

THE INTERRELATION BETWEEN PERSONAL VALUES AND MOTIVATION IN MODERN SOCIETY

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Abstract

The modern world undergoes constant changes and faces new challenges affecting different social fields. Many societies are not ready for rapid adaptation and decision-making in a changing environment. Those changes refer to social, political, economic, educational, business, and other fields. The impact is observable as well in government regulations and public administration. Because of the transitions happening in transformational societies, the attitude towards working activities, careers, and company management are changing as well. Those developments make an essential influence on society members and therefore human resources management becomes an important basis for linking personal factors and professional demands.

Human resources management needs to constantly research the developments and requirements of the new world and follow the changes happening among members of the society. As a result, the directions of HRM goals are changing and new responsibilities and processes appear.

Personal changes in society members happen in different levels of personal constructs. These may include such personal qualities as needs, motivation, goals, attitudes, and values. Appearing to be the core of a personality, changes in those qualities affect a person's behavior. To forecast one's behavior in professional activities particularly, personal factors should be studied and discussed. They influence the professional development process, professional performance, and productivity.

During our research, we have tried to find correlations between society changes, human resources management, and personal factors. For this purpose, we have pointed out the main global and local changes happening in Armenia. We have discussed the main directions of contemporary human resources management. To reveal the personal factors peculiarities, we studied the motivation orientation and values system peculiarities among public servants. Correlation analysis has been made between motivation and values indices.

Based on the research results, we mention avenues for HRM development and motivation system improvement in the public administration field and government organizations.

Keywords and phrases: career, human resources, motivation, professional development, public administration, society, values.

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ԱՆՈՒՇ ՍՏԵՓԱՆՅԱՆ

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Համառոտագիր

Ժամանակակից աշխարհը ենթարկվում է անընդհատ փոփոխությունների և նոր մարտահրավերների, որոնք ազդեցություն են ունենում տարբեր սոցիալական ոլորտներում: Շատ հասարակություններ պատրաստ չեն արագ հարմարման և որոշումների կայացման փոփոխվող միջավայրում: Այս փոփոխությունները վերաբերվում են սոցիալական, քաղաքական, տնտեսական, կրթական, գործնական և այլ ոլորտների: Ազդեցությունն ակնառու է նաև պետական և հանրային կառավարման ոլորտում: Փոխակերպվող հասարակություններում տեղի ունեցող տեղաշարժերով պայմանավորված՝ փոփոխության են ենթարկվում նաև աշխատանքային գործընթացները, մասնագիտությունները, կարիերան և կազմակերպությունների կառավարման գործընթացները: Այս իրադարձությունները նշանակալի ազդեցություն են ունենում հասարակության անդամների վրա: Իսկ մարդկային ռեսուրսների կառավարման (այսուհետ ՄՌԿ) ոլորտը դառնում է կապող օղակ անձնային գործոնների և մասնագիտական պահանջների միջև:

Մարդկային ռեսուրսների կառավարման գործընթացում անհրաժեշտություն է առաջանում անընդհատ ուսումնասիրություններ իրականացնելու, որոնք ուղղված կլինեն ժամանակակից աշխարհի փոփոխությունների, պահանջների, հասարակության անդամների հետ տեղի ունեցող փոփոխությունների հետազոտմանը: Այսպիսով փոփոխվում են ՄՌԿ նպատակները և առաջ են գալիս նոր պարտականություններ և գործընթացներ:

Հասարակության անդամների անձնային փոփոխությունները տեղի են ունենում անձնային կառույցների տարբեր մակարդակներում: Վերջիններս ներառում են այնպիսի որակներ, ինչպիսիք են պահանջմունքները, մոտիվացիան, նպատակները, դիրքորոշումները, արժեքները: Հանդիսանալով անձնավորության առանցքը՝ այս գործոնների փոփոխությունը ազդում է անձի վարքագծի ձևավորման վրա: Մասնագիտական գործունեությունում վերջինիս կանխատեսման նպատակով անհրաժեշտ է ուսումնասիրել

