

## HOW TO GET MORE INTEGRITY IN MANAGERIAL BEHAVIOUR? THE ROLE OF MORAL LEARNING IN MANAGEMENT MORAL CRISIS CONDITION

*The goal of manager ethical education is to incorporate such values  
which will be the scope of prosocial behaviour.*

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### **Abstract:**

Key influential factors for manager ethical behaviour in an enterprise can be settled into three areas: a) situational factors which make manager socialization; b) Individual manager characteristics (manager personality); c) Structural characteristic of the organization (organizational climate and culture) which influence manager ethical behaviour.

Purpose of this paper is to discuss important role of moral learning in arising and resolving management moral crisis. Influencing on key factors of manager ethical behaviour can be offered some practice oriented instructions. The paper is structured in three basic segments. In the first segment there are discussed values as ethical basis and its manifestations (prosocial, asocial, antisocial behaviour) with factors which models such behaviours. In the second segment is discussed management moral crisis and its basic causes with suggestions for their resolving and elimination. Finally, in the third segment there are explored some important humanistic manager values (correct doing, truth, love, peace, nonviolence) and some of important values of old scientific management direct connected with managerial efficacy (responsibility, discipline, diligence, persistence) and possible ways of its practical ethical education in order to get more manager integrity (resolve present moral management crisis) in managerial behaviour. The conclusion is that manager moral crisis can be resolved by three main instructions:

- a) Managerial socialization through correct rewarding and punishing.
- b) Managerial selection according proper professional and psychological profile in order to promote manager capacity for prosocial (ethical) behaviour, and to decrease asocial and antisocial behaviour (especially by avoiding psychopathological manager profile).
- c) Value education in key humanistic values (correct doing, truth, love, peace, nonviolence) and other important values of scientific management (responsibility, discipline, diligence and persistence).

*Key words: moral learning, manager socialization, management moral crisis, manager ethical education, value internalization, integrity.*

## 1. INTRODUCTION

People are primarily ethical beings, so their behavior can not be morally neutral (Lukšić, 1995, 93). Morality is part of human reality, human symbolic world and its mission is corrective activity (to moderate or eliminate the „dark side“ of human nature). Business organization is the community of human beings and not only aggregate of human resources (Mintzberg, 2006), so even the business organization can not be ethically neutral. So ethics is necessary concerned with human psychology and psychology of organization, so for moral manager education is important the knowledge of moral psychology. Basic factors in achieving the moral manager feeling, thinking, motivation and behavior in company settings are: socialization, manager personality and organizational characteristics, in general incorporated values. Values can be defined as general important long-term goals by which achieving are satisfied the native existence and nonexistence motives (Pastuović, 1999, 213). For practical implementation there is also necessary to identify the causes of management moral crisis, for the purpose of treating by acting on the moral crisis causes. According to Lukšić (1995, 8) management of modern corporations operate with 4 basic rational-technic values (success, survival, happiness and health), which accomplishment excuse every means. At the same time the moral judgement of management is very often based exceptionally on the power relationships. Corporate human relationships which are based dominant on the power relationship which characterize the relationships of manipulation and adaptation of weaker are not based on the moral virtues (humanistic values-e.g. correct doing, truth, love, peace, nonviolence). Personal moral judgement is often destimulated in a name of higher interest, ideology of moral relativism (right is what is commanded, not what is correct, but „might isn't right“). Also if are rewarded for organization or society harmful manager behaviors, and punished or isolated for organization or society useful manager behaviour, there is likely to arise the moral inversion according to the principle of personal utility and not morality. By this annotation with considerable certainty can be identified some causes of management moral crisis.

For overcoming the management moral crisis there can be preventively acted by manager socialization, manager selection and by education of some objective humanistic values such as: correctly handling, truth, love, peace, nonviolence, and by existing business leading values: responsibility, discipline, diligence, persistence, efficacy. This is seen as needed because with only value frame of scientific-management (success, surviving, happiness and health) without prosocial and humanistic component is evident the moral management and human crisis of business organization as collectivity of human beings. This paper is basically structured in three parts: 1) The factors of moral behaviour learning; 2) Management moral crisis and its causes; 3) Practical examples of learning of some ethical values in manager education.

