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Virtue Ethics, Managerial Profession and Personality Traits: The Extension of Mintzberg's Managerial Traits

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Abstract

Background: In the dynamic realm of business, ethics serves as a critical compass, guiding the delineation between right and wrong actions. Gaining momentum as a focal point within organisational discourse, the concept of ethics has burgeoned into a cornerstone element of corporate identity and operations. **Objectives:** This study aims to dissect the theoretical underpinnings of moral virtues—specifically wisdom, justice, courage, and restraint—and their intersection with the managerial profession and associated personality traits. We propose the extension of the Mintzberg model of managerial traits from the perspective of virtue ethics. **Methods/Approach:** Employing a theoretical review methodology, this investigation traverses through each identified moral virtue, engaging with contemporary research and scholarly publications within the domain of virtue ethics. **Results:** The analysis affirms that virtue ethics, with its emphasis on character and morality, is instrumental in shaping the framework for managerial conduct and decision-making. The exploration identifies a symbiotic relationship between managerial virtues within the Mintzberg model of managerial traits, highlighting how these elements collectively contribute to the effectiveness and ethical grounding of managerial practices. **Conclusions:** The findings underscore the indispensability of moral virtues and specific personality traits in the cultivation of proficient and ethically oriented managerial professionals. The extended Mintzberg model can be a relevant starting point for a more detailed discussion regarding virtue ethics in a globalised economy.

Keywords: economy, ethics, managerial profession, personality, managerial traits, Mintzberg, managerial roles

Introduction

Ethics, an essential cornerstone in the framework of societal and professional behaviour, serves as the guiding concept that distinguishes between right and wrong in the process of making decisions (Contreras et al., 2021). Within the intricate and diverse domain of business management, the recognition and implementation of distinct ethical virtues are not solely a theoretical endeavour but rather a practical imperative to guarantee the recruitment of individuals capable of effectively navigating the complexities of managerial duties with honesty and sagacity (DeTienne et al., 2021). The management occupation, known for its requirement of strong decision-making skills and leadership talents, provides a distinct platform where the principles of ethics offer a clear representation of exemplary professional behaviour, especially considering the quest for sustainability in the contemporary world (Waheed & Zhang, 2022).

This research aims to provide a connection between the theoretical frameworks of ethical theories and the practical realities of the managerial profession within the given setting. This paper delves into the examination of ethics, encompassing not only its philosophical foundations but also its practical ramifications within the realm of business. In this study, we focus on the ethical aspects of virtues, with particular emphasis on four fundamental virtues—wisdom, justice, courage, and restraint—which are considered crucial for shaping the ethical behaviour of individuals in the field of management.

Moreover, this study aims to analyse the notion of the managerial profession, elucidating the essential qualities and skills that delineate effective managerial approaches. This research sheds light on the intersection of moral virtues and personality factors in shaping efficient management by analysing the fundamental principles of ethics and their application to managerial practices, proposing the extension of the Mintzberg model of managerial traits (Mintzberg, 1973; Weick & Mintzberg, 1974; Snyder & Wheelen, 1981; White, 2020). By combining the philosophical domain of virtue ethics (Carr et al., 2017) with the pragmatic sphere of management, our objective is to create a thorough comprehension of how ethical concerns support and improve the managerial profession.

The article is organised to create a coherent narrative, starting with an explanation of the concept of ethics and its essential aspects. Subsequently, we commence an examination of business administration as a profession, outlining its distinguishing features and the indispensable qualities necessary for achieving proficiency in this domain. The central focus of our investigation centres on virtue ethics and its relevance to the managerial field, examining the ways in which the development of virtues and personality traits enhances the ethical and efficient performance of managerial duties, within the Mintzberg model (1973).

This investigation aims to make a scholarly contribution to the field of ethics and management while also providing practical insights for fostering ethical leadership within the corporate realm.

