

# VALUES OF MARKETING MANAGERS IN MARKETING ENVIRONMENTS

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

**Keywords:** environment, managers, marketing and values, instrumental and timely values, interviewed employees and managers, success, professional activities and a task.

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## Introduction

Radical changes steamed adequate authority, because a person must have inner strength and superior position. That the manager achieves must realize the greatest faith. If the change is made with high confidence results are poor and their success.

Scientific analysis and practical experience certainly suggests that the marketing manager of human resources must possess a number true values, qualities and abilities. This confirms the experience of highly developed countries where it has been proved that "kindness" and "responsibility" of business people in possession of other

important skills and knowledge leads to desired business success.<sup>1</sup> Working in conditions of full respect of ethical standards is a guarantee for the success of others.

### **1. Values of the managers**

Radical changes require 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 marketing manager of human resources 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 knowledge is leading to desired business success.<sup>2</sup> Working in conditions of full respect of 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 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.<sup>3</sup> Outstanding contribution to the value system of marketing 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 socially 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.<sup>4</sup>

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:

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<sup>1</sup> Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2006). Menadžment ljudskih potencijala, izdanje, Mate. P. 205

<sup>2</sup> Carrell, M., Elbert, N., & Hatfield, R. (2015). Human resource management marketing (p. 410). Prentice Hall.

<sup>3</sup> Mathis, R. L., & Jackson, J. H. (2017). Human resource marketing management (12th ed., p. 298). South-Western College Pub.

<sup>4</sup> Mumford, A., & Gold, J. (2014). Marketing management development strategies for action. Chartered Institute of Personnel and Development.

- Developing the right knowledge to work;
- Scientific selection and progressive development work;
- Knowledge, knowledge work and scientific training and education of people;

and

- Constant and close cooperation between management and workers.

The essence of the Taylorism is consists 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;
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 training.<sup>5</sup>

Basically, Taylor create 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 marketing 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

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<sup>5</sup> Donnelly, J. H., Gibson, J. L., & Ivancevich, J. M. (2022). Fundamentals of marketing-management (p. 55). Irwin.

3. Moral qualities (energy, strength, willingness to take responsibility, initiative, tact, loyalty, dignity).<sup>6</sup>

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

- 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 (physically and mentally health, vitality, dynamism, vigor);

- 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).<sup>7</sup>

## *2. Values of the marketing managers in working marketing environments*

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?

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<sup>6</sup> Ibid, p. 55-61

<sup>7</sup> Dessler, G. (2018). Human resource marketing management (11th ed., p. 118). Prentice Hall.

Table 1

*What values are representing yours working environment?*

The most common values in working environments, by personal aspects of interviewed managers marketing and employees (Survey: February, March and April 2024)

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 informations	52	7
6.Division among employees	52	7
7.Interest	52	7
8.Intolerance and disrespect	47	6
9.Agresivness	46	6
10.Lackey	38	5
11.Egalitarism	37	5
12.Hardworking	23	3
13.Knowledge	22	3
14.Individualism	17	2
15.Mutial 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%

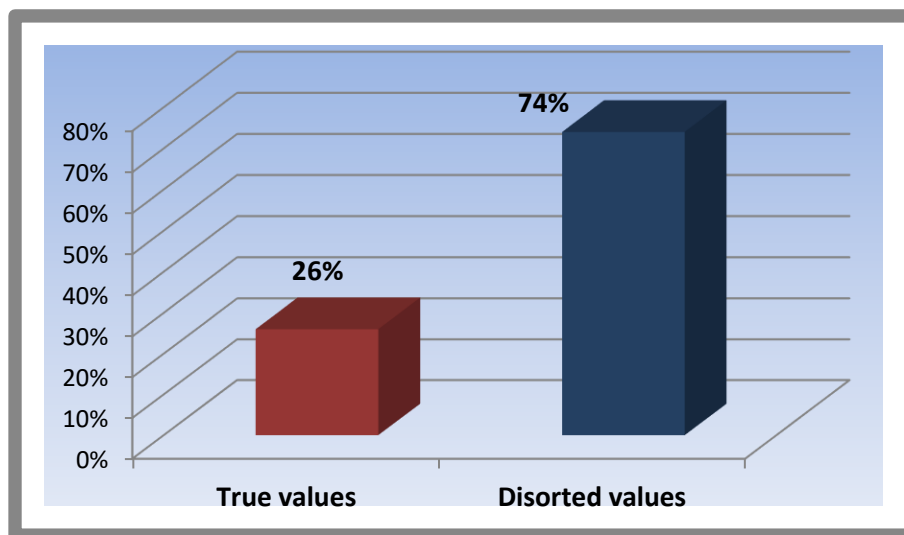


Figure 1. The most common values in the working environments

Survey 1 is already implemented and prepares content 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 most common in their working environments during the survey. In accordance with the test data were summarized results and the resulting sequence is shown in Table 1.

Concentration responses of surveyed employees in the survey showed clearly differentiated two groups answered that above 74% were rounded distorted values marketing – managers, 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 1 shows that there are 74% distorted values, and 26% are real values. In the group of highest growth distorted values show 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%.

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 2024)

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%

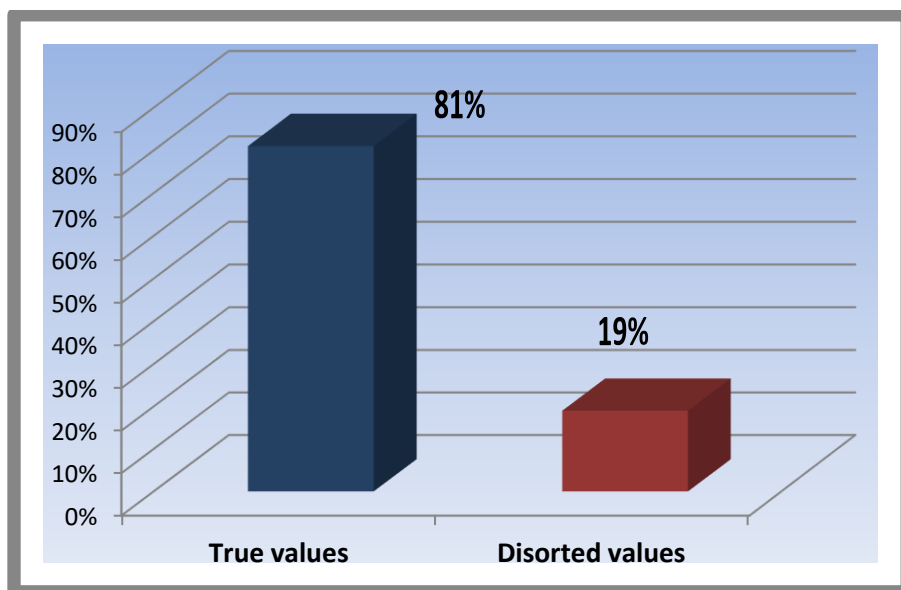


Figure 2. The most common values of the managers

According to statements of the interviewed managers' shows that they believe that 81% of the business environments are represented 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%. 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.

### Conclusions

Some managers 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 environments. The relative importance that managers give to each time value helps to explain what actually are trying to achieve within their company and are basic focus of their efforts. Some of the instrumental values listed in Table 1 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 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 (honesty) is most important to put in the foreground task of taking the necessary steps is that all members of the department or company to behave ethically.

## References

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