անձնային որակների առանձնահատկությունները: Ընդհանուր առմամբ դրանց ազդեցությունը ակնառու է մասնագիտական զարգացման գործընթացում և մասնագիտական արդյունավետության հարցում:

Մեր կողմից իրականացված հետազոտության ընթացքում փորձ է կատարվել՝ պարզելու փոխկապվածությունը հասարակության փոփոխությունների, ՄՌԿ և անձնային գործոնների միջև: Այս նպատակով առանձնացրել ենք համաշխարհային և տեղական մակարդակում տեղի ունեցող իրադարձությունները Հայաստանում: Անդրադարձ է կատարվել ժամանակակից ՄՌԿ հիմնական ուղղություններին: Անձնային որակների առանձնահատկությունների բացահայտման նպատակով հետազոտվել են քաղաքացիական ծառայողների մոտիվացիայի ուղղվածությունը և արժեհամակարգերի առանձնահատկությունները: Մոտիվացիայի և արժեքների ցուցանիշների միջև իրականացվել է համահարաբերակցական վերլուծություն:

Հիմնվելով հետազոտության արդյունքների վրա՝ ներկայացված են հանրային կառավարման ոլորտում ՄՌԿ զարգացման և մոտիվացիոն համակարգի բարելավման ուղղություններ:

Բանալի բառեր և բառակապկցություններ. կարիերա, մարդկային ռեսուրսներ, մոտիվացիա, մասնագիտական զարգացում, հանրային կառավարում, հասարակություն, արժեքներ:

ВЗАИМОЗАВИСИМОСТЬ ЛИЧНОСТНЫХ ЦЕННОСТЕЙ И МОТИВАЦИИ В СОВРЕМЕННОМ ОБЩЕСТВЕ

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Аннотация

В современном мире происходят постоянные изменения и встречаются новые вызовы, которые воздействуют на различные социальные сферы. Многие общества не готовы к быстрой адаптации и принятию решений в меняющейся окружающей среде. Эти изменения касаются социальной, политической, экономической, деловой и других сфер. Влияние заметно также в сфере государственного управления. Из-за изменений, происходящих в трансформационных обществах, меняется также отношение к трудовой деятельности, карьере и организационному управлению. Эти изменения существенно влияют

на членов общества и, таким образом, управление персоналом становится важным связующим звеном между личностными факторами и профессиональными требованиями.

Управление персоналом должно включать постоянное исследование развитий и требований современного мира и изучение изменений, происходящих с членами общества. В результате направления в сфере управления персоналом меняются и внедряются новые обязанности и процессы.

Личностные изменения у членов общества происходят на разных уровнях личностных конструкторов. Эти изменения могут подразумевать такие личностные качества, как потребности, мотивация, цели, установки и ценности. Являясь основой личности, эти изменения влияют на формирование поведения. Для прогнозирования поведения личности, в частности, в профессиональной деятельности, необходимо исследовать личностные факторы. В совокупности они влияют на процесс профессионального развития и продуктивности.

В процессе исследования мы сделали попытку найти взаимосвязанность между изменениями в обществе, управлением персоналом и личностными особенностями. С этой целью мы обозначили основные глобальные и местные изменения, происходящие в Армении. Также изучили основные направления современного управления персоналом. Для изучения личностных особенностей мы исследовали мотивационную ориентацию и ценностную систему среди государственных служащих, а также осуществили корреляционный анализ между показателями мотивации и ценностей.

Основываясь на результатах исследования, представлены пути для развития управления персоналом и улучшения мотивационной системы в государственном управлении.

Ключевые слова и словосочетания: карьера, управление персоналом, мотивация, профессиональное развитие, государственное управление, общество, ценности.

Introduction

Most of the social activities fields are going through constant changes and rapid developments in the modern world. Members of different societies face new challenges that have to be handled accordingly, to implement the demands and ensure stable personal and society development. Contemporary societies are entering a new age of development, which is related to various changes. Informational flow expansion, digitalization, and globalization processes are the main characteristics of modern society. Historical developments, economic, social, and political reforms are happening in a rapidly changing environment. Specialists in different fields meet new challenges that affect the professional self-establishment process.

