

## The Image of a Manager in Market Conditions

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### ABSTRACT

The purpose of this research is to determine the specificity of and prerequisites for the formation of an effective image of a manager in market conditions. The research used a set of theoretical and experimental methods: theoretical (analysis, generalization, systematization), empirical (observation of the peculiarities of managerial activity in modern organizations, presence or absence of a positive image of a manager in said organizations, with a view to determining the level of development of the motivational, cognitive, operative, and personal components of the readiness of modern organization managers for forming a positive image). The analysis of the “manager image” concept in the context of current trends in the development of management and social relations found that the peculiarity of the manager image in modern conditions is its close relation to the principle of continuous improvement of personal moral and professional qualities that are important in the modern business world. The constituents of the manager image were identified and characterized. It was found that the manager image emerges in the consciousness and subconscious of subordinates due to natural workplace and personal interaction with the manager. The fundamental factors in the formation of a positive modern manager image in transition economies should be professionalism and active communication between the manager and subordinates, company owners, and the general public, based on honesty and transparency, as well as flexibility, adaptability, versatility, and relevant knowledge in the field of management.

### KEYWORDS

Manager; subordinates; market conditions;  
image; image formation

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## Introduction

The domination of market economies in the modern society, as well as traditions of authoritarian administration that are common in most post-Soviet, Asian, and South American countries, often causes certain difficulties in the management of an organization in general and its personnel in particular. These difficulties are aggravated by the state of the socioeconomic environment and its instability. This necessitates the study of various aspects of company

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management in market conditions. Furthermore, even in relatively stable macro-environments, each organizations, regardless of its size, field of activity or form of ownership, sooner or later finds itself in a situation that requires improving the effectiveness of the company management system by improving the effectiveness of its managers' activity and the perception of this activity by subordinates.

The formation of a manager image is becoming increasingly important with the development of market mechanisms and increasing role of the public opinion. The success of the organization depends on the attitude of partners, clients, consumers, and the general public to the organization. The image is generally formed through a system of social and communicational methods that are united by their aim on manipulating the consciousness. In this context, the study of the formation of an organization manager image in a transition economy is a scientific problem that requires further substantiation and elaboration (Johnson & Xie, 2014).

Therefore, it is important to study how separate individualized notions of authorities transform into an integrated manager image and, consequently, form the image of the manager. It is also necessary to study the practical methods, forms, and means that have to be used to improve this image that transform the relationships between the manager and subordinates into partnership. This scope of problems determines the practical value of this research.

The contribution of this research to world science is that it advances the investigation, argumentation, generalization, and structuring of the specificity of and prerequisites for the formation of an effective image of a manager in market conditions and the peculiarities of its formation in transition economies.

The increasing role of the positive image in the context of performance of the manager's administrative functions is determined primarily by constantly increasing effect of communication flow on the life of each person (Bass & Avolio, 1990).

The definition of the "image" concept has been investigated in numerous studies over the past decades. Many studies investigated its structure and defined the manager image as a constituent of the general corporate image (Tischer & Hildebrandt, 2014; Johnson & Xie, 2014). Wide usage of the manager image, and its significance in the optimization of various activities, including professional, necessitate studying the approaches to its formation.

The "manager image" term is studied at the intersection of different sciences, but special attention to this phenomenon is paid by psychologists, political scientists, sociologists, and marketing and management specialists. The manager image is a complex phenomenon; it can be considered both a managerial and socio-psychological concept (Kyle & Wang, 1997). For instance, Yu.V. Andreyeva (2002) emphasizes the interrelation of professional qualities and personality traits and defines the image as an integral characteristic that is reflected in the form of a holistic image in the minds of the team and other persons (Andreyeva, 2002). A.V. Khutorskoy (2003) interpreted the image as a mental notion of a person, commodity or institution, which is purposefully formed in the public consciousness (Khutorskoy, 2003).

The analysis of opinions regarding the manager image phenomenon identifies its main features – flexibility, dynamism, and emotional coloring. The general and systematic setting of tasks is especially important in the formation of a manager image, since the manager is a defining factor in the formation of the corporate culture. Therefore, it is necessary to investigate the factors that affect the formation of the manager image and the criteria for assessing its effectiveness. In order to study such interrelations, it is necessary to investigate the mechanisms of motivation that are realized through identification, continuity, and expectation system. Studying the influence of the image as a socio-psychological problem on the formation of the corporate culture is necessary to determine the importance of these factors in the effectiveness of the organization.

