

# VALUES OF MARKETING MANAGERS WITH MARKETING BUSINESS MARKETING TOOLS

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## Abstract

Values are the base for understanding attitudes, perception, personality and motivation of individuals affecting their behavior. The system of values determines individual's priority in accordance with their relative importance. We should consider that the individual tends through his/her life to keep and to preserve the values acquired from his/her early age. It is about attitudes to values of what is right and what isn't, what is moral and what isn't. The attitudes of values are tightly related to the age, or to the period of individual's growing and his/her creation as a person. This could be a kind of explanation why older generations of employees have different attitude to proper working than the younger generations. All of this could be of help for the managers to be able to predict the attitudes of values according to the age, and these attitudes shall be mainly focused to the way of working. They should also be able to direct these attitudes to more general issues related to the company's working acquiring support from their employees. Unless the managers fail to implement this in their daily work, the undertaken activities will not be favorable. The system of values for managers is comprised by their personal values, some of which acquired and some of which could be from birth and he tends to obey them. Personal values determine the person himself, his/her capacity, characteristics, moral and authority. The values, throughout the system of values, could describe anything that the marketing managers are trying to achieve through their work and their attitude of behavior at work.

**Keywords:** environment, managers and values, instrumental and timely values, interviewed employees and managers, success, professional activities and tasks.

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## I. Introduction

In today's fast-paced and competitive corporate world, marketing managers do a lot more than just plan campaigns and run promotions. To be a good marketing leader today, you need to have a strong grasp of human values—those deeply held ideas and principles that drive behavior, affect decisions, and define the culture of the workplace. Values are the basis for understanding people's attitudes, perceptions, motives, and moral standards. All of these things have a big impact on how people act at work and how well a firm does.

Marketing managers work at the crossroads of people and business goals. Their values—whether they learned them from their parents, school, or work—affect not only how they lead but also how they come up with new ideas, work with others, and get people to work hard. Ambition, responsibility, and honesty are examples of instrumental values that shape how managers act on a daily basis. Achievement, recognition, and equality are examples of terminal values that shape long-term

strategic direction. This study looks at the values of marketing managers in relation to marketing tools and running a firm. It uses Rokeach's value theory to look at how terminal and instrumental values affect how managers make decisions, act, and lead. The study looks at how personal and cultural values affect the work and moral compass of marketing professionals. It does this by looking at real-world examples from a variety of commercial settings, such as Macedonia and East Asia.

The results are meant to assist businesses better understand the reasons behind the actions of marketing executives. This will help them with hiring, team building, and ethical management. In the end, it's important for businesses to make sure that their values match those of their employees. This is the only way to create long-lasting, welcoming, and productive workplaces.

### 1. Marketing Temporal and instrumental values with marketing business concept

Milton Rokeach, one of the leading scholars in the field of human values, found 18 temporal and 18 instrumental values that describe the value system of each person (Table 1). Sorting the temporal values from 1 (the most important guiding principles in one's life) to 18 (at least important guiding principle in one's life), then sorting the instrumental values of 1 to 18, the persons give a clear picture of its systems of values that are trying to achieve in life and want to be addressed. Everyone can well understand their own values grading first the temporal values, then instrumental ones. Several of the temporal values listed in Table 1 are particularly important for marketing managers, such as a sense of achievement (lasting contribution), equality (brotherhood, equal opportunity for all) and self esteem.

**Table 1. Temporal and instrumental values**

Temporal values	Instrumental values
Exciting life (stimulative, active life)	Ambitious (great effort, aspiration)
Feeling of achievement (lasting contribution)	Self-control (discipline, temperance)
World peace (no wars and conflicts)	Happiness (kindness and joyfully)
World beauty (nature and art beauties)	Cleanness (tidiness)
Equality (brotherhood, equal possibilities for all)	Braveness (fighting for own beliefs)
Family security (care for loved ones)	Forgiveness (acceptance of the others mistakes)
Freedom (independency, free choice)	Helping (working for others sake)
Comfortable life (prosperity)	Honesty (integrity, openness)
Internal harmony (exemption of internal conflicts)	Imaginative (creative, to dare)
Mature love (emotional fulfillment)	Independence (relies on its own capabilities)
Pleasure (comfortable life)	Intellectual (intelegent, reflexive)
Self-esteem	Logical (consistent, rational)
Social recognition	Obedient (respected, takes a duties)
True friendship	Politeness (with good manners)
Wisdom (mature view about life)	Responsible (reliable)

