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Professional competences: Personality and Axiological Model (MOA) in verifying the sense of life quality

Streszczenie

Testowane w prezentowanym badaniu hipotezy zostały sformułowane w oparciu Model Osobowościowo-Aksjologiczny MOA B. Mróz, który zakłada, że poczucie jakości życia u pracowników wyższego szczebla jest uwarunkowane takimi wymiarami osobowościowo-aksjologicznymi, jak: struktura potrzeb, przystosowanie, osiągnięcia i wartości. W badaniach zastosowano: Test ACL, Wskaźnik Osiągnięć Zawodowych WOZ, Test Niedokończonych Zdań (RISB), Skalę Wartości Rokeacha oraz Kwestionariusz Poczucia Jakości Życia (KPJŻ). Za pomocą analizy regresji oraz równań strukturalnych oceniono wpływ badanych zmiennych. Okazało się, że model MOA różnicuje pracowników wyższego szczebla. Współczynnik determinacji uzyskał 47% wariancji wyjaśnianej zmiennej poczucia jakości życia w modelu strukturalnym (u kobiet 48%, u mężczyzn 39%). Tak znaczącą zmienność wyników poczucia jakości życia u pracowników wyższego szczebla można tłumaczyć związkiem cech osobowości i wartości.

Słowa kluczowe

Model MOA, kompetencje, osobowość, hierarchia wartości, jakość życia, specjaliści, płeć

Abstract

It was assumed that the sense of the quality of life would reveal a significant relationship with personality-related and axiological dimensions among specialists (the Personality and Axiological Model MOA). It was hypothesized that there would be a positive correlation between independent personality-related variables for the sense of life quality (structure of personality: competence, relations, autonomy, adaptation and professional achievements). The determination coefficient was 0.47, that is, its variance was 47% of the variable sense of life quality being explained in the structural model MOA; by women 48%, by men 39%. In the discussion on the obtained results, emphasis should be put on the significance ascribed by specialists to the following dimensions: adaptation, competence and relations for the quality of life.

Keywords

MOA model, competences, personality, hierarchy of values, quality of life, specialists, gender

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Introduction

The eudemonistic tradition present in works of psychologists such as H. A. Murray, G. Allport, C. Rogers or A. Maslow is identified in our times with concepts presented by C. Ryff, M. Seligman or M. Csikszentmihalyi. This tradition constitutes the foundation of the Personality and Axiological Model MOA, while hypotheses tested in the research were formulated based on R. M. Ryan and E. L. Deci's needs concept, J. Rotter's adaptation concept, M. Rokeach's values concept and B. Mróz' professional achievement indicators.

Each new academic paper has its sources, concepts and, above all, an idea. If one wanted to refer to the history and the present day of research on needs, it could be said that there is a bridge between Murray's and Ryan and Deci's theories. Undoubtedly, the determination of needs important for people, for their satisfactory functioning, was a considerable achievement of 20th century psychologists and, what is more important, these were empirical findings (Murray, 1938/2008; White, 1959; White, Lippitt, 1968; McClelland, 1985; Deci, Ryan, 1985). The finding, that, for instance, the need for autonomy or the need for perseverance is so important for achievements has contributed to the development of research on professionally active people and has brought about a number of changes in management practices, improving and supplementing managers' decisions which often were wrong. The development and cooperation between science and business in this field have been high-paced, and, it should be emphasized, to the benefit of both parties. If assessment of classification of management styles or a personality able to take a long-term effort under stress is possible thanks to well-tried and appropriate psychological tools, then the awareness and application of this knowledge by people responsible for companies functioning efficiently of are to be dealt with by contemporary entrepreneurs.

Theoretical foundations of the Personality and Axiological Model MOA

Verification of the Personality and Axiological Model MOA concerning the sense of life quality was performed on a group of senior employees. The model comprises a cohesive structure of interconnected variables. The MOA model was constructed in the first phase based on a confirmatory analysis and exploratory analysis of the main research tool which was the Adjective Check List (ACL). In our research on a group of professionally active adults and based prior factor analyses performed by A. Juros and P. Oleś (1993) the ACL data structure was verified. It turned out that after conducting a confirmatory analysis based on factors distinguished by Juros and Oleś, there was no good matching to data in the senior personnel group. The authors concluded that in order to make the right interpretation and diagnostic suggestions, separate analyses should be

performed each time on separate research groups (Juros, Oleś, 1993). The research concerned a student group ; so the next step would be to analyse a senior personnel group.

And so the exploratory factor analysis (EFA) was applied and next – a confirmatory factor analysis (CFA) in order to verify the data. Some researchers recommend performing analyses on separate samples; however, it is also allowed to perform them on the same group, in particular when the group is big, like the one we dealt with in this case (Zakrzewska, 1993; Konarski, 2009).

In exploratory analysis (EFA) the factors are unknown at the beginning and are distinguished in a random variable analysis, with no theoretical assumptions, while seeking new relations and new theoretical references. There are a number of factor analysis methods; however, the most popular include principal component analysis (PCA) and principal factor analysis (PFA). Irrespective of the method, factor analysis starts with by creating a correlation matrix and verification to find out whether factor analysis can be applied.

