Value Basis of Personnel Development in Digital Economy

G. V. Serebryakova, I. V. Nezamaykin, and T. B. Shramchenko
State University of Management, Moscow, Russian Federation
sega62@mail.ru, {iv_nezamaykin, tb_shramchenko}@guu.ru

Abstract. The material presented in this article is results of a research aimed at justifying the need to use value design in the process of developing the organization’s personnel, which required solving the following tasks: to substantiate the prerequisites and conceptual foundations of value design, to offer technologies of forming the value basis for the development of specialists in the digital environment. The development of personnel in modern conditions should be based on value-oriented management, aimed at enhancing the consistency between value orientations of specialists and the value system of the organization. The use of value design in the process of HR development allows implementing a system of value standards for specialists, taking into account requirements to the professional culture in the digital economy.

Keywords: Value design · Value matching · Value standard · Value system

1 Introduction

The modern world is characterized by a high level of variability, uncertainty, complexity and ambiguity caused by the speed of changes in the factors of society development. The increasing complexity of political, economic and social processes in the society creates a demand for a new generation of specialists. Digitalization of all spheres of our society makes adjustments to the interaction of socio-economic systems. Many of tasks currently performed by employees in various economic sectors will be automated or disappear due to changes in the way the society is organized [1]. A number of organizations are transferring employees to remote work already [8], which transforms not only requirements that employees have to meet, but also processes of their professional responsibilities implementation. The new economy will require specialists with new competencies. Despite the penetration of artificial intelligence in various areas, a number of tasks will not be digitized - human resource management, social interactions, and activities associated with a high level of unpredictability. For these reasons, the development of digital economy defines the ability to adapt quickly in difficult conditions, prepare and make decisions correctly in an uncertain environment, and possess technologies for working with groups of people and individuals as key characteristics of future specialists.

The digitalization process changes the social basis of people’s lives. On the one hand, additional opportunities for obtaining new knowledge and speeding up the processes of their transfer open up, on the other hand, the number of real opportunities

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for social communication decreases. These features determine new rules and requirements to behavioral models of specialists. According to the researchers’ forecast for the year 2030, one of the most important qualities of specialists that will determine the success of socio-economic systems functioning are soft skills (functional literacy, erudition, readiness to learn and update knowledge all the time).

To constantly master new knowledge, it is necessary to develop the need for self-development and skills of independent search and mastering innovative learning technologies. Continuous self-improvement is possible only if the values of responsibility, integrity, and proactivity necessary for the quality performance of professional duties are developed in the process of personnel training.

Environmental conditions constantly make adjustments to organizations’ functioning. The spread of coronavirus has changed the way of life for entire countries, not to mention individual organizations. Rapid response, the ability to change management processes, the introduction of new communication systems [7], the transition to new technologies of social interaction – this has become not just a characteristic of the current situation, but has passed into the category of mandatory conditions for functioning of all socio-economic systems.

Even before the pandemic, government agencies began actively working on digitalization of the country’s economy. But no initiative will be implemented if we do not prepare specialists with necessary knowledge, skills and desire, regardless of the prevailing conditions, to perform their professional duties efficiently. Moreover, this is not just online technology training, it is a complex process, primarily related to the transformation of the psychological foundations of behavior. The basic competencies that modern specialists should master are critical thinking, creativity, empathic skills in building interactions and relationships, and cognitive flexibility. It should be emphasized that it is not possible to develop a specialist only by transferring modern knowledge and technologies to him. The key aspect in the process of managing the HR development, in our opinion, is the value aspect.

## 2 Methodology

In conditions of digital economy, the role of value training of a specialist is increasing, which, in our opinion, should be based on value design. Value engineering is a new type of design technology, which is a process of forming and developing the structure and elements of the value system of specialists, ensuring the most effective implementation of their professional activities. The methodological basis of value-based design is value-oriented management. First of all, the basis for the value development of personnel within the framework of the new technology should be based on increased commitment to the interests of the society. In the absence of the formed guidelines, almost all other activities aimed at the development of a specialist are doomed to failure. The German Empire’s Chancellor Otto von Bismark said that “Man kann die Russen nicht besiegen, das haben wir über Jahrhunderte gelernt. Aber man kann den Russen falsche Werte einbläuen, dann besiegen sie sich von selbst” [6, p. 4].

