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PROFESSIONAL ACTIVITY MOTIVES OF PRIVATE SECURITY COMPANY EMPLOYEES FOR SUSTAINABLE DEVELOPMENT

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Abstract. The present study is devoted to researching the peculiarities of the hierarchy of motives in the structure of professional motivation as a sign of success of the professional activity of private security company employees in Latvia. C. Zamfir's Work Motivation Inventory (WMI) was applied as the research method. The results have revealed that the motives directly related to professional activity do not have a leading function. The presence of the authoritarian syndrome as an axiological political phenomenon, which serves the regulating function of company employee behaviour, indicates the existence of an internal crisis and the necessity of changes in the operation of the companies. It is stated that the combination of motives with high ranks in the structure of professional motivation can be viewed as a prognostic factor of sustainability/unsustainability of development of the company as a whole.

Keywords: authoritarian syndrome, professional motivation, security company, sustainable development

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1. Introduction

The issues of professional competence and self-development techniques are studied in different scientific and applied fields of life. There exist various approaches to assessment of competence in professional activity. Today there are enough opportunities for professional growth: if necessary, one can continue education or acquire an additional qualification. Competence in the professional activity is often declared as a process of cooperation and collaboration of the employer and the employees. However in reality, the employer controls, explains, gives instructions and forces (our emphasis) the employees to fulfil their professional obligations stated in the work agreement. The employees quite often passively obey the requirements of the management without going deep into solving the problem at hand and without specifying the way of completing the task, i.e. the professional activity has a formal nature – the manager processes and transmits information, but the subordinate perceives, memorizes, and produces the information on demand (Dessler 2014).

Sustainable development of professionally competent specialists is possible when there is a harmonious relationship among the individual, the society, and nature: while satisfying the needs of today, we must search for a compromise for satisfying the needs of future generations (Brundtland 1987). A compromise between the

present and the future is coordination of the modern needs of society for solving social and economic issues in the future. The future well-being is oriented at behaviour, at the changing value system, and at the basic needs of the modern human being. Future priorities must be viewed only in the context of the qualitative change of the person's attitude to their professional activity (Derkach *et al.* 2000).

In our view, for social and economic achievements, for preserving the resources and culture of society, an important personality component for sustainable development is innovative and positive thinking of the professionally competent specialist (Lace *et al.* 2015; Organisjana *et al.* 2015; Njaramba *et al.* 2015; Rezk *et al.* 2016; Samašonok *et al.* 2016; Prakapavičiūtė, Korsakienė 2016; Raudeliūnienė *et al.* 2016; Dalati 2016; Fuschi, Tvaronavičienė 2016). People differ in their linguistic affiliation, education, previous experience, and worldview. Sustainable development is determined by harmonious relationships in society, by historical and cultural heritage and awareness of it, and by preserving ethnic identity. In the constantly changing world, the human being is only one form of the joint life cycle. Everyone needs group affiliation and professional affiliation. The success of professional activity for sustainable development is determined by the special process of socialization of the person and the possibility of self-realization, and promotes the improvement of relationships in the group and tolerance for the cultural values of other people. In this regard it is necessary to emphasize the sector of private entrepreneurship as the widest field for the possibility of realization of ideas for sustainable development (Parra 2013).

Today, specialists of private security company services are in demand. Modern effective protection is impossible without the application of a complex of technical aids: alarms, different sensors, video surveillance, etc. Apart from technical means and legal knowledge, the employees must possess the communicative competence in the system "person-to-person". Good teamwork and cooperation with professional colleagues in extreme situations is necessary. The clients of security company employees expect protection of their interests, business, property, separate premises or a complex of the enterprise, i.e. real estate property as a whole. Private security company service specialists undergo special training, and such personal qualities as responsibility, excellent physical fitness, striving for personal development and self-education are required.

Professional personality development is closely related to achievement of the peak of professionalism in one's professional development. Professional development implies personal development in the process of choosing a profession, acquiring professional education, and qualitative and productive fulfilment of professional obligations. Both in the process of professional education and in the process of completing the professional activities, a very important factor is the person's inner incentive for work – their motivation. Motivation directs the person, drives them towards the goal, and promotes achievement of the highest level of personal and professional development.

True professionalism is always identified with strong and sustained motivational orientation towards activity fulfilment and achievement of results. A certain motivational basis, on which a person can achieve heights in their professional development, should exist at any age (Pinder 2008).

Motivation drives people to be active and professionally competent, and to accurately fulfil work requirements. Aims of the professional activity and behavioural peculiarities of employees are determined by motives (Hackman and Oldham 1980).

