

Psychological Characteristics of Managers Acting in State Administration and in Municipalities

Abstract:

The author presents the results of a research focused on finding a number of psychological characteristics of state administration and municipality managers who influence the school system at a regional level. The research, which was oriented towards determination of the value structure and preferences, comes out of the premise that values quite significantly regulate and correct human behaviour. The empiric probe signalizes that the tested persons do not show value recondition consistent with their professional roles and, at the same time, it also aspires to map mutual ties of the researched value aspects with other personality characteristics.

Key words: *Value structure, value preferences, social frustration, managers influencing school policy of a given region*

The Czech Republic together with other states of the former “East Block” entered the European Union. The appearance and the course of the transformation process accompanying the way to join the developed countries of Europe are among others also dependent on the quality of the leaders acting in the areas of state administration and municipalities.

Through his extensive exploration dedicated to psychological characteristics of selected socio-professional groups the author also researches a group of managers who influence a number of phenomena at a regional level from their position. This group includes those who directly influence the lives of citizens living in a given area.

A group of managers acting in the state administration and municipalities is composed of persons who are directing the school system at the regional level as well. They quite often influence the school policy of a given region due to their positions.

The focus of the research was oriented towards the current shape of the value structure and value preferences of selected socio-professional groups of our population. The reason for this research orientation is given by the fact that in accordance with a lot of authors, we can assume that these values (value structure as well as value preference) of a given individual significantly correct human behaviour. Adler, for instance, considers values to be certain “leaders of human actions”, which to a large extent intervene into human behaviour (Adler, 1956). Rokeach (1968) again understands values as deeply rooted motivations or orientations, which direct or explain certain positions, norms, opinions further influencing the behaviour of a human (Rokeach, 1968). The same author further states in his publication, that values can be understood as a standing belief of a way of specific behaviour or a purpose of being to be personally or socially preferred to the opposites (Rokeach, 1973, p. 4).

Real life proves quite often that the significance of the regulative function of the value structure has influence mainly in those instances when an individual gets around new complicated situations (Prunner, 2002). According to the majority of authors it is possible to presume that the values shaping a value structure became the main acting force in the human motivation structure because what is most important for an individual most often directs to it. Perron claims that a value is a variable mediator which leads to an action; i.e. to a selection from various ways of behaviour in a given situation (Perron, 1981, p. 225). In the understanding of Latouch, values are “ideologies of motive powers”, which puts in motion axes of thinking implicitly or explicitly involved in social plans (Latouch, 1976, p. 118).

Values can be understood as relatively permanently socially determined selective human attitudes to both material and spiritual ideals of society (Prunner, 1996, p.34). The meaning of values in the motivation structure is important to such a degree that it influences the whole human life style (Balcar, 1983, p.135).

Research purposes

The purpose of the research was to try, by means of “purposefully drawn” psycho-diagnostic battery and a consecutive analysis of the obtained results, to describe selected socio-professional groupings while focusing managers in the state administration and their confrontations with other tracked sets¹. The analysis was focused on defining the basic psycho-diagnostic characteristics of the executives that take

¹ A complex confrontation of the state administration and municipality employees with different other tracked groups was published in a monograph by Prunner, P.(2002). *Výzkum hodnot*. Plzeň .

part in the regional politics. I also tried to look over the meaningful correlations between some personality characteristics and value preferences.

The research sample

The whole tracked test set comprised 1,399 respondents; it was divided into 12 basic test groups. These were the followings:

Group 1 – the executives of the state administration and municipalities working at municipal offices, at the offices of the urban districts, at the municipal councils

Group 2 – the executives of the state administration (revenue authorities)

Group 3 – the executives of a big construction company

Group 4 – the executives of a big food-processing company

Group 5 – officers of the state administration (“regular workers“- paying out the social benefits)

Group 6 – the managers of small and middle size companies.

