Verbal Representations of Motivational Attitudes of Education Managers in the Post-modern Ukrainian Society

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Abstract: The article attempts to provide a practical analysis of the psychological basis for the incentives of personality motivation in education managers in the Ukrainian society, which still has clear signs of postmodernism. In particular, it highlights the results of an empirical study of verbal representations of motivational attitudes of education managers in terms of management effectiveness. It is found that verbal representations of motivational attitudes in students, in managers with up to 5 years of experience, in managers with more than 5 years of experience differs significantly. In the process of research of verbal representations of motivational attitudes, we determined the degree of influence of motivational tendencies "hope for success" and "fear of failure" on future and current managers. It should be noted that the following categories of analysis are quite representative: a) "a hope for success": "the need to succeed", "instrumental activities aimed at achieving success", "expectation of success", "positive emotional state associated with work"; b) "a fear of failure": "instrumental activities aimed at preventing failure", "condemnation and criticism due to failure". According to the results of the analysis of verbal representations of motivational attitudes it is proved: the leaders of the organizations with strong cooperation between staff and administration and united by a common desire for success, are dominated by the category "hope for success". And the leaders of such organizations where subordinates are in constant fear of dismissal and under sharp criticism regardless of their work quality, are dominated by the "fear of failure". It emphasizes that among the multiple and vague postmodernist discourses the education managers should try to develop the narrative "hope for success".

Keywords: *Education managers, power of motivation, hope of success, fear of failure, pure hope of success.*

Introduction

Current living conditions define the directions of a manager's personality realization in the normal course of his activities and during various managerial decisions making. Particularly relevant is the analysis of a manager's personality role in an organization, which involves studying his activity, behavior, ability to think clearly, quickly and competently, the ability to take action in difficult situations and interact with different people, as well as the desire to work efficiently for the welfare of his organization (Maslow, 2008; Mintzberg, 2004; Titarenko, 2016; Shapiro & Stefkovich, 2016). The problem of strengthening the cognitive perception of information and mobilizing its analysis directly affects the effectiveness of leading activities (Pavlova & Zachyosova & Grebenshchikova, 2018; Ternavska, Shaumian, Mishenina, Voloshchuk, Raievska, & Hrys, 2020). It should be kept in mind that the contemporary manager happens to be in continuous motion and in a hurry (Armstrong, 2007; Armstrong & Taylor, 2016; Iverach, Menzies & Menzies, 2014; Nerubasska & Maksymchuk, 2020; Nerubasska, Palshkov, & Maksymchuk, 2020). Optimization of time management enhances the efficiency of the manager (Atasever, 2019; Maddi, 2004). At the same time, there is a contradiction in the psychological sense of time: on the one hand, time is regarded as something of great value and constant hurry of a leader is introduced into an organization's culture as a conduct norm, and on the other hand, the slowdown is regarded as abnormal and dangerous (Brown & Ryan, 2003; Karamushka, 2003; Kostera & Śliwa, 2010; Orban-Lembryk, 2010; Shaposhnik-Dominska, 2015).

However, the article is especially relevant because the Ukrainian industrial, and especially social and cultural space still shows significant signs of postmodernism: reinventory of the past experience, depreciation of values, remediation of post-totalitarian "traumas", consumer - ironic attitude to things and artifacts, etc. This prevents the formation, verbalization and implementation of the latest personal motives and techniques of effective management. Hypothetically, the main obstacle is the stereotypes and personal symptom complexes of the character of the Ukrainian contemporary manager, who is on the verge of postmodernism and the post - post - era.

The purpose of the article is to highlight the specifics of verbal representations of motivational attitudes of education managers in Ukraine at the end of postmodern era. Obviously, at this stage the problem of psychodiagnosis of managerial qualities of a manager's personality in an

educational organization becomes particularly relevant (Dyakov, 2020; Ivashkevych, Perishko, Kotsur, & Chernyshova, 2020; Muehlheusser & Roider, 2008; Pyszczynski, Lockett, Greenberg, & Solomon, 2021; Yakushko & Blodgett, 2018). This, as well as the postmodernist trends in the field of management presented in the literature review, led to the choice of methods and tools for studying the subject of the article.

Literature review

At the end of the development of postmodern society, the idea of individualism almost ceased to be discussed, but began to manifest itself totally at different levels of social practice – everyday life, art, production, politics, etc. An important fact for our study: now the individual represents one's own self in a different way. It began to manifest itself widely and clearly in a wide range of activities: from consumption to personal mastering of technological culture (Dunn & Castro, 2012).

Instead, methods, procedures and techniques of interaction and influence on the material world became known as technologies. The latter term is used totally: digital, educational, political technologies, etc. It is implied that this is a generalized name for communication, psychological, technical, informational and digital tools aimed at efficiency, mobility, synergy. Scientists are convinced: "Materialism plays a partial role in mediating the impact of technologies on the plurality. These findings support the postmodern view on oneself and the society and show that everyday experience is related to life, affects how people perceive their identity" (Dunn & Castro, 2012, p. 352).