The notion of ethics

In its definition, ethics is the science of morality which represents models of behaviour and research into what is right and what is wrong in our behaviour. Ethics is the search of each person for the difference between good and evil. Moral judgment is part of our everyday life. There are three great ethical traditions: the aretaic, deontological and teleological traditions. Aretaic focuses on the arete, i.e., the virtues of each

person, and it is a virtue in disposal for action (Buzar and Krkač, 2013). The deontological tradition believes that there are unique moral laws as a guideline for the behaviour of the individual, and the teleological tradition emphasises the consequences of the committed moral act (Buzar and Krkač, 2013). The field of ethics deals with human action and human character (Mladić, 2007). Other sciences, such as psychology, also deal with humans in action and character, but the primary task of ethics is to see things through good or evil, right or wrong (Mladić, 2007). This paper combines ethical and psychological perspectives and applies them to the potential improvement of the selection process for managerial positions.

Ethics is about the way we should live, but it is often hard to apply this knowledge to ourselves and our own decisions about how to live and act. Aristotle (1988) attempted to do that in the first systematic treatment of ethics in human history. Aristotle's moral philosophy (1988) was and still is the most important version of virtue ethics. Virtue ethics focuses on good lives (Zagzebski, 2023). Virtue ethics comes from the Greek term arete (Ἀρετή), which means virtue. The concept of virtue ethics has been universal in contemporary ethics for the past few years and is becoming an increasingly popular topic. Virtue ethics focuses on the evaluation of people's character traits and believes that people should act with the aim of promoting virtues and base their actions on them. It is interesting to note that the first virtue ethics and discussion was in 1995 in the book by author Julia Annas (1995), who wrote on the mortality of happiness, preceded by articles by Geach (1977), Foot (1978) and Wallace (1978). Louden (1986), and more recently, the work of Driver (2001), but with a focus on deontology (Berčić, 2008). Virtue ethics does not only show us where the limits of what is acceptable are but also suggests to us what we should be like within the space of what is permissible, and this is the sense in which virtue ethics focuses on humans (Berčić, 2008). When we mention the words virtue and vice, we clearly know that these words refer to character traits that define our behaviour (Berčić, 2008). In virtue ethics, both characteristics are fundamental. If the manager lied, it is appalling, not because it led to adverse consequences, but because the untruth made that manager a liar. Virtues should be the primary source of all values, and we will mention some of them in this lesson.

In Nicomachean ethics, emphasis is placed on the virtues of friendship and justice. Aristotle (1988) indicates that it is important to consider the middle of an individual virtue; for example, the formula for courage is a combination of cowardice and reckless rashness (Senković, 2006). Interestingly, Aristotle (1988) believes that virtues are rational and moral, and that moral virtue arises through habituation. Accordingly, Aristotle (1988) believes that ethical virtues are obtained through practice and habituation. Since ancient times, there have been two divisions of virtues: rational and moral. Reasonable virtue has its origin and growth based on lessons, so she needs practice and time. However, moral virtue arises through habituation; none of the moral virtues arise in us by nature because none of the things that are by nature can be changed by habituation (Berčić, 2008). Reasonable virtue originates and grows based on teaching, so we can conclude that it needs experience and time. However, moral virtue arises through training. This part is applicable in the managerial profession as well; often, managers need both experience and time in combination with practice. Therefore, none of the moral virtues arise in us by nature because none of the things that are by nature can be improved by habituation. division into four basic virtues: prudence, justice, courage, and moderation. These are also the virtues that we will analyse in more detail in the next part of the seminar paper and point out the importance of having them in the managerial profession. Prudence is a virtue that is counted as one of the basic virtues, and it refers to the ability of practical mental

