**NATALYA FALKO**
Associate Professor of the Department of Psychology, Bogdan Khmelnitsky Melitopol State Pedagogical University, Candidate of Psychological Sciences, Associate Professor
e-mail: *falkontaliya@gmail.com*

**SVITLANA SHEVCHENKO**
Associate Professor of the Department of Psychology, Bogdan Khmelnitsky Melitopol State Pedagogical University, Candidate of Psychological Sciences, Associate Professor
e-mail: *svetlanashev1986@gmail.com*

**HANNA VARINA**
Senior lecturer of the Department of Psychology, Bogdan Khmelnitsky Melitopol State Pedagogical University, Master of Psychology
e-mail: *anyavarina22@gmail.com*

**OKSANA VDOVICHENKO**
Associate Professor of the Department of Theory and Methodology of Practical Psychology, The State institution „South Ukrainian National Pedagogical University named after K. D. Ushynsky", Doctor of Psychological Sciences, Associate Professor
e-mail: *werta.48.77@gmail.com*

# CORRELATION BETWEEN MANAGERS' PERSONAL QUALITIES AND THEIR MOTIVATION FOR LABOUR ACTIVITY

ABSTRACT

The article deals with the results of an empirical research of some personal qualities of mid-level managers and their motivational characteristics. The relevance of the issue is determined by the search for effective methods of labor management, ensuring the activation of the human factor. As a result of the research, the correlation between such personal and motivational characteristics as optimism, focus on business and internality has been identified. Psychodiagnostics has shown that most of the tested executive managers are active optimists and realists, they are resistant to psychological stress, in difficult situations they know how to find a constructive solution of the problem, they are positive about the future, make active efforts to achieve goals. Based on the research conducted, a list of tips has been offered to optimize the work in the organization.

KEYWORDS

motivation of managers, personal qualities of managers, orientation of managers, internality, stress resistance

**Introduction**

In the conditions of the formation of new economic mechanisms, oriented towards the market economy, the heads of enterprises and organizations of various forms of ownership face the need to work in a new way, taking into account the laws and requirements of the market, mastering a new type of economic behavior, adapting all aspects of labor activity to the changing situation. In this regard, the contribution of each employee to the final outcomes of joint labor activity increases. One of the main tasks for the enterprises and organizations of various forms of ownership is the search for effective methods of labor management, ensuring the activation of human factor. The decisive determining factor in the working carrer of people is their motivation.

Foreign and domestic researchers K. Alderfer, F. Herzberg, D. McClelland, A. Maslow, M. Woodcock and D. Francis, V. Grishchenko, O. Drach, P. Drucker, S. Duda, N. Zadorozhnyuk, A. Kibanov, N. Knyazeva, A. Kolot, N. Kosanovich, O. Kostyuk, O. Kuzmin, R. Mazko, M. Meskon, O. Osovsky, I. Popadinets, H. Heckhausen, G. Chaika and others have made a great contribution to the formation of a content-based approach to the research of motivation issues. The development of a procedural approach to the research of motivation has been reflected in the works of J.S. Adams, V. Vroom, E. Lawler, L. Porter, V.F. Skinner, etc.

## 1. Analysis of recent research and publications

The motivational aspects of labor management are widely used in the countries with developed market economy. In our country, the concept of labor motivation in the economic sense has appeared relatively recently in connection with the democratization of production. Previously, it was used mainly in industrial economic sociology, pedagogy, and psychology. There were several reasons for it. Firstly, economic sciences did not make an effort to analyze the correlation between their subjects and the sciences named above, and, secondly, in a purely economic sense, until recently, the concept of „motivation" was replaced by the concept of „incentive". Such a narrow understanding of the motivational process has led to an orientation towards short-term economic goals, towards the achievement of momentary profit. This had a destructive effect on the need-motivational portrait of the employee's personality, did not stimulate employees' interest for their self-development and self-improvement, but this very system is today the most important resourse for increasing the efficiency of joint labor activity.

