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VALUES OF THE MANAGERS IN MACEDONIAN ENVIRONMENT

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Abstract: Values are the base for understanding attitudes, perception, personality and motivation of individuals affecting their behavior. The system of values determines individual's priority in accordance with their relative importance.

We should consider that the individual tends through his/her life to keep and to preserve the values acquired from his/her early age. It is about attitudes to values of what is right and what isn't, what is moral and what isn't. The attitudes of values are tightly related to the age, or to the period of individual's growing and his/her building as a person.

This could be a kind of explanation why older generations of employees have different attitude to proper working than the younger generations. All of this could be of help for the managers to be able to predict the attitudes of values according to the age, and these attitudes will be mainly focused to the way of working. They should also be able to direct these attitudes to more general issues related to the company's working by acquiring support from their employees. Unless the managers fail to implement this in their daily work, the undertaken activities will not be favorable.

The system of values for managers in Macedonia is comprised by their personal values, some of them acquired and some of them could be since the birth therefore she/ he tends to obey them. Personal values determine the person himself/herself, his/her capacity, characteristics, moral and authority. The values, throughout the system of values, could describe anything that the managers are trying to achieve through their work and their attitude of behavior at work.

Keywords: environment, managers and values, instrumental and timely values, interviewed employees and managers, success, professional activities and tasks

INTRODUCTION

The values represent the individual's basic belief that a particular course of conduct is personally or socially useful, more acceptable than anyone else. They refer to the opinions of individuals about what is good and right. The values are a good foundation for understanding attitudes, perception, personality and motivation of the individual, which otherwise affect his/her behavior. The system of values determines the priorities of the individual according to their relative importance

Generally, the manager, through his/her values, asserting its interests, desires and aspirations, as internal elements with which he/she encourages his/her forces and justifies its endeavors. They are its important internal dimension, but a broad social framework in which he/she best measure their achievements, their material and spiritual achievements, while organization, i.e. the community is one that assesses positively or negatively. Values that are spoken by an advocate, to which we are committed, we like and what we want to happen, but it is repulsive to us, for what we do not understand and reject. The values are an expression of our awareness of life, the relationship between humans and our actions. They refer to our opinion about what is good and right, and what is bad and wrong. Through its values we differ among themselves. The sum of values that lead man in his actions, behavior and actions represent his value system. In fact, the value system of a person depends on the selection and acceptance of certain values. There is no universal standard or common value system. Every man for himself is his own standard. The difference between people in terms of value system comes in depending on their acceptance and respect for certain values. We can freely say that every man according to his own values ranks a ladder. From the rock he prefers those that are important for him and they are on the upper rungs. While those values as the lower rungs, he has not considered very important because they are overlooked. Each individual is characterized by a particular style of personality which is expressed through its ways of thinking and acting.

Goals

Apart from the scientific - theoretical study, the subject of the research takes into account the understanding of the values used in the practical execution of the managerial role in the training and development of human potential employees in small, medium and large enterprises.

With empirical research identified the values used and owned by managers, on one hand, their value system in terms of surveyed managers and on the other hand, surveyed employees so understanding their impact on human resource development of employees.

The main goal of this research is to consider the special role of the value system of the manager who contributes to quality development and advanced training of human resources, verification of results and highlighting opportunities for applying the concepts of governance, based on the preference of the real values in our working environment.

Methodology

Because of the more complete coverage of the research problem, accessed by a separate integrated approach combining quantitative and qualitative methodological procedures and methods. Based on previously examined scientific - theoretical content and conditions , there are conclusions that practice makes analysis of values represented in construction of the value system of managers and their role of human resources development of enterprises.

The method of induction aims to explore and present all available national and international literature on the value system of managers and human resources development in enterprises. The method is used with the aim of examining the general characteristics of the value system of managers, training and career development of human resources in companies.

Using the method of deduction to draw conclusions about the potential use of the most used methods to value system of managers and human resources development in enterprises. Statistical data processing as a method of research, is made directly collating data and using a computer program that enables ranking, tabular and graphical shaping the processed data.