In our research, components in the ACL test were distinguished using the PCA method (Brzeziński, 1999; Zakrzewska, 1993). Results obtained by 552 persons in ACL test scales were analyzed, the scree plot was analyzed and its shape clearly pointed to three important components, which required at a later stage a three-factor solution; an analysis with the Promax rotation was then performed as it is an oblique rotation which does not assume nor require orthogonality, that is, independent individual factors.

In order to obtain the best possible matching to data, in the light of generally accepted matching criteria, scales whose factor loadings are smaller than 0.5 were excluded based on Alf Cronbach's reliability coefficients . The data were distinguished with using the principal component method – Promax rotation with Kaiser normalization. The three ACL components accounted for 66.29% of the variance, which is a significant result. The first component accounted for 34.62% of the variance, the second – 20.94%, while the third – 10.74%. The remaining factors, starting from the fourth inclusive, distinguished only from 3 to 0.13% of the variance.

The distinguished components have both moderately even saturated initial variables in individual factors (as illustrated by the factor loadings) as well as having clear and sharp psychological meaning.

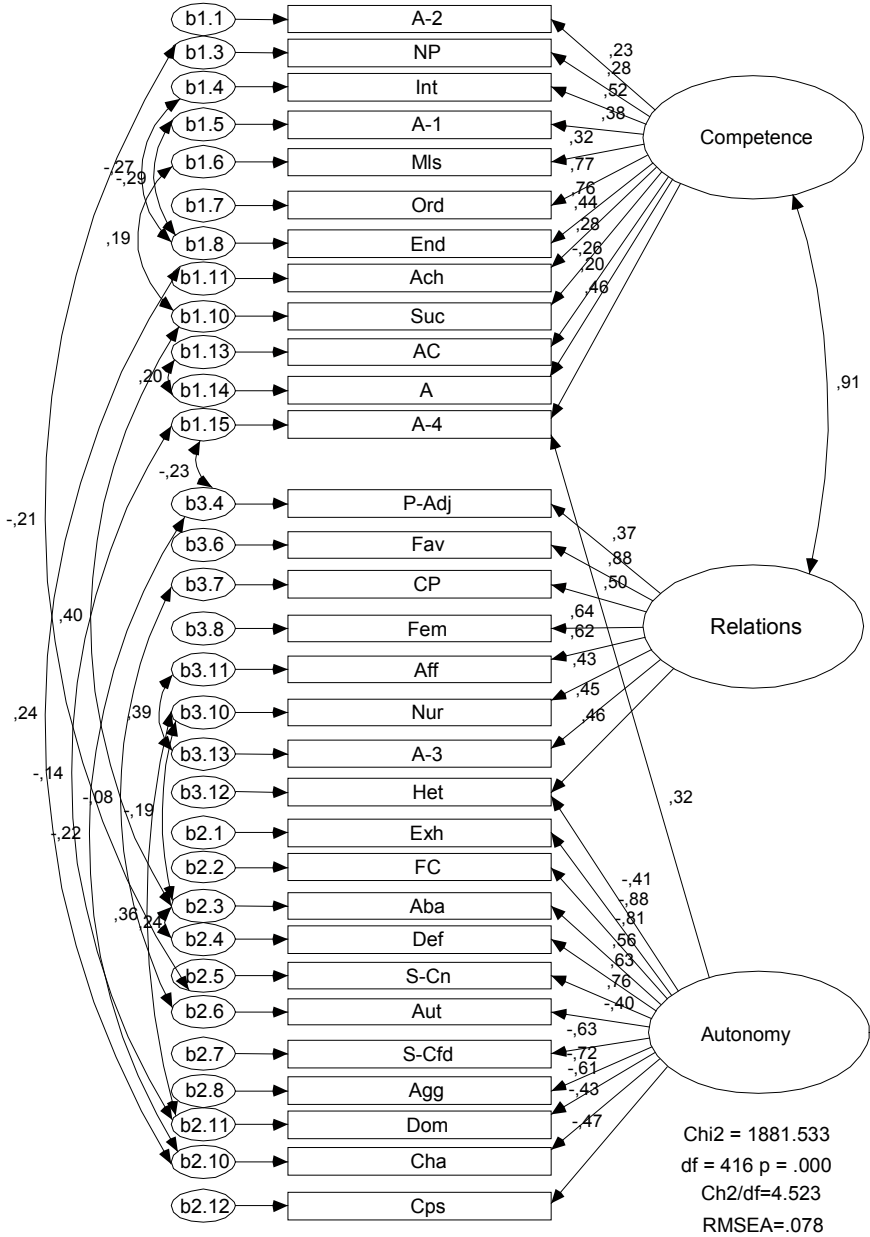
Next, a path model of confirmatory factor analysis was built. In assessing the created model quality, χ^2/df parameters were used (the quotient of χ^2 statistics estimation and the degrees of freedom), the RMSEA (Root Mean Square Error of Approximation), GFI (Goodness of Fit Index) and AGFI (Adjusted Goodness of Fit Index).

