Program for the Transformation of the Value and Semantic Sphere of Employees of an Educational Organization in the Context of Digitalization

Bulgakov A.V.[1][a], Bulgakova E.A.[2][b], Grebennikov Yu.L.[2][c] and Orlova E.A.[2, 3, 4][d]
[1]*FGKOU VO "Moscow University of the Ministry of Internal Affairs named after V.Ya. Kikot", Russia*
[2]*Federal State Autonomous Educational Institution of Higher Education "State University of Education", Russia*
[3]*Federal State Budgetary Educational Institution of Higher Education "Russian Academy of National Economy and Public Administration under the President of the Russian Federation", Russia*
[4]*ANO VO "International Police Academy of the WPA", Russia*
orlova.elena64@yandex.ru

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Abstract: The article presents the progress and results of the creation and testing of a program to change the CSR of university employees during the period of digitalization. The "Concept of digital skills" can be used as the basis of the program to change the CSR of university employees during the CT. A comparison of the results of the above studies indicates, in general, the similarity of stability factors in Russian and foreign specialists, which indicates the unity of this professional group, its apparent generality.

1 INTRODUCTION

Based on the theoretical model of the value and semantic sphere of employees in the course of digitalization of an educational organization (Bulgakov, Orlova, Topornina, 2022), a program was created and tested to change the CSS of university employees during digitalization.

We believe that this kind of program can best be implemented simultaneously with the program of strategic development of the university (Program (draft program) for the development of Tula State Pedagogical University named after L.N. Tolstoy) and internal training of university staff (Gretchenko, Gorokhova, Gretchenko, 2018).

The "Digital Skills Concept" can be used as the basis for changing the CSS of university employees during the CT, which considers the introduction of the following types of skills.

1. Skills common to the entire IT field, which can be easily mastered by all employees, and which will be useful for them in their daily professional activities. Such skills include the ability to use search engines, work with office programs, programs for compiling and editing documents.

2. Skills needed mainly by IT workers to create various services and resources needed by ordinary users. This includes programming, database skills, software design, cloud systems, and a number of other skills.

3. Skills required by specialists in the field of problem-oriented programming, which include the creation of applications, software packages, the ability to work with frameworks, various digital platforms in different digital environments.

4. Skills that can be classified as complementary. They are needed to adapt the existing digital environment to meet new challenges. For example, the use of social media for work communication between employees, the use of the Internet for brand promotion, business planning skills, and much more.

[a] https://orcid.org/0000-0002-9438-832X
[b] https://orcid.org/0000-0003-0844-7336
[c] https://orcid.org/0000-0003-3868-6979
[d] https://orcid.org/0000-0002-4517-3955

5. Skills related to the work of the e-economy, which includes the ability to use various platforms on the Internet to improve the efficiency of existing business processes, work with cloud systems, organization of automation of various processes, the use of mobile transmission of data packets, and so on (Sukhomlin, Zubareva, Yakushin, 2017).

2 MATERIALS AND METHODS

Employees of the Department of Internal Affairs, IT specialists and faculty took part in the approbation of the created program. The NA category did not participate due to its small number.

It is worth noting that for the teaching staff, the factor of diversity in the conditions of chaos has become of paramount importance. The fact is that representatives of the teaching staff initially have little knowledge of competencies in the field of the digital environment, comprehending it by trial and error. It must be admitted that this model of behavior slightly contradicts the culture of professional behaviorof teaching staff, which causes people to feel psychological discomfort and anxiety.

For IT specialists, a feature of CSS is the predominance of the professional culture factor. At the same time, these employees do not support an authoritarian management style and do not tolerate administrative pressure. Among IT specialists, there is a high degree of professional identification, they understand their role in conducting CT at the university, appreciate the favorable psychological climate in their professional group and in the university in general.

In the case of CSS UVP, we have identified four main factors related to their motivation. This is a factor of the internal professional culture of the university, the degree of satisfaction with the work performed, a factor related to professional identity, and an understanding of one's own role in the CT.

Again, it should be noted that the main personal values for each group under consideration are: for the teaching staff, the value of skill, for IT specialists, quality, for the UVP attitudes. This is due to the fact that representatives of each group believe that this type of values is what they need most in the context of the CT. At the same time, they are sure that these values are not developed enough in them to fully comply with the conditions of the CT.

From this, we can conclude that the change in the CSS of employees should be primarily aimed at working with those values that the employees themselves consider to be insufficiently developed. And these values are different in each group considered. For this reason, you should work with each group separately, because the programs will be different.

As noted above, TSPU is currently implementing the Program for the Development of the Educational Organization until 2030. Within the framework of this program, a set of measures has been developed to create an effective human capital management system aimed at preserving and developing existing and attracting new highly qualified managerial personnel and scientific and pedagogical workers, ensuring the receptivity of all categories of university employees to innovations in the field of science and technology for effective and prompt corporate communication, the formation of skills for processing large amounts of data. This This area will act as a driver for the development of such federal projects as "Human Resources for the Digital Economy" and "Digital Economy of the Russian Federation".

