

Personality Dimensions and Axiological Variables in the Sense of Quality Of Life in the Group of Senior Managers

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Abstract

Objective. Research findings suggest that within a group of managers, personal and axiological variables, appear to be predictive of the sense of quality of life, and the structure of the new in psychology MOA path model is different for each gender.

Methods. This study focuses on the direct link between the sense of quality of life and the dimensions of the MOA in a group of female and male managers. The sample population comprised 688 managers. A new Modified Sense of Quality of Life Questionnaire, the Adjective Check List (ACL) and the Rokeach Value Scale (RVS) were used to evaluate quality of life and personal and axiological dimensions.

Results. The sense of quality of life to be predicted by such dimensions as adaptation, competencies, autonomy, relationships and such values as "mature love" and "security of existence for the family" (providing for family); in short: "family security". The linear combination of the MOA personality and axiological variables offer an explanation for 46.7% of the variances in the sense of quality of life (44.3% for women, 47.8% for men).

Discussion. The linear combination of the MOA personal and axiological variables offer an explanation of the variances in the sense of quality of life (47%). The variability in the results pertaining to the sense of quality of life in senior-level employees can be explained by the relation between personality traits and values.

Keywords: Personality-Axiological Model MOA, sense of quality of life, managers, competence, relationships, autonomy

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I. Introduction

The inspiration for the new in psychology MOA Personality and Axiological Model by B. Mróz comes from H. Murray's theory of needs, R.M. Ryan and E.L. Deci's Self-Determination Theory (SDT) (Deci & Ryan, 1985, 1987; Ryan & Deci, 2000, 2001), J. Rotter's social learning concept (Rotter, 1954; Rotter, Lah & Rafferty, 1992), and M. Rokeach's theory of values (Rokeach, 1967, 1968, 1969, 1973, 1979). Drawing both on her own research as well as others, Mróz claims that the development of an individual, especially one who is professionally active, is much influenced by the needs of endurance, achievement, self-understanding and understanding others, order, succour, autonomy, dominance, change, nurturance and affiliation (Mróz, 2008, 2011, 2012a; Fernet & Austin, 2014; Teece, Pisano & Shuen, 1997).

In the Personality and Axiological Model (MOA) new in psychology, developed by Mróz, brings the personal dimension into focus, with competencies, relationships and autonomy as its components (Mróz, 2011). The model has been validated by a team of senior employees, i.e., professionally active adults (aged 20–65), which, in the course of this project, made it particularly useful to conduct a survey among a group of managers on the subject of the role of personal dimensions. Operating at varying levels of cognizance within the area of their jobs, an individual shapes their professional achievements, satisfies their needs in relation to such achievements, adapts themselves to the changing conditions of environment and, further, their qualifications (MacKenzie, & Baumeister, 2014; Fernet, Austin, Trepanier & Dussault, 2013). All of this is important for the personality dimension. Studying the relations between these elements is both exciting and valuable, especially in view of the potential practical application of the research outcomes.

Human behaviour is aimed at eliminating all situations which threaten the individual's life, reducing tension and freely expressing all emotions which are necessary to ensure normal functioning. What determines the presence of needs is the effect produced by the individual's behaviour, the individual's response only to certain selected stimuli and the expression of specific emotions or disappointment when the result is contrary to expectations.

Active professionals are more likely to review their potential and modify their behaviours in the area of relationships because their mode of operation is inclusive of other people. They allow for their needs and collaborate with them.

For the sake of clarity in this disquisition, it should be emphasised that needs alone (so highly stressed by Ryan and Deci in their SDT) do not appear to offer a satisfactory source for describing the effectiveness of personality-based human functioning. An individual may experience the need for achievement. They will not gain much, however, if this need is satisfied in the realm of their dreams. Other needs, such as the need for dominance, the need for autonomy and the need for order will follow the same pattern. The SDT concept triggered the development of the new in psychology MOA; nonetheless, it did not suffice to serve the purpose completely. Hence the idea to explore more deeply. The analyses demonstrated the importance of adaptation, leadership skills, specific managerial skills, spiritual transcendence commitment and collaborative skills – each being of a more complex nature than needs in the context of professional *modus operandi*. Personality traits, the elements of personality and their role in the function of an employee, have been investigated so far by Mróz (Mróz, 2012b, 2014). Different groups of employees who represented different professions were tested for personality-related conditions of their life satisfaction, subject to organizational and demographic variables. With regard to the personality aspect, the following conditions appear to prevail: competencies, the need for endurance, adaptability factors, leadership talents, self-understanding and understanding others, expectation of self-acceptance, recognition by the others and motivation for achievement. What importantly transpired from these analyses was that the subjects obtained one of the highest scores in the dimensions of job satisfaction and delegating tasks vital to the company.