Confirmatory analysis produced the following parameters: $\chi^2/df = 4.523$, i.e. less than 5, the RMSEA value = 0.078, i.e. less than 0.08, the GFI = 0.941, the AGFI = 0.921, i.e. more than 0.9, and the results provided the foundation for concluding that the model

was well-matched to the data while the components distinguished could be accepted for further analysis. The detailed results are presented in Figure 1 (Mróz, 2011a, p. 295).

Figure 1. Path model of confirmatory factor analysis of the ACL test

Source: author's own research



During the search for relations and new theoretical references, as demanded by the rules of exploratory factor analysis, it was observed that what they correspond to most are the Deci and Ryan's concept (1985), the Ryan and Deci's concept (2000), and the identification needs of competence, relations and autonomy. And so it was assumed that the theory could be easily broadened as in the obtained analyses. Apart from the distinguished needs, there were a number of additional dimensions, such as content scales (personal adaptation, self-confidence, leadership skills scale, etc.), scales from transaction analysis (adult, adopted child, etc.) or scales examining intellectual and creative predisposition (high and low intelligence, high and low originality, etc.), which are broadly defined personality and axiological dimensions. What refers to personality characteristics (i.e. the need for achievements, for looking after somebody, autonomy, adult) may also refer to the direction for realizing such an image of oneself through values (i.e. social recognition, health, freedom, providing financial support for the family). On account of those determinants that refer to both the professional sphere and the private one, the three distinguished dimensions were called competence, relations and autonomy. And so, when defining them, it was established as follows:

- Competence reflects knowledge, need, and skills connected with influencing the course of events, the need for effort; it refers to results of actions taken.
- Relations reflect needs and skills connected with communicating with others, care for them, the need to establish social bonds, taking into account an internalized system of values, adaptation. Social relations are defined based on responsibility and autonomy.
- Autonomy reflects the need and skills connected in taking actions with a sense of freedom and choice, self-confidence, taking on challenges, cognitive courage and the scope of interests (Ryan, Deci, 2000; Mróz, 2012b, 2015).

Individual dimensions have psychological content presented in Table 1².

² The ACL offers a full sphere of psychological trait assessments. The Adjective Check List Standard Scales are:

Modus operandi: Four scales assessing ways in which the respondent has approached the task of describing self or others.

1. No Ckd – Number Checked: The total number of adjectives checked
2. Fav – Favorable: The number of socially desirable adjectives checked
3. UnFav – Unfavorable: The number of unfavorable (socially undesirable) adjectives checked
4. Com – Communality: Correspondence of responses to the pattern of checking typically found among people-in-general

Need scales: Fifteen scales assessing psychological needs or wants identified as important in Henry A. Murray's need-press theory of personality.

5. Ach – Achievement: To strive to be outstanding in pursuits of socially recognized significance
6. Dom – Dominance: To seek and maintain a role as leader in groups, or to be influential and controlling in individual relationships
7. End – Endurance: To persist in any task undertaken
8. Org – Order: To place special emphasis on neatness, organization, and planning in one's activities
9. Int – Intraception: To engage in attempts to understand one's own behavior or the behavior of others

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10. Nur – Nurture: To engage in behaviors that provide material or emotional benefits to others
 11. Aff – Affiliation: To seek and maintain numerous personal friendships
 12. Het – Heterosexuality: To seek the company of and derive emotional satisfaction from interactions with opposite-sex peers
 13. Exh – Exhibition: To behave in such a way as to elicit the immediate attention of others
 14. Aut – Autonomy: To act independently of others or of social values and expectations
 15. Agg – Aggression: To engage in behaviors that attack or hurt others
 16. Cha – Change: To seek novelty of experience and avoid routine
 17. Suc – Succorance: To solicit sympathy, affection, or emotional support from others
 18. Aba – Abasement: To express feelings of inferiority through self-criticism, guilt, or social impotence
 19. Def – Deference: To seek and maintain subordinate roles in relationships with others
- Topical scales:** Nine scales assessing a diverse set of attributes, potentialities, and role characteristics.
20. Crs – Counseling Readiness: Readiness to accept counseling or professional advice in regard to personal problems, psychological difficulties and the like
 21. S-Cn – Self-Control: The extent to which self-control is imposed, and valued
 22. S-Cfd – Self-Confidence: Self-confidence, poise, and self-assurance
 23. P-Adj – Personal Adjustment: Good adjustment in the sense of the ability to cope with situational and interpersonal demands, and a feeling of efficacy
 24. Iss – Ideal Self: Strong sense of personal worth; or, harmony between what one is and what one wants to be
 25. Cps – Creative Personality: The desire to do and think differently from the norm, and a talent for originality
 26. Mls – Military Leader: Steadiness, self-discipline, and good judgment of the kind required in positions of military (or related) leadership
 27. Mas – Masculine: Role-qualities such as ambition, assertiveness, and initiative associated with everyday notions of masculinity
 28. Fem – Feminine: Role-qualities such as helpfulness, sympathy, and affection associated with everyday notions of femininity
- Transactional Analysis scales:** Five scales, an Egogram, assessing components of ego functioning from the Transactional Analysis (TA) theory of personality developed by Eric Berne.
29. CP – Critical Parent: Attitudes of evaluation, severity, and skepticism associated with the concept of a “critical parent”
 30. NP – Nurturing Parent: Attitudes of support, stability, and acceptance associated with the concept of a “nurturing parent”
 31. A – Adult: Attitudes of independence, objectivity, and industriousness associated with the concept of a “mature adult”
 32. FC – Free Child: Attitudes of playfulness, impulsivity, and self-centeredness associated with the concept of a “free” or very expressive child
 33. AC – Adapted Child: Attitudes of deference, conformity, and self-discipline associated with the concept of an “adapted” or very dutiful child
- Origence-intellectence scales:** Four scales assessing the balance between preferences for affective-emotional and rational-realistic modes of functioning from George Welsh’s structural dimensions of personality.
34. A-1 – High Origence-Low Intellectence: Feelings and emotion (high origence) valued more highly than detachment and rationality (low intellectence). High scores suggest informality, vitality, and playfulness
 35. A-2 – High Origence-High Intellectence: High value place on both affect (origence) and rationality (intellectence). High scores suggest versatility, unconventionality, and individuality
 36. A-3 – Low Origence-Low Intellectence: No particular value placed on either origence or intellectence. High scores suggest contentment, conventionality, and optimism
 37. A-4 – Low Origence-High Intellectence: Rationality and analysis (intellectence) valued more highly than feelings and emotion (origence). High scores suggest logicity, industriousness, and cognitive clarity