Source: Milton Rokeach, The Nature of Human Values, New York, Free Press, 1973, p.112

Marketing Managers who believe that the feeling of achievement is important, can focus on achieving a lasting contribution for the enterprise such as creating a new product line that reflects the innovative management or opening new foreign subsidiary that will be the bearer of innovation management.<sup>1</sup> Manager marketing who thinks that equality is the most important value could be leader and will put the efforts of the company in providing equal opportunities for all employees, as well as finding innovative modified work force.

Some managers believe that other values are the most important ones such as a comfortable life (a prosperous life), an exciting life (stimulating, active life), freedom (independence, freedom of choice) and social recognition (respect, admiration).<sup>2</sup> The relative importance that managers give to each temporal value helps to explain what actually marketing managers are trying to achieve within their company and on to focus their efforts. Some of the instrumental values listed in Table 1 are important components of the behavior of managers, such as being ambitious (hard work, aspiration), with wide view (open), capable (skilled, effective), responsible (on whom you can rely) and has self-control (self-discipline, restraint).

In addition, the relative importance of human resource managers put before these and other instrumental values may be an important commitment to their behavior in the workplace. For example, the manager considers that value to a fantasy (creative, dare) is the most important tool to be innovative and take more risks than what the manager thinks it is not as important (or that equality is the most important). Managers who believe that honesty is the most important to put in the foreground task of taking the necessary steps so that all members of the department or company to behave ethically.

Marketing Managers who believe that the feeling of achievement is important, can focus on achieving a lasting contribution to the enterprise such as creating a new production line or opening new foreign subsidiary.<sup>3</sup> The new link that leads up to an innovative management. Manager who thinks that equality is the most important values of his time could be leadership and the efforts of the company in providing equal opportunities for all employees and to find modified work force with new business performance.<sup>4</sup>

To consider the merits of over 55 million Chinese working outside China, managing trade and investment throughout East Asia (except Korea and Japan) and are now expanding beyond Asia to Europe and USA. Often called Chinese by the sea, they

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<sup>1</sup> Noe. Hollenbeck, Gerhart, Wright: Menadžment ljudskih potencijala, I izdanje, Mate, Zagreb, 2016, p. 255

<sup>2</sup> Robert. H, Mathis, Jonh H. Jacskson: Human Resource Management, 12 edition, South Western College, Publishing, 2017, p.235

<sup>3</sup> Dessler, Gary.: Human Resource Management, 11<sup>th</sup> edition, Prentice Hall, Upper Saddle River, New Jersey, 2021, p. 119

<sup>4</sup> Milton, Rokeach: The Nature of Human Values, New York: Free Press, 2019, p.103

are prominent in business and real estate investments in countries such as Singapore and Malaysia.<sup>5</sup> They are successful in what they do, so successful that some of them now run multi-billion dollar companies. U.C. Njang is founder and chairman of Formosa Plastics Group, based in Taiwan, which built a factory of 2.1 billion dollars for the production of plastics and petrochemicals in Point Comfort Texas in 1994.

Tzu-Cheng Tong, manager of real estate in Hong Kong, owns a chain of hotels and Stouffer Renaissance in the U.S., and has control over some real estate properties of Donald Trump in New York City President Enterprises.<sup>6</sup> A typical feature of Chinese by the sea, whether managing a bank in Hong Kong or truly global organization, their values above all are hard work, ambition, strong family ties, family safety, responsibility, self control and expertise. Billionaire U.C. Njang had never taken a day off, and Kao Chin-Dzen, Vice President of Enterprises, said he will be sick if there is no work. Many businesses that are operated and owned by Chinese family businesses, parents work to provide as much needed for providing education and experience for children in order to take important positions in their companies. Many Chinese are much disciplined and very responsible and their professional management success is seen worldwide. They also consider that the most important principles are to dare to take many things and be creative, as can be seen from their billions investments activities. In Taiwan, U.C. Njang built one of the largest production facilities in the world with a value of more than 9 billion \$.

