

# **ORGANIZATIONAL VALUES AND MORAL VIRTUES OF ENTREPRENEUR: AN EMPIRICAL STUDY OF SLOVENIAN ENTREPRENEURS**

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## **Abstract**

This article examines the self-reflexion of Slovenian entrepreneurs to their own business activity, with a focus on their core values and virtues, which would consequently affect the performance, growth and development of entrepreneurship in Slovenia. The article starts with a theoretical understanding of organizational values and moral virtues of entrepreneurs and review of the recent empirical studies as the basis on which it is possible to achieve the explanation of the attitude of Slovenian entrepreneurs towards entrepreneurship. We have conducted our own empirical quantitative study on the representative sample of Slovenian entrepreneurs (n =114). Using the obtained results, we tried to verify the six hypotheses. We were particularly interested in those hypotheses that presuppose the entrepreneur who highly appreciates and respects the values and virtues of an ethical businessperson in practice, will be more economically successful. Based on the results of our research we indicated that the Slovenian entrepreneurs are largely aware of the relevant organizational values and moral virtues, although this is not always obvious in their actions in everyday business practices. The article concludes with an interpretation of the results and discussion of the prospects and challenges for further exploration of the topics covered.

**Keywords:** business morality, moral virtue, organizational value, Slovenian entrepreneurship, business ethics.

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## **Introduction**

The entrepreneurship in contemporary economy is particularly significant for economic development and prosperity of the entire society. The economic and financial crisis in recent years has also affected the entrepreneurship in the world and in Slovenia. Symptoms of such crisis in Slovenia are primarily the lack of good business practices, high level of unemployment<sup>4</sup>, corruption, clientelism and careerism (Jelovac and Juričan, 2007) and high start-up mortality rate, i.e. mortality of newly founded companies. Data obtained in researches indicate that only one of three start-up companies survives after the first three years of operation (Rebernik, Tominc and Pušnik, 2006). So called “early entrepreneur activity of adult population in 2011 reduced considerably: from 4.65% in 2010 decreased to 3.65%. The decrease is even more worrying because it is the third consecutive year of entrepreneurship activity decrease and comparing with the year 2008 when 6.4% of population chose the entrepreneurship career, the percentage is reduced by half and has reached the lowest level since 2004” (Rebernik, Tominc and Crnogaj, 2012: 63).

In such circumstances, it is necessary to establish the *relation* of Slovenian entrepreneurs toward entrepreneurship by researching their *organizational values and moral virtues*, which according to our opinion determinately affect not only their attitudes on entrepreneurship, but also the long-term effectiveness, growth and development of entrepreneurship in everyday practice. This is what the theoretical knowledge and results of empirical studies in the developed world indicate. The values, like the nucleus of organizational culture, represent the basis and the horizon of entrepreneurial vision, which consequently makes possible the formation of strategies and tactics for their successful operation in everyday practice (Schein, 1990, Nonaka, 1991; 1995, Bowman and Faulkner, 1997, Colin and Lovell, 2006. Burns, 2007, Barringer and Ireland, 2008). For the entrepreneur who is a company founder, it is of the utmost importance to develop the organizational culture of his/her company. This is to be established primarily on values and virtues. Everything that will happen in the company depends on how the entrepreneur understands what is worth living and working for. For this purpose, we conducted empirical quantitative research based on a representative sample of Slovenian entrepreneurs and at the basis of the obtained results, we verified the hypotheses that we set. Our objective in this context was to conduct a

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<sup>4</sup> According to data of Statistical Office of the Republic of Slovenia (Statistični urad Republike Slovenije) in January 2013 the registered unemployment rate reached 13.6% of working age population (SURS, 2013).

comparative analysis of the obtained results with the results obtained from three similar studies that were recently carried out on this issue in Slovenia (Vadnjak, Jelovac and Damjan, 2009; Jelovac, Žitnik, Vadnjak and Damjan, 2010; Dejan Jelovac, van der Wal and Ana Jelovac, 2011).

### **Research methodology**

The theoretical basis and framework of our research are Weber's *modernisation theory* (Weber, 1905/1958; 1921/1968), Schumpeter's concept of entrepreneurship like "*creative destruction*" (Schumpeter, 1942) and the paradigm of "*mixed* (lat. *miscellāneus*) *type of entrepreneur*" like dominant in Slovenian business environment in the age of post-socialism transition (Jelovac, 2000: 43–45). According to Weber's theory, values and virtues are the decisive factors that shape the culture and consequently the forms of behaviour and norms of acting of individuals and groups in the business world. It is completely opposite to Marx's modernisation theory, according to which the culture like form of social consciousness is only a "superstructure", to say the roof of social being consisted of material forces of production and production relations as essential elements of social basis. Values and virtues in such a conceptual discourse are just some of the consequences of social basis operation and not its cause like Weber thought. As said, our attitude is more in line with Weber's than with Marx's theory. For this reason, we decided to research the influence of values (primarily of the organizational ones) and moral virtues on the attitude or on the relation of contemporary Slovenian entrepreneurs toward their own profession.

We began the empirical quantitative study on the relation of Slovenian entrepreneurs toward entrepreneurship in October 2009 and data collection lasted until the end of January 2010. Previously, we revised the existing studies on this topics and focused on three similar empirical studies: 1) research on the values and integrity of managers in the public and private sector in the Netherlands, conducted in 2005 by van der Wal and co-authors (van der Wal, de Graaf and Lasthuizen, 2008); 2) research on the relation of secondary school students toward entrepreneurship, conducted by Jelovac, Vadnjak and Damjan in 2008 (Vadnjak et. al., 2009; Vadnjak et. al., 2010) and 3) research on values and integrity in the private and public sector which was conducted simultaneously with this research, i.e. in autumn 2009, conducted by Dejan Jelovac and Ana Jelovac (Jelovac et al., 2011). At the basis of these studies and aforementioned theoretical framework we have designed the following hypotheses as guidance in our present research:

H<sub>1</sub>: Slovenian entrepreneurs will mostly emphasize the values such as autonomy and realization of their own ideas as the most important factors that influenced their decision to become entrepreneurs.

H<sub>2</sub>: Slovenian entrepreneurs will best appreciate the organizational values of the discourse of modern business morality, such as honesty, reliability, lawfulness, expertise, serviceability and dedication.

H<sub>3</sub>: Slovenian entrepreneurs will best appreciate the moral virtues of the discourse of modern business ethics, such as diligence, industriousness, seriousness, persistence, resourcefulness and courage.

H<sub>4</sub>: There will be significant statistical similarities of the evaluation of organizational values between managers and entrepreneurs in the Slovenian and Dutch economies.

H<sub>5</sub>: There will be significant statistical similarities between Slovenian secondary school youths and professional entrepreneurs' evaluation of appropriate moral virtues indispensable in everyday business life.

H<sub>6</sub>: The entrepreneur who highly appreciates and respects the values and virtues of a moral businessperson in practice, will be more economically successful.