The method of synthesis integrates knowledge of the strengths, weaknesses, opportunities, limitations of various programs for improvement of the system of values and the successful development of human resources. Its usefulness consists in creating a basis for applying the method of comparison, the comparison because it combines both theoretical and practical experiences of individual development models.

As a comparison method used in order to compare. For example, among the findings of a survey, according to the statements of managers and employees statements

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Radical changes require an adequate authority, because a person must have inner strength and superior position. What the manager realizes must be realized with the greatest faith. If the change is made with no high confidence results are bad and there is no success.

Scientific analysis and practical experience certainly suggests that the manager of human resources in Macedonia must possess a number of true values, qualities and abilities. This confirms the experience of highly developed countries where it has been proved that "kindnesses" and "responsibility" of business people in possession of other important skills and this knowledge is leading to desired business success.¹ Working in conditions of full respect as well as ethical standards is a guarantee for the success of others. Business people with their, knowledge and skills, acquire wealth for the company, and welfare of the owners, employees and the state through special fiscal charges. Their success is due to acknowledgement of that ability, knowledge and performance are important prerequisites for the progress of society. Stronger attention to the value system of managers are found in ancient Greek philosophers, the Bible where emphasis is placed on the choice of work and success of honest and conscientious people with respect and responsibility, and given the chance to manage people.² Outstanding contribution to the value system of managers is given in the works of many scientific and professional associates specifically say Frederic Taylor, Henry Fayol, Peter Drucker and others. Taylor also said that leaders are chosen based on their social skills and their position, their character or some other qualities. The special qualities of the manager, he said, are: smart, honest, educated, manual dexterity, tact, energy, honesty, proper thinking or common sense and good health.

Although Taylor particularly emphasizes these qualities, yet he was aware that it is difficult to find people who really fully possess all of these essential qualities, and even more difficult was to find people who possess at least a few of these features of quality.

Taylor sets the following four major basic principles known as the Taylor system fundamentals and they are:

- Developing the right knowledge to work;
- Scientific selection and progressive development work;
- Knowledge, knowledgeable work and scientific training and education of people; and
- Constant and close cooperation between management and workers.

The essence of the Taylorism is consisted of:

1. Study of time - by choosing the fastest and most capable, especially stimulated workers rationalize their labor. The analysis of labor makes the breakdown of its constituent elements;

¹ Carrell M., Elbert N., Hatfield R., Human Resource Management, Prentice Hall, N.Y., 1995, p. 410.

² Robert. H, Mathis, Jonh H. Jacskson, Human Resource Management, South Western College, Pub, 12 edition, 2007, p. 298.

2. Study of movement - analyze the expediency of the movement, covering the needs of the movement, enhances and accelerates fast enough and thus expands the norm;

3. Study of the tools and materials, their ability against the employee, the workplace and working conditions;

4. Organization - the company's structural plan, preparation, execution and control, functional system of governance; and

5. Improvement of the educational level of workers and their professional training³.

Basically, Taylor created a system raised on utilization of the labor, but the way (method) for it was only an intensification of labor, regardless of physical and psychological repercussions on those who perform this work. From an organizational and technical aspect can be evaluated his contribution in part to increase the productivity of labor. But, from a social perspective, Taylor's conception is criticized because it causes severe social consequences, because it took into consideration the man, his mental and physical abilities, the norms of Taylor were determined according to the most physically strong, most enduring and trained workers.

With the intensification of labor, Taylor advocated to reduce the number of workers, caused discontent among the people, unemployment, social disparities and unrest and is the opposite of the concept of managing human resources.

