

# Survey of transport company employees' mindsets and values

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**Abstract.** This paper presents a study of the attitudes and values of employees in transport companies. The relevance of the study stems from the fact that the attitudes and values of employees affect the performance of the organisation in the same way as professional skills and often organisations do not find it necessary to pay attention to this, reducing the manager's job to identifying competencies. It is important for internal management to know the motivations and values of employees, because they are often transferred to colleagues and customers. The following methods were used in the research: diagnostics of socio-psychological orientations of personality in motivational and demand sphere by O. F. Potemkina, diagnostics of values - Schwarz questionnaire, peculiarities of internal marketing were studied by R. Mowday, R. Stiers, and L. Porter's method of personnel loyalty measurement. Sociopsychological attitudes have been shown to correlate with the values of transport company employees with different length of service. It was found that there is a significant direct correlation between the indicators "result" and "universalism", "work" and "achievement", "work", and "independence" for employees of the transport company with 15 to 20 years of work experience. For employees whose length of service varies from 5 to 15 years, there is a positive correlation between the indicators "process" and "independence", "work" and "stimulation", "money" and "independence". The study will make it possible to determine company development strategies through human resources, taking into account the length of service. This is necessary to optimise the performance of the entire transport company. Keywords: values, motivation and demand sphere, loyalty.

## 1 Introduction

Considering the changes in the Russian labour market, attracting and retaining qualified personnel is now a high priority for modern organisations. To achieve the goals set by the organisation, a manager must not only have a clear understanding of the main tasks of his

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unit or service but also be well aware of the motivations and values of his subordinates. He must find the levers that motivate all employees to work efficiently so that the objectives are achieved. This requires internal marketing. A set of marketing tools aimed at motivating and managing a customer-orientated workforce increases the organisation's effectiveness. Organisations need to conduct regular internal marketing assessments to effectively manage internal marketing activities. The attitudes and values of an individual allow us to assess the readiness of employees to accept corporate values and work for the benefit of the organisation [2].

The system of value orientations is individual for each individual. A person's maturity can be assessed by the way the values are differentiated in their consciousness, how the content side of value orientations, peculiar to a particular age period in the life of a person, meets the interests of society. This stable set of orientations and attitudes of a person is determined by a relatively constant set of social relations into which a person enters in the process of his or her life.

Internal marketing is a way of transmitting to employees the organisation's core values and ideas in such a way that they perceive it as their own. The employee, by working for the organisation, implements that very idea. Depending on the attitude towards work, the employee's behaviour in the workplace often evolves. There are two particular attitudes at work that have the most potential to influence the way we behave. These are job satisfaction and organisational commitment.

Job satisfaction is considered to be one of the feelings of people. The importance of this attitude is demonstrated by the large body of research on the subject. There is a relationship between job satisfaction and organisational commitment, because the things that make employees happy at work often make them more loyal to the company (5).

Employee loyalty to an organisation is the emotional attachment people have to the company for which they work. It relates to human values and attitudes. To the second component belong the internal factors of the employee, which are formed on the basis of value orientations.

What is it that contributes to developing loyalty to a company? Many studies show that employees pay attention to several aspects of their work environment, including management relations, co-worker relations and actual work [5].

When a person's abilities match the demands of the job and his values match those of the company, the employee tends to be more satisfied with his job and more loyal to the company for which he works.

## **2 Materials and methods**

In the context of the study, the attitude and values of transport company staff are considered inextricably linked to one another to determine performance. The internal marketing of a transport company organisation is presented as a visible effort by marketing staff to orient staff towards improving customer services. Adequate choice of marketing tools that increase intrinsic motivation and competent management of customer-oriented staff improve the performance of the transport organisation.

The study involved 60 employees of transport companies in Moscow: 30 people with 5 to 10 years of experience, the rest between 15 and 20 years. The study hypothesised that there is a relationship between attitudes and values of employees depending on the length of service in the context of the internal marketing of the transport organisation.

