

Values of the Modern Leaders as a Reflection of Changes in Society and Requirements of Management Activities

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Abstract

Background/Objectives: Empirically examine and describe values in professional activity of leaders of organizations of different ownership forms, to compare the value orientations of leaders of public and private companies. **Methods/Statistical Analysis:** Authors used as known psychological methods, and specially designed diagnostic procedures and statistical methods of processing of empirical results. The first includes the comparative method as a General in the organization of research, psychodiagnostic method by I.G. Senin "The questionnaire terminal values" and T.S. Kabachenko. To the second belongs specially developed in order to assess the success of the technique of an expert estimation of activity of managers. **Findings:** The empirical study is characterized by the values of the modern leaders of enterprises of different ownership forms that reflect social values, organizational values, requirements of the activity. In the profile values of managers a decline in the value of creativity, self-development, education, installation analysis in the management and significant growth of material values and family sphere are noted. The differences in the values profiles of managers of organizations of different ownership forms, which are presented in the management conception and in terminal values, are determined. For leaders of private enterprises are significantly higher indicators: financial situation, achievements, and preserve their individuality, focus on efficiency and socially-psychological methods in management. The study identified and characterized by respect values with the efficiency of management activity. They have active social contacts, maintaining their individuality, installing, macro, and innovative analysis, to the analysis of social processes, the social and psychological methods that are specific to the requirements of the activity. The study showed that management conceptions of heads of organizations are not effective. **Application/Improvements:** The results can be taken into account in the development of programs for prediction of professional activity Manager and also used for professional selection, counseling, training of leaders.

Keywords: Efficiency, Leader, Management, Management Conception, Terminal Values, Values, Value Orientation

1. Introduction

Sustainable and stable development of Russia is determined by many circumstances, among which should indicate the subjective factor (the existing diversity of species and forms: the subject of politics, the subject of management, subject of educational and professional activities, as well as the subject of their life strategy, social-value

relations, etc). Productive solution range of issues related to the deepening difficulties in different spheres of life, the existence of global problems, is based on high professionalism and professional competence of the subject in which the role of education, science and culture is obvious.

Assessing the scientific readiness of professionalism and professional competence in relation to the subject of management, it should be noted the presence of a small

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number of studies in diverse search for the determinants of managerial activity. Attention focuses, generally, on education, focused on learning technologies, forgetting about the education as the inculcation of culture, human values, therefore, the modern specialist or supervisor is often the “human” has no competence¹⁻¹¹.

Professional position of a Manager, like any other professional, out of the attention of researchers, paradoxically, as this is the level of structure of the subject, which affects all the others. It is determined by sustainable values and orientations, which are the reflection of culture of the Russian society and requirements management activities, and implemented accordingly in the activities. They include both direct managerial aspects and vitally active and social. In professional positions focused the interests of the Manager and the organization, and in combination with the attitude to moral norms are highlighted and the public interest. The prevailing value orientation is the coordinate system that defines the “proper model” to meet social requirements¹². They are the criterion of reality on which to build relationships of personality with the environment and the changes taking place in the various spheres of society (economic, political, and spiritual) involve changes in values and are expressed in actions.

Change of terminal and instrumental values, the steady decline of the role of values “rule of law”, “social progress”, “national security” and the steady increase in the importance of the characteristics of behavior and values – “clever”, “ambitious”, “enterprising”, “money”, “recognition” – noted in the results of the research values of the spheres of Russian managers (managers) and employees ‘ organizations in the 1991-1999 period of socio-economic changes. In the results of a survey of different social groups (students, workers, engineers), made in these years, there has been a sharp decline in the value of work and creative needs, issues of morality and relationships between people, and a significant increase of the values of material living and family areas^{13,14}.

Transformation in Russian society are accompanied by a change of people’s actions due to change of values, reflecting the inability of reason to be moral, and spiritual support, in the absence of mass society the cult of intelligence, by a value of the vacuum and anomie (but normally, cynical attitudes towards the law). The vector of overcoming numerous social problems, of course, is the reintegration of social and cultural values. In this regard, the study of values, value orientations and attitudes is an important direction of modern science and practice,

especially the study of changes occurring in the minds of stakeholders in leadership positions by virtue of their responsibility for targets and others.

It is known that value priorities are implemented in the main goals of behavior, so the obvious connection between professional activities and values is reflected in professional positions of the head, in the choice of technology to the solution of professional tasks and responsibilities for them. The study of value orientations of managers is one of the sections of a more General study of the subjective determinants of managerial performance as the psychological factors of its efficiency. Analysis of axiological peculiarities of work of different professionals is the idea that values expert influence the choice of methods and technologies.

But such works are few, and the study of the value of the determinants of managerial activity – single.

