

THE INTERRELATION BETWEEN PERSONALITY PECULIARITIES OF PUBLIC ADMINISTRATION SERVANTS IN THE NEW ERA

Anush Stepanyan¹

Abstract

In the era of transformational societies new ways of management are being settled in different fields of activities. New challenges of modern society need modern and competitive decisions. In compliance with the development of public administration field, the management process is developing and undergoing changes as well. New methods and tools are being developed and implicated in order to accept challenges, such as globalization, IT development and digitalization, social-political changes, localization of western models in administration and public policy. As the public administration field is broadening, therefore the recruitment and training of specialists of public administration are being developed accordingly, and should be used for the successful achievement of public policy goals. Thus, the investment of modern human resources management in public administration is needed. In nowadays, HRM must include ongoing research of the specialists, job market demands, processes in the modern societies. The new ways of HR management must be developed and put into use, such as talent management, personal peculiarities, studying motivation and values system of the employees. Hence, HR specialists are in high demand in public administration sector. The scope of the following research was to help in the formation process of HR management in the modern era.

The main objective of the following research is to understand the peculiarities of motivation and values system of public servants, make comparative analysis and understand the ways of successful public service. The results will help in assessment, recruitment and training processes of the personnel. The aim of the HR specialists is to develop working conditions for the specialists for succeeding in their public duties. The respondents of the research were from government organizations.

For accomplishing the research, the following methodologies have been used:

1. “Motivation for success and fear from failure” by A.A. Rean, in order to determine the orientation of motivation system of the respondents,
2. The Schwartz Value Survey, in order to measure the basic values,
3. The Minnesota Multiphasic Personality Inventory (MMPI), in order to figure out the peculiarities of personalities and make the comparative analysis.

The results of the research let us make several conclusions. It was common that the most of the respondents have orientation toward success in their motivation. The results of the values survey, let us measure ten universal values, which are described in values theory by S.H. Schwartz. Those values are divided in two groups - personal and normative values – which allows to thoroughly analyze the values of the respondents. The MMPI indices broadly represent distinctive features of a person. The results of values survey and MMPI are extensively discussed in the paper. A correlation analysis between different indexes has been made in order to figure out the interrelations between personality factors.

Contemporary HR specialists are facing new challenges and requirements for specialists in both business and public administration. They have to take into consideration new challenges of modern societies, the modern requirements towards specialists, personal peculiarities of specialists. The results of the research and new methodologies can be used for the formation of new HR strategies and management process arrangements.

Points for Practitioners

Achieving the principal goals of public administration are considered to be the mission of all departments of a governmental organization, including Human Resources. Nowadays the goals of HR management comprise: developing HR strategies in accordance with the goals of the company and society needs, personnel assessment during the changes, and establishing trainings for developing the necessary competencies.

Current studies about the subject:

- no researches related to human resource management in public administration in Armenia have been found,
- studies, including values research among public servants, consider the sociological approach to the subject, and not the psychological analysis.

The results of the following research, represented in the paper:

¹ PhD student, Public Administration Academy of RA, Yerevan, Armenia

- motivational orientations of public servants,
- values orientations in professional development process and organizational psychology,
- personal peculiarities of public servants,
- the importance of the above-mentioned features in the development of HRM in public administration. Implications for practitioners, particularly HR specialists in public administration:
- developing successful ways to face the processes and challenges of modern public administration,
- building successful HR management, based on the motives, values and personality features of public servants,
- settling new strategies of HRM, relating to recruitment and assessment processes, trainings, professional development and other HR activities.

Key words: behavior, motivation, public administration, values

Introduction

The modern world is undergoing changes continuously. This implies that the changes occur to different fields of society, including social, political, economic, labor and other interrelated fields. Both global and local processes have their influence on modern societies. These processes are ongoing and they have to be studied continuously. In their turn, society shifts directly affect the society representatives, and therefore their life activities, such as work activities, professional development and etc. Changes and developments affect also the management and administration processes, which are interrelated with human resources management as well. In working activities changes have happened to working conditions, professional activity, demands towards specialists, management process. This leads to the necessity to make the management process into an ongoing regulatory process, which will correspond to the requirements of modern society and job market.