Group 7 – university students– (voluntary blood-donors)

Group 8 – teachers of art and science subjects

Group 9 – elementary school teachers – West Bohemian district

Group 10 – university students – teaching

Group 11 – persons in a situation of a pursuit (mainly divorce trials – child care, criminal assaults)

Group 12 – university students - law

The analysed regional group of the executives of the state administration and municipalities consisted of 56 respondents aged 32–54; they were selected by a random selection method. The tested participants had at least secondary training qualifications. The size of the test set was limited by the willingness of the respondents to go through 4–5 hours of testing. Those participants who did not go through the complete test battery were not put into the test set and their results were not statistically processed for the purposes of the research.

The description of the psycho-diagnostic battery:

The test battery involved 8 diagnostic techniques which gave altogether 130 psycho-diagnostic characteristics. There were the following diagnostic tools:

Intelligence test Cattell – C.F.2A

Personality questionnaire – Cattell 16PF

Personality questionnaire Leary – ICL

Personality questionnaire – MHQ

Personality questionnaire – BDI

Interpersonal values questionnaire – Gordon IPH

Values questionnaire – HODOR

Social frustrations questionnaire – DSF

All the techniques are standardized for the Czech population and for 6 of them there were “norms” prepared for the Czech population.

The methods to analyze obtained data:

Statistical analyses were implemented by means of a statistical package SPSS version 10.1. Pearson’s correlation coefficient was used to characterize the size of the linear attitude of the research variables. The test of hypothesis on the equality of two coefficients of correlation was used to verify the research assumption that socio-professional (or situational) insertion can significantly modify the deterministic relations of personality and value variables. The explorative multivariate analysis (the module General Linear Model, Multivariate) was used to determine particular value factors. The indicated results were always verified by post hoc - tests: the Scheffe test for the groups with non-different diffusions and the Tamhan T2 for the groups with different diffusions. The usual Leven test was used to verify the assumptions of homogeneity of the diffusions among the groups. The assumption of normality in the presence of particular variables in the researched groups (socio-professional groupings) was verified by the Kolmogorov-Smirnov test.

The results:

In case of the endeavour to create an average “personality profile” of the selected groups in the test set by means of the results obtained through processing of the Cattell personality questionnaire 16PF, based on the analysis of the mean values, we may state that the majority of the obtained figures occurred in the average range². We may state as well that none of the researched groups significantly differs from these values. The mean values that were calculated in individual groups are in absolute majority to be found in the average range and they do not much exceed this range. We may consider a certain exemption of factor B of the Cattell 16PF technique (a factor saturating general reason capacity). Together with this factor, certain groups display also the achieved value in the intelligence test Cattell CF2A as above-average.

The conventional “average syndrome” of the calculated mean values (understood in a tie to the values that are confined by the average range) can be discovered in all the researched groups as well as in the remaining diagnostic tools applied dur-

² Cf. for instance Normal distribution curve and its derived score as mentioned by V. Smékal. (In: J Švancara, et al.: Diagnostika psychického vývoje. Avicenum 1980, p. 49.)

ing the research. Possible ascertained “deviations” from the mean values of particular factors of the analysed groups are not high, and those individual socio-professional groups that made up the tested set can be considered as a set very similar to the regular population.

The results of the scale which measures the level of the “lie score” can be considered very positive for the interpretation of the obtained data. The values of this scale oscillate in all groups within the normal range. Based on this finding it is possible to state that none of the researched groups shows an above-average tendency towards telling lies. The lowest value of the “lie score” was identified among the executives of a big food-processing company – group 4 – : $L = 4.88$, $SD = 1.99$ and the highest value among the persons in a situation of pursuit – group 11.– $L = 5.87$, $SD = 2.14$.

The analysis of the group of the executives of the state administration and municipalities

(Throughout the whole researched set this group is labelled no. 1–56 respondents.)

Mental potential (measured by the CF2A technique and 16PF-B factor) ranges at the edge of the higher part of average and the lower part of slightly above-average. CF2A – mean value 32.78 at SD 4.95, which quadrates with value IQ 115-117, when applying STEN scores the obtained values are at the edge of the 7th and 5th STAN. At the 16PF-B the acquired obtained mean of this group is 8.32 of the STEN at SD 1.64.

