

Gender Particularities of Value Ideals of Chiefs

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Abstract

The research work substantiated the relevance of studying the individual values of chiefs as the creators of organizational culture, which affect the socialization of a wide range of Ukrainian adults. The gender particularities of the content and structure of the value orientation of the private business chiefs were described in detail (data of comparative research of 39 respondents with the help of the Schwartz Personal Values Questionnaire). A significant difference in the evaluation of such basic motivational tendencies as "Power," "Hedonism," and "Tradition" were proved and the differences in the structural organizing of the value hierarchy of different representatives was also shown. The lists of terminal and instrumental values of chiefs were analyzed in detail and the leading tendencies in accordance with the gender status were also singled out. The structure of correlations between the value types was identified individually in the male and female respondents of the sample, demonstrating radical differences. A new scientific discovery that requires further development and verification was found as well as the gender differences in the realization of the desire to get sensual satisfaction and structurally organizing the values according to sex were identified.

Keywords : values, psychology of management, chief, Schwartz's method, gender differences of chiefs

JEL Classification : J16, M10, M12

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The central sense-making element of the activity of any enterprise or organization is its chief, that is, the person who ensures effective performance of tasks of the enterprise by means of authoritative powers (Akhmetshin, Vasilev, Mironov, Zatsarinnaya, Romanova & Yumashev, 2018). The chief carries out

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strategic planning and is personally responsible for the life activity of an organization. Besides, the chief solely represents the organization in the wide social and professional space that causes increased attention to his/her personal and business qualities (Bashir & Verma, 2016). Consciously or not, the chief creates a certain corporate culture around him/her, that is, a phenomenon that reflects the way an employee is identified and relevant behaviour in the result of the introduction and adoption of certain value models in the organization. Thus, the values of an individual person-chief, which are embodied in interpersonal behaviour, labour organization, products and services, spread and become a significant factor of the socialization of a more or less wide range of adults (Sapfirova, Volkova, & Petrushkina, 2015). This determines the relevance of studying the values of chiefs as holders of power and creators of organizational culture (Kokorev, 2019).

It is obvious that for effective management, chiefs should have a certain set of personal qualities and professional competencies, primarily, psychological and autopsychological competence, and a high level of self-organization and self-regulation of behavior (Lakshminarayanan, Pai, & Ramaprasad, 2016 ; Vivek, 2016). However, in reality, it often happens that the psychological culture of chiefs causes reasonable criticism (Akhmetshin, Ilyina, Kulibanova, & Teor, 2019). Among the modern Ukrainian scientists, studying psychology of chiefs in different fields of activity was undertaken in the research works of Grzhibovsky (2008), Shibutani (2002), Slobodianiuk (2000), Sobchik (2008), Vasiutynskyi (2005), and many others. Special attention has been paid to studying the psychological characteristics of female chiefs (Chiker, 2004 ; Korzhova, 2006). A special place in this problem field is the mutual impact of value orientations of an individual and organization (Zhuravliova, 2016). Valuable theoretical and empirical data on gender particularities of staff interaction in the organizations was accumulated (Tkalych, 2015).

The aim of the article is to identify the gender particularities of the content and structure of value orientations of the chiefs of commercial enterprises. This involved organizing the empirical research and collection of relevant diagnostic data, their statistical processing, and scientifically based interpretation.

Materials and Methods

The research took place in the summer of 2017 at the premises of commercial enterprises of private ownership of Kyiv City, Ukraine. The sample consisted of 39 chiefs of middle and higher level aged 30 - 48 years : 19 women (average age is 35.8) and 20 men (average age is 39.3). The respondents' participation in the survey was absolutely voluntary. To study the system of value orientations, we used the Schwartz Personal Values questionnaire, the most thoroughly developed and widely used in the world for determining core values and their structural interaction.