The analysis of modern scientific literature devoted to the analysis and formation of the manager image shows that this problem, as well as the peculiarities of the formation of the manager image in a transition economy, is understudied. A number of moral, ethical, mental, psychological, and spiritual aspects that have a significant impact of the perception of the manager's authority has not been investigated.

### Materials and Methods

A set of methods was used to accomplish the set objectives:

- theoretical methods: analysis, generalization, systematization, and modeling, which were used to determine the theoretical and methodological framework of the formation of images of modern company managers in market conditions;

- empirical methods: observation of the peculiarities of managerial activity in modern organizations, presence or absence of a positive image of a manager in said organizations, with a view to determining the level of development of the motivational, cognitive, operative, and personal components of the readiness of modern organization managers for forming a positive image.

The research methods (general scientific, psychological, organizational-economic, and sociological) were used in combination with special research means: diagnostic tools, information and communication technologies. Specific scientific methods were used to reach the goal of the research, structure the paper, and systematize the research: investigation and generalization, systems, personality-oriented, and synergy approaches.

The ideas and hypotheses of the research are as follows: determination of the specificity of and prerequisites for the formation of an image of a modern company manager in market conditions of transition economies, which should improve the effectiveness of management with regard to all transformation processes.

### Results

Various aspects of the problem at hand were studied by Gatzert, Schmit, Kolb and others (Gatzert, Schmit & Kolb, 2014). However, most studies come down to the determination of principles and methods of working with personnel and the external environment. Various applied and specific aspects of the formation of the manager image in market conditions, which is especially important for transition economies, are understudied.

One such aspect was identified when developing the principle of the defining role of administration in organization management in market conditions. In this process, while working on his or her image and conscientiously managing the impression he or she makes, the manager creates in subordinates, colleagues, clients, etc. a mental attitude to him or her, which can either benefit the company or create many problems. This draws attention to the reconsideration of possibilities of using the manager image when managing personnel in market conditions.

The difficulties in the analysis of the process, ways, methods, and mechanisms of formation of a manager image in market conditions are largely determined by the fact that modern studies mostly analyze not the image of the manager itself, but the ideas of this or that person regarding the state of the management organization and its effectiveness. This approach features an institutional and integrative assessment. At the same time, the concept of “manager image” had not been studied by experts in the field of social and managerial psychology, the theory of organization, and the general methodology of management and other disciplines related to human activity and human relationships. It is worth keeping in mind that this concept is an important means of building feedback in the management system, which allows for timely and effective correction of the manager image in its various manifestations and the influence on the relationships between the company manager and his or her subordinates.

The image is a public image of a person that consists of a set of holistic and interconnected characteristics: external (verbal, kinetic, speech) and internal (temperament, character, motivation, purposefulness, interests, abilities, self-esteem, etc.), certain features whereof are interrelated.

The analysis of modern studies on the essence, structure, and processes of image modeling show that the image of a company manager is an important constituent of the external and internal image of the organization, which can be defined as an image formed in the minds of representatives of target public contact groups (Bass & Avolio, 1990). Since it contains both external and internal components, it has both external and internal functions.

The external functions of the manager image are grouped into two blocks: representative functions when contacting external target audiences and communicational functions. The main internal functions are modeling, motivation, and regulation.

The structure of the manager image is as follows:

- overall image – the combination of external characteristics that form the main impression of a person. Its formation should take into account the peculiarities of the person’s appearance, physique, face, body, clothes, hairstyle, etc.;
- professional image, which depends on the occupational training, experience (including that of management), and professional achievements;
- the style of verbal and nonverbal conduct, which expresses the extravert-to-introvert ratio in the personality and the manager’s temperament;

- style of management and decision making;
- social characteristics and personal values.

The image of an organization manager can either be formed chaotically or created purposefully. Chaotic formation often leads to multidirectional effect of factors that form the manager image and a negative effect on the general corporate image as a result. Modern managers pay much attention to the conscientious formation of their image and attempt to have a positive effect on it independently or with the help of professionals. This is indicative of the growing practical importance of the manager image for the general corporate image of the organization and the transformation of the image from an abstract category into a factor of success in market competition, which is especially important in a transition economy.

There are two groups of factors that affect the formation of the manager image (Dowling, 2003). The first group includes such elements as primary information about the personality, first impression, and halo effect. Secondary factors include professional and personal image-forming factors that activate during professional managerial activity. Therefore, the manager's competence in various fields affects his or her imager.

