

## THE PECULIARITIES OF PROFESSIONAL DEVELOPMENT IN TRANSFORMATIONAL SOCIETY AND THEIR ROLE IN HUMAN RESOURCES MANAGEMENT

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Global historical developments and globalization processes lead to changes and dynamic development of modern societies. Thus, the concept of transformational society is formed. At the same time there are significant changes in society system, which are: the localization of western models in social fields activities, international integration, formation of new models of public administration and governance, IT investment procedures.

The significant social changes have manifestations in the state and private organizations management processes. This leads to changes of the work organization peculiarities and human resources management. Considering the psychological features and competencies of employees as an essential part of organizational management, we have made a research in order to distinguish the peculiarities of personal features and the interrelation between them. We have analyzed the correlation of those features between managers and non-managers. During the research we studied the personal psychological characteristics, motivational orientations and psychological maturity of the personnel.

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### **Transformational society, global changes and their role in HRM**

In accordance to the rapid development of modern world, various areas of life activities undergo changes as well. A number of global and local processes happening in the modern society are having their influence on the work activity, organizational and management processes, professional development and other interrelated activities. These processes are ongoing and they need to be studied continuously. This means that work activities have to be studied and changed due to new demands and needs of the society. Thus, processes of modernization and development of human resources management occur. Work activities have gone

through big changes and developments during recent years. The changes include: working conditions, professional activity, the demands to specialists, management process. This leads to the necessity to make the management process into an ongoing managerial process, which will correspond with the requirements of modern society and job market.

The society is a compound, dynamic complex, consisting of individuals, which guarantees the changes in society. It is in constant motion. Sociologists differentiate many types of dynamics, but all definitions have something in common - the dynamics and changes of society [10]. 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.

Armenian society is in the stage of shifts and transformations as well. It may be determined as a transitional and informational society. The specific features of the society influence personal and professional development in the society. At the moment the local society is moving from industrial to informational society.

Society shifts play a crucial role in the formation process of persons' attitudes and values, as well as in professional development process. These concepts have changed essentially due to several global events. The processes affecting modern societies happen in both global and local levels. The global processes include:

- globalization;
- the development and expansion of technologies and IT;
- growth of informational flows;
- social-political changes;
- revolutions and wars;
- formation of new countries.
- The local changes are happening as a result of geopolitical processes, happening in a specific area. In Armenian society these changes include:
  - historical-political developments (USSR dissolution, in particular);
  - the geopolitical position and economic, trade and political partnerships with other countries;
  - public management reforms;
  - localization of western models;
  - specific values system and stereotypes [9].

Till nowadays the post-soviet society is in the period of transformation. Educational, social-economic, IT, legislative and political areas are in the stage of changes and development. Old models of management in these activities are being replaced by new ones - western models, in particular. This leads to changes in job market, demand of professions and in professional activity processes. One of the most important processes, that have influence on professional activities and pro-

professional development, include international integration and investment policy. New requirements are being presented to professionals and specialists from different fields. This implies changes in human resources management as well.

The formation of new society leads us to new challenges, which have to be met by specialists of different fields, including HR professionals. As mentioned above, competitiveness is one of the features of modern individual, and therefore, modern society. Thus, we define facing competitiveness as one of the goals of HRM. In spite of this, contemporary HR specialists have to take into account the global events, that have been mentioned above, which affect companies and individuals' development and activities. One of the first processes, that need to be considered is globalization, which is an inevitable process. For companies it means entering and handling the international market. Global business is a complex system of actions which implies that all the peculiarities of new countries and cultures have to be taken into consideration. Those include economy policies, politics and other social features. Companies from countries with democratic policies are trying to enter into market, where politics and economy can be influenced by religion, family, a single dominant political party or other factors [8]. The specialists of global companies have to be trained and ready to face the differences of other cultures, and act accordingly.