We focused on proven psychological diagnoses, because back in 1994, Gergen (1994) pointed out: it is necessary to beware of postmodern analysis, which destroys the personality (Gergen & Thatchenkery, 1994). But at the same time, the author points out that postmodern discourse not only destroys, but presents the concept of language, management ethics, etc. as relational things. This provides new opportunities for both active members of society and psychologists who study the linguistic or behavioral identification of the needs, motives and desires of a person who openly expresses oneself and at the same time plays a social role.

In many works of postmodernists, it has become normal practice to study professional subjective experience, as well as the attitude to one's responsibilities. For example, Battistelli once explored the most rigorous and regulated sphere of society - the army. And even in such a professional

environment, the traditional dichotomy "institutional / professional" has failed to accommodate the diversity of soldiers' personal motives, even if they are in a war zone (Battistelli, 1997). We will use the offer of this scientist to keep to the framework of the structural - functional model and use a three-component model of representation of motives - paleomodern - modern - postmodern concept in the study of professional motives (Battistelli, 1997, p. 467).

As for the method of studying motivational representation in the work of managers, we are impressed by such a postmodernist approach, which focuses not only on ways to interpret the analysis, but also on ways to collect information to obtain data. Stern wrote about this in 2003 when discussing consumer and economic research over the past 10 years of the 20th century (Stern, 2003).

In the era of postmodernism, research similar to ours has already been conducted. For example, back in the 80's Mia researched the motivational attitudes of managers and their verbal expression. But the scientist then adhered to the paradigm corresponding to that time - to find out only the empirical approach, i.e., to study the impact of planned and unforeseen circumstances on the individual. Naturally, the scientist then considered as equivalent the data of attitudes to work, management parameters, the interaction of budget and manager, etc. (Mia, 1988). It is clear that the scientist working in the third millennium is more free, objective and relevant in choosing methods and partial objects, as we are free to use classical, modernist, postmodernist tools and the scientific philosophy of the post-truth and the post-science.

In order to more clearly outline and justify our methods, we want to remind that postmodernism can be both a methodological approach and part of the subject of research. Interestingly, postmodernists who have studied public relations and the place of an individual in them have always criticized their modernist predecessors (Boje, 1994). But it is easier for us the scientists, who are not involved in either constructivism or deconstruction, to study the subject more objectively, without using part of this subject as a methodological approach.

We believe that the advantage of post-scientific approaches allows to shift the emphasis, which seems obvious or postulated within the subject of the study. For example, Grund and Fries conducted an interesting study of the phenomenon of procrastination not only as a demotivating factor, but as a phenomenon of volitional, motivational and value spheres that have a hidden impact on the society lifestyle, its welfare, leadership, building or

dismantling hierarchies (Grund & Fries, 2018). The most valuable of this for our study is the opportunity to shift the focus of procrastination from volitional to motivational - value sphere of the manager.

In recent decades, the activities of the manager is considered in the field of public relations. Here it is important to find out the production and social continuum of the manager who worked, say, in the 70's and 80's of the twentieth century. We have already mentioned that the post-approach takes into account subjectivity and multilevel facts outside the hierarchies. It is necessary to remind that the modernist and partly classical understanding of the organization and its management involves recognition of purpose, structure, and strategy. Scientists note: "Modernist public relations is seen as a hegemonic practice that incorporates practices into the system to legitimize the prospects and actions of corporate managers as objective knowledge, particularly through discursive practices in the organizational media" (Holtzhausen, 2002, p. 251). We provide these generalizations to show how important it is to take into account the social and personal postmodern living and working conditions of the manager. The latter lives and actualizes oneself in the crisis of representation, and can influence only through hyperreality, so his / her self-awareness and self-expression is best diagnosed through reflective techniques.

It is possible to continue the discussion within the framework of the found literature and ideas, which have already become postulates. It is now clear that postmodernist management was not hierarchical, but constructive (or destructive) and three-component in essence. Gergen and his colleagues concluded that in the postmodernist sense, management consists of: rationalization, empirical knowledge and representation through language (Gergen & Thatchenkery, 2004, p. 228). Moreover, language representation is the only publicly available and reliable source of data.

This problem was studied by scholars: Armstrong (2007), Armstrong & Taylor (2016), Brown & Ryan (2003), Kostera & Śliwa (2010), Maslow (2008), Mintzberg (2004), etc. K. W. Brown and R. M. Ryan (2003) noted that understanding the situation facilitates the choice of consistent behavior in accordance with their own needs, values and interests. Maslow (2008) drew attention to the impact of real events on the manager, the manifestation of healthy motivation and unmotivated behavior. However, these partial approaches did not solve the problem of professional motivation of postmodern people. In addition, in the postmodern society,

we observe an increase in entropy (uncertainty in the broad sense), which deepens the problem and requires new approaches to it.

From the above literature review we draw intermediate methodological conclusions:

1. The basis of the management effectiveness should be sought in personal motivation, which is most objectively studied through the language representation.

2. The postmodern management is based on the linear interaction rather than on the hierarchical one.

3. The main resource of motivation of the manager is a way of realization of the social "self".

4. In the analysis of postmodern managerial phenomena, it is hypothetically best to use the classical, modern, postmodern and post-scientific methods.

Methodology

The methodological goal of the article is to obtain reliable data within a geographically limited sampling (Kirovohrad Region, Ukraine) to achieve the goal set in the introduction.