The Schwartz Personal Values questionnaire consists of two parts (57 and 40 clauses). It measures the significance of 10 core values represented in all human cultures through what lies at the basis of certain fundamental motivations that have a determining role in survival and normal functioning of both an individual and the society : power, achievements, hedonism, stimulation, independence, universalism, benevolence, traditions, conformity, and security. The undoubted advantage of the method is that these values are measured at two levels: as the ideals that serve as regulatory norms of life and as real behavioural manifestations of a person. For this, the questionnaire - self - report consists of two parts, which have different rating scales. The results of individual diagnostics are displayed on the so-called "motivational circle," that is, a conceptual scheme that reflects the author's concept of the interaction of values, the nature of their consistency, and proneness to conflict (Schwartz, 1992 ; Schwartz et al., 2012).

When interpreting the obtained empirical data, the methods of statistical analysis were used (descriptive statistics, non - parametric comparative analysis, correlation analysis, and graphical modelling). In addition, Microsoft Excel software packages and SPSS 16.00 were also used.

Regarding the results of the diagnostics of personal values in the sample of chiefs, the analysis revealed the advantage of the following scales: "Achievements," "Independence," "Security," "Benevolence," and "Power". The central tendencies (M arithmetic mean) and measure of spread (σ standard deviation) in subgroups of different sexes are presented in the Table 1.

Analysis and Results

Since the respondents were not numerous, and we did not expect a normal data distribution due to the specificity of the contingent, we chose the non - parametric method, namely, Mann - Whitney U test for comparative analysis. The Table 1 shows the asymptotic significance of the results obtained.

The results of the comparative analysis reveal statistically significant differences between the indicators of chiefs of different sexes only regarding three core values, and each case requires individual consideration :

(1) At the level of normative value ideals and behavioural manifestations, male chiefs clearly demonstrate a greater propensity for power than women. The central aim of this type of value is to achieve and maintain a dominant position within a holistic social system control or domination over people and means, wealth, and social image. An interesting fact is that "Achievements" related value (active competency in direct interaction) does not show gender differences.

Table 1. Comparison of Core Values of Chiefs of Different Sexes (20 Men and 19 Women)

Core Values According to Schwartz's Questionnaire	Part 1. Normative Ideals		Mann-Whitney U (Asymp. Sig.)	Part 2. Behavioural Principles		Mann-Whitney U (Asymp. Sig.)
	♂	♀		♂	♀	
Achievements	$M=5.58$ $\sigma=0.99$	$M=5.08$ $\sigma=1.04$	0.112	$M=2.64$ $\sigma=0.83$	$M=2.21$ $\sigma=0.75$	0.362
Power	$M=4.9$ $\sigma=0.87$	$M=3.95$ $\sigma=0.97$	0.006**	$M=2.24$ $\sigma=0.99$	$M=1.72$ $\sigma=0.35$	0.013*
Hedonism	$M=4.06$ $\sigma=1.14$	$M=2.67$ $\sigma=1.46$	0.070	$M=2.24$ $\sigma=1.40$	$M=1.22$ $\sigma=1.36$	0.009**
Independence	$M=5.35$ $\sigma=0.69$	$M=5.07$ $\sigma=0.76$	0.418	$M=2.71$ $\sigma=0.95$	$M=2.92$ $\sigma=0.70$	0.682
Stimulation	$M=3.72$ $\sigma=1.57$	$M=2.89$ $\sigma=1.71$	0.681	$M=1.62$ $\sigma=0.87$	$M=0.89$ $\sigma=1.26$	0.417
Conformity	$M=4.42$ $\sigma=1.28$	$M=4.33$ $\sigma=0.94$	0.611	$M=1.93$ $\sigma=1.06$	$M=1.63$ $\sigma=0.44$	0.950
Traditions	$M=2.76$ $\sigma=2.14$	$M=3.63$ $\sigma=1.17$	0.020*	$M=0.82$ $\sigma=0.97$	$M=1.23$ $\sigma=0.85$	0.259
Benevolence	$M=5.23$ $\sigma=0.79$	$M=5.27$ $\sigma=0.65$	0.362	$M=2.32$ $\sigma=0.57$	$M=2.38$ $\sigma=0.75$	0.361
Universalism	$M=4.29$ $\sigma=1.37$	$M=4.00$ $\sigma=1.05$	0.754	$M=2.1$ $\sigma=1.02$	$M=1.64$ $\sigma=1.11$	0.547
Security	$M=5.47$ $\sigma=1.06$	$M=5.33$ $\sigma=1.14$	0.615	$M=2.77$ $\sigma=0.78$	$M=2.83$ $\sigma=0.45$	0.546

Note. * The results show a statistically significant difference between the subgroups.