To solve the voiced tasks, a training program for employees was created directly on the basis of the university. The program was called "Digitalization of the University: Problems, Prospects and Competencies of the Employee". Three teams of 20 employees each were formed. In the first group, the teaching staff was represented, in the second IT specialists, in the third UVP. The duration of the program is 36 hours, of which 8 hours of full-time training, 10 hours of distance learning, 18 hours of self-study.

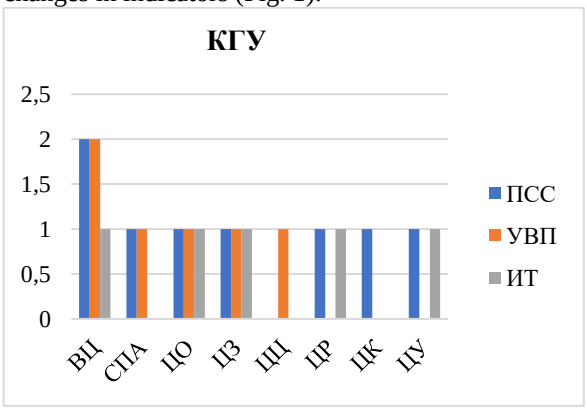
With the help of moderation, it was possible to involve participants in the process of joint analysis of the motivation system, expand their ideas about incentive mechanisms, and encourage them to formulate ideas and proposals that are valuable for the company. To form a complete picture of the company's motivation system, these ideas and proposals can be supplemented with the results of a study, for example, dedicated to determining the degree of expression and satisfaction of employees with motivation factors. Such a study allows you to identify the current needs of employees and how they are met in the company.

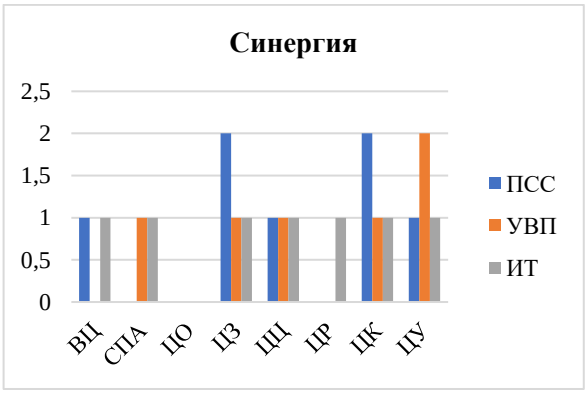
The success of the event depends not only on the quality of organization and the professionalism of the moderator, but also on the motivation of the participants themselves, on what preliminary work was carried out to study and form it. From experience,we can say that the interest and support of the company's top person plays a key role. As a rule, this acts as a powerful impetus for joint fruitful work.

To understand how effective the program was, diagnostic tools were used, modified in accordance with the features of this program. The following methods were used: the methodology for studying the professional and value orientations of employees (N.A. Samoilik), the methodology for studying the scale of the socio-psychological atmosphere according to Fidler, the method for calculating the individual contribution of an employee to the digitalization of the university.

3 RESULTS

To analyze the results obtained, let us visualize the changes in indicators (Fig. 1).





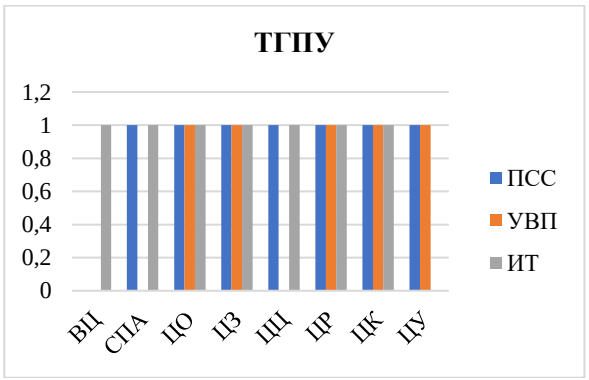


Figure 1: Changes in the indicators of the CSS, the socio-psychological atmosphere, the contribution of members of professional groups of universities after the groups completed the Program (in the difference in measurements, within the walls).

During the work at TSPU, good and encouraging results were obtained. In five categories of personal values (out of the six considered), a positive shift is visible. This applies to IT specialists, who have increased their personal contribution and improved psychological climate, and specialists from the faculty category, who have improved their psychological atmosphere.

At the same time, the data obtained from other universities that participated in the experiment do not give positive dynamic results. For example, the contribution of teaching staff to the CT has not changed, while that of IT and UVP specialists has increased quite a bit. As for the psychological climate, it has remained at the same level for OWP, while for teaching staff and IT it has grown very little. The same is true for the rest of the CSS components. They have either not changed much or have not changed at all.