For these managers and entrepreneurs are important following values: respect, admiration and social recognition, features of an innovative management. Many business deals between companies that are owned and are run by Chinese by the sea stretch through a network of managers who have close ties of mutual trust and respect for decades. True relationships built on respect and admiration is called "guandzhi" and is an operation mode for many Chinese by the sea. Similarly "dzhinidzong" means having a good reputation and good credit rating, and that's most important asset for many Chinese managers by sea. It can be seen through: <sup>7</sup>

- The manner in which is seen on other individuals and groups that affect interpersonal relationships;
- Decisions and solutions of problems occurring that selects the individual;
- Perception of the situation and problems as aspects of individual;
- Limits for determining what is or is not ethical behavior;

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<sup>5</sup> Carrell M., Elbert N., Hatfield R., Human Resource Management, Prentice Hall, N.Y., 2023, p. 410

<sup>6</sup> James. H, Donnely, Jr.Jamesl. Gibson, John.M, Ivancevic: Fundamentals of Management, Irwin, Homewood, Illinous, 2022, p. 425

<sup>7</sup> Dessler, Gary: Human Resource Management, 11<sup>th</sup> edition, Prentice Hall, Upper Saddle River, New Jersey, 2008, p. 118

- The size to which individuals accept or oppose the goals and pressures in enterprises;
- The perception of the individual organizational success or achieved results.

Individuals can be categorized according to personal values and attitudes and business performance in several levels:

- First level - Reaction. Individuals who do not play for themselves and are unaware of themselves or others as human beings and react based on physiological needs. This is characteristic of newborns.
- Second level - Tribal. Individuals who are characterized by high dependence on tradition and the power of authority.
- Third level - Self-centered. Individuals who believe the harsh individualism that are aggressive and selfish, and not react to power.
- Fourth level - Conformist. Individuals with low tolerance hard-accepted views of people whose values are different from theirs and want others to accept their values and attitudes.
- Fifth level - Manipulative. Individuals who seek to achieve their goals by manipulating people and work. They are materialists who aspire to higher status and recognition.
- Sixth level - Socio-centered. Individuals who have that attitude and keep yourself up to be loved and to agree with others than to go forward taking a negative approach to materialism, manipulation and conformity.
- Seventh level - Existential. Individuals with a high degree of tolerance for people with different value judgments and diversity in general. They directly and openly oppose the inflexibility of the restrictive policy of status symbols and the arbitrary exercise of power.

When making categorizing employees according to value positions can help marketing managers to perceive the values of individuals in relation to those values that are dominant and popular in enterprises. For example, an individual who is characterized as egocentric hard to fit in enterprises in which employees require conformity.

## 2. Analysis of the employees and marketing managers values in Macedonia

Taking into account the two groups of research already done and a summary analysis using appropriate weights for the participation of managers and employees in the total number of employees (managers of weight 1.5 and for employees 3) gets a form of fuller representation of values represented in the working environments shown in Table 2 and Figure 1.

From general analysis it is clear that in the Macedonian working environments during the survey the most common are distorted values. The real values such as individualism, duty, reality, reasonableness, truth, democracy, pragmatism, competition and accountability are underrepresented by 33%. That conclusion is made by the survey and the interview and the experience of many respondents. In contrast, approximately 67% are distorted values that are shown graphically.