The new in psychology MOA relies on the personality structure determined in the course of the confirmation analysis of the Adjective Check List – ACL. The structure comprises such dimensions as competencies, relationships and autonomy. The MOA dimensions are defined as follows:

- Competencies reflect knowledge and the need for the control of a course of development and skills, and the need for effort; they all refer to the results of activities.
- Relationships that reflect the need for interaction with humans and the skills to do this, taking care of people and the need for social bonding inclusive of an internalised system of values and adaptability,
- Autonomy reflects the need and skills to act in a spirit of freedom and the freedom of choice, perseverance/resoluteness in pursuing one's goals and courage/audacity (Mróz, 2011, 2014).

Individuals with high MOA scores in competencies, relationships and autonomy are high performers. They are resourceful, work-focused, reliable, structured (well-organised), and they tenaciously pursue their goals, have a strong sense of duty, are effective doers, pursue success and aim at improving the level of their competencies. They seek good interpersonal relations and have leadership talents and projection skills. They are also open-minded and independent thinkers. In the light of the literature, all these traits may be significant for female and male managers (Mróz, Chudzicka-Czupała & Kuśpit, 2017; Fernet, Austin, Trepanier & Dussault, 2013, Wanous, Reichers & Hudy, 1997; Lucas, 2018).

When analyzing the importance of variables significant for effective functioning of professionally engaged people, such as competence, social relationships, autonomy and spiritual transcendence, it is necessary to take into account the reference system in which they appear. The choice of the MOA model, which is new in psychology, has become highly substantiated in light of the above.

II. Materials and Methods

Procedure and Participants

A number of cross-sectional studies were conducted as direct surveys in Poland between 4 April and 19 November 2022. The researched involved companies engaged in production, sales and services. The surveys were anonymous and voluntary. The subject matter was explained to the participants in the exercise, and they were asked to complete the consent form on the first page of the questionnaire. The demographic section of the questionnaire contained age (years) and gender (female, male) information. At their discretion the respondents could withdraw from the survey without giving a reason, and 5 individuals used this option. No missing data were found in the survey forms. The ultimate sample population comprised 688 managers aged between 35-48 ($M = 39.03$, $SD = 5.25$), out of which 48.4% were female (333 individuals) and 51.6% male (355 individuals).

Measures

A Modified Questionnaire of the Sense of Quality of Life

The sense of the quality of life was verified with the new Modified Questionnaire of the Sense of the Quality of Life (Zmodyfikowany Kwestionariusz Poczucia Jakości Życia Z-KPJŻ) by Mróz. The original version of the questionnaire was longer and less accurate in terms of psychometrics. The sense of quality of life (including its four areas: psychophysical, psychosocial, subjective and spiritual transcendence) was defined as a feeling of contentment, that is, experience on the assessment level of satisfaction with one's competencies, good

interpersonal relations, acting in the spirit of autonomy and living one's values (Mróz, Chudzicka-Czupała & Kuśpit, 2017). According to the adopted criteria, the analysis revealed the following parameters of the path model for the Modified QSLQ (Z-KPJŻ): $\chi^2/df = 2.441$, RMSEA = 0.055, GFI = 0.839, AGFI = 0.821. With regard to the adjusted goodness of fit, the model is good as confirmed by the test results. Listed below are Cronbach's Alpha values: for general the result is 0.897; psychophysical sphere, 0.814; psychosocial sphere, 0.794; subjective sphere, 0.863; spiritual transcendence sphere, 0.743. The reliability coefficient assessed with Cronbach's Alpha was 0.745 in previous research (Mróz, 2014) and 0.897 in the present study (Mróz, Chudzicka-Czupała & Kuśpit, 2017).

Adjective Check List Manual, ACL

The variables pertaining to the personality dimensions in the MOA Personality and Axiological Model were measured with H. G. Gough and A. B. Heilbrun's multiscale Adjective Check List Manual – ACL -37 scales (Gough & Heilbrun, 2012; Mróz, 2012b, 2014).

The method is commonly recognised in psychology, also in Poland. It offers high quality psychometrics. The reliability coefficients were determined using the method determining the internal consistency of the test scales. They range from 0.53 in the Crs scale through 0.94 Fav in women, and from 0.56 in scales Cha and Suc through 0.95 Fav in men. The consistency of the scales was validated after the interval of six months. It ranged between 0.34 A-1 and 0.86 Exh (Gough & Heilbrun, 2012). The Polish reliability tests employed the internal consistency method to calculate Cronbach's Alpha (282 persons, 155 females, 127 males) where females showed: from 0.45 in the Crs scale through 0.93 in the Fav scale, Me 0.72, whilst males: from 0.40 in the Cha scale through 0.94 in the Fav scale, Me 0.73. In summary, the results obtained in the U.S. studies and the Polish studies appear similar, in women and men alike (Martowska, 2012).