The personality profile of the persons from this group of respondents shows slightly higher extrovert tuning (cf. Table 1) and the value of the personality characteristics saturating the “strength of the ego” indicates that these persons are emotionally more stable (The factor – “Higher strength of EGO, C = 7.92, SD = 1.98). The fact that the state administration officers are concerned who are in a frequent interaction with citizens presumably takes part in the lower average saturation of the personality characteristics 16PF- “L” (The factor – “Alaxia“, $L = 3.80$, $SD = 2.11$). Based on this finding it is possible to presume that the persons from this group are typically able to mix in, and they do not belong to people with a higher primary distance from others. The value of the personal characteristics results 16PF “O” (The factor – “Calm self-confidence“, $O = 3.44$, $SD = 1.97$) and “Q4” (The factor – “Low ergic tension“, $Q4 = 2.85$, $SD = 1.75$) signifies that individuals from this group do not show a higher psychic tension and they cannot be considered as more labile persons. This is also evidenced by the results of the MHQ

technique, where all the values oscillate in the range of the norm (in its lower part – cf. Table 2).

Table 1: Average values of the factors 16 PF in Group 1

		mean	SD
“Warmth” Factor (<i>Afektotýmie</i>)	– “A”	6.30	2.1
“Liveliness” Factor (<i>Surgence</i>)	– “F”	7.01	1.94
“Social Boldness” Factor (<i>Permia</i>)	– “H”	8.32	1.61
“Vigilance” Factor (<i>Protense</i>)	– “L”	3.80	2.11
“Self -Reliance” Factor (<i>Sociabilita</i>)	– “Q2”	3.44	2.19

Table 2: Average values of the MHQ factors in Group 1

		mean	SD
“Free floating anxiety”	– “FFA”	3.74	2.28
“Phobic anxiety”	– “PHA”	4.38	2.22
“Obsessional”	– “OBS”	5.59	2.50
“Somatic anxiety”	– “PSS”	3.00	2.19
“Depression”	– “D”	1.88	2.16
“Hysteria”	– “HY”	5.51	2.36

Mean scores are also displayed by the majority of the researched characteristics of the BDI technique. As the only exception can be considered only the personality characteristics “H” (saturating the size of “verbal aggressiveness) of the BDI technique, which presents an increased level. In the BDI test of the group of regional managers the statistical characteristics of the factor “Verbal aggressiveness” are heightened (BDI – H = 6.97, SD = 1.74) and they represent the highest values of all the research groups.

The persons from this group can be considered as people who on average as to the social interaction find themselves in socially acceptable boundaries and they cannot be seen as people who provoke others by their social behaviour. A given group on average as well does not upload manifestations that would signal their increased primary readiness to cause conflicts (conflictogenity). Based on the analysis of the obtained data we may assume that the group of the state administration and municipality officers does not show, for example, above-average latent biases towards physical or indirect aggressiveness.

It is, however, necessary to view as reasonably alarming the finding that individuals from this group increasingly incline to verbally aggressive exposures. The fact that this group de facto is not primarily most verbally aggressively conflictogenous is probably significantly co-decided by the found out average range of “irritability” of the persons that make up this socio-professional grouping. Individuals from this group, when compared to the remaining groups, on average show the lowest mean values in the scale researching pre predispositions for a person to be pulled in an existing conflict. The size of the measured “Irritability” (saturated by the factor BDI – “C” = 2.60, SD = 0.77) in the BDI test reaches the lowest point values from all the researched groups.

The interpersonal profiles of the state office executives show, on the one hand slightly heightened “Power ambitions” coming out of their slightly increased interpersonal dominance proved by the factors ICL – P = 4.30, SD = 0.99 a ICL – A = 4.61, SD = 1.61. On the other hand, they also display an increased level of ability to accept leadership from their senior executives, which is witnessed by the average saturation of factors ICL – H = 1.40, SD = 1.14; ICL – I = 3.03, SD = 1.36; ICL – J = 3.40, SD = 1.57; ICL-K = 3.45, SD = 1.01.

The occasional power behaviour then is presumably manifested by the majority of them through their own presentation to others as being persons who understand a number of questions “best” (it is manifested by their modestly increased need for “professional dominance”). For the most part, however, they display an increased tendency towards “forced dominance”, which apparently does not only drive in the direction of their subordinates (school managers), but with a high level of probability it is also oriented towards clients (which includes their way of dealing with “classical teachers” as well). This inclination in a number of cases can also take a shape of an oppressive behaviour, when acting persons are rolled back to do all in accord with what the executives want.