## 2. THE FACTORS OF MORAL BEHAVIOUR LEARNING

Basic factors in achieving the moral feeling, thinking, motivation and behavior are incorporated values. According to the learning psychology, values toward a person is oriented, are not emerging freely from the person, although the value preferences are genetically conditioned, but are mostly downloaded from the relevant social environment, respectively in interaction with it. Relevant social environment helps to the incorporation of different values that reflect themselves in behaviour. Moral behaviour psychology differentiate three basic kind of moral behaviour (Pastuović, 1999, 217):

- *prosocial behaviour* (purposely behaviour by which are induced positive consequences for other people)
- *asocial behaviour* (deprivation of the help to the person or to the group of people to which is help necessary, by which is „the price of helping“ much smaller than damage which arise by nonhelping behaviour)
- *antisocial behaviour* (purposely making the damage to the other person or group of persons).

In juridical sense in general are punished antisocial behaviours which are proven and asocial behaviours which make social damages. The goal of ethical education should be the incorporation of prosocial behaviour- as prototype of ethical/moral behavior, and diminishing or elimination the asocial and antisocial behaviors as prototypes of unethical/amoral behaviour. As every human behavior, so is moral behaviour of manager as type of social behaviour, conditioned by situation, personality and structural attributes. For moral behavior of managers as more important has showed the social conditions, respectively the reactions of other people on the behavior, rather than so called self-determination in behavior (so called autonomy of determination). The main factors of

prosocial/asocial/antisocial behaviour which are present in modeling the manager behavior are (Bogdanović, 2008; Buble 2006; Staub, 1978&1980):

- a) general situational factors (impact of other people and stimuli characteristics on moral behaviour);
- b) individual characteristics of managers (manager personality);
- c) structural characteristics of the organization.

## 2.1 General situational factors and prosocial manager behaviour

Other people influence on the manager morality indirectly through situational factors, acting by socialization processes on his personality characteristics. On the different forms of moral behaviour the strongest effect have reward and punishment. According to the theory of social behaviour, it is evident that asocial and antisocial behaviour, by which is accomplished some material, social or psychological benefit on the cost of others, is self-rewarding (Pastuović, 1999, 227). Therefore it is extremely important that organization develop a system for supervision and punishments for asocial and antisocial behavior of his employees, and on this way promote habits of prosocial behaviour. The bad strategy is that organizational standards do not exist as a rule of behavior, then only as a threat to unobedient, and that this rules becomes active only against those who disturb „natural“ distribution of work and hierarchy in the organization. So, for example non punished business crime (perpetrator management), generate the impression of desirability of such behaviour, and if it occur frequently becomes to be considered as normal behaviour (so called normalization of nonmorality). According to this cognition in organization is needed to supervise the behavior of persons of greater organizational/social power and authority (managers), because power facilitate breach of moral norms because of love for benefit (power abuse), and produce the greater organizational and social damages than the damages that can produce the persons of lower influence. Also persons of greater power because of his success use as a models to the organization members with lower power, so because of that fact his social behavior need be brute supervised. At the same time the supervision only, as the cognition of supervision can influence as systematic regulators of ethical behaviour in organizations.

Also, different factors such as: genetical predisposition, hormones, neurotransmitters, actual situation which is the trigger of impulsive aggression, pain stimuli, tightness, high temperature, smoke, smell, effect of weapon threat, instrumental use of coercive power (aggression to give what someone wants), obedience, media modelling of aggression (Beck, 2003), can have negative effect on prosocial (ethical) manager behaviour.