Society is a compound, dynamic complex, which is in constant motion. A person, as a part of society always obeys the rules and regulations of the specific society, and therefore his/her professional development is subject to changes as well. Each society forms its action, develops dynamically in accordance with demands, rules and is led by certain regularities. In modern societies the career development, professional promotion and professional self-establishment are the leading conditions for individuals and determine the paths of personal development. The selection, development and professional self-establishment occurs in accordance with demands of society, therefore, in the process of professional planning, several factors should be considered: the problems of society, social, economic and political situations, which clearly define the personnel policy and the tendencies of professional development (Bogdan, Mogilevkin, 2003).

The historical evolution of recent years leads to the conclusion, that since the collapse of the soviet system up to nowadays the post-soviet society is in the period of transformation. Educational, social-economic, IT and political areas are gradually changing or replaced by new ones. The western models of management are localized by transforming societies: the models of educational system, market relations, human rights and the changes of legislative branch, in particular.

Depending on the processes of international integration and investment policy, many international offices come across, where a range of requirements is presented to the employees, which, in their turn, require integration of national educational values and other features. Particularly, the process of psychological selection has arisen. According to this, not only professional qualities are taken into consideration, but also the psychological features.

The psychological peculiarities play an essential role in career planning process. Psychological features include motivation, emotions, will, intelligence, competencies, stress levels and conflict-resistance. An important role in career planning process is assigned to goals, needs, desires. based on a number of researches certain psychological factors can be mentioned, which guarantee successful career. The factors are as follows: the type of thinking, logic, responsibility, innovation and sociability.

At the moment, our society is transforming from industrial to informational. One of the features of industrial society was technogenic development, and an important requirement towards the skills of an individual was the knowledge about technology and production. Despite, in informational society, the role of information, IT and communication increases. Many authors name the current society as “knowledge society” (Savchenko, 2008). Creative, innovative, inquisitive specialists are in high demand during the recruitment process. Informational society requires the specialists to be self-contained, have professional and general knowledge, and have so called “informational competencies”. The requirements also include high level of technology possession, work organization and administration skills.

New era of societies demands modern ways of management. Public administration is undergoing changes as well, which are related especially to the local political situation in certain societies. Contemporary

public administration needs new solutions, changes in management systems in order to successfully achieve its mission and goals. The management of public system consists of different departments, which include also the human resources management. Staff is considered to be one of the crucial assets in any organization. Therefore, staff management is the essential function in management process. Public administration is interrelated to social and political systems. According to the changes in societies, governments and countries, the mission, scope and methods of public administration are changing as well. Those changes relate to historical shifts, such as industrial revolution, political revolutions, wars, collapse of old systems and formation of new countries, globalization, digitalization and migration processes.

Public administration can't be completed without studying the individual and collective human behavior (Simon, 1991). Summoning different approaches and definitions, it can be defined as the implementation of public/government policies, in broad terms. In the scope of the following research, it is important to mention about the behavioral systems approach to public administration. As public administration implies management processes, as well as operations and actions taken for accomplishment of certain goals, it is obvious, that people play key role in these activities. Due to this approach, social, economic, political and psychological environments have their influence on individual's motivation, and therefore, on one's work results (Simon, 1991). This is why, the contemporary scholars study combining opportunities of public administration and psychological theories.

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 nowadays. Hence, the importance of developing human resource management is increasing and its functions are broadening. Contemporary HRM not only arranges recruitment and training processes, but also continuously studies new approaches, methods, demands of the company, evaluates individuals, makes researches. HRM is going through changes according to the rapid changes and developments in modern world. These processes may include both global and local shifts. They consist of globalization, digital developments, social, economic, political and public administration reforms. HRM implies the process of employing people, training them, compensating them, developing policies related to them, and developing strategies to retain them. In the recent years HRM has become an independent field with its own theory, practical methods, techniques and strategies. Specialists, trained to arrange successful HRM, are doing their best to develop the field. Nowadays various scientific methods are being used in order to make HRM a relevant scientific discipline.

