

Chapter 2

Role Expectations and Managerial Values Prioritized by Brazilian Managers When Making Decisions

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ABSTRACT

Values function as internal criteria that motivate action and can influence the behavior of actors. Based on the theory of action, this comprehensive study aims to identify which managerial values are prioritized by Brazilian managers, considering the perceived expectations from hierarchical superiors, peers, and subordinates toward their action. The sample included 173 participants, ensuring a diverse and representative pool for analysis. The statistical techniques used for data analysis were Confirmatory Factor Analysis (CFA) and the calculation of means and standard deviations, providing a robust and reliable method for data interpretation. The results identified that managers perceive their superiors and peers prioritize adaptive values, while subordinates prioritize integration values. Despite managers

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being able to discern the priorities of their subordinates, the CFA results indicated that managers do not feel pressured to meet the expectations of their subordinates.

INTRODUCTION

Researchers began to become interested in values in the organizational context in the 1960s. In 1965, Guth and Tagiuri highlighted personal values as a somewhat subjective element that could influence decisions and corporate strategy choices.

Over the following decades, researchers such as England (1967), Rokeach (1973), Hofstede (1983), Quinn and Rohrbaugh (1983), and Schwartz (1992) gained notable relevance in the study of values. Research based on the approaches of Schwartz and Rokeach has focused on personal values and how they impact worker behavior. The model developed by Hofstede allows for the analysis of cultural values and comparisons between countries in categories such as power distance, uncertainty avoidance, collectivism, materialism, and long-term orientation. The works of England (1967), Quinn and Rohrbaugh (1983) differ from those approaches by using the organizational context to develop their theoretical models, relating them, respectively, to organizational goals and effectiveness. Those authors developed models and theories addressing values from various perspectives, which boosted research linking values to the effectiveness of strategic decisions within organizations.

Regarding values and decision-making in the organizational context, the main topic that has been covered by the literature in the last decades is related to consumers decision-making (Eng et al., 2022; Blake et al., 2023; Gardiner et al, 2013; Yang et al, 2018; Yang et al, 2020). The studies on managers' values and decision-making doesn't have call the scholars attention. Evidence of this, are the studies that could be founded the Scopus bibliography data base. In July 2024, searching for the words "manager" and values, since last three decades less than ten studies worked on values, managers, and decision. Those studies studied personal values, as

Bhattacharyya and Rahman (2020), Dalvi-Esfahani et al.(2017), Posner (2010), Organizational values (Gorenak and Ferjan, 2015), professional values (Chan & Li, 2022), values system (Xueli and Lin, 2011).

Values influence managers' choices when faced with organizational problems requiring a managerial decision (Posner et al., 1987). To understand managers' decisions, it is important to study the managerial values, as personal values are values that are related to the end states of life (Rokeach (1973), and are related to motivations for living (Schwartz (1992), and in spite that personal values orient decisions, these are not specific for decision-making in organizational context. Nevertheless, the first definition of managerial values did not emerge until 2012. Saha (2012, p.181) defined managerial values as "managers' preferences for one

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