## 2.2 Individual manager characteristics and prosocial behaviour

Ethical behaviour is not only conditioned by means of social factors, because the researches of criminal (antisocial) behaviour has found that it is conditioned by personality characteristics, after all by psychopathology which is in the greatest deal genetically conditioned (Eysenck&Feldman according Pastuović, 1999, 228). Proved is also the existence of altruism (prosocial characteristic behaviour) as personality characteristic. Individual management characteristic most often are the key factor in his ethical behaviour, and there can be considered:

- By manager incorporated values (Pastuović, 1999, 213-214) such as: existential values (e.g. health, wealth, secure job, i.e. the factors by which are satisfied the physiological motives and motiv for safety; the values of belonging (e. g. intense social interaction, friendship, love, family etc.); prestige value (e.g. reputation, honor, power); self-actualization values (e.g. interesting job, accomplishment, education). Managers will often show behaviours which are coherent with their value frame.
- Characteristic of personal manager psychological profile. About desirable individual characteristics in organizational context inform the table 1.

**Table 1:** Desirable and less desirable individual manager characteristics

Desirable manager characteristics	Less desirable manager characteristics
Open	Reserved
Dubious	Intimate (believe too much to the people)
Intelligent	Less intelligent
Emotionally stable	Unsteady emotions
Conscientious	Benefit for himself
Bold	Timid

Responsive	Rigid
Dedicated to the new	Conservative
Independent	Depends on team
Inventive	Practical
Foxy	Direct
Cautious	Full of selfconfidence
Dominant	Submissive
Cheerful	Serious
Controlled	Uncontrolled
Deliberate	Undeliberate
Persistent until end	Surrender

Source: Marušić, 2006, p. 413.

About intrinsic characteristics of manager and with them connected factors can depend their ethical choice, ethical reaction and ethical doctrine. To be ethical/prosocial manager in praxis means very often to know, might and want to make properly his job. Manager who bother himself with the basic manager duties and technical facilities is more disposed to ignore ethical side of his work. The most accurate predictions of moral manager behavior are that are founded on interaction view about personality characteristics and situation (situation effect if manager will perceive the high or low possibility of punishment and reward). In the context of desirable ethical characteristics of manager it should select managers without psihopathology deviations, altruistic and with desirable characteristic for manager, and in the context of ethical organizational situation it is important that to the managers is not given the chance for nonmoral behaviours.

### 2.3 Structural organization factors and prosocial behaviour

There are five structural organizational variables which has impact on management ethical choice (Buble, 2006, 72):

- Formal rules and regulations. Ethical behaviors can be regulated by means of formal rules and regulations because they explain how something should be done. Good, ethical rules and regulations gives support to the organizational ethical behaviour.
- Praxis of management behaviour. Different leading systems and management philosophy incorporate different values, so according that praxis, different systems of leading can support different levels and types of ethics. For example typical dichotomy of the values is present in the philosophy of theory X and theory Y which different treat human resources, what has significant behavioural and ethical repercussion (Truss&all., 1997, 55-56).
- System of performance assessment. The way how in an organization really performance is estimated (formal/informal, by objective measures/partially) defines ethics of rewarding, promotion and distribution.
- Rewarding system. Unappropriate rewarding (compensation) system can create unethical behaviours.
- Work pressure. Big volume of work load, short delivery terms, requests and pressure for extra low costs, can lead to ethical discrepancy and ethical failure.

To accomplish maximal ethical behaviour there should project the organizational systems that support ethical way of handling. According to that there should not be formed the structure of organization (rules and regulations, manager praxis, performance assessment, rewarding and working pressure- e.g. organizational climate and culture) that in his basis maintain or promote unethical behaviour. In the context of improving the organizational ethics there is important to underline that management should create such situations, systems and in general climate and culture that support ethical way of thinking, feeling, motivation and behaviour on the systematic way. This is possible by means of specific value educations.