The problem of informational society dynamics is in the spotlight of present-day research, as the information processes influence all areas of life activities: social, economic, political, and business relations. The information increase factor forces us to reconsider the criteria of professional development. Hence, narrow professional knowledge and skills are not enough for full self-establishment. The modern specialist has to be commonly informed about different areas of life activities. The demands upon mental abilities have also been changed: complex and logical thinking are valued for dealing with large volumes of information. Nowadays government and non-government organizations use different tools for personnel development without taking into consideration society changes. Along with professional skills being developed, common information awareness among employees should be cultivated as well. This will stimulate social integration and simultaneous development according to societal changes.

Theoretical and methodological bases

Each society possesses its own rules and regulations concerning the society members. Studying the current tendencies in a certain society implies defining the peculiarities of the society. Historical movements of recent years let us assume that since the collapse of the Soviet Union the post-soviet society is still in the process of transformation. As a post-soviet country, Armenian society appears to be identified as a transformational society. Educational, social, economic, political, scientific, and technological fields are constantly changing. The western models of these fields are copied and settled in Armenia. Particularly, the successful models of the educational system, public administration, market and business relations, human rights, and legislative branch.

All the above-mentioned changes influence the demand for professions and the peculiarities of professional development. For instance, conditioned by international integration processes and investment policies, international offices appear, where certain requirements are presented to employees, that, in their turn, require integration of national educational values and other features. In particular, the process of psychological selection has arisen, which entails the assessment of both professional and psychological attributes during personnel selection procedures. Hence, the problem

of professional development in transformational societies requires basic and all-inclusive research.

Armenian society is going through considerable changes and transformations due to several indicating features. First, global changes happening in the modern world affect Armenia, such as the shift from an industrial to an informational society. This involves the automatization of industrial, and manufacturing processes and the expansion of informational technologies. These processes lead to changes in professional requirements that imply changes in the whole process of professional development, including professional choice, education, adaptation, achievement, and stagnation stages.

Among the features of modern transformational society, technogenic development has to be mentioned. Therefore, an important condition for a professional is knowledge of informational technologies. Economic changes cause the formation of a new, informational society, where the role of information, IT, and communication increases. Modern society is named a “Knowledge society” by several authors [10]. Creative, innovative, inquisitive people, who seek new ways and solutions are preferable during the personnel selection process nowadays. Informational society requires professionals to be self-contained, rich with both professional and general knowledge, and have so-called “informational competence. The requirements for professionals encompass a high level of technology possession, as well as work organization and administration skills.

These society changes play a crucial role during the formation of attitudes and values of a person, and the professional development process. These processes have changed essentially due to some developments happening globally and locally. As global changes the following events can be mentioned:

- globalization processes;
- informational technologies (IT) development and expansion;
- growth of informational flows;
- social and political changes;
- revolutions, wars, pandemics;
- dissolution and formation of new countries, and other geopolitical changes.

Besides global developments influence, a certain country is experiencing specific local changes, mostly based on specific peculiarities, such as geopolitical position, economic, military, and political partnerships, national values system and stereotypes, ethnopsychology manifestations, etc. In Armenia local changes may refer to:

- historical and political events (USSR dissolution; war and military situation in NKR);
- changes in public management and governance;
- localization of foreign models of management in different social fields.

The above-listed processes lead to essential changes in the job market, in demand for professions, and changes in professional activity processes. The public

administration field is one of the first and most important areas that undergo society changes. There are several theories representing public administration from various angles. To discuss the human resources issues in society, it is better to refer to the behavioral approach. The behavioral approach is based on human relations theory and considers people as the center of public administration. Indeed, human behavior has become an essential part of any management process. Hence, the importance of developing human resource management is increasing and its functions are broadening. The responsibilities of contemporary HRM include not only personnel recruitment and training arrangements but also continuous research of new approaches, methods, a company demands, job market developments, and evaluation. HRM implies the process of employing people, training them, compensating them, developing policies related to them, and developing strategies to retain them [7]. In recent years HRM has become an independent field with its theory, practical methods, techniques, and strategies. Nowadays various scientific methods are being used to develop and make HRM a relevant scientific discipline.