The images of the same manager differ from employee to employee. This image governs conduct by creating or eliminating motivation for this or that action. Its characteristics affect whether the management will help to achieve sought results or hinder work.

In order to form a positive manager image, it is necessary to determine the essence and constituents of the concept of "image" of a manager with regard to such its elements as company image and personnel image.

In the context of relationships between the manager and subordinates, the image is what the workers see, hear, and evaluate in terms of the effect on the work of the subordinates, the life of their families, and their wellbeing.

The image is a holistic and consistent image of a manager in the consciousness of his or her surrounding people, which corresponds with the goals, standards, and values accepted in the target group, and the expectations that the members of the group have of the manager; it serves as the foundation for the people's opinion of the person as a manager.

In order to accomplish the objectives and perform the functions of the company, the manager should follow the principles of corporate etiquette, which manifests in moral requirements. However, the image of the manager and the image of the company are not clearly distinguished. For instance, the "company image" is the corporate idea of this company's workers and the public. This idea of formed in the public opinion by mass media and PR-technologies based on the analysis of this company's activity and integrated from separate images of managers and workers and from the assessments of the activity of company subdivisions and the company in general, the level of social orientation of its activity.

It is worth considering another factor in the formation of the image as a socio-psychological problem – the image of the manager is the image of the organization (Van den Bogaerd & Aerts, 2015), i.e. how the image of the

manager is related to the image of the company. The image of the manager and the image of the company are closely related. It is a mode of activity and relationships of all personnel, which is expressed by the manager. Therefore, the “image and motivation” link in the offered structure of the image includes the influence of the manager image as a motivator for the activity of workers, influence on the results of their work, satisfaction with labor, social and psychological environment, and emotional state of each worker.

All these factors help to improve labor effectiveness based on goodwill and positive relationships in the organization. This means that the nature of the formed image has a considerable effect on the motivation of subordinates. By acknowledging such psychological dependence between the image and motivation, the manager can achieve better results and improve his or her image.

Considering that the manager image is a type of professional image, since it essentially integrates the qualities of a personality as a representative of the administrative body, it is possible to compile the characteristic of a manager as a subject of interpersonal relationships.

The “manager image” is a conscientiously created image of power in a given company in its personal, or rather, personified dimension.

An integral attribute of any image system is the structure, which is actively discussed by scientists in this field. The greatest impact on external public groups, according to public relations experts, comes from the workers of the organization. G. R. Dowling & N. A. Gardberg (2012) *отсутствует в списке литературы* notes that when workers do not respect their organization, this can poison the atmosphere and demoralize service personnel. If they respect their organization, many are ready to assist it in various ways. The workers’ attitude can have a direct effect on how outsiders perceive the organization (Dowling, 2003). Therefore, the role of internal communication is always at the center of attention of public relations experts. The main focus is on disagreement in the opinions of employees: managers and subordinates, administrative and production personnel, engineers and workers, etc. Furthermore, considerable disagreements can exist within each of these groups, caused by different working experience, level of consciousness, and life position.

The effectiveness of the formation of the company image can be determined using the following criteria (Varhegyi & Jepsen, 2009):

- image assessment indicators (qualitative: goal, structure, content, executors, technologies, social effectiveness; quantitative: expenses, terms, results, economic efficiency);
- image assessment methods (perception profile);
- image characteristics (perception audience; set of perceived and measured qualities; significance and importance of quality evaluations; longevity; persistence; level of positivity and negativity; correspondence with the ideal).

Considering the above types of image structuring, it is expedient to distinguish the following three components of its perception:

1. Cognitive (impression from communication with coworkers, analysis of the organization's activity).
2. Emotional (perception at the emotional level).
3. Graphic (visual perception).

After outlining and uniting the main factors that affect the image of the manager into a structure that demonstrates their interaction, it becomes clear which combinations of factors should be focused on to change the image that formed in various groups of the corporate audience. The factors that form the image of the manager can be classified into the following groups:

1. Depending on the interaction of image systems on the basis of secondary associations (image of a managed department, image of a personality, image of the field of activity, image of the position).
2. Depending on the placement and direction of influence – external and internal groups of the corporate audience as factors.
3. Depending on the nature of information – subjective (opinions of the members of other groups of the corporate audience) and objective (rating of objective indicators of manager effectiveness).