(2) The expression of "Hedonism" value prevails among men at the level of manifestations of social behaviour, but at the level of the declared values, this difference is less expressive and loses statistical significance ($p = 0.070$). That is, there is a gender difference in the realization of the desire to get enjoyment and sensual pleasure. The result is quite unexpected and still has proper scientific explanation. It should be noted that domestic researchers - authors of adaptations of the Schwartz questionnaire noted the difficulties of translating the relevant clauses because the semantic load of the words "pleasure," "enjoyment," and "sensual pleasure" is uncertain and every respondent can understand their meaning in different ways (Nagorniak, 2017).

(3) Determining values as the leading ideals of their own lives, women appreciate traditions, importance of observance of religious rites, beliefs, and generally accepted norms to a relatively greater extent (Inamdar & Nagendra, 2017). However, at the level of real social behaviour, this difference disappears, and in general, such a core value as "Traditions" is the most neglected in the sample.

Regarding this result, it should be noted that according to the Sh. Schwartz Theory, any social groups in the process of their functioning establish their own traditions, customs, symbols, and rituals. The traditional way of behaviour is a symbol of group solidarity, an expression of common values, and a guarantee of survival (Kuznetsova, Goloshchapova, Ivashina, Shichiyakh, Petrova, & Tkachev, 2019). The motivational aim of this value is respect, acceptance, and observance of customs and ideas that exist in culture (Karandashev, 2004). All of the above allow us to conclude that the role of chiefs as the creators of organizational culture is not to comply with established traditions and norms of behaviour, but rather to create new values which are appropriate in this group and allow its representatives to be efficient and competitive.

It is appropriate on this occasion to recall the image of a woman (Berehynia), the keeper of the family hearth, which is actively broadcast in the Ukrainian society. Although culturologists note the artificiality of this construct, however, there is no doubt that it has a certain impact both on career orientations of women and on the particularities of sense of self when performing managerial functions.

The structure of value orientations of chiefs of different sexes is clearly reflected in Figures 1 and 2. We see that the behaviour of male chiefs is more balanced regarding the values - ideals declared by them. However, the

