

The Concept of Employee Motivation and Leadership Related Lifestyles

JAKUB BRDULAK

SGH Warsaw School of Economics, Al. Niepodległości 162, 02-554 Warsaw, Poland

E-mail jakub.brdulak@sgh.waw.pl

PIOTR SENKUS

Siedlce University of Natural Sciences and Humanities, Stanisława Konarskiego 2, 08-110 Siedlce, Poland

E-mail piotr.senkus@uph.edu.pl

ANETA SENKUS

War Studies University, al. gen. Antoniego Chruściela "Montera" 103, 00-910 Warszawa, Poland

E-mail a.wysokinska-senkus@akademia.mil.pl

The paper presents the possibility of using the lifestyle concept for better recognition of the employee motivation attitude towards work leadership and managerial behaviours. That could result in better human capital management in different types of organizations. Different approaches to the lifestyle concept are presented in the paper. Also the linkage between the motivation theory, here the Douglas McGregor theory, and the lifestyle based theory VALS is examined.

Keywords: lifestyles, motivation, leadership

INTRODUCTION

The lifestyle concept is more and more often used in management especially when designing business promotion strategies, consumer segmentation and product development. The authors propose using the lifestyle concept in the leadership issues, but further research has to be done.

The lifestyle concept is the "hybrid segmentation" in the set of psychographic segmentation. In the information era it can also be used in order to develop desired personal profiles (customer profile, manager profile, employee, etc.) upon the "Big Data".

One could identify few reasons why this approach could be suitable in the management and marketing:

- Lifestyles have been sometimes used in a consumer segmentation as the result of disappointment with classical methods of segmentation because they were becoming not so useful and precise in predicting and explaining consumer behaviour. T. P. Hustad and E. A. Pessemier

(1974) claimed that “consumer behavior is not different significantly separated using classical criteria of segments.” They also argued that “the significance of the age criterion used was visible, but the scale of the impact of this factor was usually low.”

- The lifestyle concept could be used when designing advertising campaigns, positioning of the product and designing of promotion strategies (Wells 1974). M. Horn also points that the lifestyle concept helps to better reach potential customers because practitioners from advertising industry could discover more information about separate identified segments that could give them more inspiration to formulate more effective advertising messages (Horn 1991).

- To ensure the product would meet the customer expectations the concept of lifestyles in consumer research is used in the process of creating new products (Grunert, Brunsø, Bisp 1993).

There is a wider possibility to use the lifestyle concept. It could be used to recognize better the attitude towards work and also the leadership and managerial behaviours among managers from different organizational levels and/or different sectors. Better recognition of the employee motivation attitude towards work leadership and managerial behaviours linked with the lifestyle concept could result in better human capital management in different types of organizations from public, private or non-profit sectors and better ability to achieve organization’s goals (see, e.g.: Shove, Warde 1998; Warde 2015; Umberson, Crosnoe, Reczek 2010).

The paper is the introduction to the research that will be done by the authors’ team on the managerial staff from the public, private or non-profit sector.

The purpose of the paper is to introduce the possibility of using the lifestyle concept for better recognition of the employee motivation attitude towards work leadership and managerial behaviours. There are not many research done on the lifestyles according to a consumer and also related to motivation and employee behaviour that is why the extended literature discussion is not possible.

The paper consists of the etymology of the term “lifestyle”, history and the first definition of lifestyles, the introduction of lifestyle for economic sciences, contemporary definitions of lifestyle in economic sciences, comparison of different concepts for defining lifestyles and the linkage between the lifestyles and employee attitude to work or managerial behaviour. Also the motivation profiles based on the VALS 2 system were introduced.

ETYMOLOGY OF THE TERM “LIFESTYLE”

In the Anglo-Saxon scientific literature the threefold form of spelling the term could be encountered: “life style”, “life-style”; “lifestyle”. According to A. J. Veal, this threefold form of spelling reflects the successive phases of the concept development, as well as different visions of its application in practice (Veal 2000). The first sources define the name of the concept with two words: “life” and “style”, then one could notice a complex word, in which individual words are separated by a hyphen: “life-style”; finally the form “lifestyle” appears.

The Oxford Dictionary provides the form where the words are separated by a hyphen: “life-style”; but in most cases, scientific literature related to the use of the concept in marketing provides the form: “lifestyle”. The authors also have chosen the form “lifestyle”.