Table 1. Dimensions of the Personality and Axiological Model MOA distinguished in the ACL test.

Source: author's own research

MOA dimension	Psychological content
<p>Competence: accounts for 34.62% of the variance, 12 scales feature the highest loadings (in order of appearance): A (0.967), Ord (0.948), End (0.940), AC (-0.832), MIs (0.806), A-4 (0.784), Ach (0.760), NP (0.593), A-1 (-0.584), Int (0.565), Suc (-0.537) A-2 (-0.525).</p>	<p>Persons with high results: are efficient, resourceful, focused on work, reliable, well-organized, consistent in pursuing their goals, with a strong sense of duty, effective, striving after success and higher competence, with leadership skills, anticipating skills and cognitive openness.</p> <p>Persons with low results: are disorganized, do not manage work-related demands and responsibility of adult life well, are changeable, easily distracted and change the direction of their actions, want a quick reward for their achievements, feel insecure when it comes to facing demands of adult life.</p>
<p>Relations: account for 10.74% of the variance, 8 scales feature the highest loadings (in order of appearance): A-3 (0.817), Het (0.806), Nur (0.789), Aff (0.783), Fem (0.719), CP (-0.636), Fav (0.607), P-Adj (0.565).</p>	<p>Persons with high results: seek contact with other people, are patient, open, satisfied with their role in life, cooperation-oriented, tactful, compassionate and protective, easily adapt to a group.</p> <p>Persons with low results: are restless, self-conscious, anxious, keep people at a distance, are skeptical about other people's intentions, have a tendency to isolate, are afraid of challenges and opportunities brought by life.</p>
<p>Autonomy: accounts for 20.94% of the variance, 11 scales feature the highest loadings (in order of appearance): Exh (0.876), FC (0.830), Aba (-0.806), Def (-0.764), S-Cn (-0.755), Aut (0.707), S-Cfd (0.701), Agg (0.691), Dom (0.688), Cha (0.632), Cps (0.631).</p>	<p>Persons with high results: are independent, may attract others' attention due to their unusual behavior, are impatient with adversities, value freedom, resourcefulness, pleasures, are self-confident.</p> <p>Persons with low results: are careful, inhibited, yield to others' will in order to avoid interpersonal problems and stress, do not trust themselves, demand little from themselves, submit to others' wishes and requirements, and avoid conflicts whatever the cost.</p>

The competence, relations and autonomy dimension constitutes one fundamental group of independent variables in the MOA concerning life quality. Others include: adaptation (according to the Rotter concept – 1954), assigning high importance for a company (according to the Mróz concept – 2011a) and a values hierarchy (according to the Rokeach concept – 1967).

The sense of life quality was defined after the authors M. Straś–Romanowska (2005) and B. Mróz (2011a), as a generalised and individual person's answer to the fundamental question about effectively solving life-related problems. The sense of life quality concerns four spheres of our functioning: psychophysical, psychosocial, subjective and metaphysical. As the basis for sensed life quality by Straś–Romanowska (2005) and Mróz (2011a), life quality's situated so that it corresponds to the primacy of the subject under study which is man's happiness identified with good life quality. Each adult psychology branch contains issues covering the desired psychological and social functioning aspects, unlike the trends that focus on human weaknesses and limitations. The life quality concept refers to the aspects of positive psychology and assumes that life quality is not only a consequence of sat-

isfaction with what one has done in their life or with the very level of prosperity reached, but is connected more deeply to man's personality structure.

However, getting satisfaction from life can be associated with not only the material sphere or physical sphere (fitness), but also with the developing social contacts or one's fulfilment spiritually. Omitting such essential issues from an individual's internal world of experiences – a sense of freedom, identity, pain and suffering, or feeling alive – seems to deprive life quality studies of its deserved significance.