Human resource management in public administration in Armenia is barely examined. This fact is conditioned by a little number of research institutes in the field of HRM and public administration. To arrange the basis of the following research, we studied the research experience in the nearest geographical region of Armenia available to us. Particularly, researches made in Russian research centers appeared to be most relevant for us. It figured out, that most of the researches refer to the sociological approach and doesn't include psychological analysis of the mentioned features. This means that the research methods are based on content analysis, questionnaires, and the collection of statistical data. In the following research, we aimed to find the interrelation and importance of motivation and values among public servants, to find out the personal peculiarities, and to give a psychological analysis and explanation of the results.

HRM comprises several main targets, which consist of plenty of goals to be fulfilled. There are a few points to be focused on by contemporary HRM:

- talent management;
- personal peculiarities;
- motivation and values system.

Talent management is one of the aspects of personnel management, which implies the processes of discovering, attracting, developing, and using people who contribute to the success of the organization [3]. The talent management process is combined with several actions. The first stage is finding talents. The HR specialist starts the process by studying the labor market, finding the talents, who will correspond to the demands of the organization, and make the necessary contribution for company success. Labor market research is performed in the specialization fields that correspond to the talents positions. The next stage relates to the development and training process. The final actions are taken within the organization. This means using talents for the needs of the company and determining the best position for them in the company.

Several researches indicate the fact that companies with established talent management successfully overcome changes that may affect the company. Talent management is a complex system of interrelated processes, and it also includes continuous research for talents within the personnel.

The next important point and one of the key focuses of contemporary HRM is the person and his/her characteristics. The personal factors of a society member are also affected by society changes. Particularly, the transition from collectivism to individualism is considered to be a huge shift in personal and group levels. In old societies, social regulations were more important than self-development and self-actualization. Nowadays in many developed and developing countries, the shift to individualistic societies is happening. The social hierarchy, strictly managed behavior by group norms is being replaced with personal goals, independence, and competitiveness. Those changes have crucial meaning in personal and professional development. Competitiveness is considered to be one of the features of a modern individual, and therefore, modern society. Thus, competitiveness issues are one of the objectives of HRM. Despite this, contemporary HR specialists have to take into account the above-mentioned global events, which affect companies' and individuals' development and activities [6]. Many modern organizations evaluate leadership as an essential feature for the personnel. This has become a necessary competence both for managing staff and for the subordinates. It is commonly known that leadership develops problem-solving, decision-making, and persistence skills.

Next, mobility and immigration processes are the specific traits of modern society. The awareness of intercultural differences is important, especially in contemporary Armenian society, related to immigration flows. Moving to another country includes adaptation to the new environment, which also refers to adaptation to local professional activities. During this process, a person may face several problems. This happens when a person's behavior and attitudes lose their importance in the new environment. Moreover, the behavior which is acceptable in one culture can be wrong in other cultures. Yet, cultural changes may become a trigger for professional development and growth. This happens as a result of self-development, when one overcomes intercultural differences, tries to understand other cultures, and therefore succeeds in communication. According to research by Brislin and others, anyone can be taught the peculiarities of work activities in other cultures and become successful [1].

Knowledge of intercultural differences is important not only for those who change their country but almost for everyone in any society in the modern world. People may deal with other cultures in different aspects of life, such as education, business, tourism, international seminars, and events. Communication difficulties are caused because of differences in socialization processes, stereotypes, attitudes, and behavior in different cultures. According to this, HR specialists developed various training programs to assist a person to run his work in an intercultural environment. Those training programs are aimed at the following qualities:

- self-control, especially emotional stability;
- interpersonal skills, which implies respect and active communication;
- purposefulness and persistence.

The next important issues in HRM are motivation and values. Several research and theories are dedicated to the subject of motivation in management and work activities. Motivation is determined as a system of motives, which move people to certain behavior. There are different types of motivation according to needs, and subjects, also discussed in organizational psychology. Motivation is considered to be a complex system interrelated to multiple processes and behavior. Motivation is also goal-directed: goals are the essential determinants of motivation orientation [5]. A big number of theories have been settled offering different points of view on motivation issues in an organization. One of the most common approaches is the division of inner motivation into the orientation toward success and avoidance of failure [9].