In order to study the psychological characteristics of public management, it is important to take into account both global and local peculiarities. For successful public administration not only professional skills needed, but also psychological skills. And the psychological features have their special peculiarities for public servants. In contemporary studies psychological features are considered to be part of professional competencies. The psychological analysis of administration is important, as it implies relations between humans, no matter to the field, where the management process is applied. Hence, one of the goals of modern HRM is development of psychological competencies.

As a matter of fact, HRM implies several main functions, which consist of plenty of actions to fulfill the goals of general management. The few factors, on which the modern HRM should focus, are as follows:

- talent management,
- personal factors,
- 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 for the success of organization (Michaels, Handfield-Jones, Axelrod, 2001). The talent management process includes several subprocesses. First, the HR specialist should study the labor market and find talents, who will correspond to the demands of organization and make the necessary contribution for company success. The research of labor market also refers to the fields, where the talents should be found. The following stage relates to the developing and training process. And finally, using talents for the needs of the company and determining the best place in the company for talents. A number of researches show that companies with established talent management are more successful in performance during changes in market. Talent management is an interrelated and complex process, and besides the main elements, mentioned above, it also includes the continuous research for talents and abilities within personnel.

The other important factors in HRM are motivation and values systems. A number of researches and theories are dedicated to motivation issues in management and work activities. Motivation is determined as system of motives, which move the people to certain behavior. There are numerous types of motivation, as well as in organizational psychology. Taking into consideration the inner motivation, which implies, that the

behavior is based on beliefs, stereotypes and other inner factors, it is important to mention about values as well. Though a little number of researches has been made to study the peculiarities of individual's values, and their influence on motivation and work activities. In the following research we have tried to combine and compare the motivation and values peculiarities of public servants.

Motivation is considered to be a complex construct, which involves multiple processes and behaviors. For different people it varies according to the needs. Motivation is also goal-directed: goals are the essential determinants of motivation orientation (Borman, Ilgen, Klimoski, 2003). A big number of theories has been settled offering different points of view to motivation issues in organization. Those theories give definitions to different types of motivation at workplace, as well as offer ways and points, which have to be focused on, while developing a motivation plan. Furthermore, there are a lot of methodologies for testing the type of individual's motivation orientation. The researches in this field are very broad, and one of the most common approaches is the division of inner motivation to orientation towards success and avoidance from failure.

The values system peculiarities play crucial role in the process of professional development. The formation of values and values system have always been in the point of attention in different disciplines. According to this, the directions of researches essentially vary. R. Smith and S. Schwartz define the values as:

- beliefs, not objective ideas, which accompany with emotional expressions,
- standards and norms which help to assess the behavior, people and events (Smith, Schwartz, 1997).

In addition to this, values serve the chosen goals and are ordered by their importance. But the arrangement of the values may vary in different societies and cultures. That's why the researches upon values cannot be accepted as common and have to be arranged in every society. Regardless, some methods were cultivated, the ideas of which can be considered as common and can be used in different cultures in order to make researches.

Values play key role in behavior formation process. According to this, researches were done to understand the possibility of forecasting one's behavior being familiar with his values. Thus, the connection between values system and behavior becomes important, but still it remains as a point of discussions.

According to S. Schwartz the values reflect the biological needs of individual, social interaction needs and the satisfaction of group needs. The aim of values system research is to understand how the values influent on behavior and actions. According to S. Schwartz, the values and motivational types form a common system and are interrelated with each other. This is an interesting method while studying the differences of individual and cultural values systems. Based on his researches, S. Schwartz discovered, that east Asian nations emphasize hierarchy and conservatism, whereas European nations emphasize egalitarianism and individual autonomy (Schwartz, 2003). As a result, Schwartz argues that in the values studies the researches have to be related not to individual values, but to cultural values instead.

