

# Features of Labor Behavior of Graduates of Postgraduate Studies in Russia

Aleksandr Litvinyuk<sup>1,\*</sup>, Larisa Kartashova<sup>1</sup>, Pavel Zhuravlev<sup>1</sup>, Lyudmila  
Ivanova-Shvets<sup>1</sup>

<sup>1</sup> *Plekhanov Russian University of Economics, Moscow, Russia*

\*Email: [litvinyuk.aa@rea.ru](mailto:litvinyuk.aa@rea.ru)

## ABSTRACT

A scientific study results comparing the basic scales of the MMPI test of young professionals focused on working in the academic field with the average scales of successful scientists and university teachers are presented. The methodological basis of the study was the methodology based on the standard interpretation of the basic scales of the MMPI test. The results obtained give every reason to question the effectiveness of measures taken in Russia aimed at rejuvenating the labor potential of academic organisations, since, in most cases, the profiles of university graduates who intend to develop their career trajectory in the academic field, when compared with the profiles of successful scientists and teachers, have relatively significant differences. The nature of these differences may contribute in the very near future to the modification of labor activity in creative organisations into a model where the quality of office work and strict compliance with all labor regulations will be considered as an effective variant of the personnel management system. The creative nature of the staff's work will be assessed as an undesirable deviation from the established labor regulations. To eliminate such a negative trend, it is necessary to conduct a PR campaign within the state to increase the social prestige of scientific and pedagogical activities in academic organisations. This will make it possible to attract talented young specialists to graduate school and further assign them to academic organisations and could successfully engage in creative activities and not those university graduates who could not "get a job" in commercial organisations or state (municipal) institutions.

**Keywords:** *MMPI, Higher school, Science, Human resources, Creativity.*

## 1. INTRODUCTION

In our opinion, the development of human resources involved in the academic segment of the labor market is slowing down due to the presence of two urgent and unresolved problems in modern Russia:

- search, attraction and retention of talented young specialists in academic organisations;
- the lack of an effective motivation system for young professionals aimed at sustainable employment in science and higher education.

Ignoring the problems formulated above will inevitably and in the very near future lead to a further

decrease in the effectiveness of science and higher education in our country.

It should be noted that in Russian science, studies of these problems are conducted. Still, they are most often focused on modernising the system of material rewards operating in the field of activity under consideration [1, 2, etc.] and, with rare exceptions [3, 4 and 5], enter the subject field of other scientific disciplines.

In this regard, it is necessary to consider the existing differences in the qualitative characteristics of young professionals consciously building their professional careers in the academic field (group A) with the same parameters of sufficiently successful scientists and teachers of Russian universities (group B).

## 2. RESEARCH METHODOLOGY

Methodologically, the study was based on comparing the average MMPI profile of the two groups mentioned above of respondents. The selection of young specialists was based on a survey of graduate school graduates, master's degree and speciality of the Plekhanov Russian University of Economics and its territorial divisions. We determined successful scientists and teachers based on the expert opinion of their direct supervisors and the indicators of the h-index (Hirsch index) in the Russian Scientific Electronic Library database (elibrary.Ru). The average MMPI profile was calculated by entering the respondents' answers to the test question most frequently chosen into the matrix.

The total sample size was 521 people. The respondents of group A – 54%, and group B - 46%.

## 3. RESEARCH RESULTS

Analysing the average values of the main clinical scales of the MMPI test for two groups of respondents (Table 1), it is possible to draw fairly definite conclusions.

As can be seen from the data in Table 1, the most extensive range of variation in the severity of the MMPI scales is observed at points  $M_f$ ,  $H_y$  and  $P_t$ . Let's consider the semantic interpretation of the identified deviations following their classical description in the standard version of the MMPI test [6].

*M<sub>f</sub> scale (Masculinity/Femininity).* Group A respondents have the most significant deviations (+14.1) from similar indicators of control group B. In our study context; this corresponds to the forms of their

work behavior that are atypical for gender.

For males, this means behavioral traits in the workplace that are traditionally attributed to females: receptivity and dreaminess, aesthetics, humanism, an increased need for communication and belonging, sensitivity to insults and remarks, high sensitivity.

Women in modern Russia are more often focused on academic careers than men [7], masculinity, independence of behavior, emancipation, perseverance and perseverance in work, competitiveness. Usually, these traits are considered masculine.

This circumstance shows that the rejuvenation of the science and higher education personnel will further strengthen women's positions in making key managerial decisions in academic organisations [8]. At present, their share in the number of researchers in Russia is already about 43%, with a global indicator of only 29%. In Germany, the proportion of female researchers is 28%, and in Japan, the ratio of female researchers is 16% [8].

*The H<sub>y</sub> scale (Hysteria).* The scale of variation (+10) diagnoses more pronounced signs of emotional immaturity in potential teachers and researchers. A slight infantilism complements them in combination with dependent tendencies. Such persons are less able to make independent managerial decisions and try to evade responsibility for their actions by seeking external protection. In their work behavior, more often than in Group B respondents, emotional conclusions and decisions prevail over the logical justifications of their actions.

