizational trust and experience of workplace stress in group 1 are the following: *at the mezzo-level* – awareness of the organization's goals due to organizational culture in the workplace and pragmatic organization; *at the micro-level* – increasing organizational stress when accepting others' values , which is conditioned by the organization's expressed commitment to obligation and relief of workplace stress in activity, productivity and acceptance of others' values; jib dissatisfaction within the organization's management.

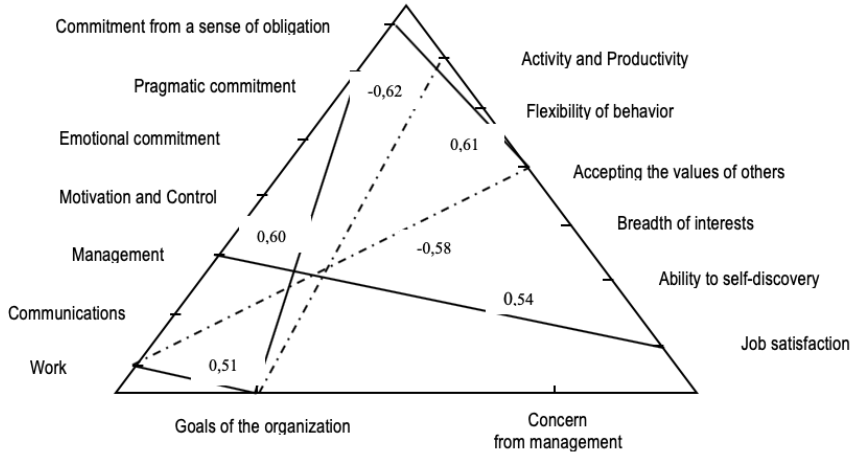


Fig. 1. *The scheme of correlations between indicators of mezzo- and micro-levels of organizational trust in customs officers (group 1)*

In general, there is every reason to argue that "the field of organizational stress" of "super trust" respondents is determined by the specific environment of stress created by the interaction with others. Due to the formed components of organizational culture and organizational commitment, these employees strive to solve organizational problems, avoid barriers of communication with people and leadership, resolve conflict situations, assess one's abilities and right initiatives adequately that determine the level of stress.

The next stage of the study lies in interpreting the results from correlation analysis on indicators of mezzo- and micro-levels of organizational trust in customs officers from group 2 (see Fig. 2). The psychological content of correlation links allows one to distinguish such a set of characteristics. The mezzo-level of organizational trust demonstrates a positive correlation between the level of awareness of the organization's goals, ways of their achievement and indicators of their organizational culture in communication ($r=0.51$ at $p\leq0.05$); indicators of pragmatic commitment to the organization ($r=0.39$ at $p\leq0.05$) and indicators of concern on the part of management with indicators of the organization's sense of obligation ($r=0.41$ at $p\leq0.05$). Thus, this group consists of customs officers who know the global strategic goal of organizations, are aware of the organization's values and are satisfied with the management in explaining ways and methods of achieving the main goals. Their communication potential determines a high level of social responsibility

and understanding of all aspects of interpersonal interaction. Management support sharpens commitment with a sense of obligation, which generally creates positive effects of interaction with colleagues and management, as well as internal willingness to care and be attentive to them. The micro-level of organizational trust distinguishes a positive correlation between organizational stress in activity and productivity and their organizational culture in communication ($r=0.47$ at $p\leq0.05$) and, accordingly, organizational culture in management ($r=0.46$ at $p\leq0.05$). It explains the complete acceptance of the social and psychological climate of the organization by these employees. Indeed, they have adequate self-esteem and motivation for success. Their attitudes and expectations of strict observance and fulfilment of professional requirements are without the restriction of individual activity, which reduces manifestations of fatigue and emotional tension. A healthy and active way of life is a powerful mobilizing resource in overcoming stressful situations. A positive correlation between indicators of organizational stress in the field of self-cognition and indicators of pragmatic commitment to the organization ($r=0.42$ at $p\leq0,05$) explains their self-actualization within the limits of their professional tasks. Indicators of job satisfaction and management concern ($r=0.42$ at $p\leq0.05$) demonstrate their ability to interact harmoniously with colleagues and management, as reflected in management style and competence, as well as their experience and career advancement.

