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Specificity Of Professional Ego - The Image Of Male And Female Leaders

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Abstract

Article deals with a comparative analysis of various methodological approaches to ego-image and ego-concept of the leader, potential diagnostic methods of ego-image analysis and creation of a personal profile are proved. As a result, the real and ideal image of male leaders is typical for independent, sociable people with acceptance of fight. In the ideal image, there are differences in the decrease of indicators of dependence and avoidance of a fight. In conclusion, the prevalence of the cooperating and altruistic styles of

the interpersonal relations reflects characteristics, which correspond with femininity in society.

Keywords: Ego-image, Ego-concept, Ego-ideal.

Especificidad del ego profesional - la imagen de líderes masculinos y femeninos

Resumen

El artículo trata sobre un análisis comparativo de varios enfoques metodológicos de la imagen del yo y del concepto del yo del líder, se prueban los posibles métodos de diagnóstico del análisis de la imagen del yo y la creación de un perfil personal. Como resultado, la imagen real e ideal de los líderes masculinos es típica de las personas independientes y sociables que aceptan la lucha. En la imagen ideal, hay diferencias en la disminución de los indicadores de dependencia y en evitar una pelea. En conclusión, la prevalencia de los estilos cooperantes y altruistas de las relaciones interpersonales refleja características que se corresponden con la femineidad en la sociedad.

Palabras clave: Ego-imagen, Ego-concepto, Ego-ideal.

1. INTRODUCTION

Females are taking up the leading positions in contemporary Kazakhstani society. Therefore, the old psychological problems have not disappeared; the new ones appeared connected with the comprehensive inclusion of the woman in society life. However, the determinacy of administrative activity by masculine values often leads to the internal conflict between the ego-image of the leader and ego-image of the women. The relevance of a problem is aggravated by a number of contradictions:

- Following global requirements to professional values of management on the one hand and growth of national consciousness

with a tendency to determine the behavior models of national values on the other hand;

- Following the requirements of time and country leaders to include women in economic life and existence of a glass ceiling in administrative career;

- An extensive block of research of ego-image and ego-concept of the leader and deficiency of applied research of gender and an ethnic factor of this problem.

All this has identified the aim of the research: the analysis of the specificity of professional ego-image of male and female leaders.

1.1. Research hypothesis

We assume that professional image of the ego of female leaders is characterized by critical relation and dissatisfaction by herself due to contradictions between gender and professional stereotypes, as opposed to the image of the ego of males holding a leading position. The analysis of scientific literature has shown that some scientists use the idea of Ego-concept and image of Ego as synonyms (Sobchik, 2005), other scientists do not see these concepts as synonyms (Burns, 2000; Ahmadi et al., 2014). The Ego-concept is considered as the system of expectations, installations, beliefs and ideas of itself performing important functions in human life and image of Ego – is considered as a result of self-knowledge, self-attitude and self-control acting in cognitive and emotional components.

According to Petrovsky, the image of Ego originates in a comparison with other people and includes real Ego, desirable Ego,

fantastic Ego, represented Ego, ideal Ego, and all these egos take into account the opinions of surrounding people and the desires to succeed in doing something (Petrovsky, 2017; Mendoza & Rivero, 2019). Stolin (1983) notes that the analysis of final products of consciousness, which are represented in a structure of ideas about themselves, in the image of Ego or Ego-concept is realized as a search of types and classifications of images of Ego or as a search of measurements of this image. The integrative approach offered by Ivashchenko et al. (2002), Agapov, and Baryshnikova allows uniting general scientific, specific psychological principles disclosing the substantial signs of Ego-concept and Ego-image. The identification of a ratio of integration and differentiation promotes, on the one hand, the consideration of Ego-image phenomenon as a multifunctional and multivalued metasystem, on the other hand, it promotes to carry out the analysis of components, structures and functions of the above-mentioned metasystem (Ivashchenko et al., 2002). Gender research in psychology confirms that the social and psychological sex of the personality is the major factor influencing the development of a professional image of Ego. Researchers mark out various interactions of gender and professional identity in representatives of different professional, age, social and ethnic groups (Ahmadi et al, 2014).