action. Its characteristics are freedom of choice, measured procedures, and application in a specific situation. Often, managers do not focus on the importance of practical applications in specific situations. However, by creating a certain ethical scale, they might be able to follow their ethical virtue progress. Justice means the ideal state of social interaction in which there is a fair and impartial balance of interests and the distribution of goods and opportunities between people or groups. It represents the value principle of distribution that determines how many goods and how many burdens (rights and obligations) should be given to subjects of social relations, and it is apparent that there is an inseparable connection between justice and law. Justice is also the concept of fair and moral treatment of all persons (natural persons and legal persons), especially in the law profession. Justice is frequently seen as a constant effort to do what is right. However, some writers, such as Kelsen (2017), do not attach any greater importance to justice because, in modern society, there are only concerns of different social groups and their conflicts. This conflict can be resolved by order in two ways - either the interests of one group will be satisfied at the expense of the other, or a compromise will be found where neither side will gain, but neither will lose much. It is impossible to determine which of these two solutions is "just" at a given moment because justice is not a rational category, and there is no way to determine or measure it precisely. Righteousness is an ideal, morally correct situation or personality. Plato gives the following definition for justice: 'Justice is the possession and action of what belongs to whom (Berčić, 2008). This means that everyone should get as much for their work as that work is worth and that they ought to do what they are most capable of. Therefore, a fair manager stands in the right place, does what he can do best, and gives back in full and equal measure for what he gets. Courage, fearlessness, or heroism is one of the four basic virtues. The basis is a strong and stable desire to fulfil one's obligation despite great obstacles, dangers, and difficulties (Berčić, 2008). A brave man or brave manager feels capable and has enough self-confidence to risk something. Courage gives us strength and perseverance to overcome difficulties and strive to find solutions, as well as strength to overcome fear. Courage can also be the willingness to sacrifice one's life. Courage is not the denial of fear nor the absence of fear. On the contrary - free choice decides to do what is necessary despite the feeling of fear. It is also important to mention moderation, which enables man to use the created goods equally and justly; moderation, like any other virtue, is positive. Moderation is power over oneself (Berčić, 2008). It helps a person to have power over himself and puts his passions, desires, and aspirations in the right place. This point is often crucial for managerial professionals in situations when they are making big business decisions; that would allow managers to consider all parameters. Next to that, self-control tends towards a balanced use of material goods and strives for a higher good. This virtue is often stated as the source of emotional and spiritual life.

Considering that these four virtues have noticeably clear descriptions, but the other virtues are also truly clear in their description, virtue ethics places special emphasis on terms that are more precise and informative. In addition to this, representatives of the subject theory believe that it is important to define why someone did something clearly, and they believe that phrases like 'he did something bad' are very general. To be able to correct behaviour, it is important to locate what a certain person is doing wrong (Berčić, 2008).

Analysis of business management as an occupation

In every profession, there are certain virtues that every manager must possess to deal with business. Researchers who deal with the field of career behaviour believe that

personality is related to the types of careers that individuals choose and how they function in them. Thus, individuals with certain personality traits will choose certain professions in which they will function better than others (Tonković Grabovac, 2013). Business management is only a special case of management as a more general human condition (Sahoo, 2017). Management is everywhere, ranging from people's self-management to social network management and from household management to planetary management in the context of global warming. This raises the question of what is meant by the concept of business management. Often, management is self-evidently understood as managerial power and a mechanism to control, inspired by the scientific management theory that is still taught in business schools today. To develop a better understanding of the contemporary meaning of the concept, one would expect to find deeper insights into the sub-discipline of the philosophy of management. An explanation of why many non-philosophers defines business management self-evidently in terms of managerial power and mechanism of control, while philosophers of management seem to omit the question 'what is management', maybe that the concept of management is 'highjacked' by political philosophers like Michel Foucault. Foucault outlined management as a governmental practice that directs the modern governmentality of the world. Alan Bray, a famous British historian, raised the provocative question, "Why is it that management seems to have no history?" demonstrating that the practice of management as a corpus of knowledge and skills received only slight attention in the literature (Bray, 2001).

Researchers often try to identify the skills and personality traits that managers must have to be successful in their occupations. Success in formal management education does not guarantee that someone will be a strong manager, and learning from experience, including mistakes, is necessary to improve existing skills and acquire new skills. Philosophers themselves often did not develop an explicit philosophy of management themselves, and we looked through different philosophical descriptions of managerial occupation and found Xenophon's philosophy of management, which identifies nine dimensions of business management, as well as the competencies which include knowledge, skills, and virtues) that good management requires (Blok, 2019). Management has numerous roles; it points to the establishment and maintenance of an effective business with the main goal of making a profit, suggests public appreciation, and it also highlights the importance of having a sense that both private and public interests are served in a joined way. Philosopher Xenophon argues that business management is concerned with a branch of knowledge by which business managers can increase their business, according to Mintzberg (1973), a professor who is the author of management books, which put focus on crucial management roles and divided them into certain categories, which we also found as an appropriate baseline for comparison between virtues and managerial traits. Mintzberg (1973) carves up ten crucial management roles into 3 categories: interpersonal (those include figurehead, leader, liaison, and monitor), informational (disseminator, spokesperson, and entrepreneur) and decisional (disturbance handler, resource allocator and negotiator). We will focus on interpersonal and decisional roles in comparison with ethical traits for managerial positions (Gutterman, 2023).