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

Methodology

For the implementation of the research, the following methodologies have been used:

1. "Motivation for success and fear from failure" by A.A. Rean, in order to determine the orientation of motivation system of the respondents (Bogdan, Mogilevkin, 2003),
2. The Schwartz Value Survey, in order to measure the basic values (Schwartz, 2012),
3. The Minnesota Multiphasic Personality Inventory (MMPI) short form, in order to figure out the peculiarities of personalities and make the comparative analysis (Savchenko, 2008).

The methodology by Rean allow us to determine the motivation style of an individual, either it is positive or negative motivation. The test consists of 20 questions, which have to be answered either yes or no. The positive motivation reflects the motivation towards success. Those people are self-confident, purposeful and believe in the success of their work. On the contrary, individuals with negative motivation are distinguished as people, who are oriented towards failure. Those individuals are trying to avoid failure, punishment, which means that during their work, they are already thinking that they will fail, and they are doing their best not to fail. They have negative expectations, which can harm their productiveness.

The Schwartz Value Survey let us distinguish the main orientation of one's values system both in the level of beliefs, and in the level of behavior. There are two lists of values, which are determined as normative values and values in the level of behavior. Normative values indicate those in the level of beliefs, which means, that these values have their influence on the personality, but they rather manifest in the social behavior. The

second list are the values which become apparent in social behavior. The results show, how the values affect our behavior and our beliefs and thoughts, and how the behavior is formed according to the influence of socialization and traditions. During the research, the following values are being assessed: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, security (Smith, Schwartz, 1997).

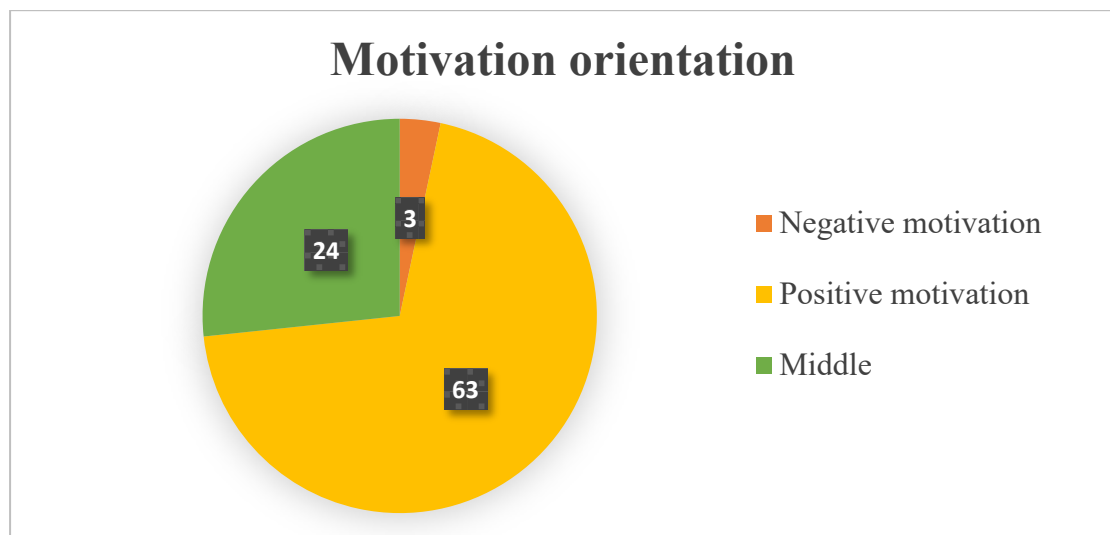
The Minnesota Multiphasic Personality Inventory (MMPI) is a psychological test that assesses personality traits and psychopathology. For the following research the short form, consisting of 71 questions, has been used, in order to determine the main personal peculiarities of the respondents. This certain form of the methodology allows us to assess the scales of defensiveness, infrequency and lie. Those scales let us to assess the validity and reliability of the results. The personal factors include eight scales, which are: hypochondriasis, depression, hysteria, psychopathic deviate, paranoia, psychasthenia, schizophrenia, hypomania. The short form of the methodology let us to thoroughly assess the personality temper accentuations, social-psychological adaptation and personality features, and it is widely used by researchers and scholars in different fields of study.