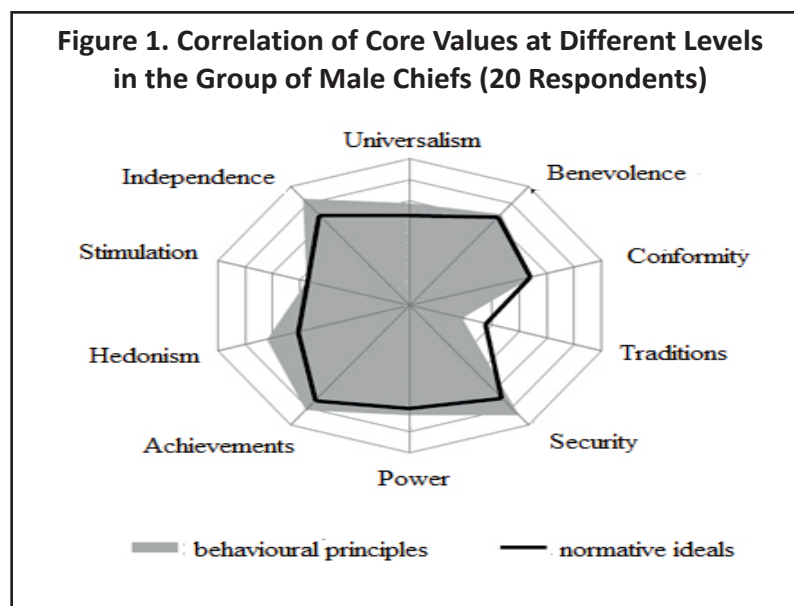
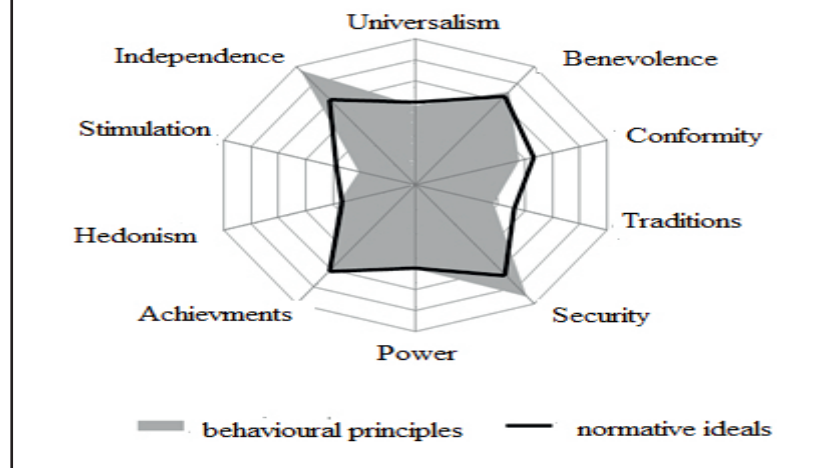


Figure 2. Correlation of Core Values at Different Levels in the Group of Female Chiefs (19 Respondents)



behaviour of female chiefs is definitely aimed at embodying and maintaining two mutually exclusive values, namely, independence (autonomy in plans, decisions, and actions) and security.

The spheres in which the social behavior of chiefs diverge or coincide with the declared leading values are of particular interest. Thus, for example, female chiefs declare the importance of changes and novelty (a value-based type of "Stimulation") to a greater extent than demonstrate relevant behavioural tendencies. The same applies to "Conformity" value, that is, abstaining from inclinations and actions that can do harm to others or do not meet social expectations as well as the above - described value of compliance with the traditions and rules of the group. The generalized value profile of women (Figure 2) seems to be carefully balanced between multidirectional, mutually exclusive vectors of openness to change and conservatism. On the other hand, among men, there predominates the vector of desire for change. Among the common tendencies is to embody certain values in the behavior more than to declare them (unlike the female profile of values). This applies to the scales of hedonism, power, and achievements (Figure 1).

To clarify the results, we conducted a comparative analysis of the evaluations of individual clauses that make up the lists of terminal and instrumental values of the Schwartz method (we calculated the Mann - Whitney U test for each of the 57 questions in Part 1 of the questionnaire and each of 40 statements in Part 2). A number of differences between male and female life principals were revealed.

The *terminal values* of male chiefs are : scientifically dominated social power, control over the others, and dominance ($p = 0.000$) ; authority as the right to be a leader or command ($p = 0.007$) ; desire satisfaction ($p = 0.036$) ; life full of impressions and desire for novelty ($p = 0.021$) ; self-discipline (self-restriction, resistance to temptation) ($p = 0.033$) ; social justice ($p = 0.014$) ; and protection of their own nation from enemies ($p = 0.045$). Female chiefs appreciate the sense of belonging (the feeling that other people take care about them) more, the significance of the difference is 0.041.

Among the *instrumental values*, male chiefs prefer the following qualities : courage, ability to take risk ($p = 0.009$) ; maintaining one's own image ($p = 0.037$) ; enjoyment of life and desire for pleasure ($p = 0.026$) ; benevolence ($p = 0.017$) ; creativity ($p = 0.000$) ; and success as the achievement of the set goal ($p = 0.044$). Among women, we observe the prevailing preferences concerning values of restraint, avoidance of extremes in feelings and actions ($p = 0.020$) ; modesty, simplicity, and avoidance of unnecessary attention ($p = 0.042$) ; taking life and correspondence to external circumstances ($p = 0.000$).