A. J. Veal has emphasized that “the term “lifestyle” is completely innovative and deserves its own word in the English language. Considering the fact that English is a living language, the term lifestyle would be adopted into use and would find place in dictionaries” (Veal 2000). The Wikipedia also prefers the form “lifestyle” (Wikipedia, access: 30 03 2016).

Lifestyle also has synonyms: styles of life, way of life or culture and subculture.

Regarding the use of the lifestyle concept in the marketing and market research, the term is most often associated with psychographics and research surveys and interviews that focus on values, attitudes and market segmentation.

THE HISTORY OF USE OF THE FIRST DEFINITIONS OF LIFESTYLES

The origins of the lifestyle concept are obscure, but its roots are traceable to the works of poets, naturalists, and philosophers writing as early as in the sixteenth century (Ansbacher 1967: 191–212).

The researchers from the English speaking circle have identified that A. Adler was the first who used the synonymous term “style of life” in scientific literature, that “reflects the individual’s unique, unconscious, and repetitive way of responding to (or avoiding) the main tasks of living: friendship, love, and work. This style, rooted in a childhood prototype, remains consistent throughout life, unless it is changed through depth psychotherapy” (Alfred 1927: 18). He believed that personality was formed in the early childhood, and that often the child’s personality was formed as a direct response to family situations, for example, pleasuring parents or avoiding punishment.

The Oxford English Dictionary claims that G. Orwell in 1946, and M. McLuhan in 1947 used the synonymous terms, but Veal recognizes that they addressed, however, this lifestyle concept quite intuitively, but did not analyse and define its meaning (Veal 2000).

French and German researchers claim that G. Simmel and M. Weber used the term and defined the concept before (Ansbacher 1967: 193; Veal 2000), but they published in German and thus have not been widely known. Georg Simmel published “Philosophie de Geldes” in which he used the term related to lifestyle, but until 1963. Max Weber used the term “way of life” in “Wirtschaft und Gesellschaft”, published in 1922, and translated it into English in 1946.

Postwar research of lifestyles was done in the social and economic sciences, for example, economic geography; studies on leisure time, habits of the elderly, creating and positioning of the product, consumer behaviour.

The authors see lifestyles in relation to certain organizational behaviours, for example, leadership.

EARLY DEFINITIONS OF LIFESTYLE AND CONCEPT OF LIFESTYLE IN ECONOMIC SCIENCES

A. Adler in “Praxis und Theorie der Individual-Psychologie” explained that “each individual has its own distinct style of life, which may be more or less similar to the lifestyles of other individuals, but never the same <...> lifestyle is formed by endogenous creative force of the individual in the first years of one’s childhood and is not dependent on either of hereditary factors or environmental factors”. He suggested that “... the way of life one should reject the general perception of the impact of the situation, environment, or experience, which are by the child, because the same experience does never cause exactly the same consequences among two individuals, the individual learns from experience only insofar as allowed by his own distinct style of life” (Adler 2013).

M. Weber in “Economy and Society” (Weber 1978), in contrast to A. Adler’s point of view, claimed that lifestyle is closely related to the type of work performed by an individual. Also it is obtained and shaped by formal education, and can be externalized by anyone who “wants to belong to a particular group”. Lifestyle could also be referred to a group of people, not only to an

individual. In order to change the lifestyle only the engagement of willpower of the individual would be needed. Three main aspects that shape the particular lifestyle were defined:

- a) Job performed by the individual;
- b) Innate charisma;
- c) Political beliefs and authorities (Weber 1978).

According to M. Weber, the lifestyle stands for a factor that distinguishes between social positions, that is shaped by leading life in a certain way; is not innate, but achieved through learning and education, and similar to lifestyles of other people (Grunert, Brunsø, Bisp 1993).

Kelly developed the “theory of personal constructs” – the way people perceive the world and relate it to themselves is mediated by a number of idiosyncratic personal constructs, which are bipolar and hierarchically ordered and can be measured by the well-known grid method. While these constructs are idiosyncratic, they can nevertheless be used as a grouping criterion, and, since they determine how people relate to the world, they will become manifest in what can be called a life style (Grunert, Brunsø, Bisp 1993).

After about forty years of development of lifestyles in psychology and sociology, W. Lazer introduced the term in economy. According to the author, “Life style is a systems concept. It refers to the distinctive or characteristic model of living, in its aggregative and broader sense, of a whole society or segment thereof. It is concerned with those unique ingredients or qualities which describe the style of life of some culture of group, and distinguish it from others. It embodies the patterns that develop and emerge from the dynamics of living in a society” (Lazer 1964: 243–252).