As already mentioned, behaviors and social functioning, that is, adaptation, are taken from Rotter's concept (1954). Both his theory and Rotter's Incomplete Sentences Blanks (RISB) allow one to determine the quantitative index as being the measure of adaptation. According to Rotter, adaptation reflects the high quality of life as well as being a synonym for coping well with difficulties, and the ability to make and maintain satisfactory relations with others. It should also be noted that in the ACL test there is a personal adaptation scale, and values have an adaptation function too (Rokeach, 1968).

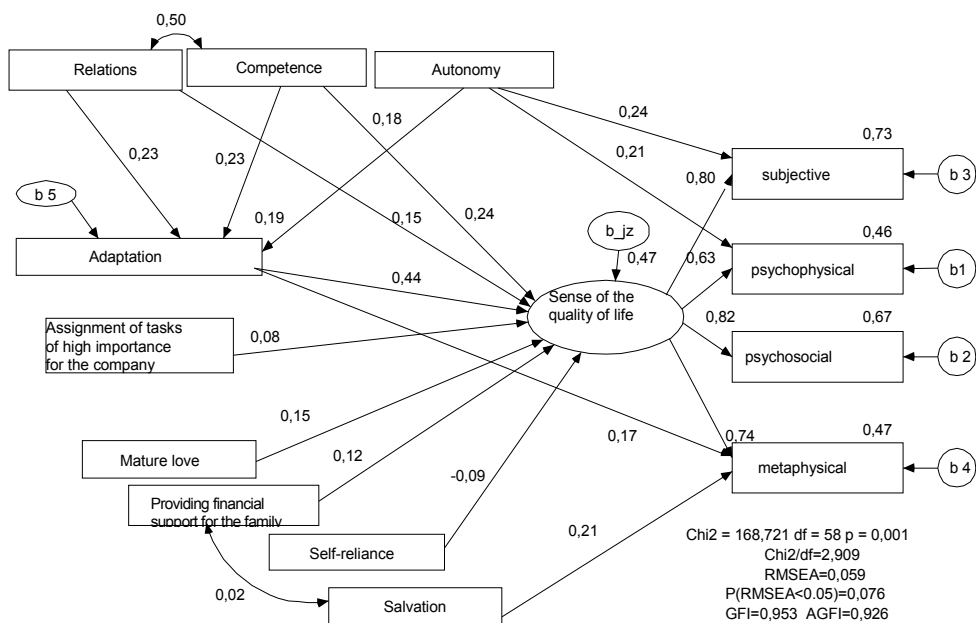
MOA's axiological dimension includes also final and instrumental values distinguished from Rokeach's concept and questionnaire and chosen by senior personnel. The development of and changes to values constitute important personality development elements. The importance of the integrated valuing system for determining the life quality level is a fundamental category in concepts formulated by Allport (1961), Rokeach (1968), Brzozowski (2007) or our own (Mróz, 2011a, 2015).

The new Personality and Axiological Model MOA concerning sensed life quality was verified and elicited satisfactory results between individual dimensions.

Analyses produced the following MOA structural model parameters: $\chi^2/df = 2.909$, $RMSEA = 0.059$, $GFI = 0.953$, $AGFI = 0.926$; the results demonstrate that the model was well-matched to the data (Górnjak, 2000). The results are presented in Figure 2.

Figure 2. General structural model MOA

Source: author's own research



The estimated direct causality path indexes concerning life quality are as follows: adaptation 0.44, competence 0.24, relations 0.15, ‘mature love’ 0.15, ‘providing financial support for the family’ 0.12, ‘self-reliance’ -0.09, and assigning high importance tasks for a company amounted to 0.08. The estimated indirect causality paths indexes for quality of life are as follows: relations – adaptation 0.23; competence–adaptation 0.23; autonomy– adaptation 0.18.

Based on standardized path loadings the total impact of direct and indirect personality variables on life quality and the total impact of direct and indirect axiological life quality variables were calculated. The first amounted to 0.2919, the other – 0.045; given the above it can be concluded that personality variables have a stronger impact on life quality than axiological variables do. The results showed that the personality dimension plays a much larger role than the axiological dimension.

Due to the fact that the above analyses, applied to construct the MOA model, were conducted on a large number of studies, the model can be treated as a new proposal to be used in verification performed on various adult groups.

Research objective, method and respondents

Our research objective was to answer the question about the relationship directions between variables in the Personality and Axiological Model (MOA) and the life quality sense in an adult group— commerce and service sector specialists. It was hypothesized that gender moderates relationships between independent variables and life quality. It was possible to formulate the hypothesis based on existing research that have proved gender differences in various psychological dimensions among persons performing various functions or representing different professions (Ogińska-Bulik, 2006; Hulewska, 2002; Terelak, 2007; Mróz, 1998, 2011b, 2011c, 2013).

The research methods applied include: the ACL test by H. G. Gough and A. B. Heilbrun (Gough, Heilbrun, 1983; other studies: Matkowski, 1984; Płużek, Łazowski, Kozioł, Kozłowska, 1985; Wolińska, Drwal, 1987; Juros, Oleś 1993; Oleś, 1995; Tucholska, 2009; Mróz, 20011a, 2015; Martowska, 2012), the Rotter Incomplete Sentence Blank (RISB), our own Professional Achievement Index scale for senior personnel (Mróz, 2011a, 2012b), the Value Survey (VS) (Rokeach, 1967; other studies: Brzozowski, 1989, 2007; Mróz, 2011a, 2012b) and the Sense of the Quality of Life Questionnaire by M. Straś-Romanowska, A. Oleszkowicz and T. Frąckowiak (Frąckowiak, 2010; other studies: Mróz, 2011a, 2012a).