Among the tendencies that manifest themselves in the *real social behaviour* of an individual and reflect the leading values, gender differences are identified in the evaluations of the following statements :

- ✦ **Cl. 2.** It is important for individuals to be rich. They want to have much money and expensive things (men have greater predominance, $p=0.048$).
- ✦ **Cl. 6.** Individuals believe that it is important to do a lot of different things in life. They always strive for novelty (men have greater predominance, $p=0.025$).
- ✦ **Cl. 8.** It is important for individuals to listen to the opinions of others who are different from them, even if they disagree with each other (women have greater predominance, $p=0.033$).
- ✦ **Cl. 33.** It is important for individuals to forgive people who offend them. They should try to see the good in them and not take offence (predominance of women, $p=0.000$).
- ✦ **Cl. 36.** It is very important for individuals to be polite with other people. They should not make people nervous and disturb others (women have greater predominance, $p=0.004$).
- ✦ **Cl. 10.** Individuals always look for a reason to have fun. It is important to do what gives pleasure (predominance of men, $p=0.017$).
- ✦ **Cl. 26.** It is important for individuals to get pleasure from life. They like to "pamper themselves" (men have greater predominance, $p=0.040$).
- ✦ **Cl. 20.** It is important for individuals to be religious. They try very much to follow their religious beliefs (women have greater predominance, $p=0.036$).
- ✦ **Cl. 40.** It is important for individuals to adjust to nature and be a part of it (women have greater predominance, $p=0.046$).

We see that the content of the revealed differences in general complies with the generally accepted gender ideas about women as more flexible persons who aim at social contacts and flexibly to adapt to the environment. At the same time, new data is obtained on the distinct hedonistic orientation of men that requires further explanation and verification.

The structure of correlations between value types, identified separately in the male and female parts of the sample, has certain differences (Table 2). For the sub-sample of men (20 respondents), a significant connection is found if the correlation coefficient exceeds the critical value of 0.444, and for the sample of women (19 respondents), the critical indicator is 0.456 (Burlachuk, 2007).

We can see from Table 2 that from the whole array of identified correlations, only seven cases coincide (the obtained similar interrelation in the subgroups of both men and women). In individual cases, the samples are of opposite character, for example, among male chiefs, the value of security as an ideal correlates with the desire for power in the social relations to a lesser extent : $r=(-0.79)$ at $p\leq 0.001$; while the same values among women are directly related to one other ($r=0.55$ at $p\leq 0.05$). However, in most cases, the character of correlations is different in content.

When discussing the results obtained, it is useful to compare them with the data of one of the most large-scale domestic research studies conducted using the Schwartz method which covered 1000 young people from Ukraine and Poland (Part 2 called Personal Profile was used). The data obtained suggests that the value of "Stimulation" acts as a mediator between achievement and benevolence. At the same time, the established connection depends