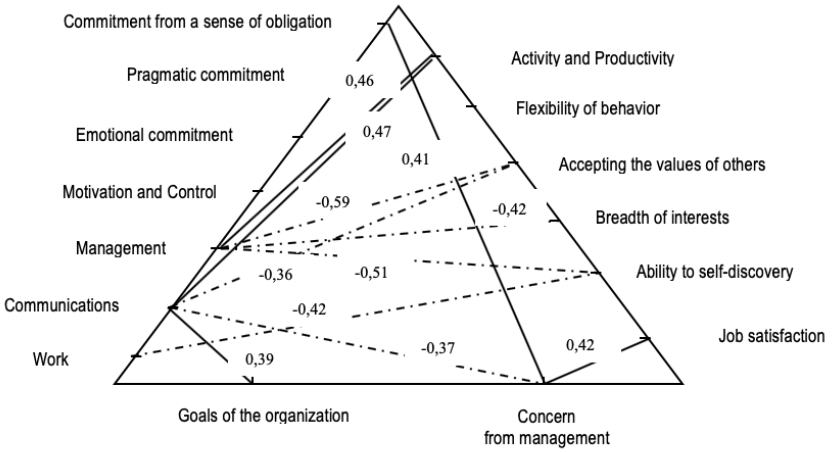


Fig. 2. *The scheme of correlations between indicators of mezzo- and micro-levels of organizational trust in customs officers (group 2)*

Negative correlations were found between indicators of organizational culture in the workplace and indicators of organizational stress in the field of self-cognition (r =-0,42 at p≤0,05); indicators of organizational culture in the field of communication, indicators of concern from management (r=-0.37 at p≤0.05) and indicators of organizational stress in the acceptance of others' values (r=-0.36 at p≤0.05); indicators of organizational culture in management and indicators of organizational stress in the areas of acceptance others' values (r=-0.59 at p≤0.05), breadth of interests (r =-0,46 at p≤0,05) and self-cognition (r=-0,52 at p≤0,05). It leads to the conclusion that the study of this group is an example of stress-tolerant behaviour due to the formed ability to manage stressful situations, which does not interfere with the overall productivity of tactical behaviour. In turn, it enhances moral well-being, communicative tolerance of other people and cultivates the breadth of self-interest and opportunities for professional self-realization.

Consequently, empirical referents of interrelations between organizational trust and workplace stress in group 2 are aware of the organization's goals due to organizational culture in the field of communication and anxiety by management underpinned by their commitment to a sense of obligation (mezzo-level of organizational trust); increasing organizational stress and productivity of activity in the field of communication, management and self-cognition, which is conditioned by the pragmatic commitment of the organization (micro-level of organizational trust).

One can conclude that the field of workplace stress of the respondents with an average level of organizational trust is determined by the general background of lack of actual stress, mobilizing resources to overcome stress, and striving for a constructive analysis of life situations. Their job satisfaction is expressed in a trusting relationship with colleagues and management, where the expressed communicative potential of these employees helps to develop adequate self-esteem and motivation for success through the ability to handle conflict and contentious situations.

The next stage of the study was to interpret the correlation analysis of mezzo- and micro-levels of organizational trust in group 3 (see Fig. 3).

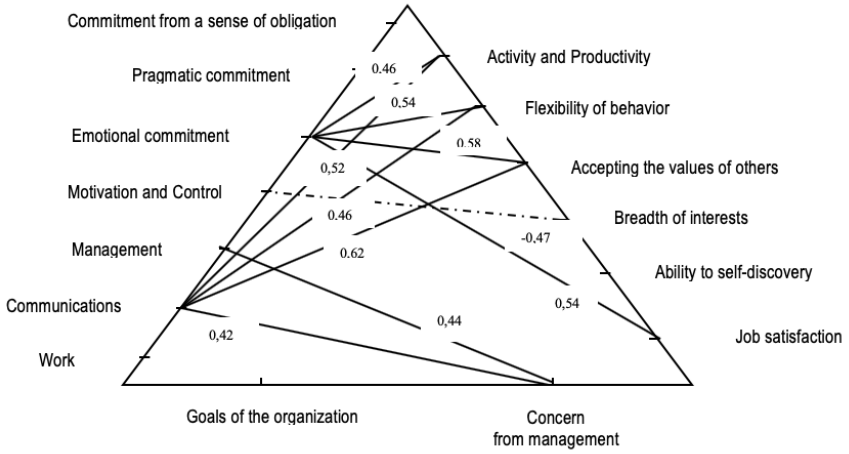


Fig. 3. *The scheme of correlations between indicators of mezzo- and micro-levels of organizational trust in customs officers (group 3)*

The psychological content of correlations enables one to distinguish the following characteristics of mezzo- and micro-levels of organizational trust in group 3. The mezzo-level of organizational trust indicates a positive correlation between concern from management and the respondent's organizational culture in communication ($r=0.42$ at $p\leq0.05$) and management ($r=0.44$ at $p\leq0.05$). It emphasizes the psychological dependence of these employees on management evaluation, control and concern. Their communicative and managerial skills are realized through accountable tutorials and knowledge that can always be expected to care and support. The micro-level of organizational trust distinguishes a positive correlation between organizational culture indicators in the communication sphere and indicators of their organizational stress in the sphere of activity and productivity ($r=0,52$ at $p\leq0,05$), the flexibility of behaviour ($r=0.46$ at $p\leq0.05$) and the acceptance of others' values ($r=0.62$ at $p\leq0.05$). It forms a powerful stress complex for these employees at the level of realization of their interactional skills. It is difficult for them to switch from professional affairs at the end of the day and find a way out of problematic situations which enhances manifestations of fatigue and emotional tension. Colleagues and people they interact with are not interesting to them since they can only work productively with those who are close in interest, mentality and culture. Consequently, they often conflict and dispute. The only motivational incentive for professional realization is making money. Their rigidity of behaviour weakens the self-regulating aspects of the emotional state and