The hypothesis of the research is that with the help of the visually simple methods, in particular the Heckhausen test, it is possible to obtain data that will allow to draw conclusions about the nature of verbal representations of the motives of the manager's professional activity.

The general method of research is theoretical and ascertaining and contains three components: sociological survey (testing) and observation; statistical analysis of sociological data and generalization - discussion.

The time period for data collection is 6 months in 2020 - 2021. Notably the study involved 104 people (between 18 and 70 years of age), including education managers from various managerial levels: 64 people from the city of Kropyvnytskyi and Kirovohrad Region and 40 students majoring in "Management and Administration". The sample is represented by three groups: students, managers with work experience of up to 5 years and managers with work experience of more than 5 years. All participants gave their voluntary written consent to participate in the experiment, and the Ethics Committee of Kirovohrad University of Trade and Economics agreed to the students' participation.

For this aim we used a number of research methods: general scientific - theoretical analysis of psychological and managerial scientific

literature and data generalization, as well as specific scientific – natural, open observation. To determine the level of motivation for success of managers in educational organizations, we chose the leading motivation psycho-diagnostic tool by Heckhausen (modified) (2001, p. 11). Within this study we conducted a non-specific observation, which allowed us to verify the results according to Heckhausen's (2001) methodology (modified). Diagnostics as per Heckhausen is detailed and allows to identify the levels of positive (hope of success) and negative (fear of failure) motivations, as well as to define pure hope of success with greater accuracy than with other motivational techniques.

The data of empirical research were processed with statistical methods for processing empirical data (relative values method, data grouping and dynamics series).

The main research tool is clarification of verbal representations of motivational attitudes by recording a reflexive reaction to a graphically depicted object or situation such as "everything will end well", "quality and timely work", "after that we'll reach new heights", "we are the best", "perform a ritual for success", "will succeed", "seek recognition" reflect their confidence in their opinions, and conviction that all the problems could be solved to their benefit. Such verbs as "have", "understand", "originated", "celebrate", "work", "turn out well", "united", "defended", "decided to help", "will act" are domineering.

Additional empirical diagnostics was also conducted by identification of intervention in the manager's sphere of feelings in the performance of direct professional duties (the method of covert surveillance with the consent of the participants was used). This data objectified and supplemented the test results.

Results

Summary motivation diagnostics results with Heckhausen (2001) test enable us to say that students as future managers clearly demonstrate the achievement need, and namely, in women – 24%, and in men – 19%. In total the participants from this studied group exhibited 22%, which confirms the existence of the trend to succeed in women and men. Low level of the need to succeed was observed in the second group of people with work experience of up to 5 years, and namely it amounted to 10% in women and 12% in men. In total it equaled to 11% for the second group. For this group

a high-quality work performance seems to be more important than the pure need to succeed (see Table 1).

Table 1. *Results achieved with Heckhausen (2001) technique (scale "Hope for success")*

Categories of analysis	Students			Work experience up to 5 years			Work experience over 5 years		
	Women	Men	Together	Women	Men	Together	Women	Men	Together
1. Need to succeed	24	19	22	10	12	11	14	10	14
2. Instrumental activities aimed at achieving success	30	41	33	39	38	39	38	50	38
3. Waiting for success	16	19	17	16	15	16	21	10	20
4. Praise as a result of high achievement	6	5	6	12	4	8	4	10	5
5. Positive emotional state associated with work	12	8	11	9	19	12	15	10	15
6. Theme of success	12	8	11	14	12	14	8	10	8
Total:	100	100	100	100	100	100	100	100	100

The third group of people with work experience of more than 5 years exhibited moderate level of the need to succeed. Thus, in women this figure amounts to 14% and to 10% in men. In the whole in this studied group it equaled to14% as maintaining permanent long-term success both among women and men. The category "instrumental activities aimed at achieving success" is less pronounced among students, in particular this figure amounts to 30% in women and to 41% in men, and in the group as a

whole it is equal to 33%. This can be explained by the importance of effective work performance, especially for men. The second group showed a steady trend of 39% in women and 38% in men, and 39% in the second group which is indicative of the desire perform their work as effectively as possible. In the third group the said category is clearly expressed in men – 50%, which testifies to the fact that the effective work performance is of major importance for them. In women it amounted to 38%, which is indicative of their need to successful work performance while obtaining high results. In general, in the third group this figure amounts to 38%. Students and managers with work experience of up to 5 years showed a steady trend in the analysis category "expectations of success". Overall, across the first and second groups these figures amounted respectively to 17% and 16%.