Work motivation is the process of stimulating a person or a group of people to work, aimed at the achievement of ornanization's goals, productive implementation of the decisions made or fulfillment of the scheduled work [1]. This definition shows a close correlation between managerial and individual-psychological content of motivation, based on the fact that management of a social system and a person, in contrast to the management of technical systems, contains, as a necessary element, the coordination of the goals of the management object and subject. Its result will be the labor behavior of the object of management and, ultimately, a certain outcome of labour activities.

Modern theories of motivation, based on the results of psychological research, prove that true reasons that induce people to give all their strengths to work are extremely complex and varied. According to some scientists, people's actions are determined by their needs. Those, sticking to a different point of view, are in favour of the fact that human behavior is also a function of person's perception and expectations [6].

When researching motivation, we should focus on the factors that make people act and reinforce their actions. The main ones are: needs, interests, motives and incentives. The needs cannot be directly observed or measured; they can only be viewed through people's behavior. There exist primary and secondary needs. Primary ones are physiological in nature: a person cannot do without some food, water, clothing, housing, rest, etc. Secondary needs are developed through learning and gaining life experience; thus, they are psychological needs for affection, respect, success [2].

The goal-oriented leader deliberately bases his or her activities of managing individuals and groups on a thoughtful idea of a person who should constantly develop. An effective leader is responsible for good work outcomes, not only in the present, but also in the

future. This is a part of leader's management job. Leader's task is to develop employees in such a way that they become able to cope with current tasks better than before and anticipate the need for development for the future. The same is reffered to the leaders themselves. A boss, who falls behind in his or her development and lacks internal motivation, will not be able to make a worthy contribution to the work of the staff. An effective leader should take primary responsibility for his or her own development both as a person and as a leader. The modern staff will support an active pursuit of growth and development, initiated by a leader [5].

In this regard, we consider the research of the psychological aspects of executive managers' work to be especially relevant and timely one.

### 3. Organization and conduct of research, analysis of data.

The **aim** of the research is to study the correlation between personal qualities of modern managers and their motivation for labour activity.

The **object** of the research is personal and motivational spheres of executive managers; the **subject** of the research is the study of the correlation between personal qualities of executive managers and their motivation for work.

The research was conducted on the basis of Donetsk regional department of land management. The department is engaged in the sale, rent, reservation, and evaluation of lands. It includes several sub-departments: land development department, sales department, reservation department, land evaluation department, land allocation department, department that assigns numbers to land plots, etc. Each department has an executive manager and his or her deputies.

The sample of the study consisted of 40 people holding leadership positions (28 women and 12 men).

The following techniques were used:
1) technique for assessing optimism and activity (energy) of the manager's personality [6];
2) technique of identifying personality's orientation, developed by B. Bass (orientation questionnaire) [3];
3) questionnaire „Motivation for success and fear of failure" by A.A. Rean [4];
4) LSC technique (level of subjective control), developed by E.F. Bazhin, E.A. Golynkina, A.M. Etkind [3].

The primary data, obtained during the study, required the use of both one-dimensional and multidimensional methods of statistics. Simple descriptive data were calculated (average – m, standard deviation – δ). To assess the certainty of differences between the groups of respondents, the parametric Student's t-test was used. The significance of differences at the $p \leq 0.05$ level was taken into account. Correlation analysis was used to identify the presence or absence of correlation of parameters under study. Mathematical and statistical processing of primary data was carried out by means of applied programs of the statistical package SPSS Statistics 23.0 for a personal computer.

In order to identify psychological types of the manager's personality in accordance with the degree of optimism and activity (energy), the technique for assessing personality's optimism and activity was used. The respondent was offered a scale questionnaire

and answer sheet with the following instruction: „Here is a list of statements. Read each of them carefully and assess the extent to which you agree with each of them. To do this, use the answer options provided in the answer sheet. Cross out the number corresponding to your answer".

The technique contains two subscales: optimism and activity. Optimism in this test is understood as a person's predisposition to believe in their own strengths and success, to have mostly positive expectations of life and other people. „Optimists" are usually extroverts; they are friendly and open to communication. The opposite category of people, „pessimists", is characterized by doubts about their strengths and the goodwill of other people, they have expectation of failure, desire to avoid extensive contacts, and are focused on their inner world (introversion).