1.2. Organization of empirical research

We assume that the analysis of the image of the leader allows marking out two aspects: the image of him/herself and the image of the leader in the eyes of other people. For the empirical study of the considered problem, the appropriate techniques have been selected to

define the Ego-image of the female and male leaders, to make the comparative analysis of a real and ideal image of the female and male leaders and to identify the image of the leader in representations of other people. In order to study the image of him/herself, we have chosen a technique known as diagnostics of the interpersonal relations by Sobchik (2005). It helps to investigate the representations of the examinee about him/herself, about his/her ideal Ego, about style and structure of the interpersonal relations. The considerable divergences of octants will testify the internal conflicts in certain areas of relationship and undesirable features of the interpersonal behavior of the individual.

For specification of separate characteristics of Ego image, we used the Self-attitude research technique (SRT) offered by (Stolin, 1983; Burlachuk, 2006). SRT understands self-attitude as a complex, leveled emotional and estimated system for adequate and complete description of it is not enough to have existing ideas about two levels of self-assessment: global self-assessment and private self-assessment. The author pointed out that self-attitude could be understood as the expression of the Ego sense for a person, as a steady feeling to personal Ego containing a number of the specific modalities differing according to the emotional tone of anxiety and content. Semi-projective modified Sax-Sydney's technique of unfinished sentences was used to study the system of the attitudes: attitude towards subordinates; attitude towards men; attitude towards women; attitude towards yourself; attitude towards other people; unrealized opportunities. Test assessment had quantitative proportions, that is, the relation expressed by examinees in his answer to the subject or an

object was analyzed as qualitative, and the point was appropriated to him. We have allocated three types of relation: positive, neutral, negative

To study an image of the leader in representations of other people the Q-sort technique (q-sort technique) was used, which was developed by V. Stefanson in 1958. We used «Q-sort» in two options: a relevant image of the leader, an ideal image of the leader. The enterprises and the organizations of the Ust-Kamenogorsk city (Republic of Kazakhstan) were the basis of empirical research. Basically, the experimental group was presented by female leaders - 30 people (17 people (57%) from 30 up to 40 years old and 13 people (43%) from 41 up to 50 years old) and also 30 male leaders (21 persons (70%) from 30 up to 40 years old and 9 people (30%) from 41 up to 50 years old). The total number of sampling to study the image of the leader in the eyes of other people was 30 people from 35 up to 56 years old. Such sampling of people has been created in free conditions. The research has been conducted in 2017. Beyond the frames of our research, there were leaders -government employees demanding the special analysis.

2. RESULTS OF THE RESEARCH AND DISCUSSION

The analysis of empirical data required several stages according to research objectives. The first stage of our research analyzed the features of the attitude towards him/herself by SRT technique in two considered groups as one of the components of him/herself image of

the leader. The comparative analysis allows defining the following features of the self-attitude in the considered samplings.

Table 1 - Distribution of high, average and low indicators of SRT
among female leaders

Name of scale	High indicators		Average indicators		Low indicators	
	Quantity	%	Quantity	%	Quantity	%
1) Closedness	18	60,0	9	30,0	3	10,0
2) Assuredness	15	50,0	13	43,3	2	6,6
3) Self-management	11	36,6	12	40,0	7	23,3
4) Reflectedself-attitude	9	30,0	18	60,0	3	10,0
5) Self-value	11	36,6	13	43,3	6	20,0
6) Self-acceptance	7	23,3	19	63,3	4	13,3

7) Self-attachment	4	13,3	23	76,6	3	10,0
8) Inner proneness to conflict	10	33,3	14	46,6	6	20,0
9) Self-blaming	12	40,0	17	56,6	1	3,3