Because a person's behavior is based on motivation, stereotypes, and other inner factors, it is important to mention values as well. However, few researches were made to study the peculiarities of individual values, and their influence on motivation and work activities. In the following research, we have tried to compare and find out the interrelation between the motivation and values peculiarities of public servants.

The values system peculiarities play a crucial role in the process of professional development. The formation of values has always been the point of attention of different disciplines. According to economists, material goods may be considered as values and according to personal preferences, the hierarchy of those goods is formed. According to the sociological approach, values help to relieve the conflicts between individuals and groups. Thus, society's goals may essentially vary from individual goals. Though in some cases individuals may choose common values instead of personal ones. In addition to this, values may be formed or become vital, when there is a fear of losing something [2].

According to research directions, the definitions of the values vary. Smith and Schwartz define the values as:

- beliefs and not objective ideas, which are accompanied by emotional expressions,
- standards and norms that help to assess the behavior, people, and events [5].

In addition to this, values serve the chosen goals and are put in order by their importance. Though, the formation and arrangement of the values may vary in different societies and cultures. That's why the researches on values cannot be accepted as common and have to be arranged in every society.

Regardless of values as subjective concepts, they can play an essential role in the behavior formation process. According to this, researches were done to understand the possibility of forecasting one's behavior based on his/her values. According to Schwartz, the values reflect the biological needs of individuals, social interaction needs, and the satisfaction of group needs. Values system research aims to understand

how values influent behavior and actions. For this purpose, certain directions are determined:

- the values people hold,
- the strength of the values,
- comparison of one's values with others,
- comparison of one society's values with others.

Based on these points, a research method was cultivated, which assumes that the values are divided into two groups according to their direction: the pursuit of self-interest and the welfare of others. According to Schwartz, the values and motivational types form a common system and are interrelated with each other [4].

Summarizing the theories and researches about connections between values and motivation in professional development nowadays, research has been settled to figure out the manifestations of the above-mentioned factors in public administration, among public servants in particular.

Research methods

To set up the research, we have formed a research sampling. Sixty public servants were chosen to participate in the research. The participants were working in government organizations at the moment of running the research. To determine the requirements for choosing the research participants, the results of the expert survey revealing a manager's qualities were used [8].

The following requirements have been settled:

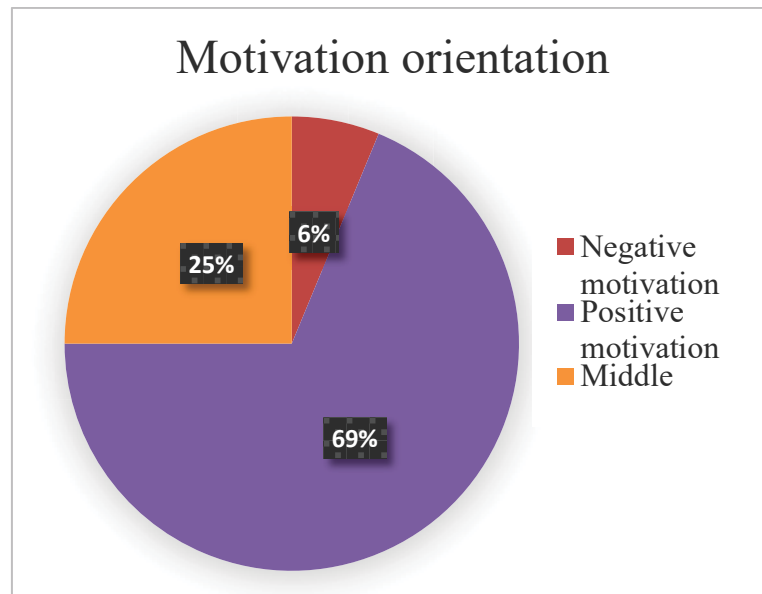
- public servants, who have been working in public administration for 5 years and more;
- public servants, who work in both manager and non-manager positions;
- public servants, who have worked in different positions and different departments in a particular government organization.