In order to verify the hypotheses set above, we conducted our own empirical quantitative study. We took over selected questions from previous aforementioned study to make a new questionnaire by complementing already existing questions and by adding new ones to verify the set hypotheses. We conceived *the written questionnaire* as being the main research instrument in the study. The questionnaire consisted of eight sets of questions and the ninth one with demographic questions. First, we forwarded the questionnaire we prepared to the addresses of 1,000 entrepreneurs in Slovenia, since we expected to receive at least 120 completed questionnaires and this would be enough for the purposes of the statistical analysis. Considering the circumstances of social science research in Slovenia, the rather low response rate was not surprising at all. Therefore, we additionally expanded the database of entrepreneurs-respondents and added 1,760 new entrepreneurs to the ones already included in the research sample. Thus, we forwarded the questionnaires to a total number of 2,760 entrepreneurs in Slovenia. Even after this attempt, the sample we had was too small, and therefore we decided to encourage potential respondents using common and electronic mail, phone conversations and direct contact to complete our questionnaire. Hence, we combined the method of *random sampling* and the method of *snowball sampling*. We received 114 correctly completed questionnaires out of the 2,760 that we sent. We included them in the sample, which was sufficient for further statistical analysis and data processing. That means the

response rate in our research was 4.13%<sup>5</sup>. This way we got the representative sample sufficient for further data processing and statistical analyses.

Four out of eight set of questions contained the Likert scale of attitude in which we included: 1) reasons or factors, which significantly influenced the entrepreneur's decision to become an entrepreneur, 2) statements in respect of success, profession and entrepreneurship, and to what extent respondents agree with them, 3) professional views on entrepreneurs' role and at what extent questioned entrepreneurs agree with them, 4) human virtues related with the effectiveness of entrepreneurs, wherein respondents had to evaluate the extent in which they possess these virtues according to their opinion or how much any of the virtues is particular for them personally. For this purpose, we used the following virtues we took from *Organizational barometer* as the instrument, which Jelovac formed in his text-book *Challenges of organization development* (2009), for assessment of the common values in organizational culture: Resourcefulness, Industriousness, Communicativeness, Decisiveness, Persistence, Dependability, Diligence, Seriousness, Courage, Creativity, Cleverness, Trustworthiness, Practicality, Loyalty, Honesty, Enthusiasm, Fairness, Ability to admit defeat, Competitiveness, Prudence, Unscrupulousness, Greed (Jelovac, 2009: 156-161).

The questionnaire also contained the questions on *organizational values* (see Table 1). We took the set of organizational values and their definitions from van der Wal and co-authors (van der Wal et al., 2008: 270):

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<sup>5</sup> If we compare our response rate with the response rate in the research done by D. Jelovac and A. Jelovac, which was conducted simultaneously, although on a sample of 400 managers in the private and public sectors in Slovenia (obtained in a combination of random sampling and snowball sampling), the response rate was just a little bit higher, namely 6.77% (Jelovac et al., 2011). If we compare our response rate of 4.13% with the response rate in the research on values and integrity of managers in the private and public sectors conducted by van der Wal and co-authors in the Netherlands, wherein the response rate reached 30.44% for managers in the private sector and 30.16% for managers in public administration (van der Wal et al., 2008: 480), we can notice there is a significant difference. It indicates at least how much higher the level of social and personal responsibility of businesspersons is in the developed part of EU than in Slovenia.

Table 1: Set of Organizational Values

Values
1. Accountability: Act willingly to justify and explain actions to the relevant stakeholders
2. Collegiality: Act loyally and show solidarity toward colleagues
3. Dedication: Act with diligence, enthusiasm, and perseverance
4. Effectiveness: Act to achieve the desired results
5. Efficiency: Act to achieve results with minimal means
6. Expertise: Act with competence, skill, and knowledge
7. Honesty: Act truthfully and comply with promises
8. Impartiality: Act without prejudice or bias toward specific group interests
9. Incorruptibility: Act without prejudice and bias toward private interests
10. Innovativeness: Act with initiative and creativity (to invent or introduce new policies or products)
11. Lawfulness: Act in accordance with existing laws and rules
12. Obedience: Act in compliance with the instructions and policies (of superiors and the organization)
13. Profitability: Act to achieve gain (financial or other)
14. Reliability: Act in a trustworthy and consistent way toward relevant stakeholders
15. Responsiveness: Act in accordance with the preferences of citizens and customers
16. Self-fulfilment: Act to stimulate the (professional) development and well-being of employees
17. Serviceability: Act helpfully and offer quality and service toward citizens and customers
18. Social justice: Act out of commitment to a just society
19. Sustainability: Act out of commitment to nature and the environment
20. Transparency: Act openly, visibly, and controllably

Respondents could evaluate twenty different values and their significance for and influence on decisions made in their company on a scale from the least important to the most important. The following types of questions were included: 1) importance that twenty values had for decisions made in the company for which respondents were responsible or or co-responsible; respondents could evaluate each statement in the range from 1 to 10, wherein 1 means the least important and 10 the most important; in these type of questions the respondents *evaluated*

*the influence and importance* of specific value for the existing decision-making process in the company they were responsible for or co-responsible; 2) out of the twenty listed values accepted in the company of respondents, they could choose five as being the most important values currently were influencing the decision-making process within the company they were responsible for or co-responsible; they rated the chosen values in the range from 1 to 5, wherein 1 means the least important and 5 the most important; 3) out of the twenty listed values accepted in the company of respondents, they could choose five for as being the values that *should be the most important* in the process of decision-making within the company they were responsible for or co-responsible; they rated the chosen values in the range from 1 to 5, wherein 1 means the least important and 5 the most important. 4) out of twenty listed values accepted in the company of respondents, they could choose five as being the most important values that were influencing the decision-making process in the Slovenian economy; they rated chosen values in the range from 1 to 5, wherein 1 means the least important and 5 the most important. We finished the questionnaire with demographic questions, which included: type of the company activity (according to standard classification of activities), date the company was founded, ZIP code of head office, company size (micro, small, medium and large), number of employees in the company, how much the company is being financed from public or budgetary resources, net profit of the company in the year before the research was conducted (namely in 2008), gender of entrepreneur, age and possible comment on relation of Slovenian entrepreneurs toward entrepreneurship.

As we have already mentioned, we developed our questionnaire on already existing questionnaires used in the research on the relation of secondary school students toward entrepreneurship<sup>6</sup> and on values and integrity of managers in the public and private sector<sup>7</sup>. Of course, the questions in our questionnaire were adjusted especially for the entrepreneurship sector. That means the questionnaire had already been tested by segments and only complemented and adapted in this occasion in order to be used as the primary source to obtain data and at the same time for possible further comparative analysis. Since the reliability of the larger part of the questionnaire had already been tested, there was no need to conduct the pilot study. In order to measure the

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<sup>6</sup> Mentioned research was carried out in November and December of 2008 in 150 classes in 55 secondary schools in Slovenia on sample of 3,147 respondents (Vadnjak et al., 2010).