After about five years of working in the profession, employees quite often start experiencing the process of stagnation: their health declines, activity level diminishes, signs of depression and emotional burnout appear (Vodopyanova and Starchenkova 2009). The choice of a profession corresponds to the desired lifestyle provided by the social situation; however motivation for sustainable personal and professional development comes from within a person. The desire of the employee to be professionally competent is one of the components of professional activity, whereas the structure of professional motivation is an important component of professionalism. Professional activity should be built so that, first of all, the need for professional competence is developed. Without such a need, professionalism does not form; only needs make a person put forward aims and objectives for their achievement, and then perform the corresponding professional activity. Therefore profes-

sional activity should be built in such a way that the need to be a professionally competent specialist becomes foremost. If the social situation does not promote satisfaction of needs, it causes intrinsic dissonance (Leontiev 2003), which can launch the mechanism of search activity in another professional sphere.

The maximum effect in the professional activity can only be achieved if the employees possess intrinsic incentive for successful fulfilment of their professional obligations. In other words, the hierarchy of motives in the structure of motivation determines the activity level of the subject in acquisition of professional competences. At the same time, it is known that any professional activity is polymotivated, i.e. it is prompted by more than one motive (Leontiev 2003).

Among these there are always the dominating motives at the top of the hierarchical structure of the individual's motivational sphere, which determine the orientation of the professional activity and its results. Each motive has a specific place in the hierarchy of motives where it fulfils the prompting function. However, in every specific case motivation is ambiguous – it depends on many objective factors; however the fundamental hierarchical core must be sustainable because the level of formation of motivation depends on the development of the individual as a whole: their life stance, beliefs, personal orientation, and professional competence. In the motivation system of professional activity, intrinsic and extrinsic motives are intertwined. Intrinsic motives include self-realization, personal development, and growth of professional competence, whereas extrinsic motives are financial reward, prestige, and work as behaviour imposed by social status (Heckhausen and Heckhausen 2010).

One of the possible conditions for sustainable development of a professionally competent individual is increasing the share of intrinsic motivation in the professional activity. In the process of development of intrinsic motivation there is a shift of the extrinsic motive towards the aim of the professional activity. We believe that the dynamics of the hierarchy of motives can be viewed as one of the factors in the assessment of sustainable development of professional competence of private security company employees.

Therefore the hierarchy of motives in the motivation structure for the professional activity of private security company employees is studied as a success factor in the professional activity of employees and the sustainable development of an enterprise as a whole.

2. General background and methods of the research

The hypothesis put forward in the present study on the peculiarities of the hierarchy of motives in the structure of professional activity of employees with different length of employment in private security companies is based on the following research principles:

- The respondent survey is anonymous;
- The respondents were informed that there is no right or wrong answer;
- All the survey participants were offered a personal consultation about the results of the survey if necessary;
- Respecting the wish of the employers, the names and locations of the private security companies are not mentioned and the employee work responsibilities are not specified.

The survey was conducted in two stages: determining the hierarchy of motives in the motivation structure of the professional activity and studying the correlation of motives in the professional activity motivation structure with the length of employment of the private security company employees.

Participants

The survey participants were 80 employees of private security companies in Latvia regardless of gender or age.

For the study of peculiarities of the hierarchy of motives in the motivation structure of the professional activity, the respondents were divided into four arbitrary groups of 20 people according to their length of employment in private security companies. The first group consisted of respondents with less than 5 years of employment in

the security service field; the second group – respondents with the employment length from 5 to 10 years; the third group – respondents with the employment length from 10 to 15 years; the fourth group – respondents with the employment length of more than 15 years.

Methods

The study participants were asked to fill in Catalin Zamfir's (1983) Work Motivation Inventory (WMI) in Yevgeny Ilyin's (2011) modification. According to WMI, work activity motivation structure consists of 7 motives combined into the following three motivational complexes: Intrinsic Motivation (IM) – satisfaction gained from the process and the result of work and an opportunity for self-realization; Extrinsic Positive Motivation (EPM) – salary, aspiration for career growth and orientation to prestige and respect of other people (social status); Extrinsic Negative Motivation (ENM) – avoiding criticism from colleagues and management (relationship with administration and colleagues), avoiding possible troubles or punishment. The employees assessed the degree of importance of each motive on a 5-point scale from 1 (the least important) to 5 (the most important).

The quantitative data obtained for each motive were statistically processed to calculate the mean value for each motive. Then the leading motives with the highest rank in the motivation structure of the professional activity were determined for each employee, which were then averaged and summarized in groups according to the length of employment.