The following research methods have been used:

1. "Motivation for success and fear from failure" by Rean, to determine the orientation of the motivation system of the respondents;
2. "The Schwartz Value Survey", to find out the basic values.

Results

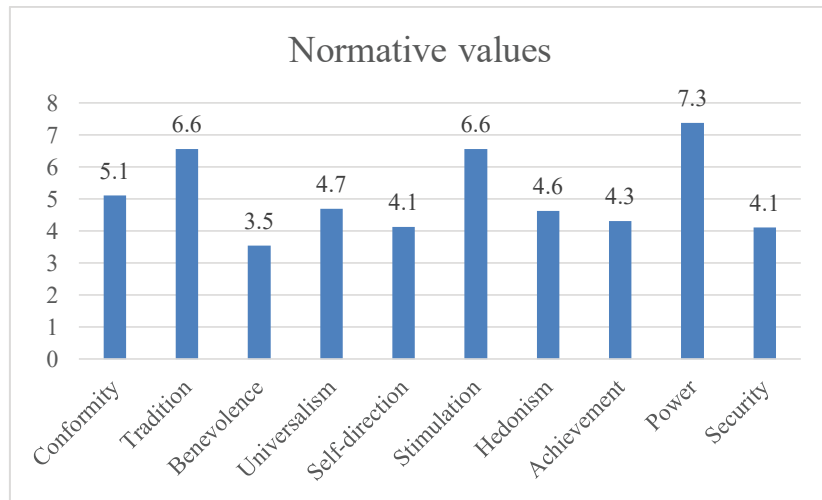
The "Motivation for success and fear from failure" testing method is designed for determining the motivation orientation. Motivation for success indicates positive motivation and relates to the people, who concentrate on the positive result of their activity and hope for success. Those people are purposeful, responsible, and self-confident. On the contrary, persons with a fear of failure have the negative motivation and their actions are focused on avoidance of failure and punishment. Those people avoid responsible assignments and have a high level of anxiety [9]. The research figured out that 68.75% of the respondents had motivation toward success, and 25% of the respondents had a middle orientation. 6.25% of the respondents had an orientation of fear of failure, which is a quite low percentage, and shows that the employees are mainly oriented towards success during their working activities (picture 1).



Picture 1. Motivation orientation

According to the “Schwartz Value Survey,” values are measured in two groups – normative and behavioral. Normative values include values in the level of beliefs, they influence the personality, but they rather manifest in social behavior. Behavioral values become apparent in social behavior, which is formed according to the influence of socialization and traditions. The values are the following: power, achievements, hedonism, stimulation, self-direction, universalism, benevolence, traditions, conformity, and security [5]. The results show the most important and the less important values for the majority of the respondents. “Schwartz Value Survey” results are assessed by ranks.

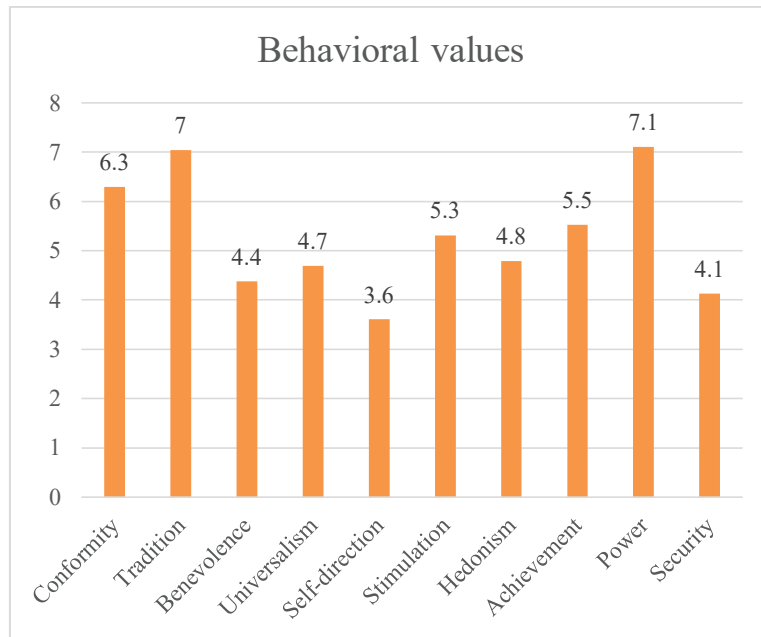
Thus, the highly assessed normative values are benevolence, universalism, and security (picture 2). Benevolence reflects caring for the welfare of frequently contacted people. Universalism is the orientation to tolerance and protection of humanity and nature. Security implies safety, balance, and harmony in society, relationships, and self. The low-assessed normative values are power, traditions, and stimulation. Power refers to domination over people and resources and social status achievement. Traditions are the respect and acceptance of the customs and ideas that certain cultures and religions have. Stimulation is about excitement and meeting new challenges.