Rokeach Value Survey, RVS

The axiological variables in the terminal and instrumental area in the Personality and Axiological Model (MOA) were measured with M. Rokeach's Value Survey (Value Survey – VS (Rokeach, 1967, 1968, 1969, 1973, 1979; Mróz, 2008, 2011).

The SVR is an operationalisation of a value concept. It helped carry out many studies in different parts of the world where different age and/or professional groups had their systems of values analysed and the relations between the values and behaviours described. Rokeach concluded that values and their systems were the most important psychological phenomenon to understand personality. Rokeach's value system proves more versatile than other methods in the area of axiology (Brzozowski, 1989).

The order of items on the list handed out to each person surveyed had no effect on ranking, as evidenced by the outcomes obtained in different gender, education or race groups. Moreover, each individual ranking was independent of the ranks assigned to the other 36 values (Rokeach, 1969, 1973, 1979).

Having obtained the author's consent, a Polish adaptation of the scale was developed and used in the study (Mróz, 2011; 2012b, 2014; Brzozowski, 1989).

The rank-order correlations between the Polish version and the English version of the terminal value scale and the instrumental value scale were 0.99 and 0.98, respectively. The Pearson's correlation coefficient (r) for the different items was 0.79 for terminal values, and averaged 0.68 for instrumental values.

Statistical Analysis

To determine the normality distribution in the sense of quality of life scores, descriptive statistics were tested, including a range of scores, mean (M), standard deviation (SD), median, skewness, and kurtosis. It was showed that skewness and kurtosis ranged between +1 and -and indicating acceptable criteria for the normal scoring distribution. Therefore, parametric tests are amenable to further analysis (George, Mallery, 2020; Konarski, 2009).

The independent samples t-test was used for pairwise group comparisons in QoL regarding gender. Statistical analyses were carried out using PS IMAGO PRO 8.0; the version includes the IBM SPSS Statistics 28 component. One-way analysis of variance (ANOVA) and post-hoc tests.

The effect size for the Student's t-test was examined using Cohen's d , while for ANOVA using partial eta squared (η^2). Associations between variables were examined using Pearson's correlation, with a confidence interval (CI) based on 1,000 bootstrap replicates. The multiple linear regression analysis was performed for QoL as a dependent variable, with ACL, SVR and gender as predictors (Faul, Erdfelder, Lang & Buchner, 2007; Konarski & Kotnarowski, 2009).

The Structural Equation Modelling – SEM, *Path Analysis*, was used to build a general model of dependence between the personality variables and the axiological variables in the MOA sense of the quality of life model. The statistical significance level was accepted as $p < 0.05$. All statistical analyses were conducted using ver. 0.16.0.0. software for Windows.

III. Results

Quality of Life (QoL) and the Variables of the Personality and Axiological Model MOA. Multiple Stepwise Regression Analysis

The object of the analyses was to examine the dependences between the overall outcome of the sense of quality of life and the MOA variables. They are shown in Table 1. The regression model appeared significant and explained as much as 45% of the Quality of Life (QoL) variance, $R = 0.684$, $R^2 = 0.459$, $F(4,601)$, $p < 0.001$. Among all the independent variables included in the regression model, adaptation and competence were strong and significant predictors of QoL ($B = -0.352$, $p < 0.001$ and $B = 0.238$, $p < 0.001$). One variable (adaptation) and the axiological variables, i.e., terminal values and instrumental values, are given the additive inverse of their respective values, meaning that a minus is read and interpreted as a plus.

Table 1. Effect of Personality and Axiological Model Variables on the Sense of Quality of Life (QoL; N = 688). Multiple Stepwise Regression Analysis.

Personality and Axiological Variables	B	Standard Error	Beta	t	p
(Constance)	226.50	10.423		21.731	0.001
Adaptability	-0.594	0.064	-0.352	-9.251	0.001
Competencies	0.049	0.009	0.238	5.717	0.001
Autonomy	0.043	0.009	0.168	4.935	0.001
Relationships	0.044	0.012	0.142	3.550	0.001
Mature love	-0.540	0.139	-0.130	-3.897	0.001
Family security	-0.392	0.136	-0.097	-2.874	0.004
Salvation	-0.260	0.101	-0.085	-2.574	0.010
Delegation of tasks vital to the company	1.646	0.655	0.082	2.510	0.012
Self-reliance	0.256	0.118	0.072	2.167	0.031

Note: Multiple Correlation Coefficient: $R = 0.684$; Multiple Determination Coefficient $R^2 = 0.459$. Significance of Equation: $F = 4.601$, $p < 0.001$; $df_1 = 1$; $df_2 = 674$.