The progress of informational technologies makes HR specialists to reconsider the professional development process. It turns out, that the professional skills, knowledge and experience is not enough for full professional self-establishment. The modern specialist needs to have overall awareness about various fields of life activities. The requirements refer also psychological and mental processes. Because of necessity of dealing with big amounts of information, it is important to have complex and analytical type of thinking. There are a lot of HR tools for staff development and training purposes. However, personnel training events have to maintain updated in accordance to the society changes.

One of the most important changes happening in a modern society is the transition from collectivism to individualism. In old societies the social regularities were more important than self-development and self-actualization. Nowadays most of the developed and developing countries are changing into individualistic society. The social hierarchy, strictly managed behavior by group norms is being exchanged with personal goals, independence and competitiveness. Those changes have crucial meaning in personal and professional development.

As a result of comparative analysis between collectivistic and individualistic societies, several differences were figured out. Particularly, there are high scores of civil democracy, economic and scientific development in individualistic societies. The reasons of such transition are discussed by D. Popeno, who has mentioned two factors, which include economic development and cultural complexity [1]. Eco-

conomic development means material maintenance and financial security. Individuals and families don't have the need for economic assistance, they rely on themselves, rather on social system and unity with others. Social complexity means mixing different cultures. This is the concept of heterogenous culture, which is determined by scientific and technological development, mass-media, educational system, urban development of big cities. It is hard to set norms and rules and to obey them in such heterogenous culture. In this case, a person shapes his behavior, based on his own opinions and beliefs. However, in several countries the balance between collectivism and individualism is maintained.

As a result, talent management has become one of the crucial goals of modern HRM. Summarizing different determinations about talent management, we can conclude, that this is a process of appointing right person to right position. Talent management combines adaptation, recruiting, training, management, leadership and development [5]. Many contemporary companies evaluate leadership as an essential feature for the personnel. This has become a necessary competency both for managing staff and for the others. Leadership develops problem-solving, decision-making and persistence skills. Though, talent management doesn't mean only finding talents outside the company, but also inside the organization. This means that an ongoing assessment system of employees has to be settled in the organization, in order to find current talents in the company.

All the global and local changes are inevitable. Both individuals and companies have to keep an eye on them and move forward according to changes, change themselves, in order to succeed in personal, professional, business development. The HR mission is to help them to achieve their goals and to help them change. This means that HR specialists have to be up to date, change themselves first, and assist professionals to fulfill their professional goals.

**Research.** The inseparable part of becoming a successful specialist is professional development process, which is closely connected to career management. In contemporary studies, career is defined as development of the professional activity [11]. Career is defined as consciously chosen behavior model, which is closely interconnected with professional development. Those definitions are met in another theory where two notions are distinguished: job and occupation [3]. At the same time, the occupations, statuses and jobs, that a person has had throughout his life are included in career development by several theorists. Other authors connect career with the success, that one has in particular area or professional activity [2]. Thus, definitions of "career" have the ideas of development, growth and dynamics in common. As a conclusion, we can define career as not only professional and working activity, but also combine skills, abilities, competencies, which help to realize those activities. Those points define the direction of career planning process and career development tendencies.

While studying the personal development process, we should consider all the objective regularities and peculiarities of the society. Each society has specific features that express political, social, economic reality. Modern society prescribes its rules in personal development, where career has a key role. Career planning, profession choice, career development and promotion have become the primary goals of an individual.

In modern society career promotion determines not only the professional knowledge but also skills and abilities that may become a “tool” for professional development. The rapid development of countries is straightly proportional to the development of cultures. Hence, the presence of cultural, informational elements is a crucial condition for professional development. Therefore, in career development process a complex approach is needed. This means taking into account all the factors, which determine professional development, and making important not only individual peculiarities but the role of society changes as well. The international researches frequently affect the role of informational technologies and along with IT development, the changes of requirements to professionals are reflected. Additionally, these requirements are not static and are in harmony with society’s changes. These are the few points that have to be taken into consideration, while planning HRM strategies.