The size of the **scores of the conformity factor** simultaneously signals that at the moment when individuals belonging to the group of the executives of various kinds of state offices get in touch with their subordinates (including those elected representatives), they most probably give up their power ambitions and fully respect what their senior state administration executives require.

In the area of the value questionnaires the results of only a few value characteristics of the research group were different from the range of average. In the case of the “HODOR” questionnaire, however, the calculated mean values of this tested group are in the range of the test population average. Based on this finding it is possible to state that the state administration executives for the most part do not show above-average performance tune. They may be considered persons, who with the exemption of their increased need to “fight with obstacles” otherwise do not

go astray from the “range of average”³. The score of the need to “fight with obstacles” can be interpreted as a significant signal from the counselling point of view (cf. Table 3); however neither here is the upper limit of the average range exceeded. Moreover, this group does not have the necessary “energy coverage” to “fight developed” problems, which is also evidenced by the level of values of the need for activeness, which is “just the average”⁴.

Table 3: Mean values of the HODOR factors of Group 1

		mean	SD	T-score
“Activity – Contemplation” Factor	– “AK”	12.74	3.11	52
“Asceticism – Hedonism” Factor	– “AH”	8.07	4.03	50
“Fight with obstacles – calm Resignation” Factor	– “BR”	17.16	3.43	55
“Order – Flexibility” Factor	– “PF”	11.58	4.93	49

A rather different situation occurs in the values of the IPH questionnaire. Though the 4 factors appear here in the range of average as well, the next two of the tested factors exceed this range⁵. The group working at municipal offices, at the offices of the urban districts, at the municipal councils shows a little below-average values of the “need to understand” and over-average values of the “need to lead others” (cf. Table 4).

Table 4: Mean values of the IPH factors of Group 1

		mean	SD
“Understanding” Factor	– “S”	11.65	4.18
“Conformity” Factor	– “C”	13.01	3.83
“Desire for recognition” Factor	– “R”	10.41	3.50
“Desire for independence” Factor	– “I”	18.69	5.18
“Benevolence” Factor	– “B”	17.72	4.84
“Desire to lead others” Factor	– “L”	18.47	4.84

³ In case of the HODOR value questionnaire the gross score converted into “T” score, where the average range is specified by the following way: The factor “AK” = 9-15 HS; the factor “BR” = 9-19 HS; the factor “AH” = 4-13 HS; the factor “PF” = 7-16 HS.

⁴ Cf. the above described results of the HODOR factor – “AK” = 12.74, which reaches the values ranging the the middle of average for the HODOR value factor – “AK” (9-15 points of HS).

⁵ For the IPH value questionnaire the following norms were set for individual factors (the gross score is taken into account): the IPH factor – “S” = 16.29, SD = 4.,60; the IPH factor – “C” = 15.11, SD = 5.31; the IPH factor – “R” = 12.27, SD = 4.29; the IPH factor – “I” = 17.46, SD = 5.52; the IPH factor – “B” = 16.73, SD = 5.48; the IPH factor – “L” = 12.08, SD = 5.26.

On the basis of the obtained results we may state that persons working in the state administration show a value structure in the area of interpersonal values that by its tune does not fully correspond with their work mission. The people in offices who, thanks to their professional specialisation, are appointed to help solve problems of our citizens lack an even “only average” need to understand. At the same time the results indicate that they are people with an above-average level of the values that are linked to “power ambitions” and in the case that they occupy a leading position they are strongly motivated by their desire to control others.

From the above-mentioned data we may draw an alarming conclusion that a number of persons (we cannot exclude with a necessary plausibility that it is not even the majority of them) working in state administration offices lack even an average need for courtesy, support, and benevolence, which merge in their behaviour without necessary extent of empathy and culture of behaviour.