36,6% of women of this sampling show high indicators of the self-management scale. It demonstrates the predominance of the anxiety of their own Ego as an internal core, which is integrating and organizing the personality, activity and communication; there is a tendency to find the reasons of own acts. Only 20% of male respondents have high indicators of the above-mentioned scale. The scale of self-confidence demonstrates an identical number of male and female respondents (50%), who consider themselves as confident and independent persons, who are satisfied with their capacities. The parameter of self-value demonstrates the following: - 53, 3% of male examinees reflect the value of own personality, ability to arouse interest in their own world; high indicators of this scale have only 36, 6% of female examinees. At the same time, the indicators of the reflected self-attitude scale, which is connected with the expected positive or negative attitude from other people, allows to see that 30% of female leaders and practically the same number of male leaders – 36,6%, anticipate the positive attitude from other people towards themselves, reflect their own idea that his or her personality, character

and activity are capable to inspire respect, sympathy and approval (Safdari & Asadi, 2013; Albriki, & Rahman, 2018).

The average indicators of self-acceptance scale (30% of examinees have shown high results), which is known for insufficient sympathy for itself and insufficient consent with the internal motives. The indicators of two other scales are connected with each other. If the respondents of self-attachment scale show low indicators, then it is necessary to expect that respondents of inner proneness to conflict scale, must show high indicators. Such a situation is typical for female entrepreneurs - 33,3% from them reflect inner proneness to conflict, they doubt, disagree with themselves; and at the same time only 13,3% of these examinees, show high indicators according to scale № 7 (self-attachment), reveal the desire for changes, tendency to compliance with the ideal representation of themselves.

The table 2 - Distribution of high, average and low indicators of SRT among male leaders

Name of scale	High indicators		Average indicators		Low indicators	
	Quantity	%	Quantity	%	Quantity	%
1) Closedness	10	33,3	16	53,3	4	13,3
2) Assuredness	15	50,0	13	43,3	2	6,6

3) Self-management	6	20,0	14	46,6	10	33,3
4) Reflected self-attitude	10	33,3	17	56,6	3	10,0
5) Self-value	16	53,3	9	30,0	5	16,6
6) Self-acceptance	9	30,0	17	56,6	4	13,3
7) Self-attachment	17	56,6	10	33,3	3	10,0
8) Inner proneness to conflict	2	6,6	13	43,3	15	50,0
9) Self-blaming	9	30,0	13	43,3	8	26,6

The male leaders show different results: most of them (56,6%) show positive attitudes towards themselves, the lack of desires to be changed, therefore, the preservation of Ego image can be regarded as one of the mechanisms of psychological defense of consciousness. Only 6,6% of examinees of this group allocate the indicators of inner proneness to conflict. SRT technique helps to allocate the secondary factors: self-esteem (scales № 2, 3, 4), auto sympathy (scales No. 5, 6, 7) and self-abasement (scales № 8, 9). In this regard, indicators of three samplings have been analyzed. The analysis of results according

to secondary factors of self-esteem, auto sympathy and self-abasements has shown that female leaders basically are characterized by a high level of self-management, self-confidence, but at the same time, there is a tendency of self-blaming, inner proneness to conflict, low acceptance of themselves, expectation from others the approval of their personalities. These results are correlated with low indicators of self-attachment scale and it demonstrates the examinees' desire for the internal changes, reevaluation of the attitude towards themselves, the increase of self-value. It means that a real image of Ego does not satisfy these examinees (Blokchina, 2017).

The group of male leaders is characterized by self-confidence, self-value, by the low level of inner proneness to conflict and high level of self-attachment. It can demonstrate that the image of Ego of examinees quite satisfies them now and desires for internal changes are not observed. Further studying of features of a professional Ego-image was carried out with the help of Diagnostics of interpersonal relations (DIR) technique. For the analysis of data, the psychogram was designed based on average indicators for both groups – figure 1. The altruistic (the 8th octant) style of interpersonal relations was the leading one in the female group of the real image.