Mintzberg's efforts (1973) to identify some of the distinguishing characteristics of managerial work, which ultimately led to the creation of his model of "managerial roles", were accompanied by his assessment that effective managers must recognise and master a number of important "managerial skills", including development and nurturing of peer relationships (i.e., liaison contacts), negotiation and conflict resolution skills, the ability to motivate and inspire subordinates, establishment and maintenance of information networks, the ability to communicate effectively when

disseminating information, and the ability to make decisions in conditions of extreme ambiguity and allocate resources. He argued that the entire process of identifying the various managerial roles and related skills, while not guaranteeing that a manager will be effective and successful, provided a framework for setting priorities and establishing a managerial training regimen (Gutterman, 2023). Traits and characteristics have been a popular method of evaluating the potential for effective and successful leadership in management. Various researchers identified numerous other traits, many of which were difficult to define with specificity and sometimes incapable of being acquired, such as "personality" and "charisma/personality. Miner and Smith (1977) tried to explain that managerial effectiveness could be described by the following categories: authority acceptance (i.e., desire and willingness to accept the authority of superiors), competitive games and situations, both of which were based on a desire to engage in competition with peers; assertiveness; imposing wishes (i.e., desire to tell others what to do and to influence through sanctions); distinctiveness (i.e., a desire to stand out from the group); and a desire to carry out the routine functions associated with managerial responsibilities (Gutterman, 2023). The empirical section should provide appropriate citations to the methodology used. The paper's argument should be built on an appropriate base of theory, concepts, or other ideas. The research or equivalent intellectual work on which the paper is based should be well-designed. Methods employed should be appropriate.

Henry Mintzberg's framework of managerial roles (Mintzberg, 1973; White, 2020) offers a nuanced understanding of the complex nature of managerial work, identifying ten distinct roles that managers must embody to navigate the multifaceted landscape of organisational life effectively. These roles are categorised into three main groups: interpersonal, informational, and decisional. The interpersonal category, comprising the figurehead, leader, and liaison roles, highlights the importance of social, motivational, and networking skills in management. The informational roles—monitor, disseminator, and spokesperson—underscore the manager's duty to gather, process, and share information both within and outside the organisation. Lastly, the decisional category, which includes entrepreneur, disturbance handler, resource allocator, and negotiator roles, emphasises the critical decision-making responsibilities managers hold in problem-solving, resource distribution, and negotiation processes.

Mintzberg's managerial traits (1973) are presented in Figure 1 and are defined as follows:

o Figurehead: As a manager, you have social, ceremonial, and legal responsibilities. Managers should be a source of inspiration. People look up to you as a person with authority and as a figurehead.

o Leader: In this role, you provide leadership for your team, your department, or your entire organisation and manage the performance and responsibilities of everyone in the group.

o Loyalty: Loyalty is a virtue that is extremely important in a managerial career because it means that the manager's value system aligns with the attitudes of his superiors or the community in which he operates. Loyalty is visible in situations where the manager must agree or act with values that will best reflect his employer.

o Liaison: Managers must communicate with internal and external contacts. You need to be able to network effectively on behalf of your organisation.

o Monitor: Acts as the information-gathering hub of the organisation, constantly scanning the environment for important data, trends, and developments that could impact the organisation. They stay informed about what is happening internally and externally to make accurate decisions.