When determining the value preferences of a given socio-professional group we may state that this group prefers the values from “classical areas”, such as areas of the values connected with family, physical and psychical health (cf. Table 5). The first place with an average value 4.70 points (SD = 0.46) is taken by the “Quality of partners’ life together”. The second place of the value preference with the same number of points is taken by the “Selection of a desirable partner” and the “Physical health” (D12 = 4.68, SD = 0.46, D22 = 4.68, SD = 0.54) and at the end there are the “Harmony in family” (D14 = 4.66, SD = 0.51), the “Psychical health” (D21 = 4.60, SD = 0.66) and the “Securing the children” (D15 = 4.56, SD = 0.57).

Table 5: Areas with the highest value preference in Group 1

		mean	SD
“Quality of partners’ life together”	– “D13”	4.70	0,46
“Selection of a desirable partner”	– “D12”	4.68	0.46
“Physical health”	– “D22”	4.68	0.54
“Harmony in family”	– “D14”	4.66	0.51
“Psychical health”	– “D21”	4.60	0.66
“Securing the children”	– “D15”	4.56	0.57

The minimal point dispersion of the obtained mean values signals that among these value preferences there does not exist an increased difference in the perceived importance and all of them can be viewed as equivalent from the importance point of view

The lowest places of the value preferences of this group were taken by areas with direct connection with the interest sphere, mobility, services and also with the sphere of neighbourhood relationships (cf. Table 6). The minimal average point

values 3.29 points (SD = 0.70) were found at the “Quality of friendship relations”, which makes it the area subjectively perceived as the least important. The next places are taken by the “Satisfying interests and hobbies” (D11 = 3.47, SD = 0.75), the “Quality of services” (D4 = 3.50, SD = 0.75), the “Mobility” (D5 = 3.50, SD = 0.78), the “Cultural self-realization” (D3 = 3.56, SD = 0.78).

Table 6: Areas with the lowest value preference in Group 1

		Mean	SD
“Quality of friendship relations”	– “D17”	3.29	0.70
“Satisfying interests and hobbies”	– “D11”	3.47	0.75
“Quality of services”	– “D4”	3.50	0.75
“Mobility”	– “D5”	3.50	0.78
“Cultural self-realization”	– “D3”	3.56	0.78

We may see it relatively valuable to find that the lowest places of the value preference of this group are taken by the area of the reached standard of living (D2 = 3.76, SD = 0.61) and the satisfactory life demands (D18 = 3.68, SD = 0.61). With the exemption of the area of friendship all the above-mentioned spheres are in the lowest places of the value preferences with a similar number of points and they may be viewed as equivalent.

The areas with the highest average rate of satisfaction with the reached level in the group of regional managers to a large extent “copy” the areas that can be found in the highest places of the value preferences. The highest average rate of satisfaction was found at the values connected with family, physical and psychical health (cf. Table 7), while the absolutely highest values of satisfaction were reached by the value of psychical health. Satisfaction with the level of “Psychical health” reaches 4.41 points (SD = 0.69). The next places are occupied by the “Selection of a desirable partner” (S12 = 4.19, SD = 0.93) and the “Quality of partners’ life together” (S13 = 4.19, SD = 0.82) and further by the “Harmony in family” (S14 = 4.09, SD = 0.92) and the “Physical health” (S22 = 4.09, SD = 0.85).

Table 7: Value preferences with the highest rate of satisfaction in Group 1

		Mean	SD
”Psychical health”	– “S21”	4.41	0.69
“Selection of a desirable partner”	– “S12”	4.19	0.93
“Quality of partners’ life together”	– “S13”	4.19	0.82
“Harmony in family”	– “S14”	4.09	0.92
“Physical health”	– “S22”	4.09	0.85

The lowest average satisfaction in this socio-professional grouping appears in connection with the “Quality of services” and the “Reached standard of living”, which perhaps hangs together with the next proved low satisfaction connected with the area of the “Work appraisal“ (cf. Table 8).

Table 8: Value preferences with the lowest rate of satisfaction in Group 1

	mean	SD
“Quality of services” – “S4”	2.74	0.77
“Work appraisal“ – “S10”	3.01	0.90
“Standard of living“ – “S2”	3.09	0.75

As the area with the highest rate of social frustration in the group of the executives working in the state administration and municipalities can be held the area with a tight relations to the working sphere related to material provisions (cf. Table 9). The highest rate of average social frustration was proved in connection with the “Level of relationships in the work place” (R7 = -1.25, SD = 1.39). A very strong frustration was proved in connection with the “Work satisfaction” (R9 = -1.09, SD = 1.20), “Work perspectives” (R8 = -1.04, SD = 1.08) and “Work appraisal” (R10 = -1.03, SD = 1.14). These spheres of perceived social frustration are closely followed by the “Basic material provisions” area (R1 = -0.92, SD = 1.23).