Activity in this context means energy, cheerfulness, carelessness, serenity and a tendency to take risks. Passivity is manifested in anxiety, fearfulness, self-doubt and unwillingness to work.
During approbation and psychometric testing of the technique, we have obtained the data on the correlation between parameters of optimism and stress resistance, which makes it possible to use the OA scale for psychodiagnostics of optimism as a personal resource for the professional and life stress resistance.

In accordance with the „key", the sum of points for these subscales was calculated. The data obtained were correlated with the cells of a regular model, proposed by the author of the technique [4]. Each cell corresponds to certain personal quality.
The results of psychodiagnostic research, based on the technique for assessing optimism and activity of the manager's personality, are presented in Table 1.

Table 1. Correlation between manager's personality types according to the teachnique for assessing optimism and activity (%)

| Type | Number of respondents | % |
|---|---|---|
| Realist | 10 | 33,3 |
| Active optimist | 23 | 43,3 |
| Active pessimist | 2 | 6,7 |
| Passive pessimist | 1 | 3,3 |
| Passive optimist | 4 | 13,3 |

So, as we can see from Table 1, active optimists and realists predominate among the surveyed executive managers (43.3% and 33.3%: more than 2/3 of the total number of employees). It proves the fact that most of the respondents are resistant to psychological stress; in difficult situations they find a way out using problem-oriented strategies. The majority of leaders are positively oriented towards the future, they make efforts to achieve their goals, realistically assess opportunities, set specific tasks that correspond to the solution of the current situation.

Thus, the staff is productive, highly efficient and stress-resistant, and a small number of representatives of the other types contribute a certain variety to everyday life, „dilute" the general atmosphere, without playing a leading role.

At the next stage of the research, the questionnaire „Motivation for success and fear of failure" by A.A. Rean was used [4]. The technique consists of a questionnaire, including 20 items and a „key".

The respondent receives the following instruction: „When answering the questions below, you have to choose the answer „yes" or „no". If you find it difficult to answer, then remember that „yes" combines both an explicit „yes" and „rather yes than no". The same applies to the answer „no": it combines an explicit „no" and „rather no than yes". Questions should be answered quickly, without hesitation for a long time. The answer that comes to mind first is usually the most accurate one".

The processing of the obtained data was carried out using a „key", for each coincidence of the answer with the key the respondent is given 1 point. The total number of points, scored on each of the scales, is calculated: motivation for failure (fear of failure) and motivation for success (hope for success).

Motivation for success is refered to positive motivation. With such motivation a person, starting any business, presupposes the achievement of constructive and positive outcomes. The human activity is based on the hope for success and the need to achieve it. Such people are usually self-confident, responsible, and active. They are characterized by persistence in achieving goals.

Motivation for failure refers to negative motivation. With this type of motivation a person's activity is associated with the censure, punishment, failure and a need to avoid disruption of the task. In general, this motivation is based on the idea of avoidance of negative expectations. Starting any work, a person is already afraid of a possible failure, he or she is thinking about the ways to avoid this hypothetical failure, but not about the ways to achieve success. People, who are motivated to avoid failure, are usually characterized by a high level of anxiety and a low level of self-confidence. They try to avoid important tasks, and when it is necessary to solve super-important tasks, they can fall into a state close to panic. At least, their situational anxiety in these cases becomes extremely high.

The results of the questionnaire „Motivation for success and fear of failure" are presented in table 2.

Table 2. Correlation between the dominant types of respondents' motivation (%)

| Dominant type of motivation | Number of respondents | % |
| --- | --- | --- |
| Achievement of success | 31 | 70,0 |
| Avoidance of failure | 2 | 6,7 |
| Type isn't identified | 7 | 23,3 |

To identify personal orientation, an orientation questionnaire was chosen, first published by B. Bass in 1967.

