

## THE PARADIGM OF PROFESSIONAL VALUES IN THE MANAGERS' MEANING FROM THE PHYSICAL CULTURE DOMAIN

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**Abstract.** *The values are evaluative criteria and standards of judgment in order to appreciate the things, ideas, feelings related to their quality to be or not to be desirable, to represent what is nice, fair, true, worthy etc. The terms that designate values are taken from generation to generation which continue to express the same types of values and change whenever there are new criteria or evaluation rules. The professional values explain a wide part of the managers' successes and abilities to progress and to develop. The professional values are part of the manager's personal brand pyramid, along with studies, professional experience, skills, competencies and career objectives.*

**Keywords:** *professional values, managerial value, value dimension, professional skill, manager, professional values hierarchy.*

**Introduction.** In designing the career, the tableau of personal values completes the profession image next to skills, knowledge, individual abilities.

The teenagers being in the period of the searches, probe, explore, get informed, search for models, social cues, choose, and thus decide to prepare themselves for their own future. The moment of decision is conformed both on self-knowledge and also on the knowledge of **professional values**.

Therefore, the issue of the value orientation in the personality development, including professional competences training is actual and important, thus explaining our preoccupation for this topic.

The concept of *value* designates "desirable aims, cross-situational, ranging importantly, which serve as principles that guide people's lives" [2, p. 2138].

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In antiquity during the Plato's period the term *value* designated the *Truth, Good, Beauty* [4, p. 209].

The Middle Ages added another value to these three: *the Sacred*.

The Modernity has maintained those four values of the Greek-Christian classical humanism, but has raised to a higher-ranking the social values: *Freedom, Equality and Fraternity*.

Approaching this subject, we mention that the concept of **value orientation** which represents the election of a person regarding the diversity of values, that being selected, are grouped in an organized system of values and influences the person on the attitudinal and behavioral level.

The values of an individual are the ones that belong to his conception of himself, according to his self-characterization.

Al. I. Dumitru in the treaty "Pedagogical Counseling" classifies values into three big categories "**moral values**: altruism, honesty, faith, dignity, wisdom, humanity, responsibility; **professional values**: ambition, wealth, competence, conscientiousness, creativity, intelligence, labor, professional safety, entrepreneurship; **Psychosocial values** (relational): self control, love, receptiv-

ity, social recognition, independence “ [3, p. 34].

The reconceptualization of the life areas at the end of twentieth century attributed to the education the biggest responsibility in the process of personality training. The education has become the highest human value which the human being knows, is directed and becomes a factor of change.

In the European Qualifications Framework, the professional training is clearly described by skills [1]. Hence, we deduce *the value dimension*.

In this approach we are referring to the professional values of a manager.

*Professional values* are a personal set of rules at the workplace and concretely express how much we value the work, how we are willing to make compromises, which are our criteria for promotion.

In this context, we consider appropriate the insertion of the phrase professional competence which, reported to the manager is associated not only with *what he knows and can do in the professional field, namely knowledge and skills*, but delimits its ability of flexible and mobilizing action in different contexts and professional prob-

lematical situations.

Starting from the premise that the professional values are an impulse of the personal motivation, as well as in establishing them, we developed a survey in which we noted a set of professional values.

The aim was the opinion probing of the managers from the physical culture and sport field regarding the professional values.

The questionnaire contains 15 items corresponding to a same number of professional values, through which their relevance was measured in the context of the managerial activity.

Each item has a corresponding scale with 5 degrees of measuring (5-very important, 4-important, 3-medium importance, 2-little important, 3-unimportant).

The questionnaire was applied on a sample of 37 subjects - managers of the profile institutions: vice deans, deans, heads of the chair, directors of some sports entities, heads of administration.

We separated the subjects into two categories: young managers (29-40 years) and experienced managers (41-58 years).

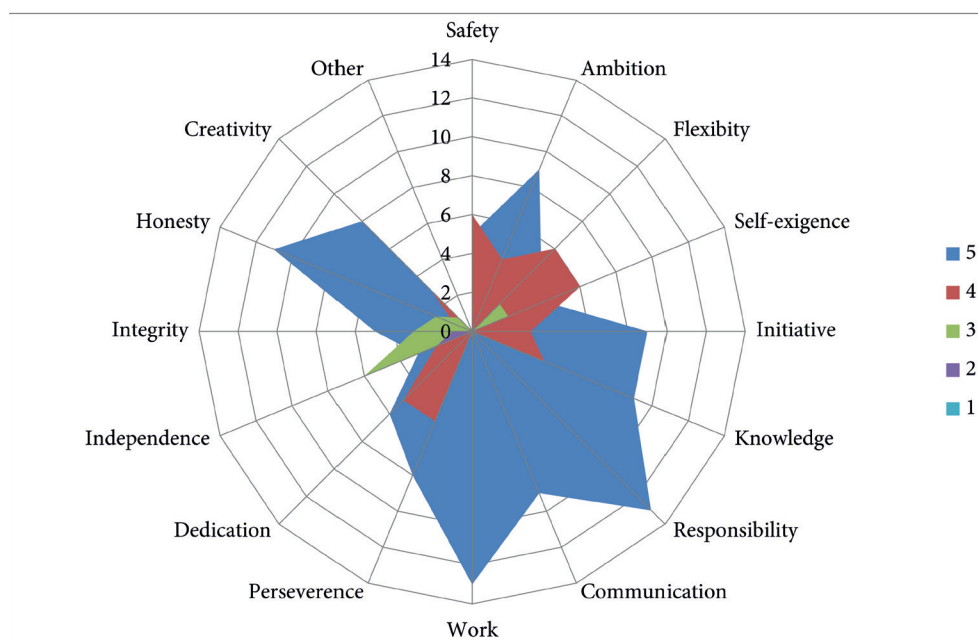


Fig. 1. The results of the managers' questioning with experience

The experienced managers, in number of 13 persons, have shared the degree of importance of items thus suggested:

Hence, according to experienced managers *the exhaustive knowledge of domain, ambition, initiative, work, responsibility, fairness, dedication, creativity, perseverance and the ability to communicate* represent the basic professional values specific to the manager.

The peripheral values - *flexibility, self-exigency,*

the integrity is focusing around the reference values, but the independence, in their opinion, does not exist in the exercise of the manager position.

We emphasize, that these subjects have achieved a professional maturity determined by the information and work experiences which they have accumulated.

The other category of respondents – the young managers, have distributed the professional values in the following way:

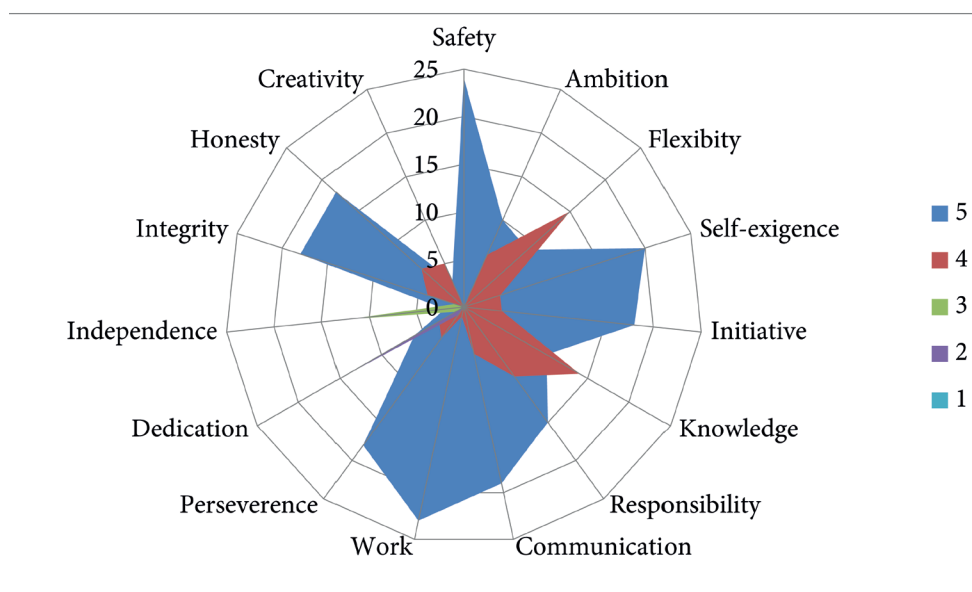


Fig. 2. The results of the young managers' questioning

In the opinion of the young managers, the strongest professional values are considered *safety, self-exigency, work, ambition, communication, fairness, integrity, perseverance, initiative.*

The values less resistant are: *dedication, independence.*

Someone among the young managers has registered the discipline as being the priority professional value.

At the end of the study we obtained a hierarchy of the professional values. 78% of those questioned (38% experienced managers; 100% young managers) have placed the safety as a value showing the certainty of maintaining them, ensuring the same type of work, but also guaranteeing the

material revenues. The option is perfectly justified by the individual desire for stability felt at any age. Without a job, there can not be ensured the necessary revenues of the financial independence which represent the social confirmation.

The subjects also focus on the superior's honesty in the working activity. The assessment of the executed work, effort, as well as the acknowledgement of its value by others, represents basic marks of the intrinsic motivation.

It is obvious that the manager has to demonstrate flexibility to face the changes, to develop its vocational behavior that would allow him adaptability, flexibility, consistency in personal decisions.

We mention that effective personality development can be achieved only on the basis of knowledge by the manager of his own value.

Hence, the *value of manager* represents a successive integration of the physical, biopsychic, psychosocial and cultural functional activities. At the same time, the value makes the substratum of differentiation between managers. The value clarification organizes the creative skills of the manager, which is focused on the temperamental basis and character structure, contributing to the efficiency amplification of the manager's personality.

Essentially what we consider to remember is that without an awareness of the own professional value is unlikely to get the recognition and its appreciation by others.

In the end of this approach, we outline some *conclusions*:

1. The systems of beliefs, values are the resources that boost the managers or prevent them in their actions.
2. The professional values are part of the manager's personal brand pyramid, along with studies, professional experience, skills, competencies and career objectives.
3. The professional Values define not only the manner in which the manager carries out activities, but also how he interacts with peers, subordinates etc.
4. The professional values explain a wide part of the managers' successes and abilities to progress, to develop, because the human being has faiths that limit him or, conversely, give him the power to act.

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