Low satisfaction in the area of work relationships, work perspectives and work appraisal is hiding in itself a number of latent problems, including the potential danger of increased fluctuation or potential increased latent biases to compensate social frustrations on the subordinate persons of clients. A certain positive may represent the finding that this emotional frustration does not affect the sphere of life perspectives, which is true for some other socio-professional groupings.

Table 9: Areas with the highest rate of frustration in Group 1

	Mean	SD
“Level of relationships in the working place” – “R7”	-1.25	1.39
“Work satisfaction” – “R9”	-1.09	1.20
“Work perspectives” – “R8”	-1.04	1.08
“Work appraisal” – “R10”	-1.03	1.14
“Basic material provisions” – “R1”	-0.92	1.23

The lowest social “riskiness” is linked to the area of friendship and neighbourhood relationships where the existing situation even “exceeds” the requirements and therefore there does not arise a situation of “tension” (there is no deficit “frustrating situation”). In the “Quality of neighbourhood relationships” (R16 = +0.17,

SD = 1.01) the size of the perceived satisfaction exceeds the subjectively perceived importance and in the “Quality of friendship” ($R_{17} = 0.00$ SD = 0.63) the importance and perceived satisfaction are equal. As a favourable situation with almost zero rate of social frustration we may assess the “Mobility” –easy reach of culture, services and employment from the place of dwelling ($R_5 = -0.07$, SD = 1.27) and the area of “Cultural self-realization” ($R_3 = -0.09$, SD = 1.02).

Psychological characteristics of significant correlations of the value questionnaires with the personality questionnaires

A group of respondents making up this socio-professional grouping, shows a number of very important contingencies while researching the correlations among the factors of the value questionnaires (or of the data linked to the value preferences) and the personality characteristics. In the group of regional managers altogether 166 correlations can be found of a value higher than 0.2 and even also 15 correlations higher than 0.4 (understood in the absolute value).

The persons belonging to the group of the state administration and municipal executives showed out the most significant correlation between the BDI-C and IPH-B factors ($r = -0.50$). On the basis of this finding it may be stated that for the persons working in this area of the regional leadership the rate of saturation of the “Benevolence” values sinks down with the growth of “irritability”. In praxis it means that the easier individuals working in these offices can be drawn into conflicts, the less they may be expected to help those who really need their help.

The second highest correlation ($r = 0.46$) was proved between the MHQ-L and IPH-C. factors In a real situation it means that together with the growing rate of saturation of the conformity values the tendency to appear socially as best as possible grows in the individuals of this group. The greater the tendency is to overestimate among the persons from this group, which under certain conditions can change into non-balanced self-perception as well as non-balanced self-presentation, the more conform they are as well. The more conforming the individuals from this group are, the higher values of the “lie score” they show.

The third place in this socio-professional grouping belongs to the MHQ-OBS factor and to value preference D7 ($r = 0.44$); this is documented by the fact that with the growing rate of obsession, the importance of the “Level of relations at workplace” increases (their place rates higher in the value preferences of an individual).

Out of the next proved important correlations in the group of state administration executives we may mention, for instance, an interesting relation between the

BDI-D and HODOR-AK factors ($r = -0.44$). On the basis of this finding with all the probability we may presume that for the individuals from this group the growing saturation of the activity values means that the saturation of the factor researching the size of negativism declines. In reality it means again that for the executives acting in the municipality offices, in the offices of city districts and so on, the range of their readiness or reluctance to look for suitable solutions is dependent on the size of the energetic coverage. Those individuals who are typical by their high level of activity value saturation are not negativistic and take every effort to find solutions or new and different ways. Those who do not have much energy incline in an increased degree to the position of their distancing from the proposals that are not in harmony with their own requirements or imagination as to how to proceed in a concrete situation.