Source: own study

The linear combination of the scores in nine personality and axiological variables explains more than 45% variances in the overall score obtained in the sense of quality of life. The strength of the link between the sense of quality of life and the set of nine independent variable components of the MOA (Personality and Axiological Model) is $R = 0.684$. The level of overall sense of the quality of life is mainly predicted by such variables (listed in their order of accountability for the dependent variable) as adaptability ($B = -0.352$, $p < 0.001$), competencies ($B = 0.238$, $p < 0.001$), autonomy ($B = 0.168$, $p < 0.001$), relationships $B = 0.142$, $p < 0.001$), “mature love” ($B = -0.130$, $p < 0.001$), “providing for family” ($B = -0.097$, $p < 0.004$), “salvation” ($B = -0.085$, $p < 0.010$), delegating tasks which are vital to the company ($B = 0.082$, $p < 0.012$) and “independence” ($B = 0.072$, $p < 0.031$).

The sense of quality of life appeared to mainly depend on the escalation of MOA variables, including spiritual transcendence. Both personality variables and axiological variables have a marked impact on the sense of quality of life, although they are not on par with each other in this respect. The group of the strongest predictors comprises autonomy, relationships and “mature love”, whilst “providing for family”, “salvation”, “delegating vital company tasks” and “independence” fall into the weakest group.

Quality of Life (QoL) and Personality and Axiological Model (MOA). An Analysis of Male and Female Groups

Figure 1 below shows a general path model for the sense of quality of life featuring the links between the different dimensions of the Personality and Axiological Model. Linear structural equations were employed in the path analysis, which brings it closer to the regression analysis. Many authors advocate that the path analysis is far superior to the regression analysis, and as a method it is more adequate to analyse causal relationships (Konarski, 2009; Faul, Erdfelder, Lang & Buchner, 2007).

Unlike in the regression analysis, the score in the path analysis does not depend on the order of entering variables into the model, and there is no requirement to adopt a simplified structure of relations among the variables either.

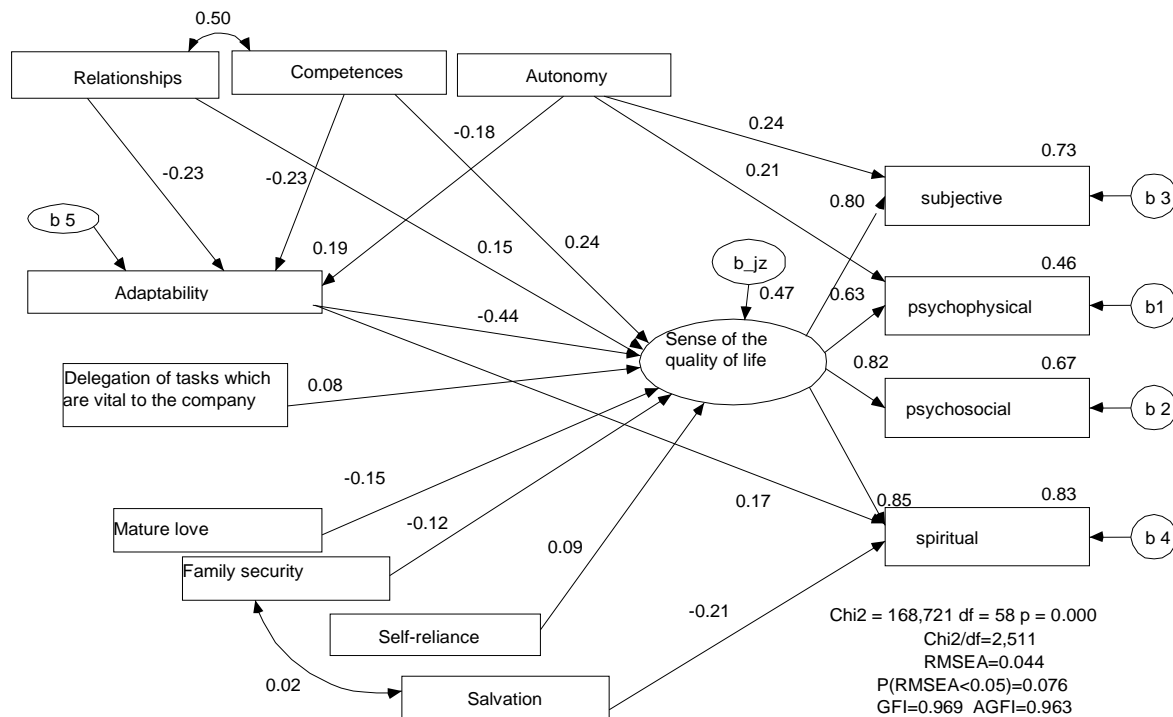


Figure 1. General Structural Personality and Axiological Model (MOA).
Source: own study

The correlations and regressions between the analysed variables were the foundation for building a path model that describes the relations between personality and axiological dimensions and the sense of quality of life. The model was subsequently estimated.