High practical relevance and insufficient theoretical elaboration of the problem defined the purpose of the empirical study: to study the value orientation and value orientations of managers of public and private companies. The hypothesis was the assumption that for managers of public and private enterprises will be observed differences in value orientations. Such differences will manifest themselves at the level of individual qualities (terminal values, implementation fields and values in management), at the level of relations of qualities and performance.

The study was conducted in February-may 2012 on the basis of state and private enterprises and institutions of the city of Naberezhnye Chelny. It was attended by 180 people aged 20-60 years; the main sample consisted of 60 men and women leaders at various levels of the management hierarchy.

2. Materials and Methods

Methods studies were made by two standardized questionnaire. “Value orientations questionnaire leader” (by T. S. Kabachenko) let to study the value orientations of managers in the implementation of management activities. The methodology takes into account three levels of the structure of the management conception of head – views of managers about the most valuable management skills such as: analysis, challenges and tools. Known in many studies of this kind “the Questionnaire of terminal values” (developed by I. G. Senin) allowed to determine the basic values of life and the scope of their implementation.

To assess the effectiveness of the activities used the methodology “Expert assessment of professional success of managers” that assesses the implementation of the chief management functions.

3. Results and Discussion

Assessed value orientations of managers in the implementation of management activities allowed us to obtain the structure of priorities and values corresponding to the management conception of activity of the head [Table 1]. Table 1 contains the average values of the rank of field values in the sample; assess the reliability of differences of average, and the results of evaluating the relationship of values with the efficiency for the two groups of managers.

Presents a ranking rows show the differentiation of values and indicate that managers priorities specific installations in solving management problems. Analysis of variance of rank places scales a technique indicates differences in the structures of the values of the two groups of CEOs.

For managers of state-owned enterprises are characterized by the absence of preferential orientation in the management conception. There were different levels of orientation (analytical, task, tools). Subjectively valuable for managers are: analysis of specific economic situation, mainly the analysis of social processes (grade 5); orientation to the purpose, presents an instrumental attitude toward legal norms (grade 1) and a focus on effective managerial interaction (rang); the orientation of the means presented in such ways as the involvement of performers (grade 4) and compliance with administrative standards (grade 2). Reliable correlations are listed installations with efficiency is not revealed. It is only possible to indicate trends for the units such as the analysis of social processes and socio-psychological methods.

In the structure of values of the group leaders of private enterprises, the priority is a means of achieving the objectives and General characteristics of the decision task. Thus the dominant position at the level of objectives is the focus on efficiency (difference reliable). But the results also indicate the absence of correlation of orientation to efficiency with effectiveness of implementation of management functions, i.e., this orientation is not effective.

For all managers had received a high score on “Instrumental attitude toward legal norms” (during the primary counting more than 7 points in the rating values grade 1). This scale describes the level of tasks, and such a result indicates the effectiveness of “at any price” until the violations of existing regulations. The indicators on the scale of “law” included in the unit funds indicate social desirability of the behavior, and low analytical ability (the typical position of “everyone is doing it”). The observed negative relationship at the level of trends shows the inefficiency of this installation.

High scores for the two groups were obtained on a scale of “administrative methods” that represent the level of funds and indicate the dominance of commitment to the strict observance of norms and rules regulating the activities, although the efficiency is also not revealed.

For managers of state-owned enterprises is significantly higher indicators on scales: “to Install on the analysis of social processes” (analytical level. 5-th place in the rating), “on managerial interaction” (the 3rd in the ranking), “socio-psychological methods” (level tools, 4-th place in the rating). But the connection with the effectiveness of these scales in this group of leaders is not detected.

However, in the group of leaders of private enterprises obtained the correlation of the performance indicator with the scales “to install on the analysis of social processes”, “installation on the socio-psychological methods”, “macroeconomic analysis” and “innovative analysis”. These results are specific to the requirements of the activity.

Table 1. Value orientations of managers

No	Installation analysis	Average sample / grade average		T-criterion of Student	Evaluation of communication effectiveness	
		Xg	Xn		Rr	Rn
1	Strategic level	7,5/5	4,7 /8	5,9**	0,31	0,62**
2	Social processesInnovative	5,1 /8	6 /6			0,51**
3	Macroeconomic	4,3 /10	4,5 /9			0,38*
4	Political The task level	2,8 /12	3 /12		0,36	
5	Instrumental attitude toward legal norms	9,9 /1	9,4/1		-0,32	-0,32
6	Managerial interactions	8,3 /3	6,5/4	3,7**		
7	Efficiency	5,6 /7	8,5/2	-4,6**		
8	Creativity	4,4 /9	4,1 /10		0,32	
9	Administrative methods	8,4 /2	7,3 /3			
10	Socio-psychology	7,6 /4	5,3 /7	4,7**	0,31	0,46**
11	Legal norms	7,4 /6	6,3/5		0,31	
12	Informal methods	2,4 /11	3,3 /11		-0,31	

Note: g – heads of state-owned enterprises; n – heads private enterprises. ** - significantly for 0.01; factors without asterisks accurate to 0,1. * Source: compiled by the author

Identified characteristics and differences in the structures of the values underlying the management conception of heads of organizations of different ownership forms may correlate with the organizational values accepted in this professional environment of enterprises. The results of the study also suggest that for leaders of any organization the management conception

are not effective. Assessed value orientations allowed us to determine the basic values of life and their areas of implementation for the leaders of the two groups [Table 2]. Table 2 contains the average values for the sample; assess the reliability of differences of average, and the results of evaluating the relationship of values with the efficiency for the two groups of managers.