*P<sub>t</sub> scale (Psychasthenia).* Higher values of indicators on this scale for representatives of group A show that potential scientific and pedagogical workers differ from

**Table 1.** Averaged clinical scales of the MMPI test of graduate graduates who want to continue their studies in graduate school, and similar indicators of successful teachers and researchers (T-points)

Standard coding of clinical scales	Groups of respondents		Scope of variation (A-B)
	A	B	
Mf	76.3	62.1	+14.2
Pd	72.5	65.4	+7.1
Pt	68.3	58.9	+9.4
Sc	70.1	63.1	+7.00
Si	60.9	55.0	+5.9
D	57.9	64.1	- 6.2
Pa	57.6	63.1	-5.5
Hy	60.1	50.1	+10.0
Ma	51.3	55.4	-4.1
HS	50.3	49.5	+0.8

Source: author's data

representatives of the control group by a higher level of indecision and self-doubt. As a rule, in the workplace, this leads to abnormally great attention to actual or possible professional failures and the low ability of an individual to expel negative emotions from consciousness. Because of this, individuals will try to remember and control even insignificant details and predict mainly pessimistic, negative options to develop the current or future situation. Consequently, chronic and prolonged states of a generalised anxiety disorder (anxiety neurosis) are more likely for them than for representatives of group B [9]. To eliminate such conditions, representatives of group A are more likely to form an excessive system of regulation of labor behavior. This allows them to absolve themselves of responsibility for the results of management decisions because the options for actions are already prescribed in the organisation, and they need to be carried out and not generated independently.

#### 4. RESULTS DISCUSSION

Let's consider the objective reasons for the appearance of the situation described above. The low efficiency of the system of scientific personnel training adopted in modern Russia is no longer disputed in scientific discussions and is perceived as an absolute fact. Interesting are the results of a survey conducted by well-known experts in the management of higher educational institutions, Reznik S.D. and Chemizov I.S. [10]. Its results clearly showed that the main reasons for the reluctance of talented and creative university graduates to engage in academic activities are primarily material problems. This leads to the replacement of vacant jobs by not quite professionally suitable candidates, who, as a rule, cannot, due to their psychological characteristics and characteristics, successfully find a job in the commercial sphere.

In addition to the above survey data, it makes sense to focus on another aspect of the problem under consideration.

Many managers managing Russian academic structures lack developed professional competencies in HR management, taking into account the specifics of its implementation in science and higher education. Often they act intuitively, gaining experience from their mistakes. It is difficult for them to design an effective system of motivation and retention of creative workers [11]. This actualises when creative representatives of young professionals do not form stable internal attitudes to their professional development in science and higher education.

To date, the only effective way to attract talented and adequate young specialists to the field of activity we are investigating, in our opinion, is a purposeful state policy to improve the image of a scientist and a teacher

of higher education and a somewhat different policy of material rewards in higher educational institutions and scientific organisations [11]. And it would be good to transform the system and criteria of remuneration concerning all scientific and pedagogical workers, not only to young specialists. In strategic terms, this will make it possible, through a clear example, to retain promising, and not just "young specialists", in the academic field of professional activity.

#### 5. CONCLUSIONS

Following the above conclusions and the data in Table 1, it can be reasonably assumed that in the field of science and higher education, differences in labor behavior arising from belonging to different generations and the dynamics of changes in the prestige of the studied field of activity will actualise in the foreseeable future such options for the formation of a personnel management system as a typical Russian. hardware bureaucracy, strict regulation of absolutely all forms and labor operations of scientific and pedagogical workers, a negative attitude to creative and independent decision-making workers, the creation of an extensive, all-encompassing system of operational control of labor behavior. This usually leads to transforming the nature of work into an "office option" when compliance with labor regulations and the quality of office work becomes the main criterion for the organisation's effectiveness. At the same time, creative indicators fade into the background.

The analysis of the most significant deviations of the MMPI clinical scales demonstrates that the process of rejuvenation of the personnel of academic organisations supported by administrative measures of influence by attracting young specialists who are currently motivated to develop in science and higher education will lead to the development of the following trends in academic HR management:

- further strengthening of the role of women in the management of academic organisations, which can lead to gender imbalances and, as a result, to a decrease in the creativity of scientific and pedagogical workers;
- increased use in the power structure and the influence of the hardware bureaucracy, which will inevitably lead to strict regulation of all labor actions;
- suppression of elements of creativity and creativity in the work of staff, etc.

All of the above requires specific regulatory measures from the state, which would raise the prestige in the eyes of talented young people of the academic sphere of work. This made it possible to attract not random people but talented and creative graduates of Russian universities.

## CONTRIBUTION OF THE AUTHORS

Litvinyuk A.A. - scientific article editorial, conducting surveys and processing their results.

Kartashova L.A. - analysis of foreign research on the subject of the article.

Zhuravlev P.V. - participation in the survey of respondents.

Ivanova-Shvets L.N. - analysis of Russian research on the subject of the article

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