In view of the adopted criteria, the following parameters of the structural MOA were determined in the course of the analyses: $\chi^2/df = 2.511$, $RMSEA = 0.044$, $GFI = 0.969$, $AGFI = 0.963$. The values of GFI and AGFI indicate a good model fit. With the outcomes of the goodness-of-fit tests, the model rendered in Figure 1 is well-matched.

The scores in one personality variable (adaptation) and the axiological variables – terminal values and instrumental values—are given the additive inverse of their values in statistical analyses. The standardised path loadings between the independent variables and the dependent variable fall within the 0.08 and 0.44 bracket. The coefficient of determination is 0.47, which means that 47% of the variance of the dependent variable, i.e., the sense of quality of life, can be explained by the independent variables in the structural model. It is a very high score.

The estimates within the dependent variable fall between 0.63 and 0.85, which is very strong.

The following values are the estimated direct coefficients of causal paths for the sense of quality of life: adaptation, -0.44; competencies, 0.24; relationships, -0.21 salvation to spiritual transcendence sphere, 0.15; “mature love”, -0.15; “family security”, -0.12; “self-reliance”, 0.9; delegation of tasks which are vital to the company, 0.08.

The standardised path loadings provided the basis for the calculation of the overall impact that both direct and indirect personality variables (0.291) have on the sense of quality of life and the overall impact of both direct and indirect axiological values (0.045) on the sense of quality of life. We can therefore claim that personality variables have a stronger effect on the sense of quality of life than axiological variables. The results demonstrate that the personality dimension plays a substantially greater role than the axiological dimension.

The following is a presentation and discussion of female manager- and male manager-specific models and the differences between them.

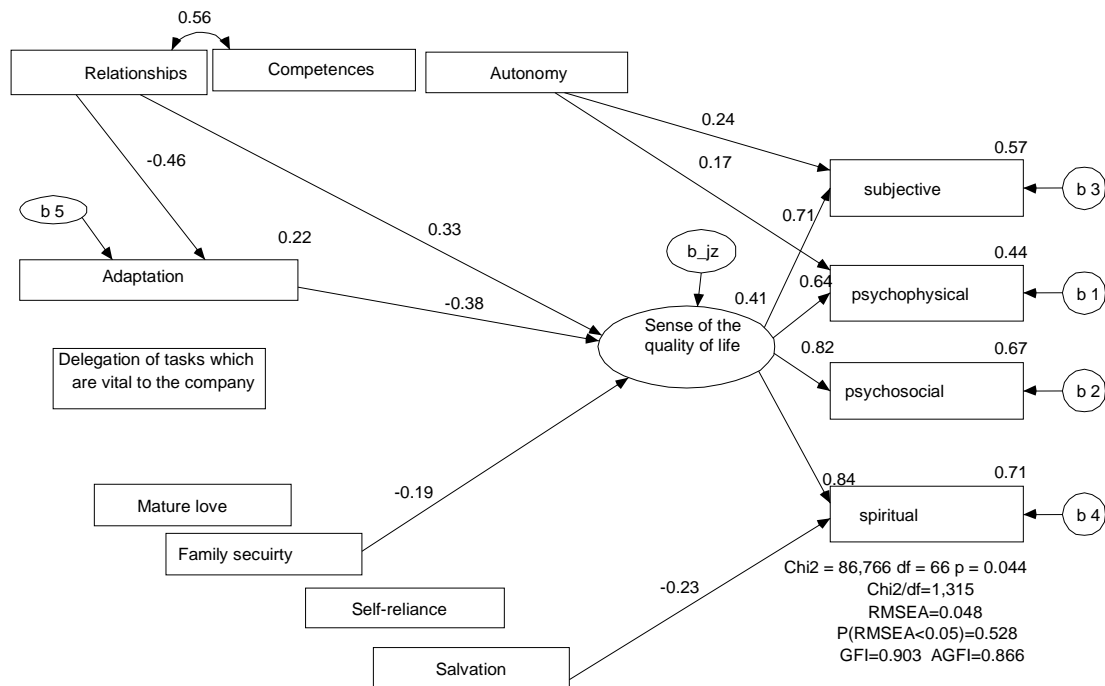


Figure 2. Structural Model of the Sense of Quality of Life in the Group of Female Managers. Source: own study

The models for female managers and male managers were compared. In view of the adopted criteria, the following parameters were obtained for women in managerial positions: $\chi^2/df = 1.315$, RMSEA = 0.048, GFI = 0.903, AGFI = 0.866. The scores provide reasonable evidence to claim that the model is very well-matched and its components are acceptable.