Hence, creating a positive image of the manager and effective management thereof improves the level of trust in the organization, its prestige and authority, and can mobilize unutilized potential and resource capacities. Understanding these aspects is especially important in a transition economy.

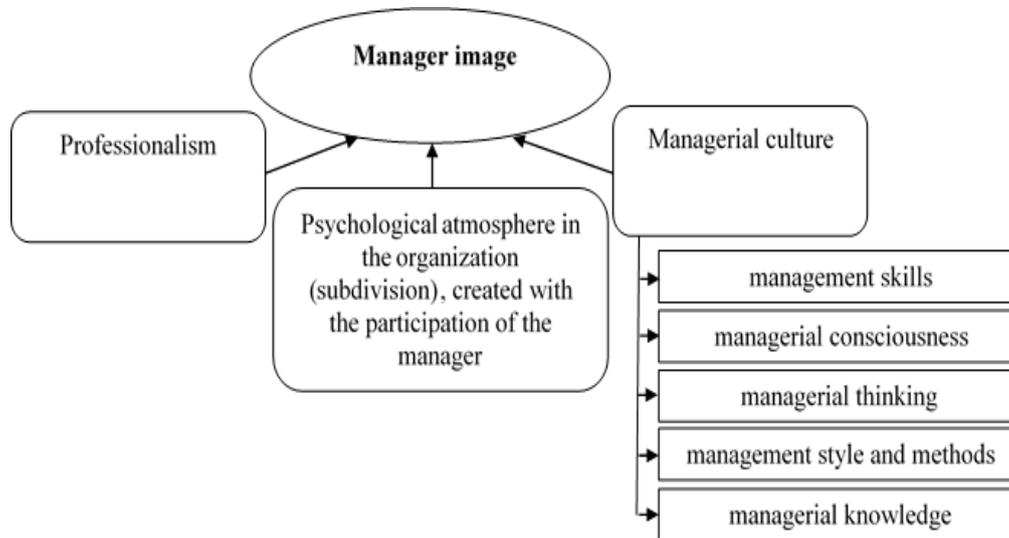
A. Maslow (1999) created the hierarchy of human needs and divided them into deficiency and secondary needs. The deficiency needs included physiological needs, the need for safety and security of the future. The secondary needs included social needs – esteem and self-actualization. A. Maslow argued that deficiency needs were inherited genetically (Maslow, 1999).

Thus, the professional needs of a manager consist of physiological needs (salary), safety needs (stability, guaranteed job, security during an economic crisis, and safe labor conditions), social needs (belonging to a certain group, family, organization, which gives status, friendly relationships, and professional partnership), independence needs (strive for independence and prestige), and self-actualization needs (topping one's accomplishments, the desire to improve oneself, to realize one's potential, and leave a certain mark).

The construction of a new image of a modern manager with regard to all the above constituents is a complex and labor-intensive process that requires clearly defined actions. An important factor for the perception of the manager and assessment of his activity is the subordinate's impression of him or her, i.e. his or her image.

The main goal of the formation of the manager image is to create new associations for his or her image. To that end, the professional activity of managers should be targeted at the interests of the company and the public, rather than personal interests. Under any circumstances, the company manager should serve the company and protect the interests of its owners.

The constituents of the manager image are presented in Figure 1.



**Figure 1.** Constituents of the manager image.

As shown in Figure 1, the image of a manager is formed mainly by the professionalism of the manager him- or herself, the psychological atmosphere in the organization, and managerial culture. It is necessary to investigate these image-forming components in detail.

Professionalism is the ability of the manager to find the most effective ways and means of accomplishing the set objectives within certain authority limitations, with regard to conditions and actual possibilities. In modern conditions, the principle of continuous education is becoming more common – lifelong education for the purpose of improving the activity of managers (Moxley, 2004), which helps to improve their professionalism constantly.

The psychological atmosphere in the organization is the mood of the personnel, its relatively stable psychological state, which reflects the peculiarities of its life, moral atmosphere, and relationships between coworkers. In turn, the state of the socio-psychological climate in the company can be determined by the attitude of the personnel: to the tasks and functions that the company assigns to a given department, to each other, to the world in general, and to themselves (self-perception and self-criticism).

The essence and content of managerial culture is characterized by the ability to work competently, professionally, and with initiative. Managerial culture consists of the following components (Tucker & Russel, 2004):

- management skills;
- managerial consciousness;
- managerial thinking;
- management style and methods;
- managerial knowledge.