In the category "expectations of success" we registered a moderate growth in women with work experience of more than 5 years (21%), and in men we observed a moderate reduction in this figure (10%). Generally, in the third group these figures amounted to 20%. Expectations of success as personal attempts to become successful and regard oneself as capable of overcoming any obstacles are very important for all the studied subjects, especially for managers with work experience of more than 5 years. The study results confirmed that among the categories of analysis by the scale "Hope of success" the lowest level was occupied by praise as a result of high achievement, and in particular across the studied groups it equaled to: in the first group – 6%, the second – 4%, and the third – 5%. It was revealed that praise is more important for women with work experience of up to 5 years (12%) and men with work experience of more than 5 years (10%). Praise is not of major importance, but it is a necessary component for the good work performance because it creates positive emotional atmosphere for employees and thus it can impact the final work results. We can specially separate the category of "praise" for female executives with work experience of up to 5 years. Positive emotional state associated with work is also an integral part of the scale "Hope of success". Our test results revealed that this state could be detected on the following levels: among the students it amounted to 11%, in managers with work experience of up to 5 years – to 12% and in managers with work experience of more than 5 years – to 15%. It should be emphasized that female respondents attached greater importance to this category: in students – 12% and in participants with work experience of more than 5 years – 15%; and also in men with work experience of up to 5 years – 19%. According to test results, positive

emotional state associated with work is on a steady level and it is practically equally important for all the respondents because favorable and friendly atmosphere plays a great role in the work process. The study showed that the category "theme of success" is the leading one for the first and especially the second group, and namely, in female students it amounted to 12%, in male students – to 8% and to 11% in the whole group; in managers with work experience of up to 5 years it amounts to 14% in women, to 12% in men and to 14% in the whole group. This slight increase is indicative of aspirations to achieve higher managerial levels and higher status. This category becomes less important for managers with work experience of more than 5 years, namely in women – 8%, in men – 10% and 8% in the whole group. This comes after attainment of the desired middle or senior management levels, proper status and prestige.

Results obtained with the differential diagnostics by Heckhausen, reveal the presence of fear of failure which is presented in Table 2.

Table 2. *Results achieved with Heckhausen's (2001) technique (scale "Fear of failure")*

Categories of analysis	Students			Work experience up to 5 years			Work experience over 5 years		
	Women	Men	Together	Women	Men	Together	Women	Men	Together
1. Need to prevent failures	2	15	6	16	11	14	5	5	5
2. Instrumental activities aimed at preventing a failure	37	37	37	45	20	33	25	33	27
3. Uncertainty in success	19	4	15	5	9	7	10	0	7
4. Blame and criticism caused by failure to succeed	22	25	22	21	31	26	44	39	43
5. Negative	7	15	9	5	20	12	4	6	5

experiences associated with work									
6. Failure if the behavior aimed at success sustains defeat	6	4	5	3	0	1	0	6	2
7. Theme of failure	7	0	6	5	9	7	12	11	11
Total:	100	100	100	100	100	100	100	100	100

Table 2 shows that the category "the need to prevent failures" is on the moderate level for the majority of the respondents from the first and third groups. Among students this category is actively manifested in men – 15%, while in women it amounts only to 2%. So, in the whole the first group gave us 6%. Among managers with work experience of more than 5 years, this figure was on the low level and in the whole group it amounted to 5%, with 5% in women and men respectively. The need to prevent failures is more important for the second group: in women – 16% and in men – 11%, with 14% for the group as a whole. "Instrumental activities aimed at preventing failure" are evident in all the groups, especially in future managers. This can be explained by their yet unclear self-identification in the work process which is natural for the students of the studied age group, and in this group it was under 37%. The second group revealed a significant level of professional perception in this category of analysis. Thus, in women it amounted to 45%, due to their responsible attitude to their duties. It was also sufficiently high in males – 20% and 33% in the whole group. The third group displayed the high level in women – 25% and very high in men – 33%, which can be attributed to their ability to effectively perform in difficult situations. It amounted to 27% in the whole group. The analysis category "uncertainty in success" showed mixed results. Thus, among the students the obtained results were as follows: a high enough level was displayed by women – 19%, which testifies to their underestimation of their own capabilities, and it was low in men – 4%, which reflects the level of their self-confidence in work performance; so in the first group it amounted to 15%. Managers with work experience of up to 5 years showed a low level in women with 5% and growth in this analysis category in comparison with students: in men of up to 9%, and 7% in the second group as a whole. These

data signify that this group of people acquired practical skills in their professional work as well as good experience in solving various problems, and in the result, they gained confidence in success.

Managers with work experience of more than 5 years showed growth in comparison with the second group. In particular, in women it is as high as 10%, which is indicative of their desire to rank among the first. At that their unwillingness to fall short leads to emotional stress and consequently, to uncertainty in success. In men 0% is indicative of their clear comprehension of their activities (what they want to gain), of their attitude to work and inner peace inherent to the well-established reputation and prestige, etc. In the whole, in the third group it was equal to 7%. Figures obtained in the category "blame and criticism due to failure to succeed" are high enough among students: in women – 22%, in men – 25% and 22% for the first group as a whole. With the beginning of professional career this figure starts to grow in managers with work experience of up to 5 years, and, in particular, in men – 31%, then we see a slight decrease in this category (1%) in women – 21% and 26% in the whole group. The results revealed active growth in comparison with the second group (23%) in women who showed 44%, and moderate growth (of up to 8%) in men, who showed 39%, and 43% in total in the third group. Category of analysis "negative emotions associated with work" tend to show decrease in all groups of women with the increase in their length of service in the following successive order across the groups: 7%, 5% and 4%. The comparison of students with managers with work experience of up to 5 years reveals that at first men tend to demonstrate the moderate growth from 15% to 20%. But the comparison of managers with work experience of up to 5 years with managers with work experience of more than 5 years demostrates the trend to drastic reduction of "negative emotions associated with work" and, namely, from 20% to 6%. The study results show that the analysis category "theme of failure if activities aimed at success sustain defeat" ranked among the lowest, especially in the second and the third investigated groups, and in general it was under 1% and 2%, respectively. Among the students the low levels were detected in women with 6%, 4% in men and 5% in the group as a whole. The category "theme of failure" tends to increase with the growth of work experience. Thus, among the students it amounted to 7% in women, while in men it was absent, so in general it amounted to 6% in the first group. We detected a controversial trend in managers with work experience of up to 5 years in comparison with students, and in particular: the significance of this category falls from 7% to 5% in women, while men show growth from 0%