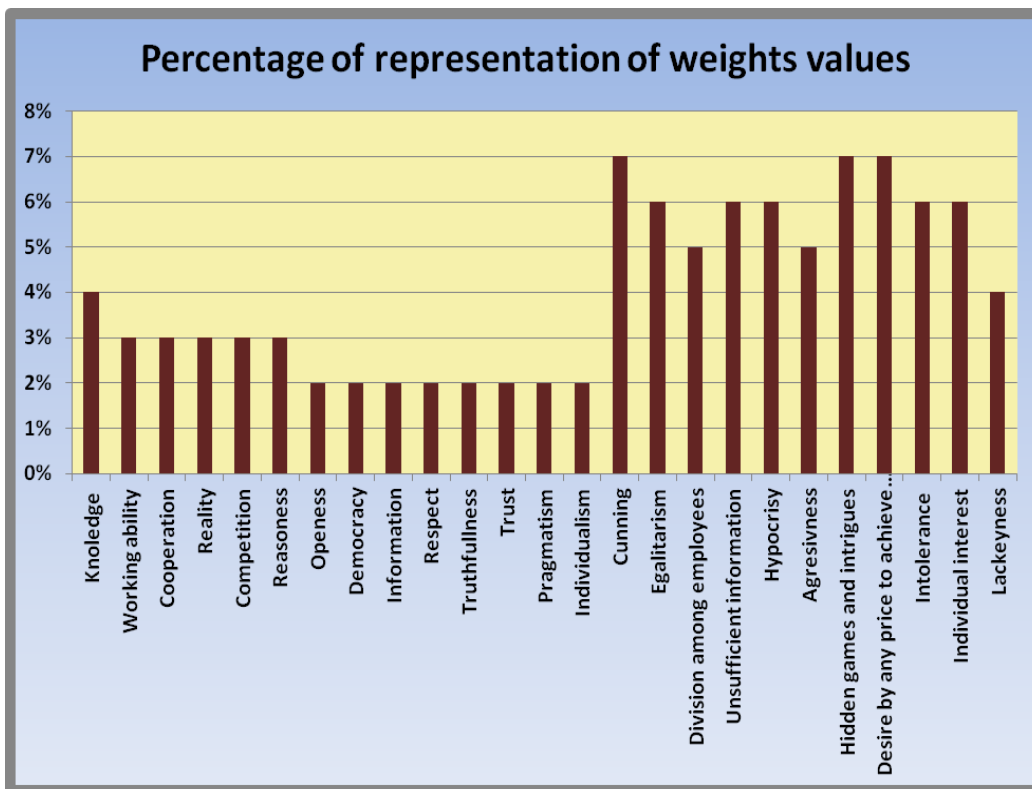


Figure 1. Values in the work environments (answers of surveyed employees and managers).

Table 2

*Managers and employees values*

<b>Representation of values in the working environments of all employees and managers together with the weighted values</b>	<b>Percentage of representation of weights values</b>
Knowledge	4%
Working ability	3%
Cooperation	3%
Reality	3%
Competition	3%
Reasonness	3%
Openess	2%
Democracy	2%
Information	2%
Respect	2%
Truthfullness	2%
Trust	2%
Pragmatism	2%
Individualism	2%
Cunning	7%
Egalitarism	6%
Division among employees	5%
Unsufficient information	6%
Hypocrisy	6%
Agresivness	5%
Hidden games and intrigues	7%
Desire by any price to achieve the wealth	7%
Intolerance	6%
Individual interest	6%
Lackeyness	4%
<b>Total</b>	<b>100%</b>

These conditions of participation of distorted values examined in the working environments, suggests the need for continuation and deepening of the examination in detailed analysis and diagnosis of the causes of these conditions and more aspects (sociological, cultural, psychological). Such situations are viewed from an angle of respondents. From here and does not change much the importance whether the ratio will vary two to three percent. But it is important that in working environments examined in this period and this research has proved that many values are labeled as negative values. There is an often asked question: How the human resources are evaluated? The answer of the interlocutors-respondents was simple: you have to work and earn providing salary, subsistence and gain some certainty. For employees mainly the external motivation is important with a particular expression for safe work (employment) and wages.

## **Conclusion**

The relative importance that managers give to each temporal value helps to explain what actually managers are trying to achieve within their company and on to focus their efforts. Some of the instrumental values listed in Table 1 are important components of the behavior of managers, such as being ambitious (hard work, aspiration), with wide view (open), capable (skilled, effective), responsible (on whom you can rely) and has self-control (self-discipline, restraint).

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