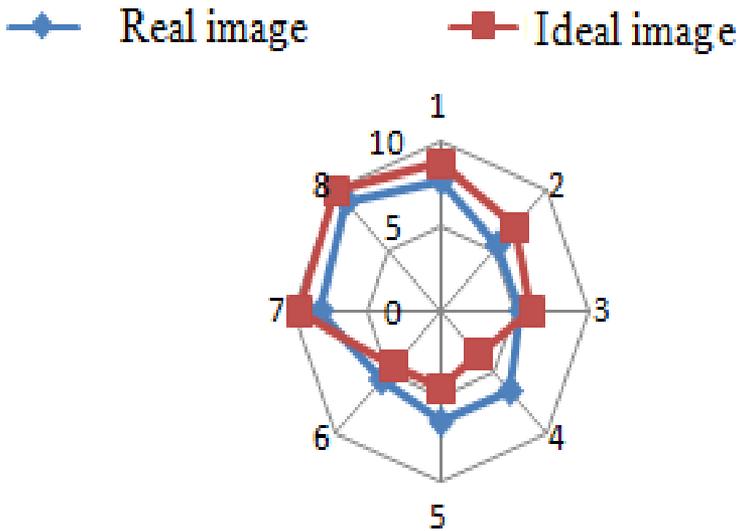


Figure 1 – Psychogram of results of DIR technique in female leaders group

It means that women of this group identify such personal characteristics as benevolence, communicability, self-sacrificingness, they feel the necessity to produce an impression on people around and correspond to social norms of behavior. All these qualities speak about females' compliance with the gender-role stereotype. Then there are such qualities as cooperation, emotional instability and the increased responsiveness on environmental influences, the need for recognition, enthusiasm and aspiration to find contact with others (the 7th octant). It is interesting to note that high rates are observed according to the first octant, which demonstrates the existence of such characteristics as self-confidence, vitality and domineering. In the ideal image of this

female entrepreneurs group, the eighth octant prevails (picture 1). The increase of 7, 1, 2, 3 octants is observed and it can be interpreted as the aspiration to combine responsiveness, kindness, and care with activity and dominant tendencies. The decrease of 4, 5, 6 octants, demonstrates the desire to be less mistrustful to people, but less conformal and compliant (Jonathan et al., 2018).

The leading notions in the group of males are authoritarian (1 octant), dominated (2 octants) and aggressive (3 octants) styles of the interpersonal relations (figure 2). It shows the prevalence of such characteristics as domination, vitality, independence, severity and sharpness in the assessment of others. Low indicators show 7, 8, 5 octants. It demonstrates lack of diffidence and pliability to the opinion of people around. They are not inclined to compromise.

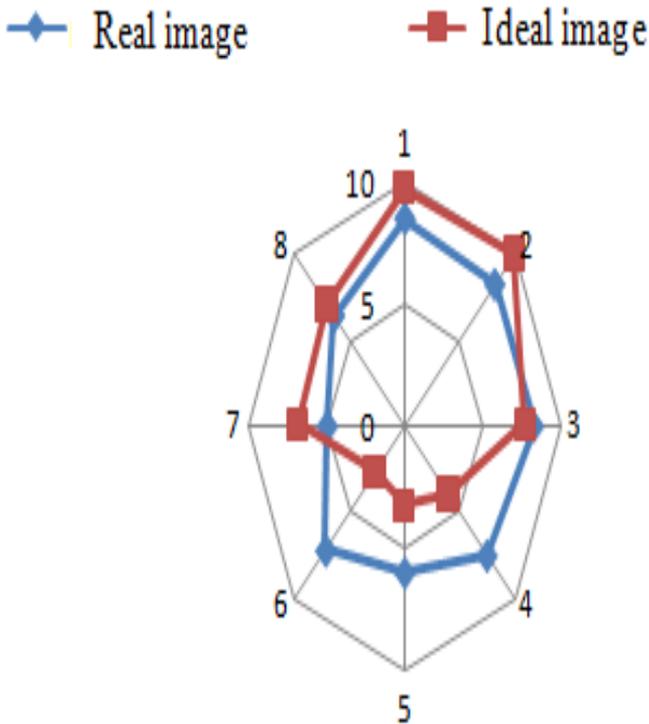


Figure 2 – Psychogram of results of DIR technique in male leaders group

The ratio of Ego-real and Ego-ideal in a professional image in the two groups showed the following differentiation: the greatest divergences are noted on 2nd octant (domination), 3rd (aggression) towards reduction of characteristics in real Ego among female leaders, on the 7th octant (cooperating) and 8th octant (altruistic) towards increase in characteristics in real Ego. Thus, female leaders characterize themselves as sympathetic, careful, benevolent, but at the same time, desire for leadership. This contradiction in some cases can