Value orientations were distinguished at the level of normative ideals and at the level of individual priorities, which fits well in the context of studying socio-psychological attitudes.

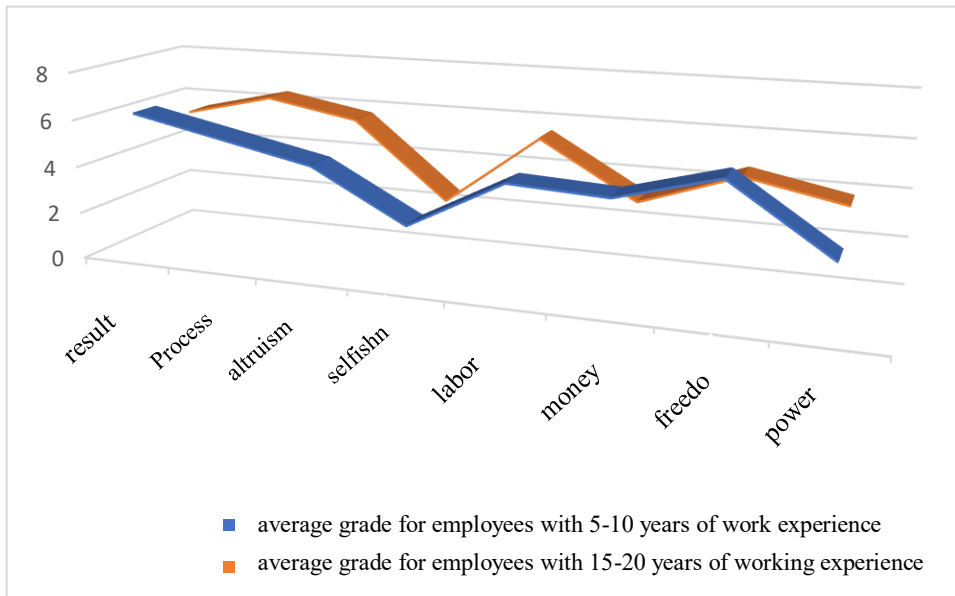
The aim of the study was to show the relationship between attitudes and value orientations of transport company employees. In the context of this research, socio-psychological

attitudes in the motivational-demand sphere were considered. The methodology of O.F. Potemkina was used, in order to determine employees highly motivated with harmonious orientation, low motivated and disharmoniously motivated. At research of values, social and individual values were singled out, using Schwartz's questionnaire such values as universalism, independence, achievement were singled out. Peculiarities of internal marketing were studied using the method of personnel loyalty measurement by R. Mowday, R. Steers and L. Porter. This tool is necessary to understand the relationship between internal marketing, value orientations and internal motivation of the staff.

Statistical processing of the results was carried out using IBM SPSS Statistics 21. In the course of the study, the mean values of the indicators, the corresponding squared deviations, the Spearman correlation coefficient, the Fisher criterion were calculated.

### 3 Results

The study was initiated with the diagnostics of personal socio-psychological attitudes in the motivational and demand sphere using the methodology of O.F. Potemkina. The average profiles of employees with different lengths of service are shown in Figure 1.



**Fig. 1.** Indicators of socio-psychological attitudes in the motivation and need sphere of transport company employees with different work experience.