<sup>7</sup> This research was carried out simultaneously with our research during autumn of 2009 (Jelovac et al., 2011).

coefficient Cronbach's Alpha, we had included all the variables into the analysis. The coefficient is 0.771, which shows quite reliable internal consistency of chosen indicators measuring the same concept. With this level of reliability, we confirmed the survey instrument was reliable and the obtained data were sufficiently reliable and therefore appropriate for further analysis.

### **Characteristics of sample**

Firstly, we analyzed the descriptive statistics on demographic data on sample respondents. As already said, the sample included 114 respondents-entrepreneurs (entire sample, n = 114), out of which 31.6% women (36 female entrepreneurs) and 68.4% men (78 male entrepreneurs). It approximately corresponds to the proportion between genders in the population of entrepreneurs: male entrepreneurs on average still predominate in Slovenia. Although there is no so-called *typical entrepreneur*, or in other words, a “unique profile of entrepreneur” does not exist, male or female entrepreneurs of highly different educational background come from different social circles and from different family environments. Of course, women are establishing more and more companies and this rate is increasing every year (Antončič et al., 2002: 85). Characteristics of our sample are included in the table 2.

Table 2: Characteristics of sample

Entrepreneurs	n = 114
<i>Age</i>	
< 25 years	4.4%
26–35	27.2%
36–45	33.3%
46–55	26.3%
> 56 years	8.8%
<i>Gender</i>	
Male	68.4%
Female	31.6%
<i>Number of subordinates</i>	
< 10	58.8%
21 - 25	11.4%
26 - 50	15.8%
101 - 250	7 %
251 - 500	6.12%
> 500	0.87%
<i>Source of funding</i>	
100% private	93.9%



0–50% public	5.2%
51–99% public	0.9%
100% public	0 %
<i>Company head office</i>	
Ljubljana	26.3%
Ivančna Gorica	7.9 %
Medvode	5.3%
Maribor	5.3%
Other	55.2%
<i>Activity (according to SCA)</i>	
Manufacturing	21.1%
Wholesale and retail trade; repair of motor vehicles and motorcycles	21.1%
Professional, scientific and technical activities	19.3%
Construction	7 %
Information and Communication	4.4%
Real Estate Activities	3.5%
Other	17.51%
Without answer	6.09%
<i>Legal form of company</i>	
Limited liability company (Ltd.)	69.3%
Private entrepreneur	21.1%
Joint-stock company (Jsc.)	5.3%
Unlimited liability companies (Ulc.)	3.5%
Limited partnership, limited partnership on shares, undisclosed partnership	0 %
Other	0.87%
<i>Company size</i>	
micro	49.1%
small	35.1%
medium	12.3%
Large	2.6%
Without answer	0.9%
<i>Tradition since</i>	
1990	10.44%
1991	6.96%
2008	6.96%
1848	1.74%
Other	73.9%

If we summarize the obtained data from the table above, we can establish there are 114 Slovenian entrepreneurs, among which predominate male entrepreneurs (68.4%) and almost one third (59.6%)

of entrepreneurs belong to the age category between 36 and 55 years<sup>8</sup>. Most of respondents own companies with following characteristics: (i) 93.9% of respondents finance their own company with their own resources (i.e. 100% private resources)<sup>9</sup>; (ii) 58.8% of respondents have between 0 and 10 employees in his/her company; (iii) more than a quarter of respondents (26.3%) have their head office in Ljubljana<sup>10</sup>; (iv) in reference to activity, most entrepreneurs operate in the manufacturing industry (21.1%), wholesale and retail trade, repair of motor vehicles and motorcycles (21.1%), as well as entrepreneurs from professional, scientific and technical activities (19.3%); (v) as far as legal organizational form is concerned, in the entire sample predominate limited liability companies with 69.3%; (vi) even 49.1% of respondents own a micro company and 35.1% a small company; (vii) most of the respondents founded their company in 1990 and in second place are those who did so in years 1991 and 2008, which we could interpret as being one of the positive consequences of Slovenia's gaining independence and starting the process of post-socialist transition in 1991.

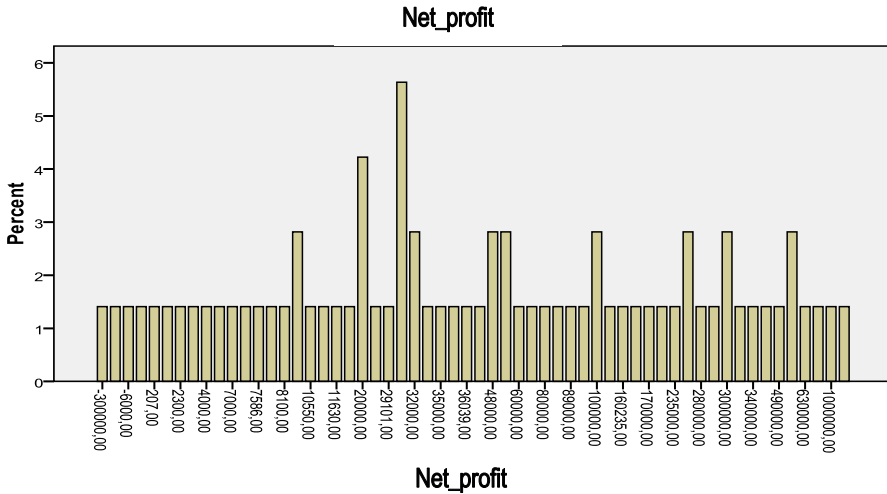
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<sup>8</sup> Most of respondents start their entrepreneurship career between 26 and 55 years, since according to the explanation of Antončič and co-authors, before this period majority do not have enough experience, financial support or a sufficiently high level of energy either (Antončič, et al., 2002: 91).

<sup>9</sup> In this context it is indicative that, as far as the demographic question is concerned, we have the most difficulties to obtain answers regarding net profit companies gained during the previous business year (i.e. in 2008), since respondents whether did not want to reveal or did not dispose of this information. Some of these respondents actually affirmed that such question represented the invasion of personal privacy, and others skipped this answer or provided only approximate information (see Graph 1 below).

<sup>10</sup> We explain such a result as the consequence of at least two facts: 1) that the majority of companies are registered in Ljubljana, at the same time economically the most powerful region in Slovenia and 2) very high levels of commuting to the capital city from entire Slovenia. All other respondents have their head offices dispersed all over Slovenia, which means we provided correct geographic distribution of respondents from all over the country and which provided high sample representativeness.

Graph 1: Net profit of the respondent's company



**Results**

We processed and analyzed the collected data with statistical tests enabled by program SPSS 20.0.