be a source of the internal conflicts but could be the indicator of some masculine features in female's gender-role stereotype. The prevalence of the cooperating and altruistic styles of the interpersonal relations reflects characteristics, which correspond with the representation of femininity in society. We compared data with the help of Student's t-test and found that there are significant differences in image in two groups on a domineering indicator (2 octants) ($t= 2,21, P> 0,05$), altruism ($t=2,02, P>0,05$ on 8th octant), aggression ($t=2,7, P>0,01$ on 3rd octant) and cooperation indicator ($t=2,7, P>0,01$ on 7th octant). Data of the statistical analysis confirm the results of the above-mentioned analysis.

The format of the article does not allow the detailed analysis of the results according to the unfinished sentences technique. Therefore, we will outline the main issues. Average results of a total score on samplings allowed to define what spheres of Ego-image of the leader in quantitative terms were problematic ones and in what spheres the emotional and positive assessment prevailed. It is possible to note that the problem sphere for all groups is № 7 (unrealized opportunities) and women of this sphere have the most negative assessment. It shows a resource component of potential and its orientation to female leaders. The indicators of the sphere № 5 (the attitude towards themselves) confirm that the most negative average total score belongs to female leaders - (-1) while more positive attitude towards themselves is typical for male leaders - (4) that correlates with scale № 7 where female leaders have the lower average indicator. Besides, examinees of all samplings have a positive attitude towards men and women (the sphere № 2 and the sphere № 3). It can be interpreted as necessary

conditions of interpersonal communication in professional activity and it must correspond with respondents of the leading positions.

The results of the spheres № 1 (the attitude towards subordinates) and № 6 (the attitude towards others) are rather indicative. For male leaders, it is typical to have a more negative and exacting attitude towards subordinates (the total average result is – (-1)), but female leaders (result – (3)) point out the positive and understanding attitude towards subordinates. At the same time, the attitude towards other persons (undifferentiated ones) is identical in two groups of respondents. Additionally, we have analyzed Ego-image of the leaders from the position of qualitative characteristics with the help of content analysis of the sentence № 17 (the attitude towards myself) - the Unfinished sentences technique and showed the most frequent answers in table 3.

Table 3 - Distribution of answers according to the sentence № 17 of unfinished sentences technique among examinees (%)

Sampling of leaders	Answers of examinees for the sentence: «My attitude to myself.....»
females	- positively – 53% - respectfully – 27% - attentively – 20%
males	- normally – 67% - positively – 21% - approvingly – 12%

The provided data show that women demonstrate more differentiated assessment as the answers show concrete descriptions of the attitude towards themselves (27% of examinees treat themselves with respect, 20% - with attention). At the same time, 53% of examinees note just a positive attitude to themselves. For male leaders, the general concept about themselves is more typical (men preferred the general answers: normally - 67% and positively - 21%); and only 12% of respondents noted that they treated themselves with approval. The techniques of SRT and US showed the high degree of auto sympathy in male leaders; emotional assessment of themselves is expressed by positive relation and approval in half of this group. This factor in female's sampling is presented differentially the concretized female's answers concerning themselves can be regarded as more attentive and at the same time critical attitude towards themselves.

It is possible to draw the following conclusion about the image of Ego in two groups of examinees. Female entrepreneurs are characterized by high level of the self-management, self-accusation, inner proneness to conflict, low acceptance of themselves and expectation from others the approval of their personality. These data correlate with low results of a scale self-attachment that confirms the desire of examinees for internal changes, reevaluation of the attitude towards themselves, increase of self-value; it means that the real image does not satisfy these examinees. For male respondents the high level of self-confidence, self-attachment and low indicators of self-accusation according to a scale of internal conflict are representative. The following stage is connected with data analysis of the image of entrepreneurs in the aspect of «real and ideal from the point of view of

people who are not involved into business activity but determine the stereotype of this profession. For this purpose, we have analyzed the data obtained by the Q-sort technique.