Unlike him, Henry Fayol enterprise conceived as a living organism with different structures of employees and each with their own values and qualities. Managers according Fayol qualities are grouped into three groups:

1. Physical qualities (health, life energy, a way of holding);

2. Mental qualities (the ability of understanding and learning ability judgment-proper evaluation, deliberation, reflection, mental strength and adaptability); and

3. Moral qualities (energy, strength, willingness to take responsibility, initiative, tact, loyalty, dignity)⁴.

Despite these protagonists of scientific management, numerous other authors cite a range of qualities that should have manager to organize workers and to contribute successfully. Advocates of human resources giving emphasis to the following qualities⁵:

- Moral properties (highly developed social awareness and social sense, spiritual highness, terms of behavior, economy, determination, entrepreneurs ability, a sense of responsibility);

- Intellectual capabilities (methodically in thought and work, objectivity, reality and practicality, ability to persuade);

- Knowledge and experience (general education, vocational education, technical pragmatism, effectiveness);

- Human abilities;

- Conceptual abilities;

- Communication abilities;

- Abilities to attract attention from people;

- Abilities to create trust and respect;

- Abilities for good judgment;

- Physical abilities (physical and mental health, vitality, dynamism, vigor);

³ D. Torrington, L. Hall and S. Taylor: *Human Resource Management*, Prentice Hall Europe, London, 2004, p. 258.

⁴ M. Armstrong: *A Handbook of Human Resource Management Practice*, Kogan Page Limited, London, 2001, p. 513.

⁵ J. Stredwick: *An Introduction to Human Resource Management*, Elsevier, Amsterdam, 2006, p. 125.

- Abilities and preference for having the right values, teamwork and real information; and
- Possession-determination and courage (courage to face problems and boldly forward-looking positive energy)⁶.

VALUE MANAGER'S SYSTEM AND HUMAN RESOURCE DEVELOPMENT IN THE ENTERPRISES

The managers' system of values is comprised of the values they own, some of which are genetic and some are acquired with tendency to use them. The personal values determine the personality itself, its capabilities, characteristics, moral and authority. The values through the system of values give a description of managers' work and what they think, considering their behavior through their working activities.

Through the research we can identify the values of the used and preferred by the managers, their system of values from aspect of the interviewed managers on one side, and the interviewed employees on the other. The aim is to find out their influence on the development of the employees' human resources. Values are reflection of our awareness of life, of relationships among people and the actions we take through our life situations. They show our opinion about what is good and right and what is bad and wrong.

The development of human resources is of great importance to the strategic advantage of enterprises in the competitive market struggle, which should not be left on their own, neither to the personal judgment and initiative of individuals. It also should be well organized and run by the management team of enterprises. Since the development of human resources management, the managers obtain all the necessary skills, experience and attitudes in order to be successful in their businesses.

Training is a continuous process of enrichment, extension and refinement of knowledge, skills and behavior of the human resources that will contribute to better and more efficient performance of the work at the work place and in practice. On one hand, the mentorship enables employees (mentored) with assistance in the development and promotion of their businesses, and on the other hand, it enables to gain the quality knowledge from their mentors and additional skills and partnerships. The inclusion in the mentoring team means that mentors have the opportunity to promote their work and achieved success in business and management. Education through the process of training is internationally and systematically designed and organized teaching system and learning experience of the individuals which can be seen and presented in the growth of knowledge and skills (as in quality and quantity) and also in the development of capabilities of those individuals⁷.

VALUES OF THE MANAGERS IN WORKING MACEDONIAN ENVIRONMENT

For a more comprehensive overview and comparison of the previous data survey and interview research on values that are most prevalent in work environments and through basic question: What values (features) are present in your working environment?

Survey 1 is already implemented and the content is prepared as outlined in the appendix. In compiling the survey questions are considered the structure of the respondents and current mentality, so questions were made more accessible and understandable for everyone. Respondents freely round all those values that believe which are the most common in their working environment during the survey. In accordance with the test data, the results were summarized and the resulting sequence is shown in Table 1.

⁶ Dessler, Gary.: Human Resource Management, 11th edition, Prentice Hall, Upper Saddle River, New Jersey, 2008, p. 118.

⁷ Stredwick: *An Introduction to Human Resource Management*, Elsevier, Amsterdam, 2006, p. 206.