One’s values and motivation system play essential role in the process of professional development. The formation of values has always been an object of study in different disciplines. Being subjective concepts, they can play an essential role on behavior formation process. According to this, researches have been done to understand the possibility of forecasting one’s behavior according to his values. Thus, the connection between values system and behavior becomes important, still it remains as a point of discussion. It is a well-known fact, that motivation is one of the determining processes of one’s behavior. A number of researches were conducted to study motivation system and its manifestations in professional development process. But the values system importance in this process stays apart from researches. This is related to the possible difficulties of comparative analysis between values systems of representatives of different cultures. Such kind of research may include respondents from different countries and cultures, which broadens the research and makes it difficult to accomplish.

There is a big number of researches studying the professional development process. In general, the researches consider the problems of the professional choice and self-establishment of the person. Those researches are conducted among the high school and university students. In order to broaden the research of professional development and to understand the differences in motivation and other personal peculiarities between young specialists and successful professionals, it is obligatory to study the personal psychological features of both groups.

This has led us to run a research in order to determine the crucial elements of productive working. The leading and determinative factors of people's behavior, especially in working activities are motivation and people's needs. First, the criteria of a successful manager has been defined, which has a relevant and practical meaning in our society. The research comprised an expert-survey, which was made to determine manager's important personal qualities. The experts distinguished both objective and subjective features as important personal qualities of a manager. Particularly, the following factors were mentioned as distinguishing features of a successful manager: high salary, jobs mobility, growth, independence, communication, meaning and honesty [7].

In order to understand the interrelated connections between different aspects of professional development, it is important to study the person as a complex structure. Thus, the research includes the following methods:

- the Sixteen Personality Factor Questionnaire by Raymond Cattell, which helps to measure one's personality and personal peculiarities [4];
- the diagnostical method for diagnosing the social-psychological attitudes by O. Potemkina, which helps to measure the motivational system of a person [12];
- the method for studying social and psychological maturity by L. Petrosyan and A. Galstyan, which helps to measure the psychological maturity [6].

In the following research we aimed to study the differences of psychological peculiarities between management and employees' staff. The first group was composed of 46 managers, who were corresponding to the above-mentioned features of successful managers. The second group was composed of 46 subordinate employees.

For the first group the average scores of the questionnaire by R. Cattell are as follows:

- the highest scores have been figured out in rule-consciousness, social boldness, emotional stability, openness to change;
- the lowest scores have been figured out in vigilance, self-reliance, apprehension, tension, liveliness, privateness;
- the average rate of motivational distortion was 8.7, which shows normal self-appraisal;
- the average rate of reasoning was 4.

The results of applying the method for diagnosing the social-psychological attitudes by O. Potemkina are as follows:

- the highest scores have been figured out in orientation towards freedom and result;
- the lowest scores have been figured out in orientation towards money, process and selfishness.

In the frames of applying the method for studying social and psychological maturity by L. Petrosyan and A. Galstyan, the highest scores have been figured out in purposeful behavior, and the lowest score - in realistic view.

For the second group the average scores of the questionnaire by R. Cattell are as follows:

- the highest scores have been figured out in rule-consciousness, emotional stability;
- the lowest scores have been figured out in vigilance, tension;
- the average rate of motivational distortion was 8.7, which shows normal self-appraisal;
- the average rate of reasoning was 4,4.

The results of applying the method for diagnosing the social-psychological attitudes by O. Potemkina show high scores in orientation towards freedom, result and altruism, and the lowest scores in orientation towards money and aim at authority.

The results of applying the method for studying social and psychological maturity by L. Petrosyan and A. Galstyan show the highest score in purposeful behavior. The remaining scores are equal.

Summarizing the results, a few differences show up between managers and employees. This is conditioned by the fact, that all the respondents were working in the same company with financial orientation. The similar scores can be caused by having the same profession. However, considering the differences between the scores, conclusions can be done about the main contrasts between managers and employees. Here we can point the high scores in social boldness and openness to change in the group of managers. Social boldness also implies readiness to deal with unknown circumstances and people. It indicates risky behavior. This is interrelated with the factor of openness to change. Those people have critical and analytical thinking. They are aimed to be well-informed and open to changes, innovations, experiments. Those results lead to conclusions that being risky, open to changes and socially bold helps people to stimulate professional growth and achieve professional goals.