Consider the main factors that affect the formation and dynamic of managerial culture and, consequently, the psychological environment in the organization, with a view to determining the connections of all factors with the dynamic conditions of the modern times. The main factors that affect the managerial culture in modern companies are personnel, socialization, identification, authority, inner communication, interaction with the external environment, and the image of the manager (Armstrong, 2004).

These factors that affect the formation of managerial culture should be correlated with the most significant changes in the external environment in market conditions: rapid changes in cutting-edge technologies, growing complexity of economic systems due to growing integration bonds, expansion of demographic diversity of workforce, growing organizational interdependence (joint ventures, consortiums, globalization trends, etc.). Such changes, in combination with the existing factors of corporate culture, produce a synergetic effect: the emergence of new factors that should be taken into consideration by companies to form a normal psychological atmosphere.

A significant role in the formation of managerial culture in modern conditions is played by the style and methods of management, which are related to the peculiarities of specific cultural and historical conditions, their changes and practical implementation in a market economy, and factors that affect the formation and modification of the management style of modern managers.

Management skills that manifest in the performance of official duties should be improved continuously through acquired knowledge and gained experience of management. The managerial consciousness reflects the creative activity of the manager in social life.

Managerial thinking is a form of reflection of reality, a generalized perception of existing links in management relations, generation of creative ideas, and prediction of phenomena and processes that are of practical importance for management. Managerial thinking plays a significant predicting role in management and determines the need to take a constructive stance for the benefit of the business and take responsibility.

Managerial knowledge is a methodology of analysis and assessment of management relations and interconnections, tools for learning and changing them.

It is worth noting that the formation of the manager image should be based on his or her real personal qualities, i.e. the created image should not contradict the real characteristics of the person. The transition economy market requires quick reaction and if the created image fundamentally differs from the real one, the consequences can be unpredictable. It is worth keeping in mind that the image of the manager bears two types of information – direct and indirect. Direct information is the appearance of the manager – clothes, hairstyle, physique, and mental traits that manifest in communication (temperament, character, intelligence, attitudes, and worldview). Indirect information includes legends, rumors, and myths about the manager.

In the context of the significant importance of the manager image at all stages of development of the organization, this importance becomes even greater in modern conditions, since the reaction of the manager to the dynamically changing market environment and his or her commentaries on this issue largely form the attitude of most subordinates to the situation. The reaction of the manager is extremely

important and can even determine the potential or impossibility of an effective reaction to changes in the market situation in a transition economy, which is characterized by profound economic transformation aimed at switching from the administrative-command system to the market system.

Transition economies are characterized by an intermediate state of the society and the following features:

1) Instability. Changes in any economic system happen constantly, but the system returns to a balanced and stable state. Changes in the transition economy are irreversible. They make the system unstable and, ultimately, cause it to transition to another state.

2) Alternative nature of development. The consequences of development are multivariate. Even conscientious management cannot accurately predict all the results of the transition; returning to the previous state is impossible.

3) The presence of certain transitional forms that exist only during the transition period.

Radical changes in transition economies occur not only in the economy – they are comprehensive and are reflected in the political, social, cultural, and institutional planes, which has a significant effect on the requirements to the image and activity of company managers.

In a transition economy, which is characterized by a switch to the market economy (oriented at consumer demand), the requirements to managers change radically, which also changes their field of activity and creates the demand for new managers with an appropriate image:

- highly professional;
- proficient in cutting-edge information technologies;
- capable of predicting;
- capable of adapting to the economic and social progress.

In a transition economy, a modern manager should not only be a good organizer, capable of getting the production and sale of new goods and services up and running, but also know the intricacies of laws in effect, have good intelligence and culture, be independent, bold, capable of creating a team of likeminded people, inspire and lead, and be proficient in the fundamentals of the management science and modern management methods. When influencing coworkers, the manager should take actions that would stimulate their proper work conduct and would correspond to the requirements of the company on the one hand and would not violate the legal rights of workers on the other hand.

When characterizing the peculiarities of the manager image in transition economies, for instance, in the Republic of Kazakhstan, it is worth noting the difference in the perception of an effective manager in an administrative-command economy and modern conditions. In the past, on the one hand, a high level of training of managers was characterized by the focus on vocational training and professional competence in material production, while on the other hand, focus on professionalism in production formed highly specialized managers who were bound to their job or specialization. Managers who were specialists and workplace mentors were valued. People who “grew” from a worker to a director, preferably at the same company, were especially valued. This model does not meet the requirements of a

market economy and does not allow the manager mobility, self-fulfillment, and adaptation on the labor market.