The lifestyle stands for a separate and distinctive model of life, which refers to a group of people and it is shaped by such forces as:

- Living in a particular group, which has specific cultural values;
- Obtained resources and symbols;
- Applicable laws and restrictions.

Lifestyle is a kind of a common pattern of behaviour for the whole particular group of individuals, expressed, among other things, in common shopping habits and common consumption habits.

The authors would like to check in further research if the lifestyle concept could be a useful tool to uncover the individuals that obtain the desired behaviour from the managerial point of view. In other words, the authors would like to test if lifestyle could be treated by a kind of a common pattern of behaviour for the whole particular group of individuals, expressed, among other things, in common work and managerial habits.

CHARACTERISTICS OF THE CONTEMPORARY DEFINITIONS OF LIFESTYLE

Many attempts to define the lifestyle were conducted. To uncover similarities between the authors it was decided to use “tag cloud” – a visual representation of text data, typically used to depict keyword metadata (tags) on websites, or to visualize a free form text. Tags are usually single words, and the importance of each tag is shown with a font size (Halvey, Keane 2007).

The tag cloud method allows one to analyse the definitions on different levels of detail. The following figures present the tag clouds from all definitions analysed in 1029–2016 in 50, 20 and 10 words.

Based on the definition analysis 1029–2016, the relations could be discovered:

- At the beginning the lifestyles were related more to individuals than to groups;
- The definition of lifestyle has become more and more complex;
- From the definition analysis of lifestyles one could derive that the lifestyle is the result of the interaction between factors relating to a particular aspect of the human being or group activity and the conditions in which the individual or group operates (Fig. 4).

THE RELATION BETWEEN WORK MOTIVATION THEORY AND LIFESTYLE

The authors have discovered that a significant relation between the employee motivation attitude towards work leadership and managerial behaviours with the lifestyle concept would be discovered.

On the theory comparison level the Douglas McGregor “Theory X” and “Theory Y” could be compared to the VALS (“Values and Lifestyles”) methodology.

The Douglas McGregor “Theory X” and “Theory Y” are the theories of human motivation and management (see, e.g. Mohamed, Nor 2013). These theories highlight two distinct models:

- “Theory X” – employees do not do their job right, and have little inherent motivation to perform well. Therefore, if the organizational goals are to be met, the “Theory X” managers have to strongly depend on detailed rules, regulations and instructions, monitoring and control or even punishment to achieve the employee compliance. The “X Managers” believe that all actions and activities should be tracked and the employee should be directly rewarded or reprimanded according to the results of his or her action.

- “Theory Y” – in contrast to the X – given proper working conditions, most employees would do their work right. ‘Y managers’ consider employees as the most important assets of the organization. Here employees could develop their satisfaction from their physical and mental duties, treating them as a game or as something to be enjoyed than day-to-day work.

The VALS (“Values and Lifestyles”) methodology was chosen to find the relations to the motivation theory because it has been practice for a long time, and it is present in the scientific literature. As it could be considered that customers could choose certain goods or services to fulfill their needs and expectations, the managers choose certain models, practices or motivation theories to achieve the organization’s goal, that is basically fulfilling the managers’

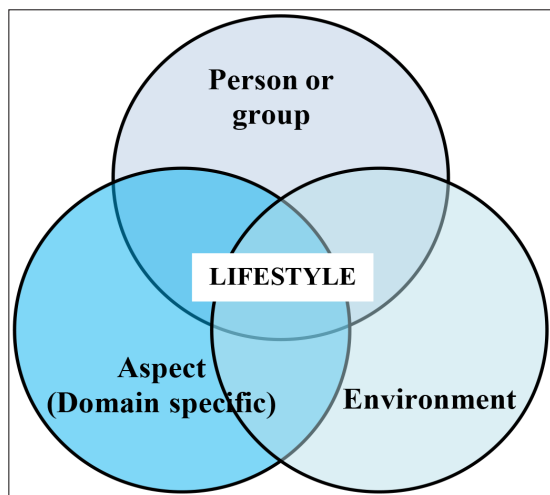


Fig. 4. The relations defining lifestyle

Source: Senkus 2007.

need for success. Based on that assumption it could be claimed that choosing certain management or practices would be also based on lifestyles.