**Factors that significantly influenced respondents' decision to become an entrepreneur**

We were interested in factors that significantly influenced the decision of respondents to become entrepreneurs. Based on the insight into literature, i.e. into the research, conducted thus far in this subject (Antončič et al., 2002, 85–102, Antončič, 2005), we have listed the possible factors as follows: family fortune, entrepreneurship experiences of parents, business knowledge, understanding of partner, encouragement by friends, luck (chance), good relations with co-workers, clearly defined tasks, opportunity for advancement, autonomy at work, flexible working hours, reputation in society, realization of own ideas, job security, high salary and interesting work (see table 2). From the data it appears that respondents decide to be entrepreneurs mostly because of *autonomy* (4.56), *they want to realize their own ideas* (4.45), *they think that the work of an entrepreneur is interesting* (4.43), and the fact they decided to become entrepreneurs enables them flexible working hours (3.93), and because the tasks are clearly defined (3.86). Respondents decided for entrepreneurship in the least extent because of family fortune (2.05), entrepreneurship experience of parents (2.25), encouragement by friends (2.45) and social reputation (2.05). Remaining listed factors, such as business knowledge, understanding of partner,

luck (chance), good relations with co-workers, opportunity for advancement, job security and high salary, vary in the range between the factors that had the strongest and the least influence on respondents' decision to become entrepreneurs.

Table 3: Factors that influenced the decision of respondent to become an entrepreneur

	Mean	Standard error	Standard deviation
Family fortune	2.05	0.12	1.282
Entrepreneurship experience of parents	2.25	0.14	1.491
Business knowledge	3.58	0.106	1.136
Understanding of partner	3.14	0.129	1.375
Encouragement by friends	2.45	0.117	1.249
Luck (chance)	2.91	0.118	1.25
Good relations with co-workers	3.27	0.125	1.33
Clearly defined tasks	3.86	0.096	1.025
Opportunity for advancement	3.46	0.125	1.331
Autonomy	4.56	0.066	0.704
Flexible working hours	3.93	0.112	1.195
Social reputation	2.84	0.115	1.231
Realization of ideas	4.45	0.073	0.779
Job security	3.16	0.122	1.307
High salary	2.89	0.115	1.225
Interesting work	4.43	0.075	0.798

Through the studies conducted to date in the developed countries, the researchers have determined that the factors of initiating a start-up company are different between male entrepreneurs and female entrepreneurs. Men are frequently motivated by the control over their own destiny and by business developments (such as the result of a disagreement with the boss or with the feeling they could manage the business better than others), and women (especially in USA) are motivated by the need to assert themselves (such as the result of a disappointment in their job and prohibition to create and grow personally in a previous job position). However, Slovenian male entrepreneurs and female entrepreneurs *are driven by similar motives* to found their own company, such as autonomy (they want to work on their own) and achievements (they wish to exploit their own capabilities); and other motives are earning money, building a career and ensuring security (Antončič et al., 2002: 96–99). According to results of our research, the factor of *autonomy* had the most influence on their decision to become entrepreneurs, just as it is generally accepted in the case of Slovenian

entrepreneurs who are mostly motivated by *autonomy* when starting up a company.

In addition, Slovenian entrepreneurs in general want to exploit their capacities and assert themselves in the entrepreneurship. The results of our study shows, besides autonomy, in second place is the wish of realization of their own ideas, which also motivated them. The most powerful motives for the decision of someone to become an entrepreneur which have been identified to date literature are very similar to the results of present research. Respondents in our research did not evaluate factors such as high salary (2.89), opportunity for advancement (3.46) and job security (3.16) to a large extent, but remained indecisive while rating these factors or vacillated whether these factors were important or not for their decision to start the career in entrepreneurship. Respondents in our research mostly did not decide to start the career in entrepreneurship because of family fortune, or were not encouraged by their friends or by the experience their parents had in entrepreneurship. In addition, they considered they would not gain any social reputation, or were more indecisive about the influence of this factor.

### **Statements regarding success, profession and entrepreneurship**

Respondents evaluated the level of agreement with the offered positions regarding success, profession and entrepreneurship (see table 4).

Table 4: Statements of respondents regarding success, profession and entrepreneurship

	Mean	Standard error	Standard deviation
There is no possibility to make a fortune the honest way.	2.12	0.123	1.311
He who fails once is bad entrepreneur.	1.8	0.072	0.766
Material goods give meaning to life.	2.46	0.096	1.018
Entrepreneurs push themselves only for money.	2.18	0.096	1.02
Entrepreneurs were not quite successful in school.	2.39	0.1	1.069
I often think about new ideas how to earn money.	4.18	0.076	0.804
Profession of entrepreneur deserves respect.	4.14	0.081	0.865
I like to take a chance to earn.	3.97	0.082	0.877
School knowledge is not quite useful for success in entrepreneurship.	2.49	0.108	1.147
Successful entrepreneur is the one who can afford luxury.	1.99	0.086	0.911
I always want to have enough time for family and friends.	3.95	0.093	0.994
Everyone can be a successful entrepreneur, if he/she wants.	3.39	0.106	1.133
My parents would be proud of me if I would found my own company.	3.26	0.114	1.212

From the obtained results about positions of respondents regarding success, profession and entrepreneurship, we can determine they agree largely with the statement that they often think about new ideas to earn money with (4.18). It considerably corresponds to the factor, which significantly influenced their decision to become an entrepreneur, because the respondents also agreed largely that that factor was the realization of their own ideas. In addition, respondents mostly disagree or they are indecisive regarding the statement the entrepreneurs push themselves only for money (2.18) or regarding the statement they cannot make a fortune the honest way (2.12). Questioned entrepreneurs also associated that statement with the factor of high salary, regarding which most of them considered it had not to a large extent influenced their decision to become entrepreneurs. Considering such agreement, we can affirm that respondents indeed are striving and think a lot about

how to earn as much as possible, but not that they are pushing themselves only for money or that they want to get it in any way, even dishonestly, because they mostly agree that they can make a fortune the honest way.

It is interesting the result that respondents mostly disagree with the statement that the successful entrepreneur is not the one who can afford luxury (1.99). They also considered largely that the profession of an entrepreneur deserved respect (4.14), and agreed the least that the entrepreneur who fails once is a bad entrepreneur (1.8). This result corresponds to the results of other research, according to which "most entrepreneurs say their first company was not the most important. Entrepreneurs encounter more opportunities for new business in their professional career than individuals in other professions" (Antončič et al., 2002: 92). It is interesting that they mostly disagree or remain indecisive regarding the statement that school knowledge is not quite useful for success in entrepreneurship and that the formal education is not necessary to found a company, although it provides a good base for future business. Respondents mostly disagree or are indecisive regarding the statement that entrepreneurs were not quite successful in school (2.39). Moreover, they are largely inclined to agree with the statement, they want to have enough time for family and friends (3.95), yet not with the statement that material goods give meaning to life (2.46). Obtained data on the positions regarding success, profession and entrepreneurship indicate that entrepreneurs like income and money, *yet they want to gain it in an honest way with new ideas*. They are also aware that material goods do not give meaning to their lives and that luxury as well is not the criterion for effectiveness of an entrepreneur, and they want to have enough time for their families and friends. Education is important for entrepreneurship, although they mostly consider that one who fails once is not a bad entrepreneur, but probably only achieved new entrepreneurship experience that will help him/her to be more efficient and successful in the case he/she decide to found a new company.

### **Opinions regarding the role of entrepreneurs**

Respondents evaluated the level of agreement using the offered statements regarding the specific difference of an entrepreneur as businessperson in the national economy and their views on the place and role of an entrepreneur (see table 5).