to 9% in the category "themes of failure", and in total in the second studied group it amounts to 7%. The category "theme of failure" reveals the tendency to moderate growth in managers with work experience of more than 5 years in comparison to managers with work experience of up to 5 years, namely in women it grows from 5% to 12%, and from 9% to 11% in men, which is indicative of their fear to show undermanagement. So in general in the third group it amounts to11%.

According to Heckhausen (2001), the power of motivation can be based in two directions: hope of success and fear of failure. Each analysis category is represented by the sample data in general by gender distribution (Fig. 1).
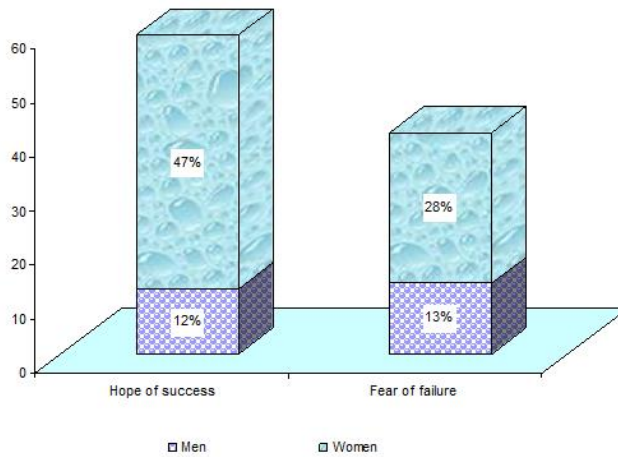
Fig. 1 *Power of motivation with Heckhausen's (2001) diagnostics*

So, we can speak about the high reliability and objectivity of the received data which indicate the presence of high-level of fear of failure among people from 18 to 70 years of age, and, namely it was proved by the figure of 41% among the study subjects, at that, women showed 28% while men gave us 13%. It's characteristic of men that they show insignificant gradation in the power of motivation figures. We can also assert that hope of success becomes a prevailing category with 59%. It's also on a high level in women of all ages (47%). This figure is lower compared to the fear of failure (of up to 1%) in men, and in particular, it equals to 12%.

Thus, educational managers have strong power of motivation in their organizational environment, and all the respondents between 18 and 70 years of age clearly manifest it in varying degrees. Unfortunately, prognostic

trends as to the personal development of people of all ages under conditions of the constant economic crisis (global crisis and crisis during the period of Ukrainian independence) as well as social crisis (in the educational sphere), professional psychological passivity and personal reluctance of managers to address their manifestations of fear of failure and focus on success, seem to be unfavorable.

According to Heckhausen's (2001) diagnostics the difference between motivational tendencies "hope of success" and "fear of failure" is pure hope presented in Table 3.

Table 3. *Pure hope (with Heckhausen's (2001) diagnostics)*

Pure hope	Students			Work experience up to 5 years			Work experience over 5 years		
	Women	Men	Together	Women	Men	Together	Women	Men	Together
Zero	38	10	31	35	11	27	4	0	4
Negative	6	20	10	6	56	23	22	80	32
Positive	56	70	59	59	33	50	74	20	64
Total	100	100	100	100	100	100	100	100	100

Note:

- Zero - Hope for success = Fear of failure;

- Negative - Hope for success < Fear of failure;

- Positive - Hope for success > Fear of failure.

The study distinctly revealed zero pure hope in women among students and managers with work experience of up to 5 years: 38% and 35% respectively, which can be explained by poor knowledge of work, little faith in themselves and the desire to quicker move up the career ladder. In men this figure is less and amounts to 10% and 11%, respectively. In general, across the groups students with less experience have higher zero pure hope than managers with work experience of up to 5 years: 31% and 27%, respectively. Managers with work experience of more than 5 years have insignificant zero pure hope. Thus, in women it amounts to 4%, while in men it is absolutely absent, and in the whole group it is in the 4th%. Figures of the negative pure hope start to grow in men with the increase of their length of service, and in particular across the groups we find the following values: in the first – 20%, the second – 56% and the third – 80%. It is

connected with difficulties of organizations surviving in crisis situations, because negativity and stress tend to accumulate with years. In women this criterion is manifested more passively and it does not change in students and managers with work experience of up to 5 years – 6%. Managers with work experience of more than 5 years, and, particularly, women demonstrate active growth in this criterion of up to 22%, which is indicative of extreme physiological stresses at higher levels of management. In general across the groups the increase in the pure hope looks like this: in the first – 10%, the second – 23% and the third – 32%. Pure positive hope is quite high, especially in women from all the represented groups, and, in particular, in students – 56%, in managers with work experience of up to 5 years – 59% and in managers with work experience of more than 5 years – 74%. Men from the aforementioned groups demonstrate the tendency to rapid reduction in the pure positive hope from the first to the third group, and namely: the first – 70%, the second – 33%, and the third – 20%. In general, across the groups the pure positive hope was distributed as follows: the first – 59%, the second – 33% and the third 20%.

