

## Chapter 7

# The Impact of Personal Values on Innovativeness of Management: Case of Slovenia

### ABSTRACT

*The purpose of this chapter is to empirically examine the impact of a manager's personal values on manager's innovativeness. Personal values are measured with the Schwartz value survey, and the innovativeness with a set of items referring to innovative working and behavior. Results are based on the answers of 259 Slovenian managers. Results reveal several significant associations between single values as well as dimensions of values with managers' innovativeness. Findings from this seminal study provide an important insight into values and their dimensions, which most significantly shape innovative working and behavior of managers in organizations. Findings may be critically used for reformation of the education system, in-service educational purposes in organizations as well as for consulting purposes. Consequently, the appropriate approach can be formulated to use advantage of values, which positively influences innovativeness and diminishes the impact of those, which negatively influences managers' innovativeness. Findings may also be critically used to improve innovativeness outside Slovenia.*

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## **INTRODUCTION**

Innovativeness has become an important driver of nowadays successful organizations (Hollanders & Es-Sadki, 2014; Kalafus, 2014; Ponukalin, 2014; Hamel & Tennant, 2015; Brunswicker & Chesbrough, 2018; Palazzeschi et al., 2018). We focus our empirical research on managers' innovativeness in organizations, since management plays a key role, in process of creation and/or assurance of suitable conditions and prerequisites for innovativeness in organization and its employees, especially in emerging markets of Central Europe (Dyck & Mulej, 1998; Potočan & Mulej, 2007; Dabic et al., 2016).

According to the theoretical cognitions and assumptions outlined in previous chapters and in line with the overall aim of this book, we postulate that personal values of managers belong to the key drivers, which importantly influence and determine their innovative working and behavior, as well as the innovativeness in organizations (Collins & Porras, 2002; Lester & Piore, 2004; Conway & Steward, 2009).

Despite several evidences about decisive role of personal values for managers' innovativeness (Lee, 2008; Nedelko & Potocan, 2013), the literature and business practice do not provide a comprehensive overview of the impact of personal values on innovativeness, which may give us a clear insight which values most importantly determine innovativeness, as well as on building blocks of managerial innovativeness. What is more, the literature about the role of personal values for managers' innovativeness, is mostly based on theoretical assumptions and speculations about the linkages between personal values and individuals' innovative working and behavior (DeBono, 1992; Skarzynski & Gibson, 2008; Gilson & Litchfield, 2017; Lukes & Ute, 2017; Mirvis & Googins, 2018). Thus, those studies offer us presupposed relations between values and innovative working and behavior based on characteristics of innovative behavior and "logically" related values, while empirical justification of the presupposed relations is rarely provided.

In line with cognitions from previous chapters, where there can be identified that countries from Central Europe lagging behind the most innovative societies (Hollanders & Es-Sadki, 2014; Palazzeschi et al., 2018) and lack of empirical research in that area, an obvious starting point is to examine, determine and empirically verify the role of values in shaping managers' innovativeness in these societies.

For the purpose of this chapter we will put our attention on innovativeness in one of the Central Europe economies, namely Slovenia, since Slovenia

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