increases emotional tension. Positive correlations between emotional commitment and organizational stress in productivity and activity (r=0.46 at p≤0.05), behavioural flexibility (r =0.54 at p≤0.05), acceptance of others' values (r=0.58 at p≤0.05) and job satisfaction (r=0.54 at p≤0.05) confirm the disturbed emotional comfort of these customs officers. On the one hand, their emotional commitment brings the experience of job satisfaction (they are always ready to work for this organization, they are emotionally attached to it). On the other hand, they are experiencing marked organizational stress about the irrational distribution of energy and time to work and rest. It is difficult for them to switch from work issues since they are not deprived of a persistent desire for recognition and career growth. Regarding communication, it is difficult for them to make a trusting relationship with people. They are susceptible to the probable shortcomings in work, which violates their balance and self-control in complex socio-professional situations, which are in general manifestations of poor professional adaptation.

Negative correlations between indicators of organizational culture in motivation and control and indicators of organizational stress in the area of interest (r=-0,47 at p≤0,05) prove that these respondents can bring themselves to perform uninteresting work and all its prescriptions. However, the expressed inertia in the indicators of the breadth of interest is often manifested in the look of indifference, passivity and harmful indifference of professional realization.

Limitations of the research

The limitations of the obtained conclusions are considered to be the locality of the sample (one region of Ukraine) and a relatively small number of respondents (77 individuals), while the general population of the professional group of customs officers amounts to about 10,000 people (Ukraine as a whole). This study is selective and covers the part of the subjects of the general population, selected by special parameters. When forming the sample, the authors of the article used the method of quota sampling, which allowed them to display the uneven distribution of the elements of the general population. They considered sex, age, length of service, income and education of customs officers, which made it possible to form a model of the general population of this professional group and view this sample as representative of customs and passenger inspectors.

Conclusions

Empirical specification of the psychological content of *"organizational stress field"* for customs officers with different levels of organizational trust has made it possible to identify the mode of *adaptive-balanced* interconnections of organizational trust and experience of organizational stress in group 2, the *adaptive-optimal* mode in group 1 and the *adaptive-mobilizational* mode in group 3 (see Fig. 4).

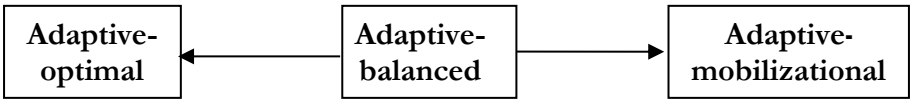


Fig. 4. *The location scheme of modes of organizational trust and workplace stress in customs officers*

The proposed scheme illuminates the probable dynamics of its transformation towards productive or unproductive professional balance. The logic of finding a reasoned explanation is based on the assumption that a specialist, having acquired his or her professional experience as a means of effectively performing professional tasks, seeks to turn it into a balanced format of professional success or competence. Customs officers with an average level of organizational trust demonstrate an adaptive-balanced mode of interrelations between trust and workplace stress. It is reflected in the formed orientation to the organization's goals and concern on the part of management, development of organizational culture (in the field of communication and management), the dedication of the organization (pragmatic and commitment to a sense of duty), which are accompanied by signs of marked resilience on the general background of job satisfaction. Still, not all specialists can realize this desire because of their individual and socio-psychological characteristics, which cannot always provide a comprehensive and flexible balance of individuality with the requirements of the organization and trust in it.

Dichotomous signs of adaptive balance reveal the links between organizational trust and experience of workplace stress by customs officers from the features of *optimal* orientation towards the organization's goals the development of organizational culture (in the field of work and management), commitment to the organization (pragmatic commitment and commitment to a sense of obligation) through neuro-psychic stability, balance and self-confidence to *a mobilizational* orientation towards care from

management, organizational culture development (in the field of communication, management, motivation and control), emotional commitment to the organization with reduced manifestations of stress resilience in the areas of activity and performance activities, flexible behaviour). In the general context, job satisfaction is accompanied by signs of an unstable emotional state of these employees.

The authors of the article believe that the revealed modalities of interrelations between organizational trust and experience of workplace stress in customs officers (adaptive-optimal ← adaptive-balanced → adaptive-mobilizational) serve as projections into personal properties of heterochronic development of adaptive mechanisms' subsystems. They ensure internal stability, integrity and balance of the system of the subject's psyche on the one hand and its flexibility and variability on the other hand.

Further research should aim to introduce systemic diagnostic of indicators of organizational trust and experience of workplace stress among customs officers. Together with the indicators of their professional adaptability, it will make it possible to improve theoretical and methodological constructs of studying professional health issues. It is also essential to develop an effective correction programme and select relevant training exercises and techniques.

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