The standardised path loadings between the independent variables and the dependent variable fall within the 0.19 and 0.38 bracket. The coefficient of determination is 0.41 accordingly, which means that 41% of the variance of the dependent variable, i.e., the sense of quality of life, can be explained by the independent variables in the structural model of the group of female managers. It is a very high score.

The estimates of the direct coefficients of the causal paths in the group of female managers in respect to the sense of quality of life were as follows: the value of adaptation scored -0.38, the need for relationship 0.33 and “family security” -0.19. Salvation to spiritual transcendence sphere is as much as -0.23. The following is a presentation and discussion of the path model for male managers.

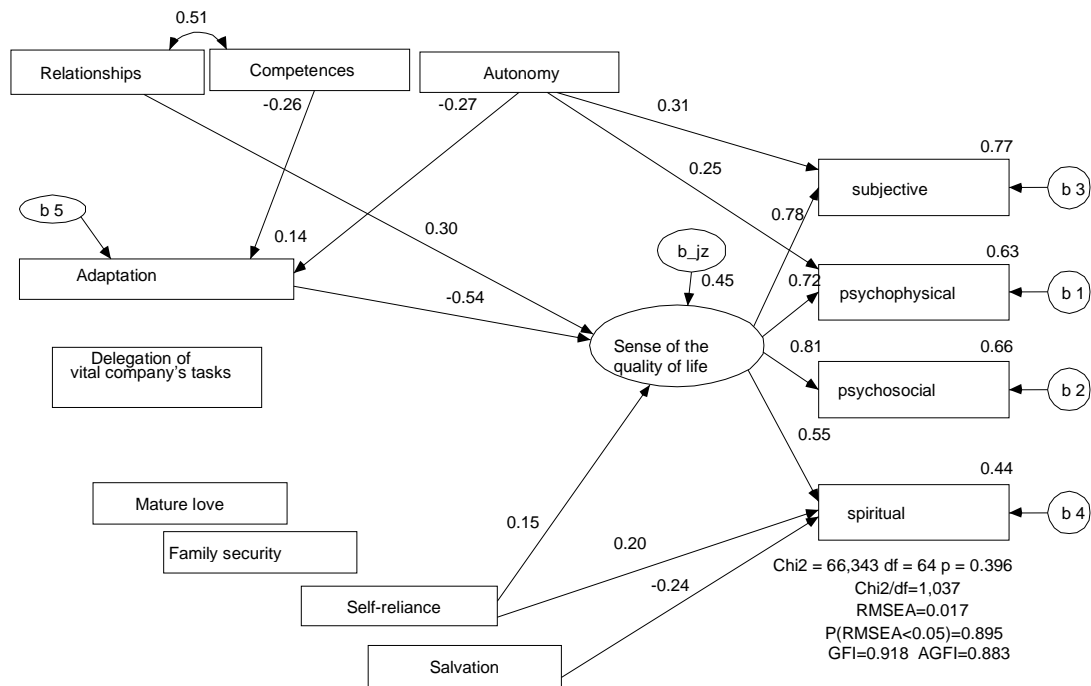


Figure 3. Structural Model of the Sense of Quality of Life in the Group of Male Managers. Source: own study

In view of the adopted criteria, the following parameters were obtained in the course of the analysis for men in managerial positions: $\chi^2/df = 1.037$, $RMSEA = 0.017$, $GFI = 0.918$, $AGFI = 0.883$. The results provide reasonable evidence to claim that the model is very well-matched and its components are acceptable.

The standardised path loadings between the independent variables and the dependent variable fall within the 0.15 to 0.54 bracket. The coefficient of determination is 0.45, which means that 45% of the variance of the dependent variable, i.e., the sense of quality of life, can be explained by the independent variables in the structural model of the group of male managers. It is a very high score.

The estimates of the direct coefficients of the causal paths for the sense of the quality of life in the group of male managers are as follows: the value of adaptation scored 0.54, relationships 0.30, “self-reliance” 0.15. Salvation to spiritual transcendence sphere is as much as -0.24.