## 3. MANAGEMENT MORAL CRISIS AND ITS CAUSES

Management moral behaviour of management, except by genetic and structural organizational factor, is strongly affected by external situational factor from which the strongest impact have awards and punishments which social ambient give for specific behaviour. About them, in greatly depends egoism or prosocial behaviour which make a great deal of managers moral behavior. But the impact of social ambient must not lead to the empathy development from the lower to the higher levels, it can lead to

the emphatic change of opposite direction. Namely, if emphasising, and on its based altruistic behaviour is punished by side of egoistic individuals and groups, altruistic person press his prosocial emotions in order to protect himself from frustration. Then altruistic motivation although do not disappear, it weaken. Therefore is for development of empathy and altruism behaviour very important the rewarding of such behaviour, although according to the definition altruistic behaviour is not motivated by external rewards (Pastuović, 1999). So for resolving such a problem the internal organizational structure of an enterprise should reward (promote) prosocial behavior, and punish asocial and antisocial behaviour. Beside of mentioned problem in the context of management moral crisis as one of cause should be mentioned the value system. Scientific (technological) management of modern corporations operates with four basic rational-technical values: success, survival, happiness and health (Lukšić, 1995). The achievement of this values usually excuse the use of every means. At the same time manager moral judgement on the achievement of these values is dominantly based on the power relationships. Interpersonal relationships which are dominantly based on the power relationships characterizes manipulations and adjustment of the weaker ones, and incidentally the human moral virtues. When to that facts is added by organization often destimulated personal moral judgement in the name of higher corporate interest, ideology of moral relativism (legally correct is what is commanded and not what is right), and more present normalization of economic criminal (e.g. in transition countries), the causes of management moral crisis becomes obvious. Ethical results of management (imagined as moral verticals) in such conditions are beyond social expectations, this means in moral crisis. Therefore it can be concluded that one of main causes of the management moral crisis arise because the key social institutions failed in value education (internalization). Namely, social gainful (desirable) prosocial behavior is not often awarded (it is even punished e.g. by less money), and really is often awarded social harmful (antisocial) behaviour (e.g. management in spite of bad results and unethical behaviour has extra high compensations). Because of that educational effects of antisocial behavior of social successful individuals (e.g. top managers i.e. the persons with great social power and wealth), from moral view are destructive, because uses to other people as successful models.<sup>1</sup> So the highest reach of moral development achieved in youth (the highest level of intellectual and moral state) often decline by entering in the world of adults (the „earning money“ world), accepting social responsibility for himself and for the family, because than changes the criterions of awarding and punishing. Social harmful value adjustment of the management, which is useful by individual view, it is conditioned because of social rise (career) detrimentally to moral. Because of that fact many managerial and other careers have serious „moral spots“, which of course are not results of moral nonawareness or weak moral knowledge, but result of instrumental learning (learning which behaviour is awarded).

The consequences of inappropriate ethical engagement of management are numerous and negative (Bogdanović, 2013, 541-542):

- largest number of managers is preoccupied with their own preoccupations, work and career, so they are quite indifferent to ethical issues and ethical climate in their companies and society;
- management is often in a function of the exploitation of the poor and disenfranchised, so mostly, it is not focused on their interests and improvement of their situation. Management is most often not protesting nor advocating for a fairer status of the poorest and most underprivileged strata of people, which leads to inadequate organizational and social development;
- there are few manager intellectuals who are positively oriented towards equitable distribution of power, resources and tasks, who are positively oriented towards workers, colleagues and other intellectuals of non-managerial provenance;
- non-democratic organizational climates are too slowly transforming into a democratic ones, to which greatly contributes the non-democratic and autocratic tradition of management;
- there are too few effective actions that would enrich management in terms of value, that would promote universal ethical principles of doing good and not evil; honesty and justice in all actions and outcomes of organizational and social processes; motivation to act properly, efforts in achieving the noble and positive personality; proper balance of objectives and resources, and related ethical dilemmas and issues;

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<sup>1</sup> In transition countries nonformal rule (value) is that manager/politician is incompetent if he has not accomplished his own material wealth.

- there are not enough promotions, discussions, writings (...) about the need to establish ethical management at all levels of society, especially not about ethics in management as a prerequisite for organizational and social welfare.