Picture 2. The Schwartz Value Survey. Normative values

The most important behavioral values are hedonism and self-direction (picture 3). Hedonism demonstrates pleasure and gratification. Self-direction indicates an action-choosing, creating, and exploring human. Those values have the most influence on social behavior. The less important behavioral values are power and traditions. These values are less important for the majority of the respondents in the level of beliefs and the level of behavior.

The remaining values have been assessed as average. Achievements are personal success and conformity is the restraint of actions that may harm others and violate social expectations or norms.



Picture 3. The Schwartz Value Survey. Behavioral values

A correlation analysis between values and motivation orientation was settled. A positive correlation was found between motivation orientation and some behavioral values. Particularly, orientation towards success positively correlates with benevolence and universalism. Also, motivation orientation towards success positively correlates with achievements in the level of beliefs.

Discussion

Positively motivated people are distinguished by their treatment of relatives and friends, caring for their prosperity and the well-being of nature. Positive motivation is an incentive for successful performance in the working process. The goal of contemporary HRM should be developing and holding positive motivation among the personnel. Motivation toward success can be maintained by cultivating and setting an effective motivation plan for public servants. At the moment, the main motivation for public servants is a financial bonus being paid according to the performance of the whole organization. There are also frequent bonuses, not related to performance level, and therefore can't be considered as a motivation tool. Additionally, negative motivation methods are used among servants, such as punishments and penalties. In fact, the level of productivity can be raised by positive motivation both for individual and team performance. For this purpose, a new motivation plan should be considered for public servants, based on positive motivation points, such as:

- arrangement of individual and team bonuses;
- organization of team building training plan and corporate events, improving the corporate environment;
- arrangement of bonuses, financial rewards, and social support (holiday arrangement support, health insurance, gift vouchers, events tickets, etc.).

Considering achievement as a leading value indicates the attitude towards success. It appears to be the basis of positive motivation. This is an important point in the process of motivation planning. HR specialists should focus on career development opportunities for the employees, such as new positions and job functions. This may also include being a mentor as a promotion and appreciation in the company: mentors share their experience, knowledge, competencies, and skills with new employees.

The high level of benevolence and universalism values is an interesting point. According to the theory of public administration, it is aimed at regulating the public field and making public policy. Public servants' activities are strongly connected to society. Thus, helpfulness, generosity, and compassion are important personal qualities in public service. These values are important during the recruitment and evaluation processes and should be assessed by the human resource department.

Conclusion

Processes happening in new societies affect various life activities of society members. New challenges are being formed in social, economic, and political regulations, in personal, and professional development. Those changes happen as a result of the transformational society formation process, which implies a transition from an industrial to an informational society. Contemporary specialists in different fields face new requirements for professional compliance, technogenic competencies appeared to be a must-have. As a result, professional development and career management processes are influenced in the new era and cause additional functions for human resource management in both government and non-government sectors. Nowadays HRM forms new techniques for successful activities, according to society changes and personal peculiarities of the personnel.

To study human resources in public administration, public servants have been examined during the research. The motivation orientation and values system, and their interrelations have been studied. The research revealed a positive correlation between positive motivation and benevolence, universalism, and achievements. Thus, a positive attitude towards others' welfare and aim for personal success promotes motivation orientation for success, which in its turn fosters reaching goals and prosperous activity.

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