Table 5: Attitude and views of respondents regarding the place and role of entrepreneurs

	Mean	Standard error	Standard deviation
An entrepreneur is an innovator.	3.94	0.086	0.915
An entrepreneur knows how to connect material and human resources.	4.17	0.072	0.767
An entrepreneur knows how to recognize the opportunity.	4.36	0.065	0.693
Entrepreneurs discover and implement new technologies.	3.86	0.071	0.763
Entrepreneurs launch new products and services to the market.	3.89	0.073	0.784
Entrepreneurs have to connect with other entrepreneurs in order to become successful.	3.75	0.085	0.908
Entrepreneurs are those who introduce novelties into life and business.	3.89	0.075	0.796
Entrepreneurship is the long-term creation of new value.	4.15	0.08	0.851
Entrepreneurship creates a rather small number of job positions.	2.04	0.091	0.967
True entrepreneurs want to employ other people as much as possible.	3.26	0.09	0.962
True entrepreneurs are not afraid of failure.	3.71	0.101	1.065
People do not quite respect the profession of entrepreneurs in our country.	3.46	0.091	0.964
Slovenians are not very entrepreneurial compared to other nations.	2.83	0.087	0.93
Entrepreneurs are very important for the development of the country.	4.54	0.061	0.654

The obtained results indicate that entrepreneurs agree largely with the statement that entrepreneurs are very important for the development of the country (4.54). But they mostly disagree or remain indecisive that entrepreneurship indeed creates a limited number of job positions (2.04), which mean they consider entrepreneurs do create job positions, although they are also inclined to agree with the economically rational approach, according to which entrepreneurs do not want to employ other people as much as possible (3.26). The data indicate that they agree largely with the statement that the entrepreneur knows how to identify



opportunity (4.36) and to connect material and human resources as well (4.17). Most of the questioned entrepreneurs disagree or they remain indecisive regarding the statement according to which Slovenians are very entrepreneurial compared to other nations (2.83). Nevertheless, they do agree with the statement according to which entrepreneurship creates new values (4.15) and that the entrepreneur is an innovator (3.94) who launches new products and services to the market (3.89) and introduces novelties into business and life (3.89) as well as new technologies (3.86). In this context it is interesting to consider the comparison with the statement regarding success, namely that the profession of an entrepreneur deserves respect, where respondents agree more with this statement (4.14), than with the statement regarding the professional view about the role of entrepreneur, according to which the profession of entrepreneur is not quite respected in Slovenia (3.46). However, they still largely tend to have this position, in other words they are more in favour of this position. It means the respondents are more likely to be of the opinion the profession of an *entrepreneur deserves respect*.

### **Moral virtues related with effectiveness of entrepreneurs**

The purpose of our study was to determine which virtues and values had the strongest influence on mere effectiveness, growth and development of entrepreneurship in Slovenia according to Slovenian entrepreneurs. Table 6 shows human *moral virtues* associated with the effectiveness of entrepreneurs, and respondents had to evaluate in the questionnaire to what extent these virtues are characteristic for them personally (respondents used the Likert scale of attitude wherein means: 1 = not characteristic at all, 2 = not characteristic, 3 = indecisive, 4 = characteristic, 5 = very characteristic).

Table 6: Moral virtues related with effectiveness of entrepreneurs

Moral virtue	Mean	Standard error	Standard deviation
Unscrupulousness	1,68	0,085	0,903
Industriousness	4,50	0,059	0,629
Cleverness	4,06	0,057	0,602
Resourcefulness	4,24	0,067	0,711
Communicativeness	4,13	0,088	0,931
Enthusiasm	4,01	0,082	0,871
Decisiveness	4,06	0,075	0,789
Courage	4,13	0,075	0,796
Greed	1,78	0,092	0,975
Honesty	4,41	0,064	0,668
Practicality	4,12	0,075	0,799
Fairness	4,33	0,062	0,661
Prudence	4,03	0,072	0,761
Diligence	4,27	0,074	0,791
Seriousness	4,39	0,066	0,7
Competitiveness	3,51	0,096	1,019
Creativity	4,04	0,072	0,767
Persistence	4,35	0,067	0,707
Dependability	4,56	0,052	0,55
Trustworthiness	4,21	0,085	0,902
Ability to admit defeat	3,59	0,101	1,074
Loyalty	4,37	0,061	0,645

The obtained results indicate that respondents estimate that for them mostly it is not characteristic to possess the attributes that essentially are not virtues and are typical for tycoons, swindlers and similar, like unscrupulousness (1.68) and greed (1.78). However, they do estimate that for them are characteristic, to a large extent, the human virtues such as dependability (4.56), industriousness (4.5), honesty (4.41), seriousness (4.39), loyalty (4.37), persistence (4.35), fairness (4.33), diligence (4.27), resourcefulness (4.24), and trustworthiness (4.21). Respondents particularly believe themselves to have appropriate human virtues that are characteristic virtues of an entrepreneur, such as resourcefulness (4.24), enthusiasm (4.01), decisiveness (4.06), prudence (4.03), competitiveness (3.51), creativity (4.04), and which are supposed to be largely characteristic for respondents, as far as we can discern according to the mean rating of their evaluations. In addition, it is revealing to learn that even 56.1% of Slovenian respondents evaluated the virtue of *industriousness* with the evaluation of 5 that means this human virtue is very characteristic for them personally. One of very deep-rooted stereotypes is that Slovenians are industrious and diligent,

which means not only as entrepreneurs, but also as a nation in general. Therefore, we can affirm this part of such a self-image of Slovenians with a large probability reflected also in the attitude of our respondents.

**Values that influence the existing decision-making process in a company**

An important subject area of research in our study was also *organizational values*. The questionnaire actually listed twenty values that influence decisions made in the company the respondents for which the respondents were responsible or shared the responsibility. In the case of this question, the respondent evaluated each statement in the range from 1 to 10, wherein the evaluation 1 means the least important and the evaluation 10 the most important. Respondents evaluated the influence and importance of a particular value for the existing process of making decisions in their own companies. The following Table 7 shows the obtained data.

Table 7: Values that influence the existing decision-making process in a company

Value	Mean	Standard error	Standard deviation
Accountability	8,05	0,193	2,057
Collegiality	8,58	0,139	1,487
Dedication	8,94	0,118	1,264
Effectiveness	8,25	0,136	1,455
Efficiency	7,76	0,169	1,801
Expertise	8,80	0,135	1,434
Honesty	9,21	0,105	1,117
Impartiality	8,05	0,183	1,955
Incorruptibility	8,45	0,204	2,178
Innovativeness	8,47	0,162	1,731
Lawfulness	8,86	0,149	1,59
Obedience	7,77	0,221	2,358
Profitability	8,54	0,148	1,575
Dependability	8,87	0,132	1,405
Responsiveness	8,32	0,148	1,577
Self-fulfilment	8,79	0,129	1,379
Serviceability	8,84	0,121	1,287
Social justice	8,62	0,165	1,759
Sustainability	8,59	0,164	1,754
Transparency	8,75	0,164	1,754

The results indicate that the respondents consider all the offered organizational values are of extraordinary importance, since their evaluations vary in quite high range of average, namely between 7.76 and 9.21. Respondents appraised that to a large extent or in other words the most important values are honesty (9.21), dedication (8.94), dependability (8.87), lawfulness (8.86), serviceability (8.84), expertise (8.8) and self-fulfilment (8.79), in addition to the other already highly evaluated influence and importance of specific values for the existing process of making decisions in a company. Values such as social justice (8.62), sustainability (8.59), profitability (8.54) and incorruptibility (8.45) were also highly evaluated. Respondents marked the values like efficiency (7.76), obedience (7.77), impartiality (8.05), accountability (8.05), effectiveness (8.25) and responsiveness (8.32) the least, i.e. as values of the least importance, although with high average rate.