According to this mentioned annotations the content of moral education, by which is wanted to affect on the direction of moral behaviour are socially caused and changable. As only moral (value) education can not be moral neutral, for etical management education it is needed convincing moral orientation. Questions of moral education are questions who needs interdisciplinary approach, because they are the not only object of scientific but also normative disciplines (Bogdanović, 2012, Pastuović 1999). For resolving the mentioned management moral crisis are needed values beyond rational-technical values (success, survival, happiness, health). It is needed to educate some objective humanistic values such as: correct handling, truth, love, peace, nonviolence), and also important business leading values: discipline, responsibility, diligence, persistence, efficacy.

#### **4. EXAMPLES OF LEARNING OF SOME ETHICAL VALUES IN MANAGERIAL EDUCATION-THE WAY TO GET MORE INTEGRITY IN MANAGERIAL BEHAVIOUR**

In the context of humanistic value by managerial education might be incorporated the values of *correctly handling, truth, love, peace, nonviolence* (Žanko, 2005, 34) by which might be incorporated important managerial values with the content of honesty, fairness, authenticity, trust, community (social cohesion), relaxation, kindness, altruism, imagination and social responsibility. Beside the humanistic values for managers is also important the internalization of business-leading values: *discipline, responsibility, diligence, persistence, and efficiency* (Bogdanović, 2011 according Landes, 2003) accompanied by existing rational-technical values of scientific management: *success, survival, happiness and health*.

##### **4.1 Humanistic values for managerial education**

- Management and correctly handling.* Honesty and fairness while achieving goals, apropos not to work at the expense of anothers (e.g. in contrary with this value is the achieving the material or some other benefit discrediting the other, by stealing from other, by disposal of material, nonmaterial or symbolic resources on the basis of the tag "Until someone not become dark to other can not become light". Properly and rightly handling is "deep morality in managers thoughts, feelings and behavior". This value can be achieved by group activities. So can be intermediated the corporal and operative aspect of correctly handling. In the everyday managerwork this means (e.g.) to treat people maximal humanly (regardless of their material, social, educational or other status), and entrusted job to do correctly and according to the rules of the profession (without delay and complications), and in the manner that people in relationship (transaction) honestly can say: "With this manager was pleasure to work!" This value is in fact the expression of deep morality. In school system correctly handling can be incorporated through group activities, group work who send a message ("You are valuable for taking part in this together work, because you are friendly/servicelly to the others").<sup>2</sup>
- Management and truth.* Although the truth is a difficult philosophical category, for the managerial education needs - it is crucial to separate what is true and what is not (truth can be treated as a harmony of reality and the thought about it), it should separate what is correct and what is incorrectly, and managers should have the awareness about things. Managers should know the truth, so they can function as authentic people. If they don't know the truth, or do not want to know it, either they are willing to leave it to others ("they know better") they become victims of manipulation (if the truth depend about extraneous power it becomes doubtful). Namely, lie or reservation of the truth is incorporated in the life of business organization because it is used as a means to achieve some benefit. For the incorporation of the truth despite of examples of negative socialization, in the manager education it is important to insist

<sup>2</sup> Service management today is more valuable because it seems to be universally acceptable. This noted even Mary Parker Follet 1924 in his book *Creative Experience*, where she perceived the three determinents of the leadership of the future: the leading with the serving functicon, the power of diversity nad selforganized teams (Buble, 2012., 5).

with praxis and examples on this crucial value category. The value of truth can be practically realized by means of wisdom sentences and stories from the reach human history. Wisdom sentence mediates intellect, intuitiveness, gives comfort and motivation, also mediates the deepest knowledge. Typical example of wisdom sentence is "In lies are short legs".<sup>3</sup>