3. Results and Interpretation

We suggest interpreting propositions and motives in the motivation structure of professional activity by Zamfir (1983) in relation to the following categories of motives:

- broad social motives – avoiding criticism from colleagues and management (relationship with administration and colleagues), aspiration for career growth;
- narrow personal motives – salary and orientation to prestige and respect of other people (social status);
- motives of direct professional activity – self-realization and satisfaction gained from the process and the result of work (work satisfaction);
- avoiding troubles – individual's characteristic motivational preference.

The leading places in the motivation structure of professional activity of private security company employees with the length of employment less than 5 years are occupied by the motives “self-realization”, “work satisfaction”, and “avoiding troubles”. The motive “relationship with administration and colleagues” received the lowest rank.

For employees with the employment length from 5 to 10 years, the motives “social status” and “avoiding troubles” are at the top of the hierarchy of motives. The motives “relationship with administration and colleagues” and “career growth” have little importance.

In the motivation structure of professional activity of private security company employees with the employment length from 10 to 15 years, the first and second place is occupied by the motives «work satisfaction» and “avoiding troubles”, followed by the motive “social status”, but the motive “career growth” is at the bottom of the hierarchy.

For the employees who have been working in the system of private security companies for more than 15 years, the motive “avoiding troubles” takes the first place, followed by the motives “work satisfaction”, “social status”, and “salary”. It was established that the motives “relationship with administration and colleagues”, and “career growth” occupy the last places in the motivation structure of professional activity.

The obtained hierarchy of motives in the motivation structure of professional activity of private security company employees according to length of employment is reflected in Figure 1.