The real image is a representation of the present leader. The ideal image – is the image, which other people would like to see, the aspiration of the leaders. Before the analysis in order to compare two samplings, we have defined how they empirically differ from each other. For this purpose, we have used Student's t-test. Comparison of results by means of this test has shown the significant differences between the two samplings ($t=2,7$, $p<0,01$). It gives the possibility to claim that they are samplings of different sets and they can be compared with each other. Comparing profiles of the real and ideal image of male and female leaders from the point of view of other people (Picture 4 and 5) it is possible to speak about the following tendencies:

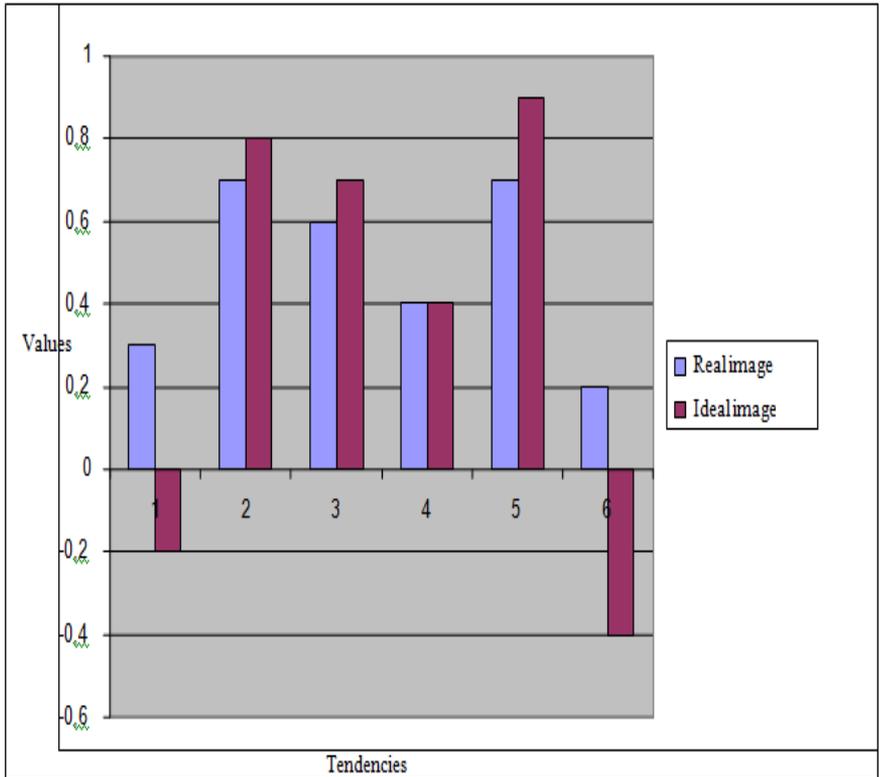


Figure 4 - Indicators of real and ideal image of male leaders from the point of view of other people by Q-sort technique

- The real and ideal image of male leaders is typical for independent, sociable people with acceptance of fight. In the ideal image, there are differences in a decrease of indicators of dependence and avoidance of a fight.

- Coincidence in the real and ideal image of female leaders is observed from a position of other people on sociability tendency. As for other parameters, there are divergences in the real and ideal image on indicators of acceptance of fight and independence.