As a result, we can conclude that during the work at TSPU, the effectiveness of the program developed by us was proved.

4 DISCUSSION

The motivational mechanism (MM) can be defined as a system of transition from the needs of an individual to the ability to fulfill them by carrying out a certain work activity and demonstrating a certain work behavior.

It is important to take into account that at the individual level, MM is combined with the

mechanisms of involvement, critical thinking, and emotional stability. At the group level, with the mechanisms of intragroup and intergroup interaction, while remaining dominant.

MM can be grouped into three groups: 1) autonomy, responsibility, freedom; 2) the opportunity to improve their skills, grow as technical specialists; 3) Setting clear goals.

Autonomy begins with building people's trust. The difficulty here is that the process is completely different for each person. The level of humanity of the IT organization comes first (Bulgakov, 2023). An analysis of the best practices of working with personnel shows that it is a good practice to show that every employee is also a human being and is also vulnerable. In this case, it is possible to use psychological technologies based on the exchange of experiences (Skripkina, 1998).The peculiarity of trust is its functioning: trust is both restored and built. IT staff should be given choices, responsibilities, opportunities, and key elements of autonomy. Thus, the algorithm of the autonomy mechanism can be represented by the following sequence of actions with employees of IT organizations: 1) build trust; 2) to give a choice; 3) distribute responsibility; 4) Provide opportunities. It is important to remember that autonomy is NOT: a) working alone; b) anarchy; c) carelessness; d) permissiveness. It is the joint work of all staff together on a common cause.

And one more thing. It's important to experiment with implementing autonomous teams if there's an understanding that IT professionals aren't motivated enough, they're not independent enough. The use of the "Autonomy" PM is perceived by managers as incomprehensible. They reason: "No one has ever done this before, it seems, tried it. And what will happen if people start scattering, pulling their teams in different directions like a swan, a crayfish and a pike" (from unstructured interviews with heads of IT organizations). However, it is possible to cope with this, starting with providing information on how to solve your issues on your own. The first time to help, and then on your own. It's important to be a leader, not a boss.

*Sufficient degree of freedom. IT*specialists with a high level of self-organization, they want to build their own schedule as efficiently as possible. It is important to encourage leadership and creative thinking. A free organizational environment allows an IT company to respond more flexibly to external changes and to solving internal issues.

Motivation by innovation. Participation in the creation of objectively new solutions allows employees to feel a "professional drive". To remain a sought-after specialist in the IT field, it is necessary to have knowledge of the technologies of tomorrow, quickly receive and apply new practical experience. Our task is to create opportunities for continuous training of employees, as well as to create opportunities for the implementation of new knowledge in work. In addition, our company independently develops new technologies for implementation – for this purpose, we have formed a separate direction dealing with innovative technologies.

Work in successfully formed project teams. It allows you to feel confident, to become an integral part of the future success of the team, in which the contribution of each member is important. In teams, as a rule, each of the specialists participates in making a common decision, while the management principles adopted in the company are aimed at recognizing the merits of each member of the project team. We always give our colleagues the opportunity to say thank you to each other, both formally – by posting a thank you on the corporate portal – and during corporate holidays.

MM of corporate culture. The effect of MM depends on the resources of the IT company, its composition, in our study it is an organization of 20-80 people. As a rule, an IT company implements several projects at the same time. The principle of combining work and rest without time gaps, even at minimal cost to the IT organization, allows you to organize work continuously. As a result, a tradition of forming a healthy lifestyle is formed, which unites the entire team, creates a corporate spirit and interests candidates when viewing a vacancy. The experience of "hobby groups" is interesting Their palette is diverse (sports, literature, national cuisines, etc.), and the result is noticeable – employees begin to interact openly and transparently (Lebedev, 2019).

Following the principle "developing employees, developing the business", it is important to maintain a balance, when, along with all bonuses, there is financial motivation, career growth, and development in competencies.

Viktor Frankl said that there are three royal paths to meaning: Creation (what we give to the world), Experience (what we take from the world), Attitude (how we relate to suffering (Frankl, 2018).

5 CONCLUSIONS

The results obtained by us correlate with the data of the study by St. M. Southwick and P. S. Charney (Southwick, Charney, 2019), in which 9 factors were

identified that are the basis for IT specialists to be resistant, i.e. resistant.

A comparison of the results of the above studies shows the similarity of stability factors among Russian and foreign IT specialists, which indicates the unity of this professional group and its apparent generalization. At the same time, there are differences. For example, American IT specialists have a low factor of social support, while Russian IT specialists have a low factor of the presence of role models of sustainability, factors account for 0.001% of the variance of the total variance by groups. There is a difference in the factor of physical activity, which is more evident in Americans. In our opinion, the above data show the competitive advantage of domestic IT specialists over foreign ones.

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