The research was performed on 276 commerce and service sector employees (158 women and 118 men). 65.4% had master's degrees, 22.3% – secondary education and 12.3% – a bachelor's degree. They all consented to the research.

Results

Figures 3 (women's results) and 4 (men's results) show analyses which verify the Personality and Axiological Model by gender. The path analysis produces information whose variables, and to what extent, matter for the model. Apart from the actually estimated model, there are also so-called residual variables, residual variances marked with the letter 'b'. They reflect the impact of variables not included in the analysis.

Figure 3. The MOA structural model in the female group.

Source: author's own research

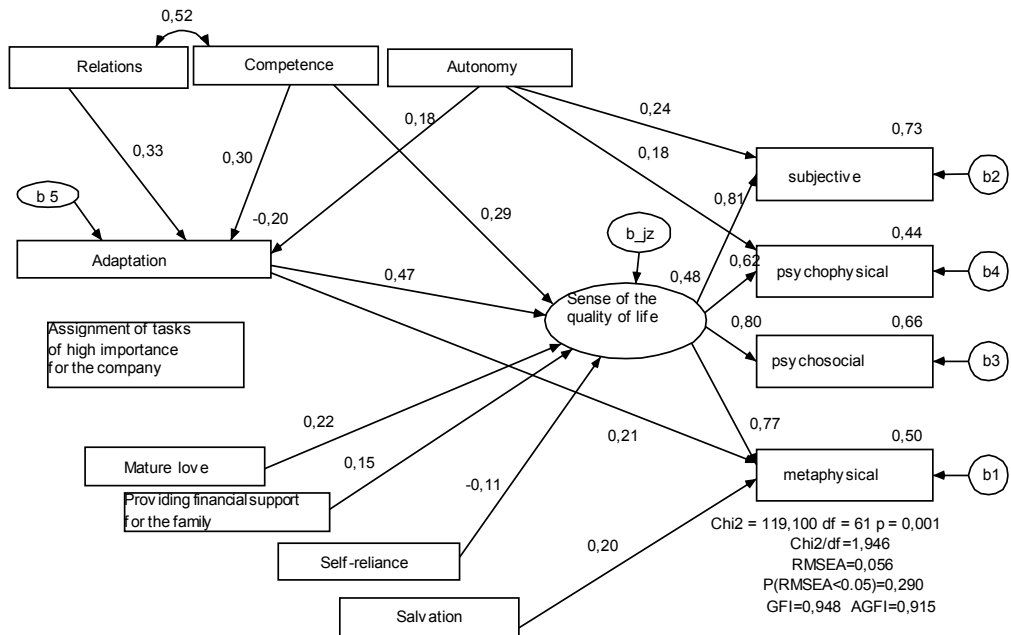
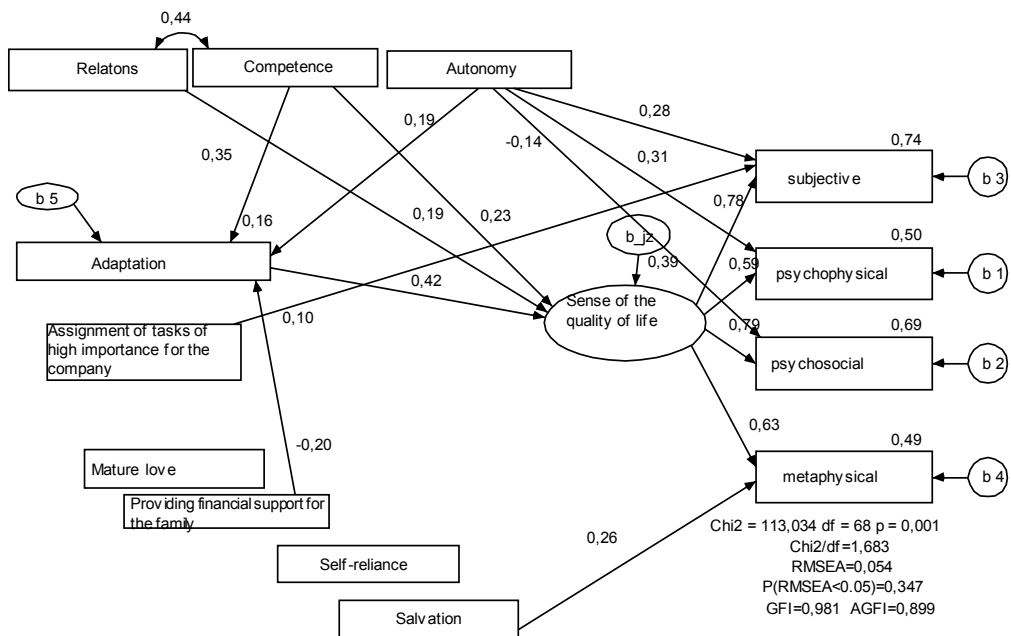


Figure 4. The MOA structural model in the male group.