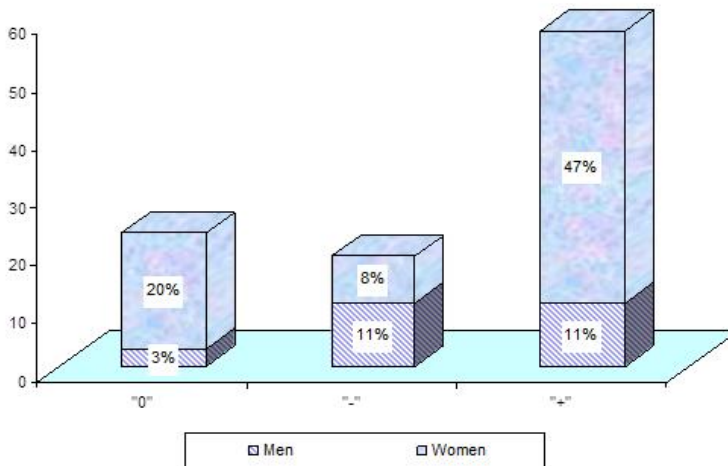Pure hope is represented with a sample as a whole, including gender identity, and it is shown in Figure 2.

Fig. 2. *Pure hope with Heckhausen's (2001) diagnostics*
Note:
- Zero - Hope for success = Fear of failure;
- Negative - Hope for success < Fear of failure;
- Positive - Hope for success > Fear of failure.

The obtained results allow us to clearly establish the typology of managers by the aspects of Pure hope – zero, negative and positive, according to the stories based on the six images with Heckhausen's (2001) test. Thus, zero pure hope is quite pronounced in women managers (20%) and it is weakly pronounced in men (3%). These results indicate that male leaders are focused on attaining concrete results, which can be either positive or negative, but female managers mainly focus on the work process itself and rather often they become hesitant attempting to reduce the risk of decision making while choosing the best option, and thus they reduce their own impact on the final work result. Thus, according to the sampling data the negative pure hope is not of major significance for women (8%), and in men it amounts to 11%. Managers, guided by social norms in their decision making, take responsibility for their actions, the organization staff and for the students, so they make efforts to reach their goals at all costs. So, they prefer not wasting time on depressive moods and usually continue performing their professional duties despite all the complexities of working situations. The high level of pure positive hope in women (47%) displayed by the sample data can be explained by the power traditionally inherent to authority and leadership, as well as by emotional disposition of women leaders mainly with work experience of more than 5 years. Men demonstrate a steady position, in the proportion of 11%. Thus, in the process of decision-making social norms tend to be realized on the basis of physiological characteristics.

Also, the test results obtained with Heckhausen's (2001) technique allowed us to clearly establish the values of the power of motivation at different managerial levels (Fig. 3).
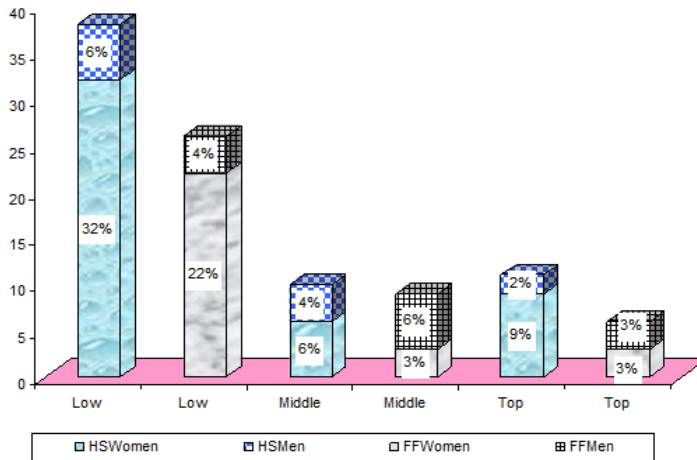
Fig. 3. *The power of motivation at different managerial levels (with Heckhausen's (2001) diagnostics)*

The sampling data as a whole revealed the presence of such motivational tendencies as "hope of success" and "fear of failure" at different managerial levels:

– at the lower managerial level women have high hopes of success (32%), while men are on a relatively stable level (6%), which is indicative of their strong desire to get promotion and their interest in work. Instead of it, fear of failure was at the above average level in women (22%), and only (4%) in men. It should be noted that the probability of failures, errors and blame tend to reduce self-confidence of organization leaders and their trust in themselves;

– at the middle managerial level hope of success prevails over the fear of failure in women – 6% and 3%, respectively, while in men these figures are reversed: the fear of failure amounts to 6% and it prevails over the hope of success, which equals to 3%. Work experience leads to expertise, good comprehension of different situations, possession of information and practical skills, at that, women take them positively in contrast to men who express criticism more actively and rather often have negative emotions in connection with their professional activities. Their actions are aimed not at success, but at the elimination of failures;

– at the highest managerial level this very position becomes more expressed in women: hope of success – 9% and fear of failure – 3%. In men negative perception decreases due to age-related changes: hope of success – 2% and fear of failure – 3%.