### **Discussion**

The results of our quantitative study are in favour of our hypotheses. At the first place, we tested the first hypothesis ( $H_1$ ), according to which Slovenian entrepreneurs would mostly emphasize the values such as autonomy and realization of their own ideas as the most important factors that had influenced their decision to become entrepreneurs. According to the presented data above, *autonomy* and *realization of own ideas* were the factors most frequently marked as the most important for respondents to decide to become entrepreneurs. In this case, the standard deviation for the variable *autonomy* was 0.704 and 0.779 for the *realization of own ideas*. The most frequent value (median value) for both variables was 5. The results clearly indicate that 89.4% of respondents answered the question regarding the decision to become entrepreneurs that the factor like autonomy was *very important* and/or *important* for them. It is indicative that none of the respondents has marked autonomy as completely irrelevant. Only one respondent did mark it as irrelevant. The same is applicable on the second factor from our hypothesis, like the realization of own business ideas. Even 91.2% of respondents answered that exactly this factor was *very important* and/or *important* for the decision to become entrepreneurs. It is indicative that only one respondent marked this factor as completely irrelevant, and three of them marked it as irrelevant. Considering what we have already determined, we can affirm that our first hypothesis  $H_1$  is *entirely confirmed*.

Based on the obtained data from the present study, we tested  $H_2$ , wherein we assume that Slovenian entrepreneurs will evaluate with the highest rates the organizational values from the discourse of modern business ethics, such as *honesty*, *dependability*, *lawfulness*, *expertise*,

*serviceability and dedication*. The results shown in the Table 7 indicate that the entrepreneurs rated the following organizational values as the most appreciated in the existing process of making decisions in their companies: honesty (9.21), dedication (8.94), dependability (8.87), lawfulness (8.86), serviceability (8.84), expertise (8.8) and self-fulfilment (8.79). This is in accordance with the expectations about our second hypothesis H<sub>2</sub>, according to which we assumed (considering the results of two other previously conducted research studies on managers in the Slovenian and Dutch economy) that the values *honesty, dependability, lawfulness, expertise, serviceability and dedication* would be rated as the most important values of Slovenian entrepreneurs. Based on the obtained data from our study, we can determine it actually did happen, but only partially in accordance with the order of importance. In fact, with our hypothesis we assumed only the set of the most highly rated values (“rating”), but not their order of importance (“ranking”). As far as we can discern, Slovenian entrepreneurs rated among organizational values the value of *self-fulfilment*, which we did not assume they would rate so high. Considering what we have discovered above, we can affirm that our hypothesis H<sub>2</sub> is *entirely confirmed*.

In our third hypothesis, we assumed Slovenian entrepreneurs *would* best appreciate the moral virtues from the discourse of contemporary business moral, like diligence, seriousness, industriousness, persistence, resourcefulness and courage. Table 6 shows the responses containing the rating data on how entrepreneurs evaluated listed moral virtues, associated in the theory and developed society’s contemporary practice with the effectiveness of entrepreneurs and to what extent they possess these virtues or in other words, to what extent are particular for them personally. As seen above, the results of the research confirmed our assumption that Slovenian entrepreneurs most appreciated the virtues such as industriousness (4.5), seriousness (4.39), loyalty (4.37), persistence (4.35), fairness (4.33), diligence (4.27), resourcefulness (4.24) and trustworthiness (4.21). Since we included in our third hypothesis that only the set of the most highly rated virtues, but not their order of importance (rank), we can say that all the virtues we previously presupposed were actually high rated in responses. Considering what we have determined above, we can affirm that our third hypothesis H<sub>3</sub> is *entirely confirmed*.

We presupposed with the hypothesis H<sub>4</sub> there will be significant statistical similarity between the means in ratings of organizational values among managers and entrepreneurs in the Slovenian and Dutch economy. We will deduce the verification of this hypothesis below by implementation of qualitative methods. For this purpose, we will use the

results already obtained in studies van der Wal & Huberts 2008 in Jelovac et al., 2011, where an identical set of variables was applied, with the identical measurement scale, in order to establish how important the 20 offered values were for managers while making decisions for the company for which they are responsible. Respondents evaluated the importance of certain values for the existing process of making decisions in the company. In order to ensure the conditions for comparative analysis, we applied the same methodology for the examination of the relation of Slovenian entrepreneurs toward organizational values.

Table 8: Organisational values placed in order of mean rating of importance of both countries

SLOVENIA		THE NETHERLANDS			
Entrepreneurs (n = 114)		Private sector managers* (n = 213)		Private sector managers** (n = 151)	
Value	mean	Value	mean	Value	mean
1. Honesty	9,21	1. Honesty	9.11	1. Honesty	8.2
2. Dedication	8,94	2. Reliability	8.93	2. Reliability	8.2
3. Reliability	8,87	3. Expertise	8.84	3. Expertise	8.1
4. Lowfulness	8,86	4. Lowfulness	8.84	4. Effectiveness	8.0
5. Serviceability	8,84	5. Incorruptibility	8.79	5. Incorruptibility	8.0
6. Expertise	8,80	6. Profitability	8.58	6. Accountability	7.8
7. Self-fulfilment	8,79	7. Dedication	8.56	7. Efficiency	7.7
8. Transparency	8,75	8. Transparency	8.43	8. Lowfulness	7.7
9. Social Justice	8,62	9. Serviceability	8.42	9. Profitability	7.7
10. Sustainability	8,59	10. Effectiveness	8.40	10. Dedication	7.6
11. Collegiality	8,58	11. Self-fulfilment	8.38	11. Transparency	7.6
12. Profitability	8,54	12. Accountability	8.18	12. Innovativeness	7.5
13. Innovativeness	8,47	13. Innovativeness	8.13	13. Serviceability	7.2
14. Incorruptibility	8,45	14. Sustainability	8.13	14. Collegiality	7.1
15. Responsiveness	8,32	15. Social Justice	8.09	15. Responsiveness	7.1
16. Effectiveness	8,25	16. Collegiality	8.07	16. Impartiality	6.6
17. Accountability	8,05	17. Obedience	8.07	17. Sustainability	6.5
18. Impartiality	8,05	18. Impartiality	8.00	18. Self-fulfilment	6.1
19. Obedience	7,77	19. Responsiveness	7.96	19. Social Justice	6.4
20. Efficiency	7,76	20. Efficiency	7.90	20. Obedience	5.7

\* Source: Jelovac et al., 2011: 137

\*\* Source: der Wal and Huberts, 2008: 273

In Table 8 we have placed values in order of mean rating of importance for private sector managers and entrepreneurs of both countries. In this way is easier to do comparative analysis. There is something outstanding obvious at first sight: *honesty* has the highest rating in all the three studies. According to Dutch and Slovenian managers, also the value of *dependability* occupied second place, which means that compared to our results it moved one position forward, since in our research on values of entrepreneurs remained in third place. It is similar with *expertise*, and the managers from both states placed it identically (third place), while Slovenian entrepreneurs ranked it on high six place.