Research

Ninety public servants have taken part in the following research. All of them were currently working in government organizations at the time of taking the test. The research group was formed, based on expert-survey results, revealing the necessary criteria for successful management. The results of the expert-survey are represented in “Modern Psychology” scientific bulletin (Stepanyan, 2019). According the expert-survey, the following requirements have been used, in order to form the research group:

- public servants, who have been working in public administration field for 5 years and more,
- servants of both manager and non-manager positions,
- servants, who have worked in different positions and in different departments in a particular government organization,
- servants, who had particular career development during their work experience in public administration.

According to the results of motivation methodology, 63 of the respondents have motivation with orientation towards success. 24 respondents have middle orientation, which means that their motivation may have occasional nature. 3 respondents have motivation towards failure. In this case, the HR specialists’ goals in planning the motivation system, will be maintain and developing the orientation towards success, which is one of the determining factors for productive performance of employees. This appeals to be the cornerstone of success of the organization. The results of studying motivational orientations are shown in the graph in picture 1.



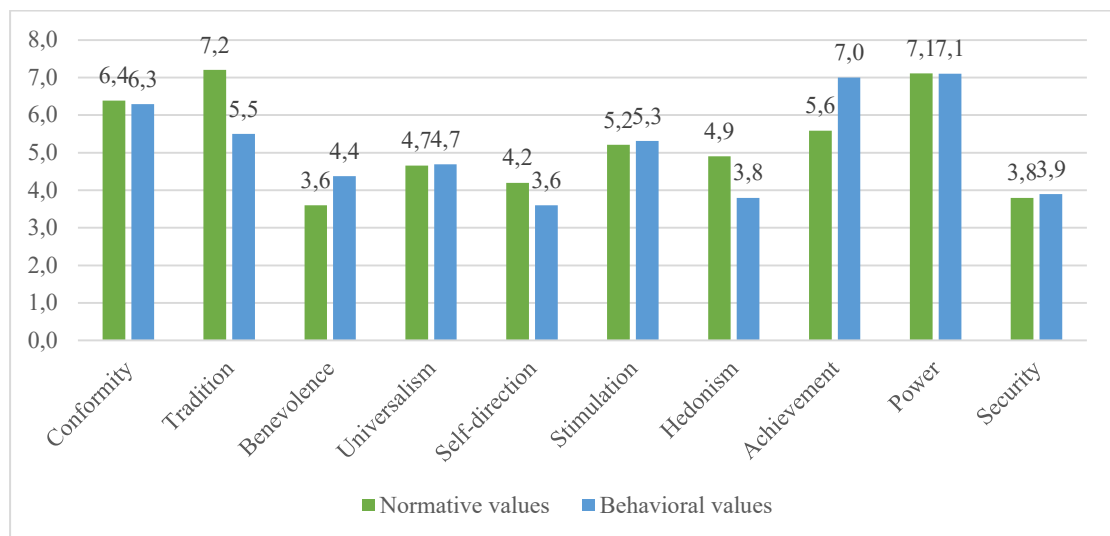
Picture 1.

The results of studying motivation orientations suggest using positive motivation strategies during staff motivation planning process. These strategies are developed by HRM, and depend on the specifications of certain government organization and certain department functions. Motivation opportunities may include the following points:

- using financial bonuses for good performance,
- improving corporate environment by team building trainings and corporate parties,
- social support, which include holiday arrangement support, health insurance, gift vouchers, events tickets and etc.