IV. Discussion

Considering all the key personality dimensions covered in the study, social adaptation plays a highly significant role as a strong predictor of the sense of quality of life in the group of senior employees. This particular dimension appears very important for the *modus operandi* of high-risk-related business decision makers. There are two factors related to success in business: social recognition and adaptation to a constantly changing environment (Rotter, 1992; Tomini, Tomini & Groot, 2016).

It is simply impossible for senior-level employees or self-employed businessmen and businesswomen to engage in professional work if they are incapable of adapting to the ever changing work environment or tolerating the complexity or even incongruity of real life, or drawing on this situation to produce creative solutions (Sheldon & Vansteenkiste, 2005; Simons, Peeters, Janssens, Lataster & Jacobs, 2016; Ryan, Bernstein & Brown, 2010).

The outcomes of the research led to some new and significant findings in the fields of personality psychology and management psychology. With regard to the path model and the personality dimension, the importance of adaptation appears to evoke the importance of the ability to successfully cope with difficulties, the role of constructive action and the ability to build and maintain satisfying relationships with other people (Rotter, Lah & Rafferty, 1992; Holaday, Smith & Sherry, 2000).

Adaptation plays a significant role in the estimated model. It also exerts natural leverage in the respondents’ *modus operandi*. The fact that this specific variable rates so highly is hardly a revelation, bearing in mind the character of the group of respondents. There is no doubt that both women or men in senior-level roles not only cope with everyday life challenges but also know how to cater to their own needs and ensure the sense of quality of life (Williams, 2010; Busseri, 2013).

Unsurprisingly, the path with the second greatest standardised loading is the one running from competencies to the sense of quality of life. Endurance, focus on work, structure, effectiveness and leadership

talents make this dimension instrumental for the sense of quality of life. Being highly aware of one's competences gives, due to adaptation, a direct and indirect boost to the sense of the quality of one's life. This is also noted by other authors (Paglis, 2010; Paglis & Green, 2002; Deci, Olafsen & Ryan, 2017).

Relationships are no different in this respect. It is only to be expected that this dimension would be important for the sense of quality of life, especially because employees never operate in a void. They act in relationships with people and in relation to people (Ryan, Huta & Deci, 2008; Ryan, Bernstein & Brown, 2010).

Easily adapting to the group or seeking contacts with other people are manifestations of the need for contacts which are confirmed by the model discussed in this paper. Like competencies, this dimension directly and indirectly enhances the sense of quality of life due to adaptation.

Both competencies and relationships are in the psychological sense valid personality dimensions when it comes to construing the sense of quality of life, for they are instrumental in gaining satisfaction from what one learns, experiences or confronts other people with. Many other studies, inclusive of the author's own research, support this regularity (Brandmaier, Ram, Wagner & Gerstorf, 2017; Boniwell & Zimbardo, 2004; Mróz, 2018).

Values constitute another group of variables which offer a good explanation of the MOA model. "Mature love", "family security" and "salvation" (spiritual transcendence), rank highest among terminal values, while "self-reliance" are to low ranking among instrumental values. The two terminal values are classified as personal values in Rokeach's survey, and they effectively demonstrate the priorities of the respondent group. Family values are on par with work as the most important values that dominate society (Mróz & Wasilewska, 2020; Mróz, 2015; Krok & Zarzycka, 2021; Krok, 2022).

The axiological dimensions which were confirmed in the course of the analyses to be of key importance as predictors of quality of life remain highly consistent with the outputs obtained by Wojciszke. A circle of friends, love or friendship correlate with life satisfaction, unlike the values commonly perceived as important in one's life (health, intelligence, courage, resoluteness, kindness, wealth, pleasant appearance), which either completely fail to correlate or correlate negatively. This rather unexpected coincidence of the scores in the field of axiology may trigger deeper exploration into this field of research (Wojciszke, 2005a, 2005b).

"Delegating tasks which are vital to the company" may equally help elucidate the sense of quality of life. High-level employees find it relatively easy to delegate tasks to those whom they perceive as capable of performing. As a consequence, they increase their own sense of quality of life. Similar results were obtained by Judge and Bono (Judge & Bono, 2001).

Therefore, an individual employee would increase his or her sense of agency and subsequently boost their sense of quality of life if the company's goals are owned by an individual employee like their private goals. Any constraints in this regard may be removed by training programmes and exercises, with the focus on building the managers' awareness of both the importance of specialists' work and the delegation of authority, which is related to intrinsic motivation and the link between intrinsic motivation and life satisfaction.