Both Slovenian managers and entrepreneurs classified *lawfulness* in 4<sup>th</sup> place, and the Netherlanders placed it only in 8<sup>th</sup> place. It is particularly revealing that *efficiency*, such an important value for a highly competitive economy on the global market, was ranked last (20<sup>th</sup>) by both Slovenian entrepreneurs and managers, as against Dutch private sector managers who ranked it highly (7<sup>th</sup>). Jelovac et al. interpret this result as the consequence of the long-standing effect of a socialist mind-set of our managers and entrepreneurs who considered that efficiency did not have any influence: obviously, this is still the case in the period of post-socialist transition, despite Slovenia being a full member in the EU from 2004 (Jelovac et al., 2011: 138). Although the comparability of all these results was achieved by applying the qualitative method, i.e. our subjective assessment of the similarity of data, it should be considered with certain concern, since such comparison of average values offers only a basic insight into the similarity among particular responses from similar empirical research studies in Slovenia and in the Netherlands. New studies in this subject area are needed for more definitive and exact answers. Until then, we can rely only on our results, which indicate there is a noticeable *similarity among averages* of evaluations on organizational values among Slovenian entrepreneurs and managers on the one hand, and Dutch managers and Slovenian managers in the private sector and entrepreneurs on the other hand. Considering what we have determined above, we can affirm that our hypothesis H<sub>4</sub> is *entirely confirmed*.

The hypothesis H<sub>5</sub> presupposes there will be significant statistical similarity between Slovenian secondary school youths and professional entrepreneurs' evaluation of appropriate moral virtues indispensable in everyday business life. Hereinafter we will try to verify it by applying the qualitative method of interpretation of data we obtained through the research, i.e. with the survey instrument for virtues associates with the effectiveness according to and, in their opinion, *are particular for them personally as well*.

Table 9: Table of entrepreneurial moral virtues placed in order of mean rating of importance:  
youths and entrepreneurs

	Virtues- entrepreneurs	Mean		Virtues – youths*	Mean
1	Dependability	4,56	1	Resourcefulness	4,66
2	Industriousness	4,50	2	Industriousness	4,65
3	Honesty	4,41	3	Communicativeness	4,61
4	Seriousness	4,39	4	Decisiveness	4,59
5	Loyalty	4,37	5	Persistence	4,56
6	Persistence	4,35	6	Dependability	4,45
7	Fairness	4,33	7	Diligence	4,43
8	Diligence	4,27	8	Seriousness	4,43
9	Resourcefulness	4,24	9	Courage	4,39
10	Trustworthiness	4,21	10	Creativity	4,30
11	Communicativeness	4,13	11	Cleverness	4,29
12	Courage	4,13	12	Trustworthiness	4,25
13	Practicality	4,12	13	Practicality	4,22
14	Decisiveness	4,06	14	Loyalty	4,20
15	Cleverness	4,06	15	Honesty	4,01
16	Creativity	4,04	16	Enthusiasm	4,00
17	Prudence	4,03	17	Fairness	3,93
18	Enthusiasm	4,01	18	Ability to admit defeat	3,90
19	Ability to admit defeat	3,59	19	Competitiveness	3,88
20	Competitiveness	3,51	20	Prudence	3,82
21	Greed	1,78	21	Unscrupulousness	2,83
22	Unscrupulousness	1,68	22	Greed	2,47

\*Source: Jelovac et al., 2010: 333

Having conducted the descriptive comparison of evaluation of virtues of professional entrepreneurs and the virtues that have a crucial role in the success of entrepreneurs according to the students in their fourth year of secondary schools in Slovenia (see table 9), we can see a great difference in the evaluation of their character and importance for everyday business life. For example, factor analysis within the research on relation of secondary school students toward entrepreneurship demonstrated there were two types of entrepreneurs with regard to virtues. Namely, the first type: *entrepreneur-pragmatist*, for which the most characteristic are virtues such as diligence, intelligence,



communicativeness, enthusiasm; and the second type: *entrepreneur-altruist*, for which the virtues such as honesty, confidence and fairness are characteristic (Jelovac et al., 2010: 336). In the factor analysis of the results in the case of professional entrepreneurs, we have not noticed anything similar.

The rating of the evaluations or levels of agreement regarding the importance of virtues between entrepreneurs and youths are obviously different. We can explain such a difference in many different ways: beginning with the fact that secondary school students learned about virtues only indirectly from written sources, receiving “second-hand” information, i.e. from the experiences of parents, teachers, media, well-known entrepreneurs and their attention-grabbing “stories about success” published in media and similar, and not from personal experience, like in the case of professional entrepreneurs, and finishing with the possibility that the questionnaire as survey instrument was not sufficiently adapted for them. Considering what we have determined above, we can affirm that our hypothesis H<sub>5</sub> is *entirely rejected*.

Our last and at the same time crucial hypothesis H<sub>6</sub> presupposes the entrepreneur who *highly appreciates and respects the values and virtues of a moral businessman* in everyday practice, will be more *successful*. For testing this hypothesis, we made a regression model (Manova), wherein the net profit (see Graph 1 above) was considered like a *dependent variable* of the studied organizational values like *predictors*. With such a model of linear regression, the independent variables – values explain 39.1% of profit, like reflected in the sum of squares ( $r^2$ ).

Table 10: Linear regression model for Slovenian entrepreneurial data

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,625 <sup>a</sup>	,391	,137	2,27520E5	,391	1,539	20	48	,111

a. Predictors: Transparency, Profitability, Accountability, Impartiality, Innovativeness, Effectiveness, Self-fulfilment, Honesty, Dedication, Efficiency, Lawfulness, Responsiveness, Serviceability, Collegiality, Expertise, Incorruptibility, Dependability, Obedience, Sustainability, Social justice

b. Dependent variable: Net profit

We are aware of the difficulties such a model entails. Its basic limitation is hidden in the problem of the determination of criteria effectiveness based on demographic data we can obtain using our questionnaire. First things first. At the first place, we can take into consideration only the *lifetime of the company*, which is a problematic indicator of effectiveness

because of at least two reasons: a) unsuccessful companies may also survive (despite their troubles) over a very long period; b) newly created companies are automatically considered unsuccessful having aprioristically equalized duration and effectiveness. If we consider the *size of the company* as effectiveness indicator, we imply the successful companies have to grow, which is not true, since there are numerous SME's that develop qualitatively and are *ipso facto* successful, instead of growing only quantitatively. If we consider the *number of employees* as an indicator of effectiveness, it is not a big help, since that number does not reflect effectiveness (for example, the Slovenian company "Mura" had several thousands of workers and was an outstandingly unsuccessful company that went bankrupt). Finally, *profit* remains an effectiveness indicator, wherein its limitation consists of indicating only one aspect of management, namely the economic one, putting other aspects out of the horizon of research. According to our opinion, the effectiveness of entrepreneurship in Slovenia is possible only through the emergence and development of *moral entrepreneur*, which actually means the stakeholder who acts autonomously for common good, i.e. in favour of the entire society, and consequently in favour of himself/herself. It therefore follows that the effectiveness of a moral entrepreneur is correlated with the development of crucial stakeholders and the whole society.