The questionnaire consists of 27 bullet points (judgments), for each of which there are three possible answers corresponding to three types of personal orientation. The respondent has to choose one answer that mostly expresses his or her opinion and corresponds to reality, and one more, which, on the contrary, is the most distant one from his or her opinion, or the least corresponds to the reality. The answer „most" gets 2 points, „least" – 0 points, the one left unchosen – 1 point. The points scored on all 27 bullet points are summed up separately for each type of orientation.

According to the technique, the following types of orientation are identified:

1. Orientation for oneself (Me) – focus on direct reward and satisfaction, regardless of the merits for solving problems and performing work, aggressiveness in achieving status, a tendency to rivalry, irritability, anxiety, introversion.

2. Orientation for communication – desire to maintain contacts with people under any conditions, focus on joint activities, but often to the detriment of performing specific tasks or providing sincere help to people, focus on social approval, dependence on the group, need for affection and emotional relationships with people.

3. Orientation for work – interest in solving work problems, doing the job as best as it is possible, focus on business cooperation, ability to stand your ground to serve the cause of the business, which is useful for achieving a common goal.

Based on the results, obtained with the help of the orientation questionnaire, we can present a picture of managers' orientation as follows (Fig. 1): the majority of managers (27.5%) have orientation for work, 20% – for communication; 15% of the respondents have orientation for themselves.
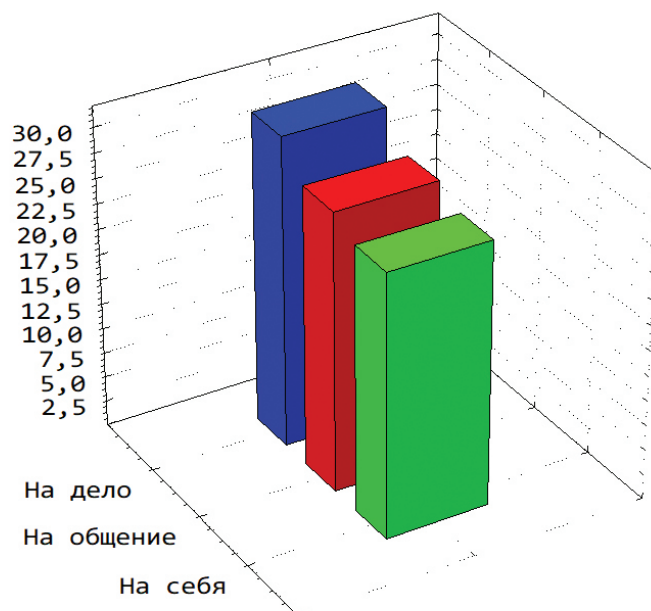


Fig. 1. Correlation between types of managers'ortientation

The study of the respondents' subjective locus of control was carried out using the LSC technique (Level of Subjective Control), developed by E.F. Bazhin, E.A. Golynkina, A.M. Etkind [3]. The level of subjective control is associated with a person's sense of responsibility for what is happening „here and now", as well as for long-term consequences. Thus, it is associated with social maturity and individual independence. This scale is based on the idea that all people are divided into two types – internals and externals – depending on how they assess what causes various events in their life and who is responsible for them. Each person can be assessed on the scale of „internality-externality". Internals have an internal locus of control, externals – an external one. The differences between two types of localization of control can be significant in terms of the success of professional activity (the internal locus of control significantly correlates with the index of professional success).

People of the internal type evaluate all significant events that happen to them as a result of their own activities. They work more productively alone and are more active in searching for information. In addition, people of internal type are better at doing work that requires initiative. They are more decisive, self-confident, they are so-called people of principle when it comes to interpersonal relationships, and are not afraid to take risks. Research shows that leader of an internal type is capable of successful directive leadership.

People of external type, on the contrary, interpret all events, taking place in them life, not as ones that depend on them, but as those which depend on some external forces (God, other people, fate, etc.). Since people of external type do not feel capable of influencing their lives in any way, managing the development of events, so they relieve themselves of any responsibility for everything that happens to them. At the same time, they are more conformable, compliant and sensitive to the opinions and evaluations of others. In general, people of external type turn out to be good performers, effectively working under the control of other people.