In modern conditions, when organizing the process of specialists’ development, it is impossible to ignore the phenomenon of “value corruption”, which is aimed at
destroying generally accepted universal values. It is necessary to do everything so that this value pathology does not penetrate into the sphere of professional activity, otherwise, there may be a value substitution in the system of value orientations of a specialist, which will not allow him to realize his professional duties at the proper level, and lead to a value distortion of his behavior model. For these reasons, it is necessary to actively use the technology of value screening, aimed at conducting advanced diagnostics of the value system of employees in order to identify prerequisites for the development of value distortions.

### 3 Results

Requirements to modern specialists are based on the moral principles of conscientious performance of official duties, honesty, and social responsibility, which is of particular importance in the context of the penetration of digital technologies in all spheres of our society. For their formation in the process of professionals’ development, we should actively use not so much traditional management technologies [2], but innovative approaches to the development of the value basis of a specialists, for example, the technology of informal learning, the main goals of which include the formation of behavioral patterns, the expansion of social ties, increased levels of employees’ loyalty and increased level of their civic consciousness. The readiness level of a specialist to work in the digital economy should be assessed by the formation level of an active civil position, which is a basis for maintaining a positive image of the organization to which the employee belongs. An important place in the process of value development of an employee should be given to strengthening his historical memory [5], which contributes to the formation of respect for moral traditions and social customs, the corporate history and culture of the organization.

The target orientation of employees’ development is related to the formation of socio-psychological components of their personality. To ensure that this process is of a continuous nature, it is necessary periodically to scan values. And the results of this procedure should be compared with the specialist’s value profile, tailored in compliance with requirements to professional culture and development level of value-based environment of the society. This enables to identify discrepancies in the value characteristics of a particular employee and select the most appropriate tools to bring them in line with the organization’s value system.

The professional activity of any specialist should be based on norms and principles of professional ethics. It’s worth noting that the digital economy increases the transparency of any socio-economic system, so the reputation level of the entire organization depends on the ability to build processes of social interaction of employees, and the level of their information culture. However, it is impossible to acquire all the qualities and values required for effective and professional behavior very quickly. The process of forming and maintaining the value system necessary for a specialist is continuous. Moreover, we should pay attention to the manageable nature of this activity. An effectively organized process of personnel development should be based on well-structured procedures of value design.
Moral responsibility, active citizenship, honesty, and social communication are mandatory elements of the value standard of a modern specialist. Effective implementation of employees’ professional activities becomes possible only if these moral concepts are accepted and deeply shared by them. You cannot impose a behavior model on a specialist, each time making a decision about actions in a certain situation, his choice is based on internal foundations and accepted value orientations. For these reasons, it is necessary to use “action learning” as the main form of professional development, as a result of which it is necessary to evaluate not the acquisition of new knowledge, but the reaction and change in behavior patterns. The development of specialists should take into account the system of relationships in which they participate, the level of their communicative competence, the level of their ability to anticipate and neutralize conflict situations. The choice of forms of capacity-building should be based on the needs of all interaction participants. It involves a variety of training forms, flexible programs, high interest and activity of specialists in the development process.

Value characteristics form the employee’s attitude to himself, to his place in society, in the organization. It is necessary to make a transition from point-based learning to a holistic, continuous process of personal development, from standard to adaptive problem-oriented programs. For effective development of a specialist, actively use a trajectory approach is needed that takes into account the employees’ personal characteristics. Competence-based approach should be supplemented with the development of employees’ behavioral manifestations of competencies. For example, it is not possible to form the “team work” competence only by accumulating knowledge about forms and methods of organizing team activities, without constantly increasing the development level of such qualities as the ability to work in a team, cooperation and partnership [3, 4]. An important tool for achieving this goal is the organization of team work on project tasks, for successful completion of which students should organize network teams and competently implement group interaction in the design process.

Useful is the case study technology applied in groups. Studying situations from the experience of practical activities of organizations is especially helpful by giving this technology a value coloring. The use of this method in modern conditions cannot be limited to problem analysis and solution development, it is necessary to supplement the study of each situation with the diagnosis of participants’ value systems, modeling of their behavior, identifying and assessing consequences of the chosen behavior pattern. To change attitudes and behavior of specialists, it is effective to use not just traditional game technologies, but such as a metaphorical game aimed at finding solutions to the problem based on the choice of a metaphor. For example, it is necessary to find new approaches to interacting with problem population groups. At the end of the game, you should identify the most appropriate behavior models based on the value system of different groups, and transfer them to real situations.