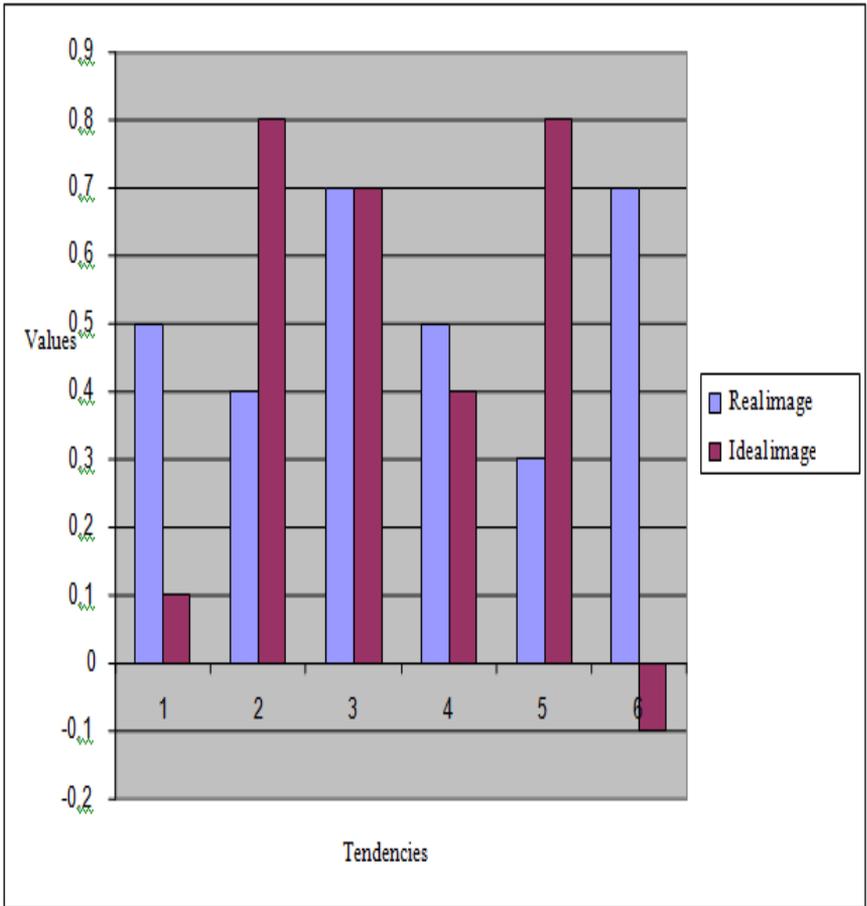


Figure 5 - Indicators of real and ideal image of female leaders from the point of view of other people by Q-sort technique

3. CONCLUSION

In general, the program of the leader Ego-image research offered at the beginning of the article through the system of estimation of Ego-real and Ego-ideal and through the criteria of self-acceptance gave a chance to reveal gender specifics of these images and their differentiation on various parameters. We have defined that the image of Ego of female leaders is characterized by the high level of self-management, self-accusation, inner proneness to conflict, low acceptance of themselves and at the same time expectation from others the approval of their personality. These data correlate with low results on a scale self-attachment that confirms the desire of these examinees for internal changes, reevaluation of the attitude towards themselves, increase of self-value. It means that the real image of Ego does not satisfy these examinees. For male leaders, the self-confidence, value of own personality, positive attitude towards themselves, low indicators of internal conflict are typical in the image of themselves and it can be regarded as a lack of a desire for self-changes (Alkhateeb, 2019).

The comparison of real representations about themselves with an assessment of image in two samplings allows stating the following. In the group of female leaders in a real representation of themselves the leading styles of the interpersonal relations are – altruistic and cooperating. At the same time, high indicators of authoritative style in interpersonal interaction have been noted, which shows the existence of such characteristics as self-confidence, vitality, aspiration to dominate. In the ideal image of this group of respondents the altruistic type of the relations also prevails, however, the aspiration to combine responsiveness, kindness and care with activity, confidence and domination is observed. In the group of male leaders, the authoritative,

dominant and aggressive styles of the interpersonal relations are the leading ones. The males of this group in the image of themselves allocate a small lot for diffidence, pliability to the opinion of people around, tendency to compromise. In their ideal representations, the independent and authoritative styles of the relations are the leading ones, which show the desire to remain self-confident, active, vital and persistent.

The contradiction in the image of the Ego of female leaders can be a source of the internal conflicts but can be the indicator of masculine features in female's gender-role stereotype. The prevalence of the cooperating and altruistic styles of the interpersonal relations reflect characteristics, which correspond with femininity in society. The research has confirmed the assumption that gender stereotypes influence persons' representation of the image of the leader.

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