The LSC questionnaire consists of 44 items. The respondents were asked to answer each item by selecting options: „Yes - No". The actual data was processed using the key, after that the correlation analysis was used.

The analysis revealed significant positive correlations between optimism and scales of general internality ($r = 0.39$, $p = 0.033$), internality in the area of failures ($r = 0.48$, $p = 0.008$), in the area of interpersonal relations ($r = 0, 43$, $p = 0.019$), area of family relations ($r = 0.36$, $p = 0.05$). The correlation between optimism and internality in the field of industrial relations is close to significant ($r = 0.36$, $p = 0.067$). Thus, the more respondents are tend to believe in themselves and expect success, the higher their internality is; they think that their actions play a leading role in relations with people and family. At the same time, the absence of a significant connection with the scale of internality in the area of achievement ($r = 0.15$, $p = 0.422$) may mean that „optimistic" managers blame themselves in case of failure, while success may be attributed to external circumstances. This situation may be the basis for internal conflict, but, most likely, these are those managers who work best.

Optimism in our case is understood as a person's predisposition to believe in them own strengths and success, to have mostly positive expectations of life and other people. „Optimists" are usually extroverted, friendly and open to communication. The opposite category of people, „pessimists", is characterized by doubts about their own strengths and the goodwill of other people, they have expectation of failure, desire to avoid extensive contacts, and are focused on their inner world (introversion).

Activity in this context means energy, cheerfulness, carelessness, serenity and a tendency to take risks. Passivity is manifested in anxiety, fearfulness, self-doubt and unwillingness to work. Our data confirm these characteristics, formulated by the authors of the technique. In particular, the presence of positive correlation between optimism and a number of LSC scales as well as absence of it between the LSC scales and activity proves the existence of relative independence of the optimism and activity scales, as follows from the interpretation of the authors.

There is also a connection between optimism and orientation for work according to B. Bass's technique ($r = 0.51$, $p = 0.004$), which means that optimism is a characteristic

feature of those managers, who are interested in the outcomes of professional activity more than in getting positive emotions from communication and them own recognition. Indirectly, these data also suggest that more optimistic managers are not vain. Given that the correlation between optimism and self-orientation is still positive, but insignificant (r = 0.24, p = 0.207), we can talk more about healthy ambition. In addition, as it can be seen from Fig. 1, in the group under study, on average, the odrientation for work is the most pronounced of the three, and for oneself – the least pronounced one. There was practically no significant and even close to significant correlation between the scales of the LSC questionnaire and Bass's technique with the activity scale, so we can conclude that evaluative component of activity and attitude to what is happening are associated with internality but not with activity and cheerfulness in general.

We have also indentified a significant positive correlation between internality in the area of failure and motivation for achievement, measured according to A. Rean's technique (r = 0.397, p = 0.030). This correlation means that the more respondent has a desire to achieve, the more a person, starting any work, has in mind the achievement of constructive and positive outcomes, the more he or she is inclined to blame himself or herself for failures. The activity of people with high motivation for achievement is based on the hope for success and the need to achieve success. Such people are usually confident in themselves and their abilities, they are responsible and active. They are characterized by persistence in achieving goals, dedication. High internality in the area of failures, in our opinion, logically enough should be positively related to motivation for achievement. It can also be assumed that attributing the reasons for failure to one's own actions is an additional incentive in striving for success, since such attribution makes failure more subjectively difficult to experience.

The absence of significant correlation between other LSC scales is a characteristic feature, which means that internality in other spheres, except for the area of failure, is practically not associated with the desire for success.

No connections were found between motivation for achievement and orientation for work, oneself, or communication. We can explain it by the fact that the parameters, measured by the corresponding techniques, have different psychological content.

The correlation analysis of the connection between the LSC scales and Bass's questionnaire has shown only one significant interrelation – general internality, which positively correlates with orientation for work (r = 0.37, p = 0.043). That is, an interest in solving work problems, orientation towards work cooperation, ability to stand one's ground in order to serve the cause of the business, which is useful for achieving a common goal, is positively related to the general tendency to consider oneself to be a cause of everything that happens to the respondent.