Source: author's own research



Verifying the hypothesis concerning the gender role in moderating relations between independent variables and quality of life produced results pointing to significant differences. In the light of χ^2 (1.946 and 1.683) and the Tucker-Lewis Index (TLI) ($P = 0.108$ and $TLI = -0.050$), it turned out that the model deteriorated substantially. The value is lower than 0.05 and higher than 0.02, which means that the hypothesis predicting that the models are the same should be rejected. What is important, this is another proof of differentiation within the MOA (Mróz, 2011a).

In the female group the following MOA parameters were obtained: $\chi^2/df = 1.946$, $RMSEA = 0.056$, $GFI = 0.948$, $AGFI = 0.915$; It is very well matched to the data. The standardized path loadings between independent variables and the dependent variable fall within the 0.11 to 0.48 bracket. The coefficient of determination is 0.48, which means that it obtained 48% life quality variance in the structural model in the analyzed group. The result should be considered high. Nearly half of variations can be accounted for with the relation between personality characteristics and values.

The estimated values within the dependent variable fall within the 0.62 to 0.81 bracket and are very strong. For the subjective sphere it is 0.81, for the psychophysical – 0.62, for the psychosocial – 0.80 and for the metaphysical – 0.77.

The estimated direct causality path coefficients in the female group are as follows: adaptation 0.47, competence 0.30, ‘mature love’ 0.22, ‘providing financial support for the family’ 0.15, ‘self-reliance’ – 0.11.

The analysis performed in the male group produced the following MOA parameters: $\chi^2/df = 1.683$, $RMSEA = 0.054$, $GFI = 0.981$, $AGFI = 0.899$. The results allow for concluding that the model is very well matched to the data.

The standardized path loadings between independent variables and the dependent variable fall within the 0.10 to 0.42 bracket. The coefficient of determination is 0.39, that is, it obtained 39% variance for the life quality variable in the structural model in the specialists group. It is a high result.

It can be assumed that less than half the variation results among men can be accounted for mainly by personality characteristics.

The estimated values within the dependent variable fall within the 0.59 to 0.79 bracket and are very strong. For the subjective sphere it is 0.78, psychophysical – 0.59, psychosocial – 0.79 and metaphysical – 0.63.

The numbers placed next to the spheres that make up the sense of the quality of life are, as already mentioned, unobservable, hidden variables. And so 74% of the result refers to the subjective sphere, 50% – psychophysical sphere 69% – to psychosocial sphere and 49% – metaphysical sphere.

The estimated direct coefficients of causality paths in the male group for the life quality sense are as follows: adaptation – 0.42, competence – 0.23, relations – 0.19.

Discussion on the results

What prevails in the women's path model is the significance of adaptation, competence and family values. These areas play an important role in explaining the causes for life quality sense (strength of the relationship 0.48). The professional aspects and the private ones balance out here. It seems that the female respondents handle both spheres well. Therefore, it can be assumed that the way they deal with difficulties has distinct features of constructive activity. As the way Rotter understands adaptation covers also the ability to make and maintain satisfactory relations with others (Rotter, 1954), it should be concluded that relations directly connected with the sense of the quality of life are not as important as competence for women. There is an indirect relationship between social relations and life quality sense through adaptation.

Women seem to manage difficulties and frustrations well, also by emphasizing their competence (0.29) and going through them in the professional context. What also helps in dealing with adversities are flexible attitudes and organizational skills. Anticipating further discussion a little bit, it can be mentioned that the value of competence among men is 0.23. Women display clear expectations of achievement, success, and maybe some competition, which may motivate the respondents. The pursuit of professional success, reliability, resourcefulness (reconciling work with home), openness, and practicalism all enable female senior employees working in commerce and service sectors to derive satisfaction and the sense of life quality from the professional field.

A senior employee is usually expected to be well-organized, professionally efficient, and not act intuitively. The sense of achievement, professional competence characterizing the female respondents are useful also in their private lives. Such values as 'mature love' or providing financial support for the family clearly show that women, also in their private lives, plan to find fulfillment in this sphere and seek causes for quality of life in it. And here once again there are differences arising from gender; as in the case of men there is no standardized path loading factor leading from 'providing financial support for the family' towards the sense of life quality. Hence it looks as though women more than men become used to the thought that domestic upkeep rests with them to a greater extent. This may be related to the fact that professionally active women are better at dealing with stress. Ogińska-Bulik found that gender very typically diversifies the burnout syndrome and all its components (Ogińska-Bulik, 2006). In the female respondent group, 'self-reliance' turned out to be an interesting value that is a significant

indicator of causal strength with the dependent variable. Rokeach defines this values as self-reliance, self-sufficiency. Nevertheless, the female respondents, despite their high level of adaptation, competence, responsibility for work and their family, do not have too much self-confidence; they still have a lower self-esteem, they feel dependent. What also deserves mentioning are indirect MOA paths that determine the relationship between certain independent variables with individual life quality spheres. Both in men and women there is a negative relationship between autonomy and adaptation (-0.20). It turns out that lack of independent actions among women results in low consequences in this dimension. In the group of respondents autonomy turns out to be strongly related to two life quality spheres: subjective (0.24) and psychophysical (0.18).