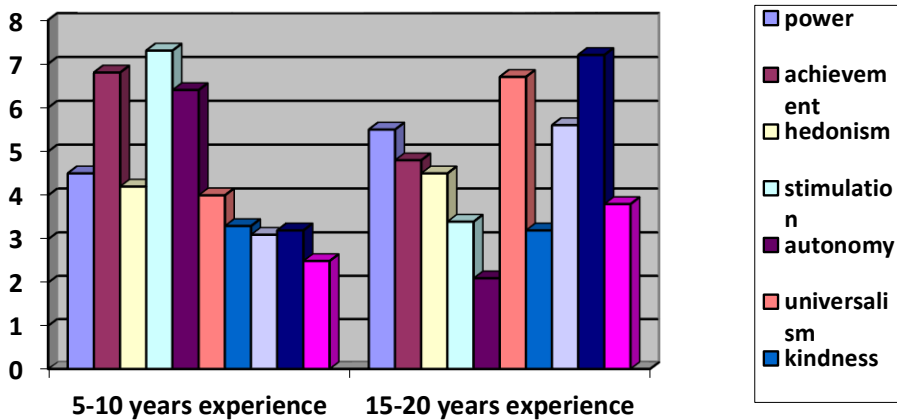
Analysis of the results showed that 45% of employees with 15 to 20 years of experience have a high level of process orientation, while only 23% of employees with 5 to 10 years of experience have a similarly high level. Results orientation is high among 64% of long-serving employees and only 33% of employees with 5 to 10 years of experience. Altruism is oriented by approximately the same percentage of employees, employees with more years of experience are mainly oriented towards work, and employees with between 5 and 10 years of experience are oriented towards money.

The calculation of the Fisher criterion showed that the obtained values of  $\varphi^*_{emp}$  are in the zone of significance for the indicators "high level", "medium level" and "low level": (level  $\varphi^*_{emp}$ : high 4.462 ( $p \leq 0.01$ ), medium 1.693 ( $p \leq 0.05$ ), low 3.437 ( $p \leq 0.01$ )), consequently, there are significant differences in the indicators of result orientation level in the group of

employees with 5 to 10 years of experience and the group of employees with 15 to 20 years of experience, for the three levels (high, medium and low). Thus, we can say that employees having experience from 5 to 10 years are more result oriented. These employees tend to achieve results in their activity despite everything - vanity, hindrances, failures.

Statistical values according to Fisher's test show: high 2.185 ( $p \leq 0.05$ ); medium 1.025 ( $p \leq 0.05$ ); low 3,409 ( $p \leq 0.01$ ), that there are significant differences in values of altruism orientation levels in the group of employees with 15 to 20 years of experience and in the group with 5 to 10 years of experience. Employees with 15 to 20 years of experience are more likely than those with 5 to 10 years of experience to have an altruism orientation. These employees will primarily act for the benefit of others, often to their own detriment (and the cause). Employees with 15 to 20 years of experience are more likely than those with 5 to 10 years of experience to have a work orientation (level  $\varphi^*_{emp}$ : high 2.175 ( $p \leq 0.01$ ), medium 0, 093 ( $p \leq 0.05$ ), low 1.207 ( $p \leq 0.01$ )). For these employees, work itself brings more joy and pleasure than other activities. Unlike the process attitude, here it is important for a person to feel that he/she is not just busy, but that he/she is working.

A study of employees' value orientations using Schwartz's methodology (see Figure 2) shows that stimulation is the most important value in the group of employees with 5-10 years of experience. Achievement and autonomy are also very important for these employees. The least important values are conformity and tradition. In the group of employees with 15-20 years of experience the most important value is safety and universalism, the least important are stimulation and autonomy.



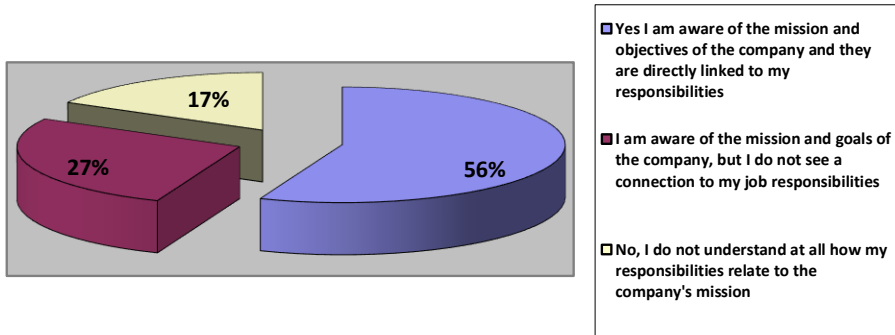
**Fig. 2.** Value orientations of transport company employees with different work experience.