**Conclusions and practical recommendations**

Researching the issue and analyzing the results of the research, we have come to the following conclusions:
1. There is more active optimists and realists among executive managers.
2. Most managers are resistant to psychological stress, they know how to find a way out of difficult situations.
3. Leaders are positive about the future, they make active efforts to achieve their goals.
4. The more respondents are inclined to believe in themselves and expect success, the

higher their internality is; so they think that their actions play a leading role in relations with people and family.

5. Optimistic leaders blame themselves for failure, but success can be attributed to external circumstances.

6. The more respondents have the desire to achieve, the more people, starting any work, have in mind the achievement of constructive and positive outcomes, the more they are inclined to blame themselves for failures.

Based on the results of the research and conclusions drawn, we have developed the following recommendations for the executive managers of Donetsk regional department of land management:

1. It is necessary to develop effective management „teams", as well as train members of management „teams" for teamwork, develop them skills of group reflection and overcoming crises in group functioning.

2. In order to implement bullet point 1, it is necessary to diagnose the personal qualities of applicants for a managerial position, as well as to study their motivation for work.

3. It is important to intensify the work by means of increasing the level of psychological awareness or invite qualified psychologists in order to conduct trainings in communication and personal growth.

4. It is vital to conduct educational work in the field of psychology, which will provide employees with better understanding of their personal problems, personal growth, place of self-education in this process, etc.

5. When recruiting the managerial staff of the organization, one should not only invite specialists from outside, but also resolve this issue through the intra-organizational movement of personnel.

**REFERENCES**

[1] Woodcock M., Francis D. Liberated Manager. For the Leader-Practitioner: Traslated from English. – M.: Business. 2003. – 98 p.

[2] Maslow A. Motivation and Personality / Translated from English. – SPb.: Piter, 2006. – 352 p.

[3] Practical Psychodiagnostics. Techniques and Tests: Textbook / Ed. by Raigorodsky D.Ya. – Samara, Publishing House „BAHRAM-M", 2007. – 672 p.

[4] Rean A.A. Practical Psychodiagnostics of Personality. Textbook – SPb: Publishing House of St. Petersburg University. – 2001. – 379 p.

[5] Stukova Yu.E. Psychological Methods of Personnel Management / Yu. E. Stukova, Yu.N. Chupakhina. // Young scientist. – 2017. – No. 24 (158). – P. 298-300. – URL: https://moluch.ru/archive/158/44619/

[6] Shchekin G.V. Fundamentals of Personnel Management: Textbook. – 5th edition, Stereotype. – K.: MAUP. – 280 p.: illustr. – Bibliography at the end of chapters. – 2004.

# KORELACJA MIĘDZY CECHAMI OSOBISTYMI MENEDŻERÓW A ICH MOTYWACJĄ DO WYKONYWANIA PRACY

STRESZCZENIE

Artykuł dotyczy wyników badań empirycznych dotyczących niektórych cech osobistych menedżerów średniego szczebla i ich cech motywacyjnych. O trafności zagadnienia decyduje poszukiwanie skutecznych metod zarządzania pracą, zapewniających aktywizację czynnika ludzkiego. W wyniku przeprowadzonych badań zidentyfikowano korelację między takimi cechami osobowościowymi i motywacyjnymi, jak optymizm, koncentracja na biznesie oraz wewnętrzność. Psychodiagnostyka pokazała, że większość badanych menedżerów wykonawczych to aktywni optymiści i realistycy, są odporni na stres psychologiczny, w trudnych sytuacjach wiedzą, jak znaleźć konstruktywne rozwiązanie problemu, są pozytywnie nastawieni do przyszłości, aktywnie dążą do osiągnięcia cele. Na podstawie przeprowadzonych badań zaproponowano listę wskazówek, które pozwolą zoptymalizować pracę w organizacji.

SŁOWA KLUCZOWE

motywacja menedżerów, cechy osobiste menedżerów, orientacja menedżerów, wewnętrzność, odporność na stres