Table 1. What values are representing your working environment?
The most common values in working environments, by personal aspects of interviewed managers and employees (Survey: February, March and April 2011)

Common values in working environments	Number od answers	in %
1.Cunning	61	8
2.Desire at any price to reach the wealth	60	8
3.Hidden games and intrigues	58	8
4.Hipocrisy	53	7
5.Insufficient information	52	7
6.Division among employees	52	7
7.Interest	52	7
8.Intolerance and disrespect	47	6
9. Aggressiveness	46	6
10.Lackey	38	5
11.Egalitarism	37	5
12.Hardworking	23	3
13.Knowledge	22	3
14.Induividualism	17	2
15. Mutual cooperation	15	2
16.Reasonableness	15	2
17.Respect	15	2
18.Competition	14	2
19.Democracy	14	2
20.Truthfulness	14	2
21.Confidence	14	2
22.Pragmatism	14	2
23.Reality	14	2
24. Openess	7	1
25.Informed	7	1
Total points	761	100%
True values		26%
Disorted values		74%

Source: Personal research for doctoral dissertation - Faculty of Economics, Skopje, Macedonia, March 27, 2015, p. 32

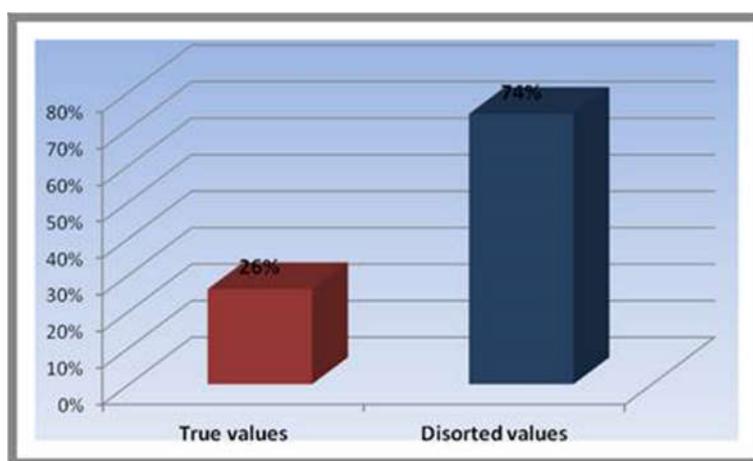


Figure 1. The most common values in the working environment

Source: Personal research for doctoral dissertation - Faculty of Economics, Skopje, Macedonia, March 27, 2015, p. 32

Concentration of responses of surveyed employees in the survey showed clearly differentiated two groups answered that above 74% were rounded distorted values, unwanted and unfavorable, such as: craftiness, hidden games and intrigue, desire at any price to get to the position or wealth, division among employees, insufficient information, hypocrisy, interest, aggressiveness, impatience, disrespect, cowardice, egalitarianism (regardless of value).

While the other focus group responses from the surveyed employees are characterized by real values, lasting values, according to representation in the working areas and 26% were in the following order: hardworking, individualism, knowledge, competition, democracy, pragmatism, cooperation, reasonableness, respect, trust, openness, awareness, truth and reality.

Table 2. What values are representing the managers?

The most common values that the managers should have in working places (Survey: February, March and April 2011)

Common values	Number of answers	in %
1.Knowledge	94	8%
2.Hardworking	86	8%
3.Mutual cooperation	86	8%
4.Reality	82	7%
5.Competition	76	7%
6.Reasonableness	68	6%
7.Openess	60	5%
8.Democracy	60	5%
9.Informed	58	5%
10.Respect	56	5%
11.Truthfulness	48	4%
12.Confidence	46	4%
13.Pragmatism	46	4%
14.Individualism	34	3%
15.Cunning	32	3%
16.Egalitarism	26	2%
17.Division among employees	24	2%
18.Insufficient information	22	2%
19.Hipocrisy	22	2%
20.Agresivness	14	1%
21.Hiden games and intrigues	12	1%
22.Desire at any price to reach the wealth	8	1%
23.Intolerance and disrespect	8	1%
24. Interest	6	1%
25.Lackey	6	1%
Total points	1.048	100%
True values		81%
Disorted values		19%

Source: Personal research for doctoral dissertation - Faculty of Economics, Skopje, Macedonia, March 27, 2015, p. 326