According to the overall sample results pure hope was investigated by aspects: zero, negative and positive at different managerial levels, as reflected in Figure 4.
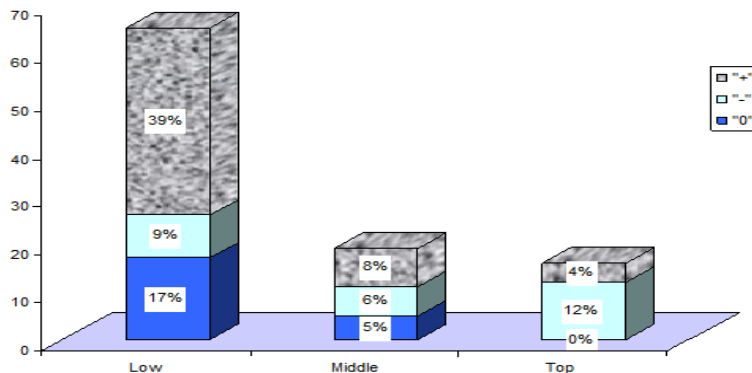

Fig. 4. *Pure hope at different managerial levels (with Heckhausen's (2001) diagnostics)*
Note:
- Zero - Hope for success = Fear of failure;
- Negative - Hope for success < Fear of failure;
- Positive - Hope for success > Fear of failure.

Low level managers exhibit high pure hope by all aspects: zero – 17%, negative – 9% and positive – 39%. Young leaders aspire to attain ideals, and though they can experience negative emotions in the course of their activities as to the effectiveness of their work, criticism and errors, still, their strong nervous and emotional systems in connection with growing awareness of the need to respect social norms in the process of decision-making, conscientious fulfillment of work, respect for the staff, acquisition of professional skills, ability to become fair leaders and so on, lead to the positive pure hope. At the middle managerial level we detected parity trend of pure hope, and namely: zero – 5%, negative – 6% and positive – 8%.

Middle level managers can usually foresee negative and positive consequences of their decisions, they govern the work of their organizations and the socio-psychological climate in it, they often have significant work overload and therefore can express different emotions, but, still, positive emotions remain predominant. Top managers display the following aspects of pure hope: zero – 0%, negative – 12% (high enough), and positive – 4% (low). This can be explained by the fact that with age and skills improvement educational managers develop their personalities and become more work centric and socio centric. However, at the same time their active desire to

attain goals diminishes and the situation is further aggravated by other factors, such as the crisis in the society as well as informational overload.

Discussion

The study showed that in the postmodern period, the Aristotelian methods of studying socially significant information are almost non-existent. It is much more important to determine what is the subject of controversy, what is the essential phenomenon. Instead, the questions of what it is, how much of it there is, when and for what, etc., become less relevant. This influenced the fact that we chose Heckhausen-based testing, which provides the vast majority of answers to the question "What?".

The research hypothesis is partially confirmed: the results obtained with the Heckhausen (2001) test allow receiving data on the real emotional and psychological states which did not pass through the filter of a manager's consciousness and thus they can be regarded as the direct projection of his subconscious reality.

Verbally motivational attitudes of managers with up to 5 years of work experience are represented by the expressions that are preeminently aimed at doing quality work, at clarifying specific actions and tasks including their coordination, as well as at discussing information and making it more exact, such as: "questions signing important documents", "after the meeting everyone goes to perform these tasks", "discussion of an important project", "work done on time", "mistakes are corrected". This confirms the opinion of Dunn and Castro, who conducted sociological research among several hundred people of the postmodern era, and argue that the motives of values and human behavior are most influenced by materialistic beliefs and the rapid development of technologies and techniques for performing tasks (Dunn & Castro, 2012). This objectifies the predominance of verbs such as "compose", "happened", "considered", "make", "listen", "work", "appeared", 'decide", "done", "try to", "express", "discovered".

Verbally motivational attitudes of managers with more than 5 years of work experience reflect the high level of responsibility, stiffer competition and professionalism in solving work tasks. The most common expressions in this case are: "pursuit of self-interest", "everyone acts on own authority", "adequacy for the job", "a junior makes adjustments defined by the head", "gathered for serious analytical work", "subordinate correctives" and "operate with specific digital material". Such verbs as "operate", "gathered", "conclude", "compete", "fix", "find", "get rid of", "enough", "break

through", "keep quiet", "win", "seek" are predominant. This aspect is related to the research of Mintzberg, who studied the aspects of management education development and management development in practice (Mintzberg, 2004).

Respondents of the most experienced groups predominantly demonstrate dry emotional feelings, emotional and evaluative experiences, aesthetic feelings, frames, short positive and negative scenarios, constructive expressions, pragmatic knowledge, denotations and images of different modalities. All of the above reflects the inner world of a person and his cultural level, which correlates with the research of Armstrong and Taylor (2016), who emphasized the ethical role in personnel management and organization of daily activities of managers (Armstrong & Taylor, 2016).

