

Chapter 4

Personal Values of Managers as a Driver of Innovativeness

ABSTRACT

The main purpose of this chapter is to comprehensively examine the role of managers' personal values for their innovativeness. Personal values are considered as key drivers of managers' innovativeness. Schwartz value theory is used for determining the role of personal values and various dimensions of values for managers' innovative working and behavior – innovativeness. In the center of our discussion is a theoretical address of the link between personal values – as defined by Schwartz value theory and the typical characteristics of manager's innovativeness. The role of values and their dimensions are discussed in the context of managerial innovative working and behavior; we assign the importance of values and dimensions for innovative managerial working and behavior. Implications outline several most significant values, their role for managerial innovativeness, and provide a fertile ground for future empirical examination of the association between managers' personal values and their innovativeness.

INTRODUCTION

Based on abundant management and behavioral literature we can argue that working and behavior of organizational members is driven by different factors, as also outlined in the previous chapters (Dessler, 2004; Certo & Certo, 2011; Daft, 2015; Buchanan & Huczynski, 2017). In this chapter we put our focus

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on managers' personal values, as an important driver of managerial working and behavior (Hambrick & Mason, 1984; Ralston et al., 1997; Potočan & Mulej, 2007); in line with our aims, we consider personal values as important drivers of managerial innovativeness.

Personal values have been in the sociological and psychological literature outlined as an important driver of individual's behavior (Rokeach, 1973; Schwartz, 1994). In the scientific literature, the role of personal values for individual's behavior has been studied in various contexts. In the frame of broader business research streams, several examples of the role of personal values are frequently discussed. For instance, we can emphasize the role of personal values for shopping behavior, since personal values are recognized as an important determinant of consumer behavior. In the above context, studies have identified values, which guide consumers' behavior in the Western cultural context (i.e. openness to change and self-enhancement) and take it to China (i.e. self-transcendence and self-enhancement values) (Cai & Shannon, 2012), and other societies, having different cultural patterns. Studies have also identified the role of personal values in the patronage of regional shopping malls (Shim & Eastlick, 1998).

Let us narrow our scope down to the management and organizational behavior literature: a significant proportion of the literature is dedicated to the role and importance of personal values in organizations (Mulej, 1976; Burns, 1978; Schein, 1992; Sarros & Santora, 2001; House et al., 2004; Cha & Edmondson, 2006; Pastor & Mayo, 2008; Mahsud et al., 2010; Adler, 2011; Alas et al., 2011; Fein et al., 2011; Ng & Sears, 2012; Lang et al., 2013; Ruibyte & Adamoniene, 2013; Walley et al., 2017). Those mentioned, and many other studies, confirmed the impact of personal values on shaping or directing behavior, attitudes, perceptions, actions, decision making, etc. For instance, in the last two decades an emerging research stream is outlining the role of personal values for corporate social responsibility and sustainability issues. In that context, many studies have recognized personal values as an important driver of pro-environmental behavior (Kemmelmeyer et al., 2002; Nordlund & Garvill, 2002; Dietz et al., 2005; Oreg & Katz-Gerro, 2006; Cordano et al., 2010), corporate social responsibility (Kolodinsky et al., 2010; Potocan et al., 2013; Glavas & Kelley, 2014; Nedelko & Potocan, 2014), corporate social entrepreneurship (Hemingway, 2005), etc.

Focusing on another important issue in management literature – innovativeness, which is an important cornerstone of organizational success in

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