This predetermines the discrepancy between the structure of the existing educational and managerial potential, in terms of both scope and quality, to the structure of demand on the modern labor market. This also concerns the image of managers, when the assessment of the manager's level based on outdated approaches can reflect his or her real effectiveness inaccurately in a transition economy that requires flexibility, adaptability, versatility, and professionalism of a person as a manager and only then as a production specialist.

Thus, in a transition economy, the manager of each company should have an image of an "innovative manager" and fully correspond to this image. A special role in the formation of the manager image in a transition economy is played by his or her relationships with external participants of personnel management – lenders, clients, suppliers, the government, and the public.

Modern researchers distinguish the following mistakes during the formation and use of the manager image:

- The manager, while following the general conceptions of how to influence surrounding people, uses stereotypes and "slips on various suits", depending on the situation: imitation of proper conduct, a movie character or any other cliché. When the manager finds him- or herself in a difficult situation, he or she should mobilize, changing his or her image repeatedly to suit the situation at hand. This spontaneous search for the proper image requires enormous resources that will be depleted sooner or later even due to fatigue. This results in radical changes in the manager's image among subordinates, which can have negative consequences for the image.

- The manager embodies the image only through appearance. In his or her opinion, greater importance means greater respect and, consequently, a quicker reaction of subordinates. Such an image is dangerous, since it limits the manager's freedom of action, causes him or her to lose flexibility and stick to the same image.

- Unwillingness of the manager to develop his or her personal style of management, which makes him or her dependent on the surrounding people, who use this to their advantage. These people treat the formation of the manager image more seriously and create a negative image of the manager. The manager should analyze the surrounding people attentively and aim to minimize the number of levels through which the information about the manager passes, with a view to preventing the distortion of this information.

The mental mechanism of identification – attribution of desired qualities to oneself or other people based on certain external signs, explains the possibility of image creation. A successful image implies the possibility of suggesting to the surrounding people that the bearer of the image is an embodiment of the ideal qualities that they would like to have if they were this person (Brown, 1996). Consequently, the subordinate tries to identify him- or herself with the manager, since the manager is important to the subordinate.

It is worth noting another aspect – the expectations of the subordinates: when a person is appointed to a managerial position, he or she comes to a team that will continue working the same way as under the previous manager for a long time; the image of the previous manager will be superimposed on the image of the new manager. Expectations, unlike job descriptions and other regulators of conduct in a

group, are informal and often unconscious. In this case, expectations have two main aspects – the right to expect of the manager a certain conduct that is in line with his or her role position and the responsibility to act according to their expectation.

These aspects of the psychological influence of expectations are intertwined. It is natural for the subordinates to expect the manager to act in accordance with the conduct that is associated with the “manager” role. However, when each subordinate has his or her own idea of the “team manager” role, corresponding to such an image is very difficult.

Modern market conditions require managers to not only perform their social and professional function and acknowledging their role of a leader, but also taking purposeful action to form successful social cooperation. At that, excessive use of power creates an atmosphere of fear and threats in the team, which does not help to form the authority of the manager. Therefore, the image of the manager should be a motivating force. Firstly, because the manager is a significant figure for the subordinates, with derived succession and aspiration to be like the model. Secondly, the positive image of a manager guides towards cooperation (Iacocca, 1997). This demonstrates the priority of a positive image of the manager as a model that motivates the team in general and each subordinate in particular.

The image of the manager in the eyes of the surrounding people is has symbolic meaning, the elements whereof can determine the level of development of relationships between the manager and his or her organization and representatives of other companies or surrounding people.

The manager’s compliance with ethical standards and etiquette when dealing with subordinates is important in the management practice. Managers often use the authoritarian style because they consider it effective in market conditions; this is typical for post-Soviet transition economies. However, communication with a manager who uses this style does not improve this manager’s authority. In a transition economy, it is best to combine elements of democratic and authoritarian management: self-discipline; differentiated psychological approach to people; certain distance between the manager and subordinates; discussion of problems with personnel and decision-making on this basis; distribution of responsibilities in accordance with authorities; encouragement of initiative; using initiative for the benefit of the business; consideration of criticism; continuous upgrade of skills; firm conduct, consistency; self-control; various methods of stimulation and motivation.