- o Disseminator: A manager is responsible for effectively distributing important information within the organisation. They ensure that employees have the data and insights they need to perform their jobs effectively and stay aligned with organisational goals.
- o Spokesperson: The manager represents the organisation to the outside world. They communicate the company's plans, policies, actions, and results to stakeholders, building the organisation's reputation and facilitating external relationships.
- o Entrepreneur: As a manager, you create and control change within the organisation. This means solving problems, generating new ideas, and implementing them.
- o Disturbance Handler: When an organisation or team encounters an unexpected roadblock, the manager must take charge. You also need to help mediate disputes within the organisation.
- o Resource Allocator: The manager should also determine where organisational resources can best be applied. This involves allocating funding and assigning staff and other organisational resources.
- o Negotiator: Managers are required to participate in and direct important negotiations within their team, department, or organisation. They plan negotiations by understanding everyone's needs, foreseeing potential issues, and developing fair strategies that match the company's values.

Figure 1

Model of Mintzberg managerial traits

Figure Head	social, ceremonial, and legal responsibilities
	source of inspiration
Leader	leadership for your team, your department, or your entire organisation
	manage the performance and responsibilities of everyone in the group
Loyalty	having value system aligned with the attitudes of superiors and/or the community
	being able to agree or act with values that will best reflect his employer
Liason	communicate with internal and external contacts
	network effectively on behalf of your organisation
Entreprenur	create and control change within the organisation
	solving problems, generating new ideas, and implementing them
Monitor	Acts as the information-gathering hub of the organisation
	scanning the environment for important data, trends, and developments
Disseminator	responsible for effectively distributing important information
	ensure that employees have the data and insights
Spokeperson	communicate the company's plans, policies, actions, and results to stakeholders
	build the organisation's reputation and facilitating external relationships
Disturbance Handler	to take charge when an organisation or team encounters an unexpected roadblock
	to help mediate disputes within the organisation
Resource Allocator	to determine where organisational resources can best be applied.
	allocate funding and assigning staff and other organisational resources.
Negotiator	to participate in negotiations within their team, department, or organisation
	understanding everyone's needs, foreseeing potential issues, and developing fair strategies

Source: Authors' work based on Mintzberg (1973) and Muma et al. (2006)

Virtue ethics and managerial profession

Studying the theoretical part of virtue ethics and the managerial profession, the author noticed a connection between virtue ethics and the managerial profession. Studying the characteristics of managers and the skills required to perform managerial functions, we noticed that the moral responsibility of the managerial profession is not clearly indicated. Virtue ethics believes that if someone has a virtue, then they will act in accordance with it. The managerial profession is extremely complex in terms of following certain norms and procedures, and for this, a person must have certain virtues to perform it. In the following, we will list some of the desirable managerial virtues and compare them with Aristotle's (1988) and Nicholson's traits (1964). Aristotle's trait (1988) of righteousness in the managerial profession should emphasise the virtue of fairness; the business manager does his job to the best of his ability and gives back in equal measure for what he gets. The following trait is prudence, which is counted as one of the basic virtues, and we believe that it is a virtue that a diplomat must inherit. He would have to have measured procedures and their application in a concrete situation, for example, maintaining interpersonal relations in the representative's office. Members of the representative's office are regularly exposed to special working conditions and feel lonely in a foreign country. Next to that is bravery; courage in the managerial profession can refer to a powerful desire to fulfil a personal obligation despite great obstacles, dangers, and difficulties. A brave manager feels capable and has enough confidence to risk something. Courage gives the manager strength and perseverance to overcome difficulties and strive to find solutions, as well as strength to overcome fear. Courage can also be the willingness to sacrifice one's life, but this can only be the case in high-risk diplomatic missions. Managers should have the virtue of making decisions out of free choice and doing what is necessary despite the feeling of fear. For example, a new company structure or digital transformation in the new age is a great example of when making a decision is crucial. Moderate managers should have a virtue which will allow the managerial profession/diplomat to use the created goods equally and fairly. Responsibility refers to conscientiously performing managerial duties. Managers should be ready to state their opinions and arguments with their communication skills, and that will have firm argumentation.