Table 1 shows that there are 74% distorted values, and 26% are real values. In the group of the highest growth distorted values shows the values of desire at any price to get to the treasure with 8% hidden intrigues and games too with 8% hypocrisy, insufficient information sharing between employees with 7% antagonism with disrespect and hostility with 6% cowardice and egalitarianism with 5%. The percentages of the actual values are

smaller compared with distorted values ranging from 1-3%. Some of them are: hard working and knowledge are expressed with 3% individualism and mutual cooperation, reasonableness, competition, democracy, respect, pragmatism, reality with 2%. Openness and information are represented by 1%⁸.

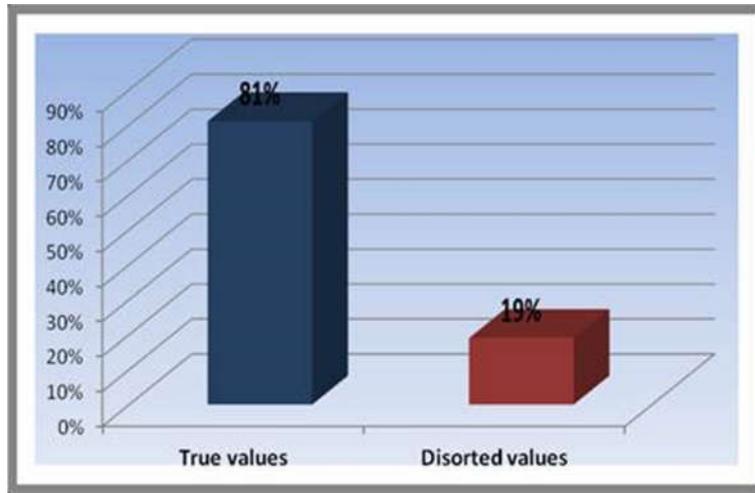


Figure 2. The most common values of the managers

Source: Personal research for doctoral dissertation - Faculty of Economics, Skopje, Macedonia, March 27, 2015, p. 327.

According to the statements of the interviewed managers' in Macedonia, it is shown that they believe that 81% of the business environment is represented by true values, while only 19% emphasize the distorted values. This is their expression in some way is contrary to the results of the surveyed employees. The analysis in the table shows that the actual values with the largest percentage are: hard working, knowledge and cooperation with 8%. Reality and competition with 7%, reasonableness as a positive value is 6%, openness, democracy, information and compliance with 5%. Shrewdness values as expressed by 3%, other distorted values such as egalitarianism, division among employees, lack of information and hypocrisy with 2%.⁹ Other values with the lowest percentage of 1% after hierarchical order are: aggressiveness, hidden games and intrigue, desire by any cost to achieve wealth, intolerance and disrespect, interest and lackey.

CONCLUSION

Some managers in Macedonian environment believe that values such as a comfortable life (a prosperous life), an exciting life (stimulating, active life), freedom (independence, freedom of choice) and social recognition (respect, admiration) are important in the working environment. The relative importance that managers give to each time value helps to explain what actually are trying to achieve within their company and they are the basic focus of their efforts. Some of the instrumental values are listed in Table 1, these are important components of the behavior of managers, such as being ambitious (hard work, aspiration), with wide view (open), capable (skilled, effective), responsible (on whom you can rely) and has self-control-(self-discipline,-restraint).

In addition, the relative importance of human resource management puts before these and other instrumental values may be an important commitment to their behavior in the

⁸ Personal research for doctoral dissertation - Faculty of Economics, Skopje, Macedonia, March 27, 2015, p. 54.

⁹ Personal research for doctoral dissertation - Faculty of Economics, Skopje, Macedonia, March 27, 2015, p. 42.

workplace. For example, the manager considers that value to a fantasy (creative, dare) is the most important to be innovative and take more risks than what the manager thinks it is not as important (or that equality is the most important). Managers who believe that honesty is the most important to be put in the foreground task of taking the necessary steps is that all members of the department or company to behave ethically.

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