

# Gender Particularities of Value Ideals of Chiefs

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## Abstract

The research work substantiates the relevance of studying the individual values of chiefs as the creators of organisational culture which affect the socialisation of a wide range of Ukrainian adults. The gender particularities of the content and structure of the value orientation of the private business chiefs are described in detail (data of the comparative research of 39 people 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" are proved; the differences in the structural organising of the value hierarchy of different sexes representatives are shown. The lists of terminal and instrumental values of chiefs are analysed in details; the leading tendencies in accordance with the gender status are singled out. The structure of correlations between the value types is identified individually in the male and female parts of the sample, demonstrating radical differences. A new scientific discovery that requires further development and verification is found as well as gender difference in the realisation of the desire to get sensual satisfaction and the structural organising the values according to sex are 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 organisation 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 strategic planning and is personally responsible for the life activity of the organisation. Besides, the chief solely represents the organisation in the wide social and professional space that causes increased attention to his personal and business qualities (Bashir & Verma, 2016). Consciously or not, the chief creates certain corporate culture around him, i.e., 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 organisation. Thus, the values of an individual

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person-chief, which are embodied in interpersonal behaviour, labour organising, products and services, spread and become a significant factor of the socialisation of a more or less wide range of the adults (Sapfirova, Volkova & Petrushkina, 2015). This determines the relevance of studying the values of chiefs as holders of power and creators of organisational 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, a high level of self-organisation 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, to studying psychology of chiefs in different fields of activity are dedicated the research works of A.M. Grzhibovsky (2008), T. Shibutani (2002), A.V. Slobodianiuk (2000), L.N. Sobchik (2008), V. Vasiutynskyi (2005) and many others. Special attention is 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 organisation (Zhuravliova, 2016). Valuable theoretical and empirical data on gender particularities of staff interaction in the organisations 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 organising the empirical research and collection of relevant diagnostic data, their statistical processing and scientifically based interpretation.

## **Materials and Methods**

The research took place in summer of 2017 at the premises of commercial enterprises of private ownership of Kyiv City. The sample consisted of 39 chiefs of middle and higher level aged 30 to 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 methodology 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 ten 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, Cieciuch, & Vecchione, 2012).

When interpreting the obtained empirical data, the methods of statistical analysis were used (descriptive statistics, nonparametric comparative analysis, correlation analysis and graphical modelling) as well as Microsoft Excel software packages and SPSS 16.00 were used.

Regarding the results of the diagnostics of personal values in the sample of chiefs it was revealed the advantage of the following scales: "Achievements", "Independence", "Security",

"Benevolence" and "Power". The central tendencies (M arithmetic mean) and measure of spread ( $\sigma$  standard deviation) in subgroups of different sexes are presented in Table 1.

## Results and Discussion

Since the samples were not numerous, and we did not expect a normal data distribution due to the specificity of the contingent, we chose the nonparametric method, namely, U. Mann-Whitney test for comparative analysis. The table 1 shows the asymptotic significance of the result obtained:

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

Core values according to Sh. H. Schwartz 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: \* – result which shows a statistically significant difference between the subgroups

Source: compiled by authors

The results of the comparative analysis revealed 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 values is to achieve and maintain a dominant position within 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.

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 realisation 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 note 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).

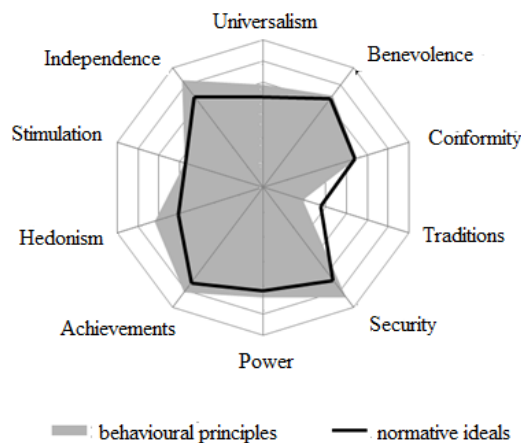
3) Determining values as the leading ideals of their own lives, women appreciate traditions, importance of observance of religious rites, beliefs and generally accepted norms to a relatively greater extent (Inamdar & Nagendra, 2017). However, at the level of real social behaviour, this difference disappears, 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 allows to conclude that the role of chiefs as the creators of organisational 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.