To confirm the connection between socio-psychological attitudes and value orientations of employees, we conducted a correlation analysis between the studied indicators. It was found that there is a significant direct correlation between the indicators "result" and "universalism" at  $r_{st} = 0.568$  (significance level  $p \geq 0.05$ ), "work" and "achievement"  $r_{st} = 0.364$  (significance level  $p \geq 0.01$ ), "work" and "autonomy" ( $r_{st} = 0.466$  significance level  $p \geq 0.01$ ) for transport company employees with 15 to 20 years of work experience. Employees with 5 to 15 years of experience had a positive correlation between "process" and "autonomy"  $r_{st} = 0.568$  (significance level  $p \geq 0.05$ , "labour" and "stimulation"  $r_{st} = 0.234$  (significance level  $p \geq 0.05$ , "money" and "autonomy"  $r_{st} = 0.551$  (significance level  $p \geq 0.05$ ).

The definition of staff loyalty shows that about 70% of the employees surveyed are aware of the main mission and goals of their company and can consider themselves part of it.

Staff loyalty is directly related to their job satisfaction, which in turn depends on fulfilment of staff needs and expectations related to work, related to values, attitudes,

psychological traits and length of service. Of all the opportunities, bonuses and benefits offered, the most effective, according to experts with 5 to 10 years of experience, are paid courses in foreign languages, the opportunity to participate in international conferences, the provision of corporate transport, a subscription to a fitness club, as well as additional health insurance. For employees requiring 15 to 20 years' experience, direct involvement in the decision-making process and no loss of pay are important considerations.



**Fig. 3.** Determining staff loyalty in a transport company.

The relationship between socio-psychological attitudes and value orientations of transport company employees has thus been demonstrated.

## 4 Discussion

The results of this work complement the research of S.A. Nifediev [3], where the issue of personnel management in transport emergencies is considered. The leading role of intrinsic motivation in the coordinated work of personnel in emergency situations is noted. Kholikov I.V. [4] considers the problem of personnel management in transport from the point of view of the legal aspect of personnel management. The presented work is the presentation of one of the levers of personnel management on transport through the understanding of socio-psychological attitudes and values of employees. Derevyanchuk O.A. [1] in his work considers the general issues of values and their formation in the conditions of social change. The study of socio-psychological attitudes and values of transport company employees complements these studies as a general trend of the influence of value orientations on performance.

Comparing research results of other authors [2, 5] and our results, we can say that our research does not contradict modern studies of authors on this and similar subjects, but complements the research of connection of social and psychological attitude and value orientations of transport company employees. Chernozub L.S., presenting a two-component model of behavioral factors, notes the importance of motivational and demand sphere in determining and understanding the behavior of an individual, which does not contradict the results of our study and complements the two-component model.

## 5 Conclusion

The complexity of studying socio-psychological attitudes is due to many factors related to the subject's personal characteristics and values. The dynamic semantic system includes two levels of semantic regulation: the highest, formed by values, and the lowest - involved in the direct regulation of behaviour through the motivational sphere. The study of this topic seems

relevant not by itself, but in the context of personnel management.

A study of the characteristics of sociopsychological attitudes and values of employees with different years of experience in the context of internal marketing has proven that the group of employees with 15 to 20 years of experience has a higher level of orientation towards "process" and "altruism" than the group of employees with 5 to 10 years of experience. Employees with 5 to 10 years' seniority have a higher "results" and "selfishness" orientation than employees with 15 to 20 years' seniority.

We also determined that employees with 5 to 10 years of experience are more achievement orientated, have a need for stimulation, and self-sufficiency than employees with 10 to 15 years of experience. Employees with 15-20 years of experience are more safety and versatility oriented than employees with 5-10 years of experience.

Thus, the study showed that there is a link between the attitudes and values of the organisation's employees and work experience in the context of internal marketing.

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