- c) *Management and love.* Love is except the value category also the basic human need, and includes tenderness, generosity, support, sharing, joy, sympathy, attachment, and helping others, it should be the basic value content in manager education. The value of love, collectiveness can be practical incorporated by means of together singing or working, so it can be mediated the spontaneity and empathy. For example together singing approach togetherness, cheer up, develop harmony and love. Beside that, people react positive to the persons who sing so singers begun to be accepted and loved. Exactly, the value of love make managers capable for spontaneity and humanity.
- d) *Management and peace/coolness.* In today business organizations who prefers busyness, diversity and intensity of informations, as limited human beings, there often can not be processed many contents with which managers are espoused in everyday life (their capabilities are limited). Because of life rhythm acceleration, greater need for competitiveness the basic human activities such as play, socialization and leisure time are increasingly reduced. Although managers becomes educated, emotionally and valuable they often degrade. There is than the problem of accommodation to such quick life tempo and such stress working time, so relaxation becomes more important. One of the resolution on individual level is the practicing the technique introducing the peace (coolness) in personal live of the manager, at least on the defined time. The benefit of that is that in peace can again pass the days events, the mind can be disciplined and concentration and memory can be developed. "The richest is one that has a peace", and not one that has the most money-is the old wisdom. It is not possible to respect yourself or others if one cannot recognize the value of peace, calmness and relaxation as core strength for better use and reallocation of psychophysical resources. The value of peace can be realized for example by seating or laying in peace, and so can be mediated the sentimentalism and experience. If there is no calmness and order in individuals, both values will also lack in ambient and society. The goal of seating or laying in the peace is internal appeasement, then can be easier separate important from no important things (strategic thinking), resolve the anxiety, experience himself, gather the energy, think on the higher emotional level, make work of things and events. Because in modern quick way of life the events and live contents fly away (shortage of time to actively working out this things), peace is for managers extremely important. Just with the value of peace it is possible effective regeneration of the managerial psycho-physical energy.
- e) *Management and nonviolence.* *Nonviolence* is a behavior that does not harm others, neither physically nor to someone's reputation. Self-control, kindness, compassion and care for others are important moral standards in the 21st century. The value of nonviolence can be realized himself by telling the illuminating moral stories, by which is mediated humanity and firework. In nonviolence as a value there do not exist punishment and vengeance. On the contrary by nonviolence it is educated positive things with positive thoughts with positive word. Because of that the hate speech should be prohibited category. Instructive stories can directly show us some true values and right direction.

By means of mentioned humanistic values it is possible to incorporate basic values of honesty, justice, authenticity, trust, collectiveness (social cohesion), relaxation, kindness altruism, imagination and social responsibility which for managers and business are more and more important.

#### 4.2 Business leading values for managerial education

Beyond humanistic values for managers is also important incorporation of business-economic values: discipline, responsibility, diligence, persistence, efficacy. This values can be achieved by disciplined, responsible, precise performing of duties and working tasks by means of manager education (because by them are incorporated very important economic contents: culture of work, diligence, preciseness, prudence, honesty, determination for persistence, urgency, patience, efficacy). By disciplinary and working anarchy of manager are incorporated business – economic adversity habits: irresponsibility, leisure, nondiscipline, unfairness, disrespect of models and general value vacuum (ethical relativism).

<sup>3</sup> The oposite wisdom sentence who internalize the oposite value is in Croatia well known: „From lies has nobody drown!“

## 5. CONCLUSION

The conclusion of this paper is that manager moral crisis defined as state beyond social expectations can be resolved only by realizing their causes. These are:

- Managerial socialization is a critical factor for ethical managerial behaviour. According to this knowledge it is important to model appropriate manager ethical behaviour by rewarding prosocial (ethical) and punishing asocial and antisocial (unethical) behaviour.
- Proper professional and psychological manager profile (personality) is the second key factor for managerial ethics. According to this critical is managerial selection according to desired professional and psychological profile. Professional manager selection is critical to promote managers with capacity for future prosocial behaviour, and to decrease asocial and antisocial behaviours (especially avoiding psychopathological manager profile).
- Structural characteristics of the enterprise (organizational climate and culture which they produce) is the third key factor for ethical behaviour. Here is critical education in key humanistic values (correct doing, truth, love, peace, nonviolence) and other important values of scientific management (responsibility, discipline, diligence and persistence).

The answer how to achieve more integrity in managerial behaviour is in mentioned three suggestions who are derived from the key influential factors on managerial ethical behaviour. In management moral crisis conditions the integrity can not be achieved without moral knowledge and accordingly moral learning.

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