Within the group of the regional managers a very significant conjunction between the amount of energy and some personality characteristics was proved. Based on the found correlation between the PF16-H and HODOR-AK factor ($r = 0.40$) it may be declared that an evidently bigger amount of energy and consequently also higher general value performance tune is demonstrated by the individuals that simultaneously show a higher saturation of the PF16-H. factor The individuals with the higher saturation of the "H" factor ("Social Boldness") are inclined to be more adventurous, they are socially bold, fearless and spontaneous. They are lively, reactive, often more sincere and friendly. They are able to appropriately actively interact also in the case that they are in the presence of persons of the opposite sex, and so on.

The size of the performance tune of the general value structure of persons from this group is evidently linked to the size of conservatism. Persons inclining to conservatism show a lower saturation of the values of the need to "fight with obstacles". Radical persons, who like to experiment and are typical with their free analytical thinking, show a higher saturation of the value "Fight with obstacles" and they may be expected to be increasingly initiated by the arisen problems to solve them (PF16-Q1 and HODOR-BR, $r = 0.42$).

Based on the above-mentioned significant links we may assume with a high probability that if there appears a citizen in the said offices meeting a person inclining to conservatism (showing a low PF16-Q1) and who, moreover, is a doubter and shy, timid, bitter and the like (theoretically showing a low PF16-H), then it is inevitable to expect that this individual will be ready to work on such tasks only which do not require necessary performance of a great endeavour (for him/her only energetically low challenging "tasks" will emerge) and the solution to them will be possible by means of quite clear algorithms prepared in advance In the case that there will be non-traditional tasks that require an increased energetic coverage

from the state officer as well as a necessity to overcome obstacles or problems, then the given individual will most probably take distance from them.

On the contrary, the individuals with an increased inclination to radicalism (showing a high PF-Q1), having in their personal configuration an increased saturation of the PF16-H factor, are with high probability drawn to complicated and energetically difficult tasks, because they can present here their higher general performance value tune.

An increased performance value tune in the area of interpersonal value structure is connected, in the group of the executives working in municipal offices, municipal councils and so on, with the occurrence of the PF16-B factor (PF16-B and IPH-L, $r = 0.42$), which basically signals that people from this group together with the growing general reason capacity increase their need to occupy important and responsible posts. The bigger the general reason capacity individuals have, the more likely they are to want to become authority for others and they long for a possibility to guide activities of others. In case of a higher saturation of the PF16-B factor those individuals are intelligent, they learn quickly, they are intellectually adaptable, they express good judgements, and they incline to intellectual interests. They often know how to sufficiently use their mental potential in a communication process.

The group of the executive workers employed at the municipal offices, or at the offices of urban districts also shows important mutual links between the psychical situation and the saturation of values of the "Need for understanding" (MHQ-PHA and IPS-S, $r = 0.40$, MHQ-PSS and IPH-S, $r = 0.40$). The individuals from this socio-professional grouping together with the growing level of the "Phobic anxiety" (They feel fear in specific situations that they are able to name) and with a growing level of the "Psychosomatic anxiety" (They feel "psychosomatic companions of fear", which are linked to the symptoms as breathing insufficiency, headaches and the like, while it does not represent hypochondria.) are most likely to increase the saturation of the values of the "Need for understanding". (They ask for more understanding, courtesy, support, and encouragement from others as well as they also want and appreciate kind conduct and benevolence. At the same time, these people experience their ability for empathy with the growing sensitivity towards these manifestations.)

The individuals from the group of regional managers are characterised by another interesting contiguity. They are most likely to express their increased saturation of the values of the "Desire for recognition" by a bias towards hysteria (MHQ-HY and IPH-R, $r = 0.39$). On the basis of this finding it is possible to rightly presume that an increased saturation of the values connected with the desire to be admired (to be considered important, to reach esteem, to be praised, to receive

positive references and so on) occurs in those executive workers of those offices who at the same time show increased emotional superficiality, labile affectivity, irresponsibility, instability, increased bias to dramatize, extravagance, a need to be in the centre of attention and the like.