Other distinctions relate to the lowest scores between managers, which are the highest between employees. Those are self-reliance, apprehension, liveliness, privateness. Low scores of self-reliance in working environment may relate to being a team-player. This means not only relying on one's own decisions, but being related to the other members of the group. This is a very important issue in decision-making process in management. Low score of apprehension points serenity, composure, self-confidence, which are essential elements of a successful manager. Low scores in this factor are interconnected to low scores in liveliness,

which indicate a cautious, wise, sober-minded person. Finally, low scores in privateness reveals a straightforward person.

Interesting point in the differences of next results is high scores in altruism in the group of subordinates. This can lay obstacles in the way of professional growth, as well as low scores in aim at authority and power. The purposeful behavior is equally high for both managers and employees, whereas managers had low scores in realistic view. In this method the realistic view of daily activities is the true perception of one's own resources and phenomena in life.

In addition, correlation analysis between the factors of questionnaire by R. Cattell and the methodology by O. Potemkina has been performed in both groups of respondents. The positive correlation means, that when one factor is high, the correlated factor performs high level as well. On the contrary, the negative correlation represents the situation, when one factor is high, and as a result the correlated factor is low. In management staff the following results were received. Positive correlation with almost 0.1 % of mistake probability has been defined between abstractedness and orientation towards altruism, between tension and orientation towards result. Negative correlation with almost 0.1 % of mistake probability has been defined between self-appraisal, openness to change factors and orientation towards money motivation.

The results of correlation analysis in non-management staff are as follows. Positive correlation with almost 0.1 % of mistake probability has been defined between warmth and orientation towards altruism, between vigilance and orientation towards selfishness. Negative correlation with almost 0.1 % of mistake probability has been defined between self-appraisal and orientation towards money, between apprehension and orientation towards work, between privateness and orientation towards process.

The correlation analysis signifies essential differences between managers and non-managers. For example, the motivational type with orientation towards altruism, is positively correlated with abstractedness between managers, which represents the imaginative, abstract way of thinking, and it is positively correlated with warmth between non-managers, which indicates an outgoing, communicative person. Interesting point is the correlation between tension and result between managers, which implies, that high-energy, driven and impatient person is more oriented towards result. Oppositely, motivation towards process is negatively correlated to privateness between non-managers. This indicates low scores of privateness, which means, that orientation towards process is peculiar to a forthright, naive and open person. There are two more points in the group of non-managers, which are interesting for further research. One of them is the direct interrelation between orientation towards selfishness and vigilance, which determines suspicious, skeptical approach. The other interesting point is opposite



interrelation between orientation to work and apprehension, which shows, that the more a person is confident and self-satisfied, the more he is motivated by work itself.

All the above-listed interrelated factors appear to be an important part in professional development process. Those differences have to be measured and taken into consideration by human resources specialists, in order to build more successful management system, which will respond to the challenges of the contemporary world.

**Conclusion.** The processes and changes happening in transformational societies are inevitable part of development process. They lead to new challenges, which need new methods, strategies and solutions. Those changes penetrate into different social fields, including work activity, professional development. Along with changes in activities, management processes are becoming subject to changes as well. In the frames of professional development and competitive modern organization, one of the essential institutions, that has to be innovated is human resources management system. New strategies have to be settled according to global changes, such as globalization, digitalization, and local changes, such as social-political situation, economy policies, public administration reforms, motivation and values system. HR specialists need to go along with the changes, and develop tools for both employees and companies to succeed. Contemporary HR strategies are being developed based on the following factors: competitiveness, IT development, individualistic society, mobility and migration, intercultural differences, talent management.

Considering successful management as one of the main goals of a modern company, research has been settled, in order to figure out the crucial elements of productive working. As a result of correlation analysis of personal peculiarities between management and non-management staff, several essential differences have been found out. Those include both personal factors and motivation system. Taking into account those characteristics, HR management establishes assessment methods, which will help to find out successful specialists and their specific features, and train other employees in order to assist in professional growth and achieving professional and corporate goals.