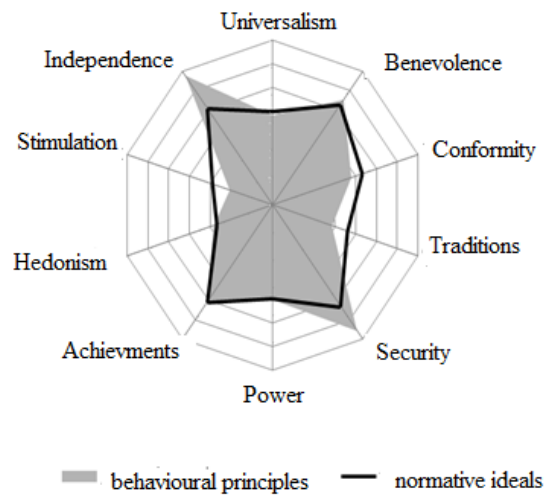
The structure of value orientations of chiefs of different sexes is clearly reflected in Figures 1 and 2. We see that the behaviour of male chiefs is more balanced regarding the values-ideals declared by them. However, the behaviour of female chiefs is definitely aimed at embodying and maintaining two mutually exclusive values, namely, independence (autonomy in plans, decisions and actions) and security.

**Figure 1. Correlation of Core Values at Different Levels in the Group of Male Chiefs (20 People)**



Source: compiled by authors

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



Source: compiled by authors

The spheres in which the social behavior of chiefs diverges or coincides 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 the 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 generalised value profile of women (Figure 2) seems to be carefully balancing between multidirectional, mutually exclusive vectors of openness to changes and conservatism. On the other hand, among men there predominates the vector of desire for changes. 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 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.

Among the *terminal values* of male chiefs, 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 ( $p = 0.014$ ) as well as the protection of their own nation from enemies ( $p = 0.045$ ). Female chiefs appreciate the sense of belonging (the feeling that the 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 go on 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, there were revealed the prevailing preferences concerning values of restraint, avoidance of extremes in feelings and actions ( $p = 0.020$ ), modesty and 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 him (i.e., an individual) to be rich. He wants to have much money and expensive things. (men have greater predominance,  $p = 0.048$ ).
- cl. 6. He believes that it is important to do a lot of different things in life. He always strives for novelty (men have greater predominance,  $p = 0.025$ ).
- cl. 8. It is important for him to listen to the opinions of the other people who are different from him. Even he disagrees with them, he wants to understand them anyway (women have greater predominance,  $p = 0.033$ ).
- cl. 33. It is important for him to forgive the people who offended him. He tries to see the good in them and not take offence (predominance of women,  $p = 0.000$ ).
- cl. 36. It is very important for him to be polite with the other people. He tries to not ever make nervous and disturb the others (women have greater predominance,  $p = 0.004$ ).
- cl. 10. He always looks for the reason for fun. It is important to do what gives pleasure (predominance of men,  $p = 0.017$ ).
- cl. 26. It is important for him to get pleasure from life. He likes to "pamper himself " (men have greater predominance,  $p = 0.040$ ).
- cl. 20. It is important for him to religious. He tries very much to follow his religious beliefs (women have greater predominance,  $p = 0.036$ ).
- cl. 40. It is important for him to adjust to nature and be a part of it. He believes that people should not change the nature (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 adapt to the environment. At the same time, it was obtained new data 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 people), a significant connection was found if the correlation coefficient exceeded the critical value of 0.444, for the sample of women (19 people) the critical indicator was 0.456 (Burlachuk, 2007).

**Table 2. Significant Correlations between Core Values at Different Levels**

Values at the level of ideals (Part No. 1 of the method)										
Values at the level of behavioural manifestations	conformity	traditions	benevolence	universalism	independence	stimulation	hedonism	achievements	power	security
	<b>male chiefs (20 people)</b>									
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	-	-	-	-	-	-	-	-	-	-
stimulation	0.58*	-	-	-	0.46	-	0.60	-	0.75**	-
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	–	–	–	–	–	–	–	–	–	–
<b>female chiefs (19 people)</b>										
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 level 0.01; \*\* a significant connection at the level 0.001

Source: compiled by authors

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 using the Schwartz method which covered 1000 young people from Ukraine and Poland (Part 2 called Personal profile was used). The data obtained suggest that the value of "Stimulation" acts as a mediator between achievement and benevolence. At the same time, the established connection depends 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 (Romaniuk & Schwarzer, 2018). All this data covers new indirect associations in the integral structure of an individual's values.

## Conclusion

The obtained empirical research allowed to describe in detail the value orientation of chiefs of different sexes both at the level of declared values-ideals and specific behavioural manifestations. Males' expressive inclination to obtain and maintain power status and hedonistic orientation is shown. But 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 emphasised that the value profile of women as if carefully balances between mutually exclusive vectors of openness to changes and conservatism. However, the vector of men predominates in the desire for changes. 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 to identify 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, pedagogical personnel.

## Limitations of the Study and Scope for Further Research

A new scientific result that needs further refinement and validation is the revealed gender difference 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 requires 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 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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