As D. McGregor has defined certain segments describing the attitude towards motivation, the VALS also describes the segments related to customer motivation. The VALS segments of US adults present the following (access 03.2016):

- Innovators. Leading edge of change; highest incomes, high self-esteem and abundant resources that they can indulge in any or all self-orientations; located above the rectangle. Image is important to them as an expression of taste, independence, and character. Their choices are directed toward the “finer things in life.”
- Thinkers. A high-resource group of customers motivated by ideals; mature, responsible, well-educated professionals; center their leisure activities on their homes, but they are well informed about what goes on in the world and are open to new ideas and social changes; have high incomes but are practical consumers and rational decision makers.
- Believers. A low-resource group of consumers motivated by ideals; are conservative and predictable consumers who favour local products and established brands; have modest incomes. Their lives are centered on the family, community, and the nation.
- Achievers. A high-resource group; motivated by achievements; are successful work-oriented people who get their satisfaction from their jobs and families; politically conservative; respect authority and the status quo. They favour established products and services that show off their success to their peers.
- Strivers. A low-resource group, motivated by achievements; have values very similar to those of achievers but have fewer economic, social, and psychological resources. Style is extremely important to them as they strive to emulate people they admire.
- Experiencers. A high-resource group, motivated by self-expression; are the youngest of all the segments, with a median age of 25; have a lot of energy, which they pour into physical exercise and social activities. They are avid consumers, spending heavily on clothing, fast-foods, music, and other youthful favorites, with particular emphasis on new products and services.
- Makers. A low-resource group of those who are motivated by self-expression; practical people who value self-sufficiency; focused on the familiar things – family, work, and physical recreation – and have a little interest in the world; appreciate practical and functional products.
- Survivors. The lowest incomes; have too few resources to be included in any consumer self-orientation and are thus located below the rectangle; are the oldest of all the segments, with a median age of 61. Within their limited means, they tend to be brand-loyal consumers.

As the “Theory X” and “Theory Y” describe two rather opposite attitudes, the opposite attitudes from the VALS should also be taken into consideration.

The following relations could be noticed:

- Both Managers practicing the “Theory Y” and the “Innovators” or “Thinkers” are supposed to be internally driven and have a positive attitude towards the result of their choices.
- Both Managers practicing the “Theory X” and the “Makers” or “Survivors” seem to be relatively low self-oriented and would rather accept somebody’s other choice than take some decision alone.

The following relations could give the idea that there would be a possibility to better recognize the employee motivation attitude towards work leadership and managerial behaviours in order it could result in better human capital management in different types of organizations from the public, private or non-profit sector and better ability to achieve organization’s goals using the lifestyle concept.

Following the point of view that the applied lifestyle concept should be domain specific the authors have decided to define work motivation related lifestyles, the concept in their empirical research (Grunert, Brunsø, Bisp 1993).

Work motivation related lifestyles can be defined as the individual's pattern of those cognitions, emotions and actions connected with job roles that contribute to the personal and social identity of the individual.

LIFESTYLE AND EMPLOYEE MOTIVATION MODEL

People spend a third of their adult lives at work and work represents a wide array of factors (organizational culture, quality of work, quality of colleagues, etc.) influencing employee interactions termed as "situational factors" (Masood, access: 03.2016). With lifestyles work environment creates complex and unusual connections and relations. The person with a well-developed personality tries to fulfill his life expectations and rather maintain his lifestyle but the job and job relations are becoming the factors to change the employee lifestyle. One who begins his new job in the "friendly" work environment that goes along with his lifestyle priorities would be more motivated than the one who begins the new job that requires to change the habits and other aspects of one's lifestyle. Also the relations between the tasks and types of lifestyles could be described. Either award, punishment or the way of control have varied effects on people depending on the nature of people and their lifestyles (Masood, access: 03.2016).

Work motivation can be understood with a distinction between personality and situational factors: "We all bring to the workplace a set of beliefs and expectations, a way of attaining a feeling of belonging, that stems from our earliest experiences in the family" (Ferguson, Page 2003: 501–506). Individuals are expected to undergo difficulties and hurdles, the more an individual is accompanied by social interest, the more motivated the individual may be. Personal goals accentuate employee organizational accomplishments directly and through examining the interventional strategies, like the employee cognitive belief system, although organizational culture and individually assigned employee performance standards also contribute in accounting for discrepancies in employee motivation levels.

The interaction between work behaviour and lifestyles could be visualized as in Fig. 5.