Nicholson (1964) gives an example of the diplomatic profession, and he states that honesty is the basis of the profession, that if a diplomat is not honest in his actions and thoughts, it can reflect on his bad reputation and loss of credibility. He also highlights that precision in diplomacy emphasises moral correctness/precision rather than intellectual precision. This is a virtue that, according to Nicholson (1964), a diplomat must respect from the very moment of appointment. As Nicholson states (1964), do not allow yourself to become upset about your work. In diplomatic negotiation situations, a diplomat must avoid personal animosities, prejudices, exaggerations, and dramatisations. Furthermore, the virtues of calmness and patience are great. He also highlights. The virtue of benevolence and modesty refers to the fact that a diplomat will negotiate and act in good faith without inciting conflict. Modesty as a virtue implies moderation and simplicity, both in behaviour and materially. Humble people do not aspire to godliness and luxury.

The inclusion of virtue ethics within Henry Mintzberg's managerial roles model (1973) presents a persuasive extension that serves to reconcile the disparity between managerial efficacy and ethical leadership. The rationale behind this development stems from the growing acknowledgement of the significance of ethical issues in business operations and the consequences of managerial choices on various stakeholders. Managers are urged to exemplify virtues such as integrity, justice, and

compassion while adopting virtue ethics. This ensures that their actions and decisions not only accomplish organisational goals but also contribute to the overall welfare. This methodology enhances Mintzberg's framework (1973) by incorporating ethical considerations into the fundamental aspects of managerial practices, emphasising that genuine leadership extends beyond mere operational achievements and includes the development of a morally upright organisational culture.

Therefore, based on the Mintzberg model (1973) and the literature on virtue ethics, we propose the following description of the managerial traits considering virtue ethics (Figure 2):

- o Figurehead: Demonstrating virtue ethics means embodying the principles of integrity and respect in every action, serving as a moral compass for the organisation and inspiring those around you through exemplary conduct.
- o Leader: In leadership, applying virtue ethics involves guiding your team with fairness, fostering a culture of trust and empowerment, and leading by example in your professional and ethical behaviours.
- o Loyalty: Displaying loyalty requires aligning your actions with the organisation's values and goals and demonstrating commitment to your role, team, and the broader community, even when faced with challenges.
- o Liaison: Being a liaison with a foundation in virtue ethics requires the cultivation of relationships based on sincerity and mutual respect, ensuring that the organisation's ethical principles guide networking efforts and aim to foster long-term, positive connections.
- o Monitor: Being diligent and honest in gathering and analysing information, ensuring decisions are made based on accurate, unbiased data that benefits the organisation holistically.
- o Disseminator: Virtue ethics calls for transparency, ensuring that all communication is clear, accurate, and intended to support the collective success of the team and organisation.
- o Spokesperson: In this context, virtue ethics mandates truthfulness and responsibility in all external communications, accurately representing the organisation's values and achievements to build trust and credibility.
- o Liaison: Acting involves fostering genuine, respectful relationships with internal and external stakeholders, prioritising open communication and mutual benefit in all interactions.
- o Entrepreneur: Applying virtue ethics means embracing innovation and change ethically, ensuring that new ideas and solutions are pursued with consideration for their impact on all stakeholders.
- o Disturbance Handler: Virtue ethics require approaching conflicts and challenges with a focus on fairness and seeking resolutions that uphold the dignity and well-being of all involved.
- o Resource Allocator: Making equitable decisions and ensuring resources are distributed fairly and in a manner that supports the organisation's mission and values.
- o Negotiator: Virtue ethics entails striving for outcomes that are both successful and just and reflective of the organisation's ethical standards, ensuring negotiations are conducted with honesty and integrity.