Concerning competence (0.25) it can be clearly noticed that helplessness is a strong causal relationship index with social maladjustment. What is interesting and what proves such interpretation correct is that social relations pointing to the relation with adaptation (0.33) also show that impatience, lack of openness and superficiality do not create favorable conditions for good adaptation. Standardized factor value loading of the path leading from 'salvation' to the metaphysical sphere (0.20) is not surprising either as those notions are close. The path from adaptation to the metaphysical sphere (0.21) means that women who have dissatisfactory interpersonal relations have problems with deepened reflection and for seeing their life as a sensible whole.

In the men's path model, professional aspects prevail and it seems that the respondents do well in this sphere. In the model the role and relationship between adaptation (relationship strength 0.39) and the quality of life dominate. Dealing with aspiration for success and everyday active functions is based on well-tried patterns, as it seems, also cultural ones.

The male respondents working in commerce and service sectors stress their competence (0.23). They feel self-confident, self-aware, and aware of their fate. They are strongly focused on their work, are aware of their efficiency. And so they do not have to prove their self-agency. It seems that women's significantly higher competence dimension (0.29) resulted from their desire to prove their value to themselves and the world. Such a conclusion seems the more justified in the context of 'self-reliance'. In the men's path model there is simply no link going out from 'self-reliance'. What is visible is satisfaction with effort put into work as well as sensed influence on numerous issues. It is demonstrated by both the direct path from social relations to life quality as well as to providing good living standards for the family and continuing through adaptation.

However, in both the women and men, competence is significant and affects life quality. It points to the sense of one's effectiveness and resourcefulness. This characteristic is important for both sexes. At this point a reference can be made to A. Bandury's concept

saying that if someone is convinced of their effectiveness and at the same time estimates their chances for achieving a goal as being high, then the person is inclined to take such action (Bandura, 2007). The behavior of senior personnel as commerce and service sector specialists, irrespective of their sex, displays strong determination in this dimension.

The third path (in relation to standardized factor loading) among men leads from social relations (0.19) to a sense of life quality. As this dimension's formal components include satisfaction with one's life role and the consciousness of interpersonal relations, then what probably also arises from it is the causal relationship between social relations and the sense of life quality. Such interpretation seems justified since – as Ogińska-Bulik writes – men display a higher degree of burnout than women, particularly in depersonalization. This dimension refers to impersonal, instrumental treatment of others (Ogińska-Bulik, 2006). And so the need for interpersonal relations cannot be treated here as, for example, indicating a patient attitude, cooperation with others, or looking after others, because if it was so then the axiological area would be filled with causal relationships with life quality. And in the case of path modeling, in the male group there was no causal relationship between this value and a dependent variable.

The MOA models clearly show (for example, a smaller number of paths – five in women and three in men) that differences between sexes in causal relationships analyzed in life quality are considerable and are mainly based on passing over the personal and family values by men. When we refer to the little time which, according to research, professionally active men spend with their families, the model not only does not surprise but simply confirms the observable and examined situation (Paluchowski, Hornowska, 2003). What is surprising, 'providing good living standards for the family', a value seemingly so commonly declared in research by working men, is not confirmed in this path model. It is not linked to the sense of life quality. And so it can be concluded that in the male group only personality determinants are in a causal relationship with quality of life.

Apart from the above-mentioned differences, what attracts attention in the male group is the professional achievements dimension, that is, 'assigning high importance tasks for the company' as it is related to the subjective sphere (0.10). There is no such path in the female group. It proves their attitude to their competence, however, as it seems, rather exclusive and expansive than involving the sharing of experience or knowledge with others. The situation is explained by B. Kozusznik in her delegation of powers concept called deinfluencing, namely, consciously giving up influence. The mechanism is the basis for delegating powers and power to those with special abilities. Concerning deinfluencing it should be emphasized that nearly all professional actions, except for strategic ones, can be delegated (Kozusznik, 1996, 2011). Given the research conducted, what is interesting and important is that the 'assignment of tasks

of high importance for the company' refers to the subjective sphere of life quality, and Kożusznik writes that subjectivity entails undertaking to use all team elements plus the individual assigning tasks to others (ibidem). Focusing on actions taken independently, the subjective content sphere fully corresponds to such behavior. Concurrence obtained by various authors in their research justifies significance of those results and can be treated additionally as a significant indicator of our concepts and the MOA.

Summary

The verification of new models in subsequent research groups offers a unique chance to check prior assumptions and makes the data obtained more reliable. Also the possibility to confront results with up-to-date findings allows for development of the area penetrated, for putting forward new hypotheses, relations and correlations. The data presented in our article that concern a specialists group working in commerce and service sectors point to permanence trends and positive verification of the Personality and Axiological Model (MOA), which is important as it points to capturing permanent elements that make up the MOA dimensions. The broadly defined personality dimensions and the hierarchy of values, both so important for human functioning, seem to be sufficiently verified and confirmed though, certainly, application of this model on other groups (professional and non-professional ones) would be equally inspiring.

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