## Discussions

According to most foreign researchers such as Woolley L., Caza A. & Levy L. (2009), Yukl G. et al. (2003) the image of the manager in modern conditions is an image that is purposefully created in the mind of the subordinate, which helps him or her make decisions and choose actions that meet the interests and wish of the manager, even when specific and direct instruction are not given. All orders pass through this image of the manager as through a prism; all orders are interpreted according to this image.

Most researchers share the opinion that the image of a manager is more than just the appearance or set of internal personal traits (Wendt & Emmerik, 2009) – it is a set of the company manager’s perception by the internal and external environment of the company. In order to elaborate this opinion, this research advanced the investigation, argumentation, generalization, and structuring of the specificity of and prerequisites for the formation of an effective

image of a manager in market conditions and the peculiarities of its formation in transition economies, which determines the contribution of this research to world science. The results showed that the image of a manager in the consciousness and subconscious of subordinates due to natural workplace and personal interaction with the manager. It reflects both external (visible) and internal characteristics of the manager. It is worth bearing in mind the fact that internal characteristics are invisible to the subordinates, which is why the latter assign the manager certain characteristics independently, based on personal needs and stereotypes.

The image of the manager is a motivating force, because the manager is a significant figure for the subordinates, with derived succession and aspiration to be like the model. At that, the positive image of a manager guides towards cooperation. This demonstrates the priority of a positive image of the manager as a model that motivates the team in general and each subordinate in particular. The image of the manager in the eyes of the surrounding people is has symbolic meaning, the elements whereof can determine the level of development of relationships between the manager and his or her organization and representatives of other companies or surrounding people (Johnson & Xie, 2014). When the creation of an image concerns the renewal of relations with the manager, this implies the establishment of their positive nature, related to the general positive nature of the manager's image. Therefore, the nature and system of the manager's image in general have a significant effect on the motivation of subordinates. By acknowledging such psychological dependence between the image and motivation, the manager can achieve better results and improve his or her image.

In order to develop positive perception of the company manager by the owners and the general public, to create an atmosphere of partnership between the management and subordinates, it is necessary to support the image of the manager with the positive image of the company in general. In this context, the image of the manager should form in inextricable connection with the image of the company. These two images should be interdependent and complementary.

In order to determine the ways of forming and using the image of the manager in a transition economy, it is especially important to study the factors that provide for relatively low rates of return on investment to management personnel. For instance, considerable investment in education, which is typical for the post-Soviet systems, causes overaccumulation of management specialists, the excess supply of whom causes relatively low rate of return to the management personnel in general. However, low return rates can also be explained by structural disproportions in the management personnel, when the value of "old-school" managers with a respective image of "experienced and seasoned specialists" drops, which causes return reduction, despite the fact that new management personnel, which is more flexible, adaptive, ambitious, versatile, knowledgeable, and has an appropriate image, would be capable of providing high return. The ambiguity of these approaches necessitates further study of the factors that affect the image of the manager in a transition economy.

## Conclusion

The peculiarity of the manager image in modern conditions is its inextricable connection with the principle of continuous improvement of moral and professional qualities that are important in the modern business world.

In order to develop positive perception of the company manager by the owners and the general public, to create an atmosphere of partnership between the management and subordinates, it is necessary to support the image of the manager with the positive image of the company in general. In this context, the image of the manager should form in inextricable connection with the image of the company. These two images should be interdependent and complementary.

In general, the analysis of the possibility and uses of the manager image in modern conditions showed that this tool is especially important in the market conditions of transition economies. In the dynamic and changing market conditions, management is based on the personality of the manager. At that, the influence of the latter on personnel management has both rational (real actions based on available knowledge and skills aimed at achieving a rationally set goal) and irrational aspects (the image of the manager, which is the foundation for the calming authoritative influence on both the personnel and the external environment of the company).

Skillful and effective use of the manager's image, which emerges in the consciousness and subconscious of subordinates due to natural workplace and personal interaction with the manager, allows saving effort and time when solving problems related to company management in market conditions. Therefore, it is necessary to study specific models of the manager's image, which are used in certain market conditions, create a typology of such models, investigating the interrelation between image of the manager and the image of the organization, and designing measures for building an effective image of the company in the market conditions of a transition economy.

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No potential conflict of interest was reported by the authors.

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