At the same time, the results of the study indicate that men, in contrast to women, are dominated by dry emotional feelings, negative scenarios, pragmatic knowledge and constructive expressions. These tendencies were already noticed by Kostera and Śliwa, who paid attention to the quality of activities in the organization, and actions that lead to success taking into consideration the gender (Kostera & Śliwa, 2010).

Research limitations

The study showed verbal tendencies to express motivation of postmodern management, but we did not provide recommendations or tools to influence the self-directed professional behavior, which we consider the most promising internal resource of the specialist. We also conducted research in a limited and culturally defined region (central Ukraine), which does not give an objective picture as a whole. These factors limit the research that needs to be continued in terms of modeling the self-directed professional behavior, especially in the current post-information space.

Therefore, the future task of further research for the authors is to clarify personal intentions that determine the tendencies of verbalization of motives, because in the era of postmodernism, which significantly weakened the absoluteness of ethical truths and multiplied pluralism and diversity of views, the following question became acute: "How to self-actualize and express oneself?" A professional who works directly with people must perform production tasks, adhere to deontology and at the same time allow oneself and one's subordinates to actualize one's potential uncertainty as much as possible. If we talk about management as governing using information, then, in the context of the above trends, the latter involves a

significant expansion of verbal and nonverbal expectations of expression and representation of the deepest human needs: postmodernism has once again proved: pluralism exists not only in the society but also in the soul of an individual regardless of their status and professions.

Conclusions

It was revealed in the article that in the process of verbal representations of the proposed images women and men showed the ability to rely on the conventional system of knowledge about the world.

It was revealed that verbal representations of motivational attitudes in students and managers with up to 5 years of work experience and in managers with more than 5 years of work experience are significantly different.

And namely, students predominantly use positive statements indicating their confidence in their opinions and in a favorable solution to every situation ("everything will end well", "quality and timely work", "after that we'll reach new heights", "we are the best", "ritual for success", "will succeed", "seek recognition" etc. Such verbs as " have", "understand", "originated", "celebrate", "work", "will succeed", "work", "united", "defended", "decided to help", "will act" are domineering).

Managers with up to 5 years of work experience predominantly use expressions aimed at performing quality work, at exact description of specific actions and tasks, at information discussion and explanation and at actions coordination ("questions signing important documents", "after the meeting everyone goes to perform these tasks", "discussion of an important project", "work done on time", "mistakes are corrected". Such verbs as "compose", "happened", "considered", "make", "listen", "work", "appeared", "decide", "done", "try to", "express", "discovered" are domineering).

The statements of managers with more than 5 years of work experience reflect the high level of responsibility for their actions, stiff professional competition and professionalism in solving work tasks ("pursuit of self-interest", "everyone acts on own authority", "adequacy for the job", "subordinate correctives", "gathered for serious analytical work", "operate with specific digital material"; and such verbs as "operate", "gathered", "conclude", "compete", "fix", "find", "get rid of ", "enough", "break through", "keep quiet", "win", "seek" are domineering).

In the course of our research of verbal representations of motivational attitudes, we determined the degree of influence of such motivational tendencies as "hope for success" and "fear of failure" on future and employed managers. We also established that the following categories of analysis proved to be quite high: a) "hope for success": "need to succeed", "instrumental activities aimed at achieving success", "waiting for success", "positive emotional state associated with work"; b) "fear of failure": "instrumental activities aimed at preventing a failure", "blame and criticism caused by failure to succeed".

The results of the analysis of verbal representations of motivational attitudes of the heads of organizations with good cooperation between staff and administration and united by a common desire for success, are dominated by the category "hope for success". And the leaders of such organizations where subordinates are in constant fear of dismissal and under sharp criticism regardless of their work quality, are dominated by the "fear of failure".

In addition, of our research of verbal representations of motivational attitudes: the analysis of the indicator "pure hope" ("hope for success" less "fear of failure") convincingly proves that the positive one prevails in general in groups; and the negative one augments in groups with the increase in the length of managers' work experience, and the zero one diminishes with the increase in the length of managers' work experience. This is explained by such factors as: pursuit of ideals, professional experience, accomplished goals, educational crises, and global economic crises.

The results obtained in the process of scientific research reflect the need for the formation of the spiritual component in the personality of contemporary managers. The research of scientists-practitioners of recent years is also indicative of the importance of adherence to moral obligations and values dematerialization. After all, the effectiveness of managerial decisions largely depends not only on the logical chain of reasoning and arguments analysis, but also on the emotional and motivational factors of a manager's personality.

The analysis of indicators of motivational tendencies gives grounds for the conclusion that education managers should try to develop a "hope for success". This applies to both men and women regardless of their work experience. At the same time, they need to learn to overcome "blame and criticism caused by failure to succeed". This is especially true for women with more than 5 years' work experience. It is also worth creating a sense of work efficiency with a positive hope (especially for men with work

experience of up to 5 years and more than 5 years work experience) and to overcome manifestations of immorality and injustice to subordinates.

At the present stage of science development, the problem of verbal representations of motivational attitudes of educational managers meets the requirements of the postmodern society and requires further scientific research.

Acknowledgement

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