Based on the VALS II classification fundamentals of motivation theories and research done through participant observation in the sample of ten mid and big enterprises and the model described above, the authors could notice the specific relations:

- Innovators. They would accept very challenging tasks; mainly motivated by themselves; feel awarded when they are self-assured that the task has been completed. They prefer self-control; very sensitive to any sense of criticism or punishment. They are a type of the classic "Theory Y", but they accept a higher level of risk than the "Thinkers".
- Thinkers. They are motivated by ideals. Because they are older and more experienced than Innovators, they are more responsible, well-educated professionals than "Innovators". Although they are open to new ideas and social changes, they would like to make a "rational decision" in order to do their work.
- Believers. Motivated by ideals, conservative and predictable, do not like to take risks either as the consumers or employees. Their lives are centered on the family, community, and the nation. They prefer stability than challenging tasks. The "Theory Y" could be applied to them but they take more rational decisions than, for example, "Thinkers".
- Achievers. Motivated by achievements, their work behaviour could be very similar. Successful work-oriented people who get their satisfaction from their jobs and families;

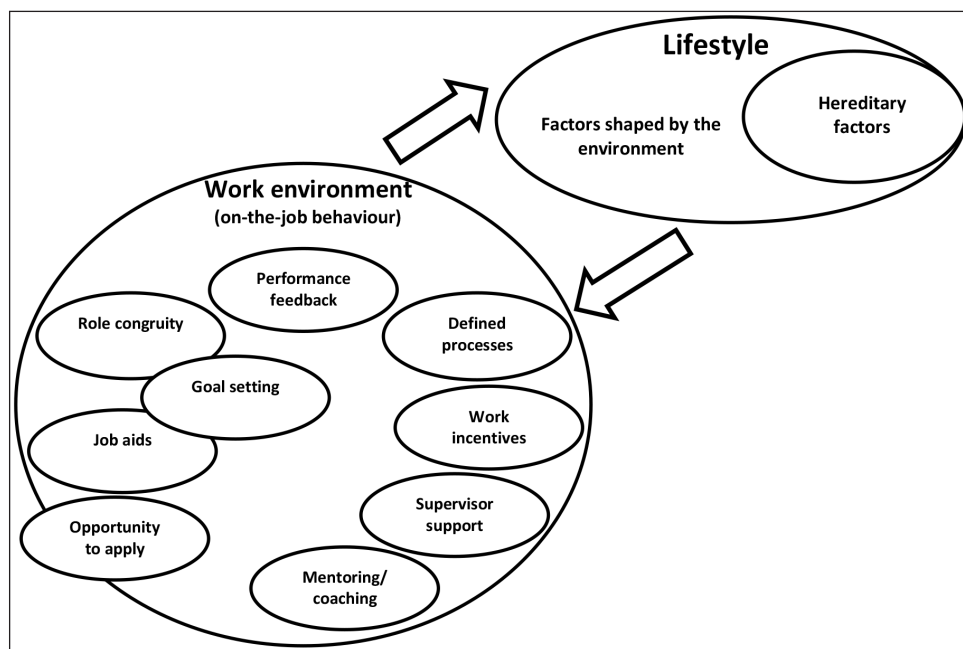


Fig. 5. The model of interaction between lifestyles and work behaviour

Source: Senkus 2007.

politically conservative and respect authority and the status quo. They could be great workers for stable times but not for changes as they do not accept risk.

- Strivers. Their values are very similar to those of “Achievers” but they have fewer economic, social, and psychological resources; more conservative than “Achievers”. As employees, they could be great workers to simply “do a job” because they emulate people they admire, but if they do not get the real leader, they take a very opposite position.

- Makers. A low-resource group, motivated by self-expression. As employees, they prefer practical and functional solutions than new ones; a type of classic “Theory X”, in some circumstances they could take responsibility for their actions.

- Survivors. At work they devote more time and their efforts to survive than to make things. They do not want to change their habits and practices. They are a type of classic “Theory X”.

DISCUSSION AND CONCLUSIONS

Although there are numerous papers presenting relations between Alfred Adler, Maximilian Weber or their followers’ theories of lifestyles with the behaviour of the customers on the market (see, e.g. Van Acker 2016; Kahle, Valette-Florence 2012) but there is lack of literature regarding adoption of the lifestyle concept to the application in work motivation behaviour. It has to be noticed that it is clearly seen in the literature that the application of the some aspects of the Adler’s or Weber’s theories in the applications to the work motivation (Milhauser, K. L. (ed.), 2011), so the presented paper is developing that trend.