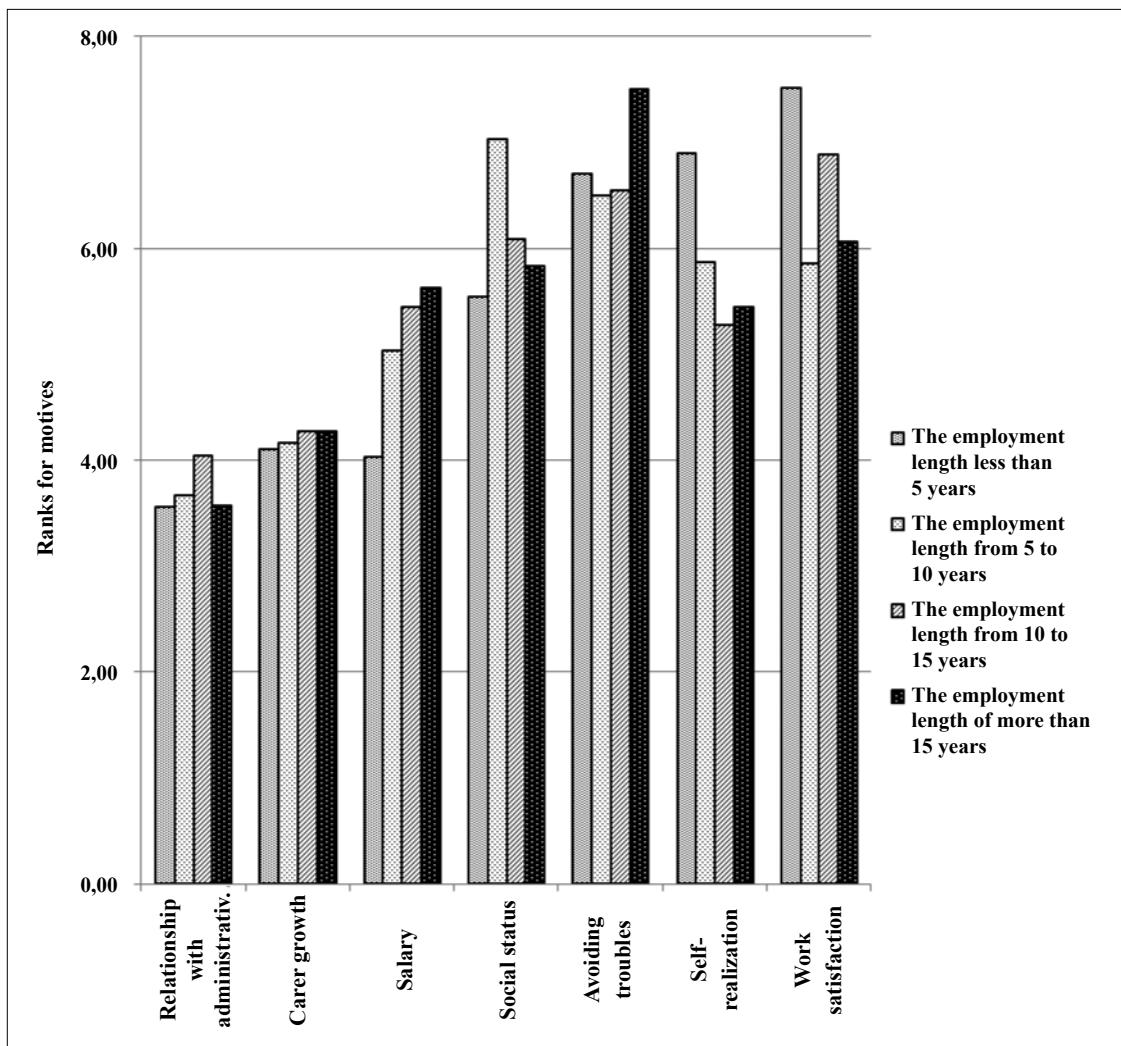


Fig. 1. Hierarchy of motives of private security company employees according to length of employment

The results indicate that in the motivation structure of professional activity of private security company employees, for the respondents of all four arbitrarily distinguished groups, the highest places are occupied by the motives of direct professional activity – “self-realization” and “work satisfaction”, as well as the motive “avoiding troubles” distinguished by Ilyin (2011) as an individual’s characteristic motivational preference. According to Zamfir (1983), the combination of motives in which extrinsic negative motivation (ENM) dominates extrinsic positive and intrinsic motives is the worst motivational complex.

It can be assumed that such a result reflects the positive image of a professional employee expected or desired by the management, as well as a desire to exhibit socially approved behaviour (Ajzen 1991). In our view, the motives of professional activity are not expressed in the behaviour of the employees because the motive “avoiding troubles” has a significant place in the hierarchy. Such combination of motives is possible in a situation where in the process of achieving the result the employees accentuate the possibility of failure. In other words, the fear of losing the job determines the desire of employees to have a positive business relationship with the employer, to be diligent workers, to precisely fulfil their work duties, and to cooperate with colleagues. Unfortunately, the level of emotional instability of the employee personality can also rise because the need for achievement is unstable, which in turn leads to a faster onset of professional burnout (Boiko 2008).

A dominating combination of the three motives “avoiding troubles”, “work satisfaction” and “self-realization” in the motivation structure of professional activity of private security company employees usually indicates authoritarianism in the relationship system “superior – subordinate” (Deineka 1999). Satisfaction gained from

the process of work and from achievement of a positive result directly depends on praise or reproach by the management and on criticism from colleagues, which can lead to perfectionism and workaholism (Lafferty and Lafferty 1997).

However, for all four groups of security company employees with different length of employment, the motive “relationship with administration and colleagues” has the last place in the hierarchy of motives. Such state of affairs can be explained by the fact that career growth is important to the employees, which provides not so much a promotion as an increase of the financial reward. In our view, for the employees, financial well-being is not related to professional growth and mental activity, with learning and self-improvement.

To reveal possible presence of significant correlations, the Pearson linear correlation analysis was applied. Based on the obtained results of the correlation analysis, it can be stated that no statistically significant correlation of the motives “career growth”, “relationship with administration and colleagues”, “work satisfaction”, “social status”, and “avoiding troubles” was found with the employment length less than 15 years in the system of private security companies. A statistically significant correlation was found among the motivational profiles in the group of employees whose length of employment in the system of private security companies is greater than 15 years. The obtained results are presented in Table 1.

Table 1. Correlation among motivational profiles in the group of employees whose length of employment exceeds 15 years

| Motives | Relationship with administration and colleagues | Career growth | Salary | Social status | Avoiding troubles | Self-realization | Work satisfaction |
|---|---|---------------|--------------|---------------|-------------------|------------------|-------------------|
| The employment length more than 15 years | .025 | .002 | .429* | -.003 | .088 | -.325* | -.163 |

Note: * Correlation is significant at the 0.05 level (2-tailed) and ** Correlation is significant at the 0.01 level (2-tailed)

As can be seen from Table 1, the motive of financial well-being depends on the length of employment: the greater the length of employment, the more significant and important the motive „salary” becomes. The motive “self-realization” also depends on the length of employment: the greater the length of employment, the less significant becomes the motive „self-realization”.

4. Discussion

Many factors influence the sustainable development of economy; moreover, the variation of these factors can reflect the specific character of economic subsectors (Tvaronavičienė *et al.* 2014).