Summarizing the results of Schwartz Values Survey, the following conclusions have been received. The most important normative values for the respondents are benevolence and security. This means that those values have huge influence on the personality, but not always manifest in social behavior. Benevolence means the preservation and enhancement of the welfare of people with whom one is in frequent personal contact. Security is safety, harmony and stability of society, of relationships, and of self. The less important values in the level of beliefs are power and traditions. Power represents the attainment of social status and prestige and dominance over people and resources. Traditions, in their turn, represent respect and acceptance of the customs and ideas that certain culture or religion imposes on the individual. The second part of values manifest in the level of behavior and have the most influence on one's behavior. Here, the most important values are hedonism, self-direction, security, where hedonism is pleasure or gratification for oneself, independent thought, and self-direction is action-choosing, creating, exploring. The less important values in this level are power and achievements. Achievements represent personal success through demonstrating competence according to social standards.

All the remaining values gained middle significance among the others. There are universalism, conformity and stimulation. Universalism is the understanding, tolerance and protection for the welfare of all people and for nature; conformity is the restraint of actions likely to harm others and violate social expectations or norms; stimulation reflects excitement and challenge in life (Smith, Schwartz, 1997). The average grades of normative and behavioral values are represented in picture 2. (Important: Schwartz Value Survey results are assessed by classes, which means, that the most important value is assessed as 1, and the less important value as 10. As shown in the charts, the most important values are situated close to the point 1, and the less important ones are situated close to the point 10.)



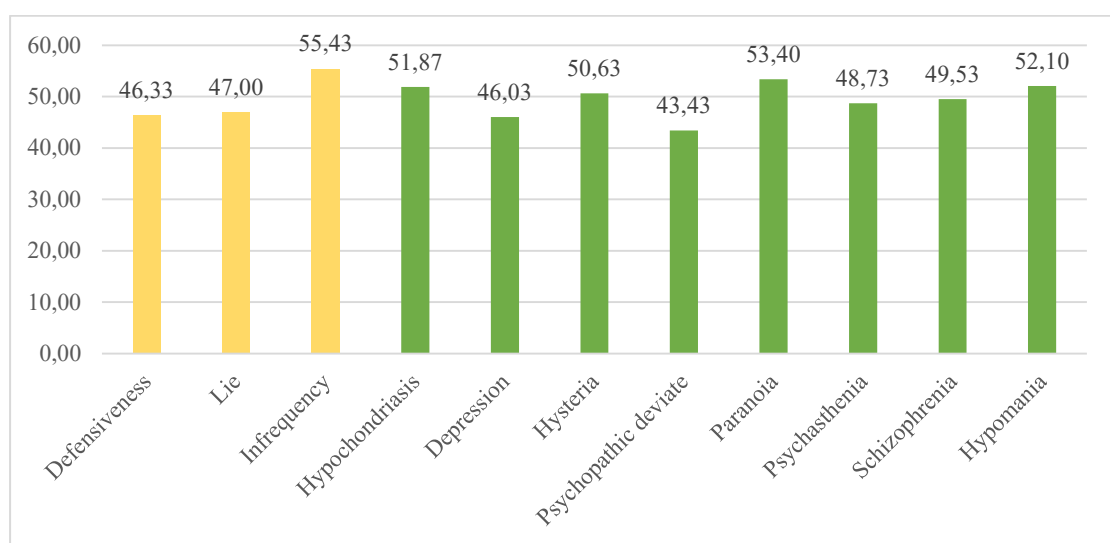
Picture 2.

Correlation analysis has been made in order to find out the interrelation between two levels of values. As a result, positive correlation between the value rows has been figured out, with mistake possibility less than 1%. An interesting point in the results is the repeating values in both ranges, which are security and power, as accordingly the most and the less important values.

The results of MMPI have been summarized and the averages have been counted regarding all the factors. First of all, it is important to mention about three main scales, which show the level of lie and validity of the test. During the research, only three tests were out of validity, and they haven't been included in the results. Additionally, the average rates of those scales are in the standard range, which means, that the respondent was honest and the results are valid. Those scales are as follows: lie, which represents sincerity level of the respondent; infrequency is the level of reliability of the taken test; defensiveness shows the distortion of the test, which can be related to the closedness of the respondent, as well as the defense mechanisms of personality.