Table 2. Significant Correlations Between Core Values at Different Levels

Values at the Level of	Values at the Level of Ideals (Part No. 1 of the Method)									
	Conformity	Traditions	Benevolence	Universalism	Independence	Stimulation	Hedonism	Achievements	Power	Security
Behavioural Manifestations										
	Male Chiefs (20 Respondents)									
Conformity	0.47	0.45	0.51	-	-	-	-	-	-	0.51
Traditions	-	-	-	-	-	-	-0.44	-	0.45	-
Benevolence	-	-	-	-	-	-	0.47	-	-	-
Universalism	-	-	-	0.47	-	-	0.51	-0.52	-0.48	0.49
Independence	-0.58*	-	-	-	0.46	-	0.60	-	-0.75**	-
Stimulation	-	-	-	-	-	0.43	-	-	-	-
Hedonism	-0.61*	-0.54	-	-	0.72**	-	-	-	-	-
Achievements	-	-0.48	-	-0.44	0.65*	0.49	-	0.45	-	-0.53
Power	-	-0.52	-0.62*	-0.59*	-	-	-	0.46	-	-0.79**
Security	-	-	-	-	-	-	-	-	-	-
	Female Chiefs (19 Respondents)									
Conformity	-	-	-	-	-	0.61*	-	0.63*	-	0.46
Traditions	-	0.52	-	-	-	-	-	-	-	-
Benevolence	-	-	0.63*	0.50	-	-	-	-	-	-
Universalism	-	-	0.49	0.72**	-	-	-	-	-	-
Independence	-	0.46	-	-	0.66*	-	-	-	0.58	-
Stimulation	-0.48	-	-	-	-	0.50	0.68*	-	-	-
Hedonism	-	-	-	-	-	0.52	0.66*	-	-	-
Achievements	-	-	-	0.49	-	-	-	-	0.63*	-
Power	-	0.54	-	0.48	-	-	-	0.76**	-	0.55
Security	0.46	-	-	-	0.51	0.49	-	0.77**	-	0.80**

Note. * a significant connection at the 0.01 level; ** a significant connection at the 0.001 level.

on age and sex (men had stronger connections : "Achievements - Stimulation" and "Achievements - Benevolence" than women). It should be noted that the women's level of benevolence does not depend on the level of achievements (Romanyuk & Schwarzer, 2018). All this data covers new indirect associations in the integral structure of an individual's values.

Conclusion

The obtained empirical research allows describing in detail the value orientation of chiefs of different sexes both at the level of declared value - ideals and specific behavioural manifestations. Men's expressive inclination to obtain and maintain power status and hedonistic orientation is shown. However, the behaviour of female chiefs is definitely aimed at embodying and maintaining two mutually exclusive values, namely, independence and security. Different is not only the content of the leading values, but also the mechanism of their transforming into the integrated hierarchical structure. The obtained results allow to clarify the methodological interpretation of the diagnostic indicators of the Schwartz method.

It should be emphasized that the value profile of women carefully balances between mutually exclusive vectors of openness to change and conservatism. However, the vector of men predominates in the desire for change. Core values also differ at the level of normative value ideals and behavioural manifestations: as for men, a clear tendency to embody value principles in actions rather than to consciously declare them; as for women, the level of declaration of values exceeds their real embodiment in social behaviour.

Research Implications

The practical significance of the obtained results is conditioned by the real possibility of their use for optimizing the behavior of chiefs of different managerial levels. The applied value of the study is the development of a diagnostic procedure that allows identifying the gender features of personality behavior in management activities. Using this approach expands the possibility of increasing management efficiency by updating the potential of gender relations.

The proposed algorithm can be used in the practical work of personnel management services, specialists in the field of management consulting, conflict management, and managers. The results of the study can be used in training programs in the system of advanced training of psychological, managerial, and pedagogical personnel.

Limitations of the Study and Scope for Further Research

A new scientific result that needs further refinement and validation are the revealed gender differences in the realization of the desire for sensual pleasure as well as the structural organization of values according to gender. The impact of identified core values and behavioral characteristics of each gender on the leadership style and organizational culture as a whole need to be further clarified. Prospects for further research, which require further clarification and verification, are to reveal the structural organization of values according to gender.

Authors' Contribution

Vitalii I. Bocheliuk conceived, planned, and supervised the research.

Nikita S. Panov developed a research methodology and sampled the respondents.

Myroslav I. Fedorenko carried out the survey and collected the data.

Lilia A. Zhuzha processed the data and compiled illustrative material for the article.

Olha A. Cherepiekhina wrote the manuscript with input from all authors.

All authors provided critical feedback, discussed the results, and helped shape the research, analysis, and manuscript.

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Lilia A. Zhuzha works at the Department of Social and Humanitarian Disciplines of Khortytsia National Educational Rehabilitation Academy. Her scientific interests are related to political consciousness, political socialization of youth, and volunteering as an unofficial branch of power during the ATO.

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