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**ՄԱՍՆԱԳԻՏԱԿԱՆ ԶԱՐԳԱՑՄԱՆ ԱՌԱՆՁՆԱՀԱՏԿՈՒԹՅՈՒՆՆԵՐԸ  
ՓՈՆԱԿԵՐՊՎՈՂ ՀԱՍԱՐԱԿՈՒԹՅՈՒՆՈՒՄ ԵՎ ԴՐԱՆՑ ԴԵՐԸ  
ՄԱՐԴԿԱՅԻՆ ՌԵՍՈՒՐՍՆԵՐԻ ԿԱՌԱՎԱՐՄԱՆ ՄԵՋ**

*Սյրեվհանյան Ա. Ա. (ՀՀ ՊԿԱ, Երևան, Հայաստան)*

Համաշխարհային պատմական զարգացումները և գլոբալիզացիայի գործընթացները հանգեցնում են փոփոխությունների ժամանակակից հասարակություններում և դրանց դինամիկ զարգացմանը: Այսպես, ձևավորվում է փոխակերպվող հասարակության դրոյթը: Միևնույն ժամանակ նշանակալի փոփոխություններ են տեղի ունենում հասարակական համակարգում, որոնք են սոցիալական ոլորտների կառավարման արևմտյան մոդելների տեղայ-

նացում, միջազգային ինտեգրացիա, պետական կառավարման նոր մոդելների ձևավորում, տեղեկատվական տեխնոլոգիաների ներդրում:

Տեղի ունեցող սոցիալական նշանակալի փոփոխություններն իրենց դրսևորումներն են գտնում պետական և մասնավոր կազմակերպությունների կառավարման գործընթացներում: Սա հանգեցնում է աշխատանքի կազմակերպման առանձնահատկությունների և մարդկային ռեսուրսների կառավարման գործընթացներում փոփոխությունների: Ընդունելով աշխատակիցների հոգեբանական առանձնահատկությունները և կոմպետենցիաները որպես կազմակերպության կառավարման նշանակալի մաս, մեր կողմից իրականացվել է հետազոտություն՝ բացահայտելու համար անձնային որակների առանձնահատկությունները և դրանց փոխկապվածությունը: Իրականացվել է ղեկավար և ոչ ղեկավար անձնակազմի առանձնահատկությունների կոռելյացիոն կապերի վերլուծություն: Հետազոտության ընթացքում ուսումնասիրվել է անձնակազմի անձնային հոգեբանական որակները, մոտիվացիան և հոգեբանական հասունությունը:

*Հանգուցային բաներ՝ արժեքներ, մասնագիտական զարգացում, մարդկային ռեսուրսներ, մոտիվացիա, փոխակերպվող հասարակություն*

## **ОСОБЕННОСТИ ПРОФЕССИОНАЛЬНОГО РАЗВИТИЯ В ТРАНСФОРМАЦИОННОМ ОБЩЕСТВЕ И ИХ РОЛЬ В УПРАВЛЕНИИ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ**

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Исторические события в мире и процессы глобализации приводят к изменениям и динамическому развитию современных обществ. Таким образом, формируется концепция трансформационного общества. В то же время, в общественной системе происходят существенные изменения, а именно: локализация западных моделей в социальных сферах деятельности, международная интеграция, формирование новых моделей государственного управления и правления, процедуры инвестирования в сферу информационных технологий.

Значительные социальные изменения проявляются в процессах управления государственных и частных организаций. Это приводит к изменениям особенностей организации труда и управления человеческими ресурсами. Рассматривая психологические особенности и компетенции сотрудников как неотъемлемую часть организационного управления, мы провели исследование, с целью выделить особенности личностных качеств и взаимосвязь между ними. Мы проанализировали корреляцию этих характеристик между руководителями и другими сотрудниками. В ходе исследования изучались лич-

ностно-психологические особенности, мотивационные ориентации и психологическая зрелость персонала.

**Ключевые слова:** *мотивация, профессиональное развитие, трансформационное общество, ценности, человеческие ресурсы.*