Sustainable development in the paradigm framework of the present study is the orientation of the scientific and technical development of the company where development of personality and institutional changes are in accordance with each other and strengthen the existing and future potential for satisfying personal and professional needs and aspirations of the staff. On the one hand, we are talking about ensuring the quality of life of private security company employees, on the other, about continuous self-sufficient development of the organization. Based on the broadening of personal choice as the most important value, the concept of sustainable development implies that the person should participate in the processes that form their life sphere, contribute to making and realizing decisions, and control the execution of those decisions (Pereira *et al.* 2014).

However, it is necessary to note the existence of such an axiological political phenomenon as the “authoritarian syndrome”, which becomes activated in conditions of economic crisis. It is one of the components of the political culture of transitional societies (Adorno 2012).

Axiological aspects are brought to the forefront; hence the cultivation of the values of power, authority, and

hierarchy at the heart of society and institutional activity. Extrinsic instrumental values are safety, minimization of effort, and social security. Intrinsic values are professional development, social reputation, vocation, self-development, and self-assertion. The authoritarian syndrome responds to institutional changes and depends on socioeconomic and cultural political characteristics. The authoritarian syndrome as a system creates and regulates the actions of the company management. The regulating side is realized through norms and values that limit behaviour of employees, whereas the creative side fills the actions of management with substance, allowing employees to understand the situation and to correlate their actions and expectations with others (Karmin 2000).

Stability and prevalence of the authoritarian syndrome in transforming societies is usually explained as the consequence of the following: the individual gives preference to instrumental instead of intrinsic values; the values and norms of the group to which the individual belongs dominate. Usually in such societies the power distance is high, and employees strive for dependence or interdependence (Hofstede 2010).

The social component of sustainability of development is oriented at the person and directed at preserving the stability of social and cultural systems, which includes decreasing the number of destructive conflicts among people. A significant role is assigned to interpersonal interaction of employees and to the ability to adapt to colleagues (Lans *et al.* 2014). Thus in the situation of the private security companies that we studied, the achievement of social and professional justice is important both in each arbitrarily distinguished group with different lengths of employment and in „intergenerational” justice. Lack of sustainability in the social component and authoritarian management of the organization creates psychological instability among employees.

We believe that the characteristics of the hierarchy of motives in the professional motivation structure of employees are the key to understanding the direction of development of the company as a whole and sustainability in particular. Later on, understanding of how the combination of personal values and group norms influences employee behaviour will allow explaining how the combination of personal and group factors functions for sustainable development of private security companies. Furthermore, there exists the so-called integral approach of the concept of private entrepreneurship, which relates intrinsic personal qualities of employees to the degree of their acceptance of extrinsic norms and circumstances to make use of the changes that appear from outside (Raudeliūnienė *et al.* 2014).

The motives of professional activity are closely related to emotions. Special attention should be given to formation of positive emotions, which encourage the activity of private security company employees. The activity process should evoke positive feelings, which after a while can grow into a lasting feeling of joy, into a sense of pleasure from completed work. The employees will gain confidence in their own abilities and the opportunity to know their true worth. However the process of motivation of professional activity cannot be built on the hedonistic feeling alone. Evoking positive emotions creates the background and possibility for “shift of the extrinsic motive towards the aim of the professional activity”. A prerequisite for the “shift of the extrinsic motive towards the aim of the professional activity” is a deliberate desire for self-improvement and extending ones professional knowledge.

In conclusion it must be noted that the motives related directly to professional activity have not reached the level allocated to them in the multilevel structure of professional motivation. However, the hierarchy of motives is not a constant value – it changes and develops, acquiring different substance. To achieve sustainability in development, the modern private company will have to form sufficient sustainability competences of their management through knowledge and understanding that social interaction enables the connection of personal ideas, views, and feelings of different people (Wals and Kieft 2010).

Thereby creation of a more effective decision making system is promoted, which takes into account the previous experience of employees and encourages diversity of opinions in decision making situations (Galloway 2009).

Therefore it is necessary to stimulate and develop the motives related to self-improvement and self-realization in the professional activity.

Conclusions

The results of the study of the peculiarities of the hierarchy of motives in the structure of professional activity of private security company employees show that the motives directly related to professional activity for satisfying the need for self-realization in this particular activity do not have a leading function. These motives have not superseded the broad social motives of private security company employees but have been pushed to background by narrow personal motives.

The authoritarian syndrome, which serves the regulating function of company employee behaviour, indicates the necessity of organizational changes in the operation of private security companies. The existing situation can be interpreted as a favourable opportunity for adopting changes that promote sustainable development.

The variation of motives in the structure of professional motivation of private security company employees can be used as a factor for predicting the success of the professional activity of employees and sustainability of development of the company as a whole.

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