Though all the averages of the above-mentioned indexes were in the range of standards, the highest level received the scale of defensiveness. This factor can be conditioned on the unreadiness of the public servants to such kind of researches. The system of psychological research is not settled in public administration sector yet. This can cause a high level of defensiveness among the respondents.

During the research, following results have been received. The highest average rate has received the scale of paranoia. On the second place is hypomania. The lowest average rate is under the scale of psychopathic deviate. Paranoia implies the rigid approach in different situations, solving problems, attention to details and critical thinking. This factor describes people, who have inclination to competitiveness, being practical, persistence in persecution of own opinion. Those people have rational thinking and realistic view. In some cases, they show resistance to stress. Hypomania determines first of all optimistic people in any situation in life, good mood and active position, self-confidence. An interesting peculiarity of those personalities is high communicability. These personalities reveal themselves well in social activities. They need to satisfy their aim for communication, being public. In addition, they also need changing the environment, which can explain the big number of internal linear professional development. The average points, received from using the MMPI method are represented in picture 3.



Picture 3.

The results will let the HR specialists analyze the main needs of the servants, figure out their strengths and weaknesses, and use them according to the requirements of the certain government organization. According to the orientation of the organization, certain personal peculiarities are needed in order to successfully implement the necessary functions. One of the aims of HRM and general management is finding out the necessary professional and psychological skills and making up a proper job description with all the factors listed within.

Based on the results of the research, conclusions come up, that the main strategy of motivation planning should be positive motivation, which implies inspiring employees positively and minimizing punishments. Taking into account the results of values research, the motivation planning may include not only career development (low results for “power” and “achievements”), but instead, giving the opportunity to express their suggestions and fulfill their ideas (high results for “hedonism” and “self-direction”). The high rates of paranoia and hypomania show that constructive competitiveness would stimulate productivity and effectiveness of work. Additionally, arranging an environment of high communication between employees will be a plus for a good team-working. This can be arranged by organizing leisure spaces, sport competitions and other collective activities.

Conclusions

Continuous changes and developments, happening in societies, caused by global processes, lead to constant research and changes in different social fields. One of the fields, most affected by social changes, is public administration, which obeys to both global and local processes. An important role in administration belongs to the people, who actually fulfill management process. Human resources management plays crucial role in arranging successful administration process.

Contemporary HRM faces a number of challenges and problems, which require new methods and approaches. A few factors are discussed in the paper, particularly talent management, motivation and values.

The main triggers of productive working are considered to be individual's motives. Indeed, motivation is one of the key elements, which is thoroughly studied and discussed in various disciplines. A number of determinations has been given to explain the nature of motivation and its types. Additionally, values system has huge influence on one's social behavior likewise motivation. This has to be considered as well in arranging motivation plan in the organization. Furthermore, the personal peculiarities are principal in social behavior and working activities. The above-mentioned factors need to be studied continuously, be analyzed the interconnections between them, and the management process has to be settled according to the results.

During the research, introduced in the paper, the above-mentioned factors were studied among public servants in different government organizations and several conclusions has been made according to the results. Particularly, it has been figured out, that the most of the respondents have positive motivation, which has good influence on productive working. Correlation analysis has been made between two groups of values, which represent normative and behavior values. Finally, in order to study the personal peculiarities, MMPI methodology has been used, which let us find out the main characteristics of the respondents: rigidity and hypomania.

Based on the research results certain HR strategy can be built. The central part of the strategy is considered to be the motivation plan. Positive motivation is the trigger of productive and successful performance and realization of organizational goals. Thanks to the values research, we suggest including not only career development and financial advancements, but also self-actualization procedures, such as the opportunity of expressing thoughts, ideas and plans regarding work process and optimization. Studying personal factors allows HR specialists to determine the right person for certain job position and establish talent management processes. The gained results will help the HR managers to thoroughly understand and analyze the public servants' personal peculiarities and settle optimal human resources management in organization in order to successfully achieve public administration goals.

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