High mutual links are manifested in this socio-professional grouping also by the size of the "Warmth" and the value saturation of the "Desire for independence" (PF16-A and IPH-I, $r = -0.40$). A typical and also logically appearing tie for individuals from this group is that together with the growth of sociability (with the growth of spontaneity, friendliness, readiness to cooperate and to take part in various activities and so on) their need for "social autonomy" decreases. (To have the right to do what I feel is appropriate, to have a chance to live according to one's own ideas, to be free to act independently and not to be bound by social limits and the like).

We may also regard as quite interesting the high correlative dependence on the factor saturating the rate of sentimentality and the factor saturating the values of the "Benevolence" (BDI-E and IPH-B, $r = -0.42$). Following the proved linkage we may assume with all the probability that together with the increasing sentimentality of the managers of this socio-professional grouping the saturation of the values that often have direct ties to their professional mission towards citizens, who expect help from them, decreases. The managers from this group, who on the contrary show low sentimentality, show increased saturation of those values needed to perform the function in the profession they execute. These people then to an increased extent show their wish to work for the good and benefit of others. They are ready to help those in need. They show the tendency to be kind, noble-minded, generous and free-handed, able to actively sympathise with the unhappy.

The analysis of the most significant correlations in connection with the value preferences of individuals from this socio-professional grouping signals that together with growing sentimentality there increases the importance of the "Work appraisal" value (BDI-E and D-10, $r = 0.42$). In any case, we may consider quite surprising the finding that this value preference also grows depending on the size of the "Physical aggressivity" of a given individual (BDI-A and D-10, $r = 0.41$). It is characteristic of this group that sentimental individuals and those inclining to physical aggressiveness show a higher sensitivity towards their work appraisal according to their qualification claims and labour expounded.

The state administration executives working in the municipal offices, and the like, logically show a high mutual link between the level of practicality and the value preference of the "Quality of neighbourhood relationships" (PF16-M and -16, $r = -0.42$). On the basis of the analysis of the obtained data we may state that together with the growth of practicality and life pragmatism there increases the "necessity" to get along with neighbours and roommates.

Conclusion

We may consider it positive to find out through the research probe realized on the set of the executive officers working in the area of regional politics that on average they reach the mental potential which sufficiently enables them to understand and grasp regular demands on them. However, the fact that just part of them (those with above-average potential) reach mental qualities necessary to solve more difficult and complicated processes naturally brought in by our joining the European Union, is evaluated less positively.

The personality profile of the tested persons shows sufficient sociability, which is needed for the interactive difficult professions and they, on average, cannot be evaluated as persons marked by increased psychical lability. Considering the logically increased occurrence of the problems connected with the first steps in the European Union, it may be understood as slightly alarming to find out that the executives working at the regional level are characterized by an inclination towards verbal aggressiveness. These latent tendencies of theirs are socially and professionally even more risky because the said individuals simultaneously do not show value tune which would, by its performance structure, create the necessary value basis for a more difficult period than the one they are experiencing.

The research proved the occurrence of a number of characteristics that signal the group of the state administration and municipality executives to show a personality configuration indicating latent presence of problems during evident frustrations. As an example it is possible to say that it is necessary to await increased fluctuation tendencies, whose execution will depend on the situation on the labour market. This can be especially perceivable in case of those work positions where an amount of money will be invested to reach necessary qualifications. In the same way it appears more risky that socially more frustrated persons can compensate their condition on persons who they will be approaching from a superior position or out of the "authority".

The research further confirmed the presence of mutually "intertwined" personality characteristics, whose knowledge improves the possibility to predict the behaviour of an individual. This can, for example, be used in the area of personal counselling while both filling certain work posts and selecting workers for a concrete work activity.

With respect to the results of the research probe we may assume it can also be recommended to the executives with regional operation to take various training programmes that would direct through pro-social training to invigorate the strong and weaken the weak aspects of personality. These programmes would, for example, lead to the development of the ability of understanding, empathy or the ability

to communicate while depressing aggressive exhibitions, and so on. Last but not least, it would be desirable to concentrate on increasing performance tune of the persons working in the state administration and municipality executives. This could consequently lead to their bigger willingness to find optimal solutions despite the price of arisen problems and obstacles, which often are brought on in such ways.

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