Despite the awareness regarding the previously mentioned limitations, we decided on profit as indicator of entrepreneurship effectiveness, because given the circumstances (considering the questionnaire type, sample and similar) we assessed it was optimal in verifying our sixth hypothesis. Considering what we have established above, we can affirm that our hypothesis  $H_6$  is entirely confirmed.

## **Conclusion**

At the end, we can conclude the results we obtained in our empirical quantitative and qualitative research explicitly reveal what is the actual state of the relation of entrepreneurs towards entrepreneurship if we study it through the prism of their values and virtues. As it seems, in Slovenia, *the predominant the model of an entrepreneur* is still a man between 36 and 45 years old, who has their own micro company, 100% privately financed and employs between 0 and 10 persons. Most companies have their head office in Ljubljana and operate in manufacturing industry, wholesale and retail trade, repair of motor vehicles and motorcycles. They chose entrepreneurship especially because of the autonomy and the realization of their own ideas, and to the least extent because of family fortune. In general, it is considered typical that a Slovenian entrepreneur appreciates and is to the largest

extent motivated by autonomy and a desire to use his/her competences and to achieve objectives in entrepreneurship. Entrepreneur like income and money, but he/she wants to get it in an honest way by implementing new ideas, and at the same time are aware that material goods do not give meaning to his/her life. Luxury life does not represent a criterion for entrepreneur's effectiveness. Entrepreneurs want to have enough time for family and friends. According to the typical Slovenian entrepreneur, education is important for entrepreneurship, but it does not necessary imply success in business. Therefore, a person who fails once is not a bad entrepreneur, but probably only achieved new entrepreneurship experience and therefore will be more efficient and successful in the case he/she starts a new company. According to the attitude of the typical entrepreneur, entrepreneurship is very important for the development of the country and considers that entrepreneurs do create job positions, although they do not want to employ massively and uneconomically (as is the case in public companies or in public administration) as much as possible. Slovenian entrepreneurs feel that they could compete with entrepreneurs abroad, since entrepreneurs in Slovenia are entrepreneurial enough. At the same time, he/she completely disagrees that any tycoon characteristics, like unscrupulousness and greed, are typical for entrepreneurs. Also, he/she thinks about himself/herself that he/she possesses the appropriate human virtues, like dependability, industriousness, seriousness, loyalty, persistence, fairness, diligence, resourcefulness and trustworthiness, namely those virtues that in theory and in modern practice of developed western societies are associated with the effectiveness of entrepreneurs. It is indicative that even almost 60% of respondents evaluated the virtue of *industriousness* with the highest evaluation 5, which means that virtue is very characteristic for Slovenian entrepreneurs. This information reflects the basic characteristic of our national culture in which the *diligence* was always and remained the most important virtue. In addition, he/she attributes a great deal of importance to the organizational values like honesty, dedication, dependability, lawfulness, serviceability, expertise and self-fulfilment. In this regard, it is indicative that there is significant similarity between the results we obtained in our research and the results of other similar research studies, for example the research conducted in the Netherlands on the evaluation of organizational values between (Dutch) managers in the private sector and (Slovenian) entrepreneurs and managers in the private sector, and there is no single similarity between Slovenian youths and entrepreneurs in the evaluation of moral virtues of entrepreneurs in Slovenia.

We were able to confirm our leading hypothesis that assumed Slovenian entrepreneurs who highly appreciated the values and virtues of a moral

businessperson would be more successful. Unfortunately, given the set of demographic data in the research, we were forced to take into consideration only profit as an effectiveness indicator, although it indicates only one aspect of management, namely the material and economic one. According to our opinion, entrepreneurship effectiveness is a wider and deeper phenomenon than mere maximizing of profit, according to the majority of economic theories and contemporary practices. The criterion of good management effectiveness consists of achieving *socially responsible entrepreneurship*, which nowadays is possible only through the emergence and development of the *moral entrepreneur* and which actually means the stakeholder who acts autonomously in favour of the entire society and *eo ipso* in favour of himself/herself (Jelovac, 2012). It hence follows that the effectiveness of a moral entrepreneur is significantly positively correlated with the development of crucial stakeholders within the economy and entire society.

In view of all the above, it is possible to understand the typical Slovenian entrepreneur as a moral person according to his/her discretion, since to the largest extent he/she respects honesty, dedication, lawfulness, expertise, dependability, industriousness and similar and is clearly aware to a large extent, that organizational values and moral virtues are a necessary condition for successful business. In such a context, the following dilemma necessarily arises: *If this is really so, then how is it possible that the Slovenian economy and society in general are suffering now such a deep crisis, which is a crisis of the system of values in the first place? Why do stories of unethical business affair emerge every week? If there are only honest businesspersons, why then are there numerous bankruptcies, receiverships, affairs, scandals, economic crime and similar social phenomena?*

It would be interesting to reconsider the subject area of values and virtues in future research and focus especially on the values and virtues, which *really do influence* the process of entrepreneurs making decisions within companies they are responsible for or share the responsibility. We also recommend researching the values, which from the point of view of entrepreneurs should be the most important in the process of making decisions, and operation within his/her company, and finally, the values and virtues that influence the existing process of making decisions and management in the private and public sector in general. Next, research should indicate what the real state of affairs is in this area, and not what the entrepreneurs personally think about this state or in other words, how aware they are of this state. In order to obtain detailed results, it probably would make sense to apply in that subject area of research the

triangulation, as well as experimental methods, if we really care to discover the actual cause of the aforementioned phenomena.

At the end we can conclude that our research describes Slovenian entrepreneurs who know what is right, what is not right, who would be able to act according to the business ethics, while respecting all the appropriate organizational values and virtues. Although, some of them in fact do not act in accordance with aforementioned, which consequently reflects on the state of affairs, on Slovenia's economic mind-set and is obvious in the general crisis of Slovenian society. Therefore, there remain a lot of issues to be researched and elucidated, which has been left for further research in light of hope the entrepreneurs, and not only in Slovenia, but also in general, will become highly moral businesspersons not only in reflective and verbal aspect, in self-promotional advertisements and press releases, but also in their own everyday acts.

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