Figure 2
The extension of Mintzberg's managerial traits from a virtue ethics perspective

Figure Head	embodying the principles of integrity and respect in every action
	inspiring those around you through exemplary conduct.
Leader	guiding team with fairness, fostering a culture of trust and empowerment
	leading by example
Loyalty	aligning ctions with the organisation's values and goals
	demonstrating commitment to the broader community, even when faced with challenges
Liason	cultivation of relationships based on sincerity and mutual respect
	ensuring that networking efforts are ethical
Entrepreneur	embracing innovation and change ethically
	ensuring that new ideas and solutions are pursued with consideration for stakeholders
Monitor	Being diligent and honest in gathering and analysing information
	ensuring decisions are made based on accurate, unbiased data
Disseminator	ensuring that all communication is clear, accurate
	intend communication to support the collective success of the team and organisation
Spokeperson	truthfulness and responsibility in all external communications
	accurately representing the organisation's values and achievements
Disturbance Handler	approaching conflicts and challenges with a focus on fairness
	seeking resolutions that uphold the dignity and well-being of all involved
Resource Allocator	Making equitable decisions
	ensuring resources are distributed fairly
Negotiator	striving for outcomes that are both successful and just
	ensuring negotiations are conducted with honesty and integrity

Source: Authors' work based on Mintzberg (1973) and Muma et al. (2006)

The expansion of Mintzberg's managerial roles from a virtue ethics perspective provides a comprehensive and profound understanding of managerial obligations. This perspective highlights not only the skills and duties associated with each role but also the moral and ethical aspects that form the foundation of successful and accountable management. This method emphasises the significance of ethical conduct in several parts of management, including decision-making, leadership, communication, and negotiation, by integrating the practical elements of managing functions with the concepts of virtue ethics.

The incorporation of virtue ethics alters the understanding of managerial jobs, shifting them from straightforward positions of power and accountability to occasions for moral guidance and ethical guardianship. Managers are perceived as individuals who not only work towards accomplishing organisational objectives but also serve as guardians of ethical principles. They are responsible for both attaining operational excellence and cultivating an ethical organisational culture. This viewpoint emphasises the crucial significance of virtue ethics in improving the honesty, responsibility, and resilience of managerial practices.

Furthermore, this enhanced comprehension of Mintzberg's managing responsibilities, informed by virtue ethics, provides practical insights for managers aiming to negotiate the intricacies of contemporary organisational existence. The proposition posits that achieving success in managing roles is not exclusively dependent on technical expertise and strategic intelligence but also the

development of values such as integrity, equity, esteem, and empathy. In essence, this approach promotes a management paradigm that is both efficient and morally upright, cultivating cultures where trust, honesty, and moral excellence are of utmost importance.

Authors believe that if we have moral role models, then we try to behave just like them. Through different business contexts, we have so far convinced ourselves that we learn best by imitating role models. Even psychology uses the term model learning. When we imitate role models, we do a kind of projective identification, and in that way, we acquire and develop the virtues that serve us as role models (Berčić, 2008). We believe that moral roles, natural authority, and models are of immense importance in management.

Conclusion

In this paper, we shed light on the theoretical concept and the link between virtue ethics and virtues in the managerial profession. Business management is understood as the establishment of a functioning order in which all natural resources have their proper place, all human resources have their proper task and role, and the business manager regulates and governs the proper use of these natural and human resources in order to make a profit. This involves the structuring of the business and the assignment of an appropriate place to each part of the business.

Virtue ethics tells us what we should be, and in this paper, we have analysed specific virtues that we consider necessary in the managerial profession. Virtue ethics should be clear and simple and explain the nature of moral motivation. In the management profession, every manager should take care of what he is like, so if all managers saw themselves like that, the world of business would improve. This paper aims to compare and define specific virtues essential for performing the managerial profession.

We took the existing virtues and made a comparison within the context of the Mintzberg model of managerial traits. The integration of virtue ethics into Mintzberg's managerial framework not only enhances the model's relevance in today's ethically conscious business environment but also serves as a guiding beacon for managers aspiring to lead with moral authority. This synthesis of managerial acumen and ethical integrity paves the way for a new era of leadership, where success is measured not just by financial performance but also by the positive impact on society and adherence to ethical values.

In one of the future research projects, we suggest creating survey research on managerial virtues, allowing the examination of which virtues are desired in the managerial profession empirically. We also suggest a longitudinal study because, in this way, it could be monitored whether the respondents' opinions change according to the times and the context in which we live. Finally, by adding ethical aspects to how we study behaviour, we can set the stage for future studies that mix virtue ethics with managerial qualities, making the process of choosing managers better.

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