For the acquisition of interpersonal interaction skills, an effective means of value design is role-playing, which requires from participants to interact with each other and develop empathic management skills. In terms of the development of the digital economy, there is increasing demand to improve communicative competence: a growing number of information links, this increase occurs not only quantitatively, but also qualitatively (they become more intense and diverse). The interaction engages new participants with different level of interests and social status. For successful
implementation of professional activities in these conditions, the ability to quickly and adequately respond to current situations comes first. Game situations allow specialists to “try on” different roles, justify and understand the behavior patterns of participants in different situations, reveal the value discrepancy of their actions, and determine the most appropriate ways to eliminate problems. Game technologies are the most appropriate means of developing moral principles of behavior among specialists. For example, when considering a game situation for building a system of interaction with clients’ problem groups, a specialist should design a structure of a constructive dialogue where he should show maximum correctness, self-control and the presence of skills to neutralize resistance, despite the possibility of using provocative communication technologies by interaction participants.

In order to eliminate such organizational pathologies that can potentially manifest themselves in specialists’ activities, such as civil selfishness, social indifference, and finally, corruption, it is not enough to adopt legal acts punishing their manifestation. We should constantly develop and strengthen such value orientations as integrity, decency, honor, they are antipodes of bureaucracy, bribery, and social indifference. It is the constant increase in the priority of these values that serves as the basis for creating the moral foundations of a harmonious combination of personal and organizational interests. In order to develop this group of values, it is possible to actively use behavioral modeling technology, the purpose of which is the formation of interpersonal communication skills and changes in value settings. Behavioral modeling focuses on the formation of a value system necessary for the quality performance of professional activities. To do this, the following steps are needed:

- designing a “behavioral model” based on the values system of professional behavior, which is proposed to be mastered;
- practical activity when it is necessary to apply the designed “behavioral model” in the situation under consideration;
- feedback sessions where behavioral models are analyzed in order to identify the most successful ones, those fully meet requirements of the professional value standard.

4 Discussion

Increasing the information activity of the environment requires finding new forms of personnel development management, which should be based on the shared value-oriented behavior. Inconsistency of employees’ value systems is a source of conflicts, disorganization of interaction, destruction of relationships, which are often impossible to restore because of the loss of trust both inside and outside the organization. For these reasons, in modern conditions, the process of personnel development should be considered only from the position of interdisciplinarity, based on the integration of behavioral, socio-economic, competence and value approaches developed by representatives of different scientific disciplines.

The development of employees in a digital environment is possible only on an interdisciplinary basis [9], an integrated approach, a link of which is value-based
design. The development of the digital space leads to a change in the basis for building relationships between people. The reputation of organizations increasingly depends on the loyalty level of their employees, the development degree of information culture and “computer hygiene”.

Multi-aspect manifestations of personnel’s value development reveals the relation between the results of the participants’ performance and their value orientations, affects the duration and strength of interaction in the socio-economic system. Forecasting staff behavior based on the priority values of joint functioning is a priority element of the value management of its development. The value concept of employees’ development management forms a reliable basis for increasing the value of their joint work within the organization.

5 Conclusion

In the process of staff development, it is important to achieve a respectful attitude to the organization by employees. The specialist should understand that his aim is to respond as closely as possible to requests of the external environment. The damage that can be caused by actions of an employee with a distorted moral position, characterized by the satisfaction of personal interests, can lead to the destruction of the organization’s reputation where this specialist works. Each specialist has not only to master the knowledge of generational theory and social psychology, but also develop a value basis for their behavior that recognizes the importance of each person and citizen. To reduce the alienation level, the specialist should build a system of social interaction, be able to respond correctly to demands of the external environment, understanding that his behavior is an element of the organization’s image as a whole. Actions of a specialist in the conditions of digital economy development should be subject to the “ethics of responsibility” (actions based on the awareness of personal responsibility) [10]. Therefore, in the development process, you should try to achieve a balance between belief and responsibility of a specialist, that his activity is not a formal implementation of official duties, but contributes to the development of the entire organization.

Within the framework of value design, it is necessary not only to form value standards of behavior, to select the most appropriate technologies for training and development of specialists, but also to establish a system for evaluating the compliance with these standards in professional activities, which serve as criteria for the professional suitability of an employee to work in this organization. In the process of value diagnostics, the development of moral consciousness and adherence to the accepted system of values in extreme and conflict situations should be evaluated. When evaluating his performance, the priority should be given not only to the knowledge of professional foundations, but also to moral characteristics taking into account specifics of employees’ activity. It is proven to train the employees’ knowledge and skills is much easier than to instill in him a pattern of behavior, consistent with principles of professional ethics. So, if the company management does not start an active transition to the specialists’ value development, the organization will not be able to achieve strategic goals, and the process of employee development becomes irrational.
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