There is an aspect worth one's special attention in the study of demographic variables, namely gender. The research efforts of Abele and Wojciszke (Abele & Wojciszke, 2007), emphasise the semantic content of agency and communion in reference to gender. The dimensions of agency and communion relate to masculinity and femininity, respectively. The outcomes of this study of high-rank employees suggest that the two dimensions should be slightly modified. It transpires that agency relates to special qualifications – being a specialist rather than being male or female, whilst communion is associated with being a manager, with no bearing on gender. Female or male, managers have deeper appreciation for communion, which offers yet more evidence of diversity among senior-level employees in comparison with the whole studied population.

The outcomes of this research concur with those of Lykken and Tellegen, who found that personality traits are strong predictors of life satisfaction (Lykken & Tellegen, 1996).

The role of personality traits in the research of mental well-being is equally emphasized in Polish studies (Mróz, 2014; Mróz, Chudzicka-Czupała & Kuśpit, 2017; Mróz, 2015; Wojciszke, 2005a, 2005b; Abele & Wojciszke, 2007).

As regards identifying those personality traits which are typical of managers, there is an extensive range of traits to be considered inclusive, but not limited, to inner strength, self-confidence and determination in pursuing one's goals, which are all predictors of the effective and creative modus operandi of managers.

A variety of diverse relations between personality traits and the experience of the quality and sense of life were presented in an extensive study by Mróz (Mróz, 2011, 2014). It produced positive results and a positive answer to the question about the importance of personality traits for the effective functioning of active professionals (professionally engaged persons).

In the path model for female managers, professional and family aspects balance out, though for slightly different reasons from those valid for male managers. Female managers seem to handle professional work successfully and they are effective. Nonetheless, it is not the need for competence that accounts for the causal link with the sense of the quality of life. Apparently, this specific need seems satisfied (there is no path leading from competencies to quality of life). It is the other dimension, i.e., the need for relationships, that dominates.

There is nothing extraordinary about this. Women in managerial positions do not feel the urge to prove their abilities in this respect. What they want pertains to satisfying interactions with people. Women seek such interactions. They realise that their creative potential may help further their professional careers and private interactions, the latter having been often neglected due to time pressures. The ability of sympathising with other people and caring for them are still uncharted territories yet to be explored.

“Security of existence for the family” provides different denotative backgrounds to the group of female managers and their male counterparts. In the latter, “mature love” was used for the purpose of feelings and close encounters with people. In the group of female managers, “family security” (providing for family) means that she is both pragmatic and responsible in completing and delivering tasks to her nearest and dearest. In comparing the two models, one for female and the other for male managers, it should be noted that in the case of high-ranking male employees there is no standardised path loading between “family security” and the sense of quality of life. What is important in the above context, the spiritual transcendence sphere was clearly marked in the surveyed female managers and male managers.

If the scores for competencies, relationships and autonomy obtained in the MOA models for the groups of male and female managers, respectively, were benchmarked against Ryan and Deci’s (Deci & Ryan, 1985; Deci, Olafsen & Ryan, 2017; Ryan, Huta & Deci, 2008), concept of basic psychological needs, extrinsic motivation would prevail both in female and male managers.

The context makes it worth invoking the research of Czapiński and Panek. Interestingly, they showed that men are disposed to approach life in a more materialistic manner and be more extrinsically motivated than women, whilst intrinsic motivation rates higher in women than in men (Czapiński & Panek, 2007). Training programmes and exercises, especially with a focus on motivation, would certainly benefit higher-level employees by improving their knowledge and skills in this field. In this context, the outcomes of the research can be transformed into practical applications, such as dedicated training programmes for respondents, in particular that the author of the project continues to be in contact with them. Such training could help senior-level employees realise their potential, strengths and weaknesses, and their specialist learning needs in the future.

V. Conclusions

The research question posed in this study was intended to establish whether the sense of quality of life in male and female senior-level employees was conditional on personality and axiological dimensions, and if so, what the extent of such reliance would be. The sense of quality of life has been studied and researched as a psychological problem for many years, which is mirrored by the references to the literature on the subject in the theory and methodology sections of this study. There is a clear distinction between two terms: “quality of life” and “sense of the quality of life”. The former tends to be related to the sphere of the objective human *modus operandi*. The latter is characteristic of one’s subjective attitude to reality. The sense of quality of life is a category viewed in the subjective dimension. It bears on intrinsic valuation processes in different spheres of life. As demonstrated in this study, the sense of quality of life may depend on personality dimensions (competencies, relationships, autonomy), adaptation and an individual system of values (“mature love”, “security of existence for the family” - in short: “family security”, spiritual transcendence sphere). The surveys presented in this article probed into the new in psychology Personality and Axiological Model (MOA) as a set of dimensions which are related to each other in various ways. It vetted the model for the sense of quality of life.

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