Table 2. Terminal values of managers

No	Values	Average sample		t-student	Evaluation of communication effectiveness	
		Xg	Xn		Rg	Rh
	Terminal values					
1	Own prestige	4.8	4.9	-	-	-
2	Financial situation	5.6	7,7	-5,1**	-	-
3	Creativity	3.2	3,4	-	-	-
4	Active contacts	8,4	6,4	5,2**	-	0,53**
5	The development itself	4	3,6	-	-	-
6	Achievements	4,8	7,2	-4,9**	-	-
7	Spiritual satisfaction	2,8	2,6	-	-	-
8	Preservation of identity Life	3,9	6,1	-4,6**	-	0,38*
9	Learning, education	6	6,1	-	-	-
10	Family life	3,6	2,9	-	-	-0,41*
11	Public life	7,2	5	4,9**		
12	Hobbies	4	5,6	-	0,32	

Note: g - chief executives of government organizations; h – heads private organizations.

** - significantly for 0.01; factors without asterisks accurate to 0,1

*Source: compiled by the author.

In the profile of managers of state-owned enterprises outside the range of 4 to 7 is out of six indicators. High scores obtained by two parameters: the active contacts for terminal values (8,4) and family life (7,2) for life spheres, which indicates the high importance for this group of leaders of human relationships, and families, her well-being and a certain structure of relationships in the family. Indicators of active contacts and sphere of family life were significantly higher for managers of state enterprises.

The low scores of the profile of the head of state-owned enterprises are observed on indicators: creativity (3,2), spiritual satisfaction (2,8), preservation of identity (3,9) – for terminal values; training and education (3,6) – for life spheres.

In the profile of leaders of private enterprises outside the range of 4 to 7 is out of five indicators. High scores obtained in terms of financial position (7,7) for terminal values. This result reflects the desire to possibly higher

material well-being, or the belief that material wealth is the main condition of well-being, the basis for self-worth and high self-esteem.

In the life areas of private enterprises leaders high performance is not presented. The ranking metrics of spheres of life provides a basis to allocate the professional sphere as a sphere of realization of this value. Thus, a managerial position in private enterprise, in this case, stands as the greatest “value” and, therefore, the “value” in society.

The low scores of the profile of the head of the non-state enterprises are observed on the following four criteria: creativity (3,4), the development itself (3,2), spiritual satisfaction (2,8) – for terminal values, training and education (2,9) – for life spheres.

There are differences in the profiles of the values of the two groups of CEOs. Indicators of financial position, achievements and saving their own individuality are

significantly higher for the group leaders of private enterprises.

To evaluate the relationship between management efficiency with indicators of terminal values showed that for the group of managers of state enterprises no respect values with the efficiency of management activities.

In the group of leaders of private enterprises a positive correlation efficiency indicator of active contacts, the preservation of their own individuality is obtained. These results are specific to the requirements of the activity. For the solution of management tasks is the importance of effective communicative behavior: initiation and maintenance of communication, influencing and carrying out his will.

4. Conclusion

Thus, an empirical study was identified and characterized by the values of the modern leaders of the Russian society, which are a reflection of societal values, organizational values or requirements of the activity.

It is noted a decline in the value of creativity, self-development, education, attitudes on analysis in the management and significant growth values financial and family sphere.

There are differences in the profiles of the values of the two groups of CEOs. For leaders of private enterprises are significantly higher indicators: financial position, achievements, and preserve their individuality, focus on efficiency and socio-psychological methods of management. For managers of state-owned enterprises are significantly higher indicators: active contacts and sphere of family life focus on the analysis of social processes and effective managerial interaction.

The study identified and characterized the respect values with the efficiency of management activities. They have an active social contact; preserve their individuality, and installation on macroeconomic and innovative analysis, the analysis of social processes and socio-psychological methods that are specific to the requirements of the activity. Such linkages were identified in the group of leaders of private enterprises.

The study showed that the management conception of heads of the organizations is not effective. Value orientation, which is characteristic for the two groups of managers, are not responsible managerial activities as a type of professional activity, as it does not reflect its core

public mission of serving others, and is demonstrated a focus on solving goals through the use of an official position. The structure of value orientations of the head demonstrates a “market” orientation. Value orientations in relation to the law are presented by the trend to possible violations of these norms.

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