Received 22 September 2016

Accepted 10 April 2017

References

1. Adler, A. 2013. *Praxis und Theorie der Individual-Psychologie: Vorträge zur Einführung in die Psychotherapie für Ärzte, Psychologen und Lehrer*. Springer-Verlag.
2. Alfred, A. 1927. *Understanding Human Nature*. Hazelden Foundation.
3. Ansbacher, H. L. 1967. "Life Style: A Historical and Systematic Review", *Journal of Individual Psychology* 23: 191–212.
4. Ferguson, D. E.; Page, L. J. 2003. "Work Relationships, Lifestyles, and Mutual Respect", *Journal of Individual Psychology* 59(4): 501–506.
5. Grunert, K. G.; Brunso, K.; Bisp, S. 1993. *Food-related Life Style: Development of a Cross-culturally Valid Instrument for Market Surveillance*. Aarhus: MAPP.
6. Halvey, M.; Keane, M. T. 2007. "An Assessment of Tag Presentation Techniques", in *Proceedings of the 16th International Conference on World Wide Web*, 1313–1314.
7. Horn, M. 1991. *How Life-style Research is Conducted at DDB Needham*. Brussels 1st ELASM Workshop on Value and Life Style Research in Marketing.
8. <http://selfgrowth.com.698elwb01.blackmesh.com/articles/the-effect-of-lifestyle-on-employee-motivation> (cited 03.2016).
9. <http://www.strategicbusinessinsights.com/vals/ustypes.shtml> (cited 03.2016).
10. https://en.wikipedia.org/wiki/Lifestyle_%28sociology%29 (cited 03.2016).
11. Hustad, T. P.; Pessemier, E. A. 1974. "The Development and Application of Psychographic Life Style and Associated Activity and Attitude Measures", in *Life Style and Psychographics*, ed. W. D. Wells. Chicago: American Marketing Association.
12. Lazer, W. 1964. "Life Style Concepts and Marketing", in *Toward Scientific Marketing*, ed. S. A. Greyser. Chicago: American Marketing Association.
13. Masood, H. *The Effect of Lifestyle on Employee Motivation*.
14. Mohamed, R. K. M. H.; Nor, C. S. M. 2013. "The Relationship between McGregor's X-Y Theory Management Style and Fulfillment of Psychological Contract: A Literature Review", *International Journal of Academic Research in Business and Social Sciences* 3(5): 715–720.
15. Senkus, P. 2007. *Style życia a konsumpcja żywności w Polsce. Implikacje ekonomiczne*. Dissertation. Wydział Ekonomiczno-Rolniczym Szkoły Głównej Gospodarstwa Wiejskiego w Warszawie.
16. Shove, E.; Warde, A. 1998. "Inconspicuous Consumption: The Sociology of Consumption and the Environment", published by the Department of Sociology, Lancaster University, UK, at: <http://www.comp.lancs.ac.uk/sociology/papers/Shove-Warde-Inconspicuous-Consumption.pdf>
17. Umberson, D.; Crosnoe, R.; Reczek, C. 2010. "Social Relationships and Health Behavior Across the Life Course", *Annual Review of Sociology* 36: 139–157.
18. Veal, A. J. 2000. *Leisure and Lifestyle*. School of Leisure, Sport & Tourism. University of Technology Sydney.
19. Warde, A. 2015. "The Sociology of Consumption: Its Recent Development", *Annual Review of Sociology* 41: 117–134.
20. Weber, M. 1978. *Economy and Society: An Outline of Interpretive Sociology*. University of California Press.
21. Wells, W. D. (ed.). 1974. *Life Style and Psychographics*. Chicago: American Marketing Association.
22. Van Acker, V.; Goodwin, P.; Witlox, F. 2016. "Key Research Themes on Travel Behavior, Lifestyle, and Sustainable Urban Mobility", *International Journal of Sustainable Transportation* 10(1): 25–32.
23. Kahle, L. R.; Valette-Florence, P. 2012. *Marketplace Lifestyles in an Age of Social Media: Theory and Methods*. ME Sharpe.
24. Milhauser, K. L. (ed.). 2011. *Distributed Team Collaboration in Organizations: Emerging Tools and Practices*. IGI Global.

JAKUB BRDULAK, PIOTR SENKUS, ANETA SENKUS

Darbuotojų motyvacijos ir su lyderyste susijusios gyvenimos koncepcija