

# **LEADERSHIP AND MANAGEMENT IN BOSNIA AND HERZEGOVINA**

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**Abstract**

Do BH managers have different management practice than managers in other European countries? What personal and professional values do BH managers perceive most important? How do they lead and motivate their employees and do they manage their careers well? The survey was completed by a total of 200 managers of all levels. The main aim was to find out how the management practice in BH was different from management practice in more developed countries in Europe. Since similar research was conducted by the European Management Association (EMA) in five European countries (Germany, Lithuania, Malta, Spain and the UK) the findings can be easily compared.

**Key words:** management, leadership, countries in transition

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## 1. Introduction

In 2006 EMA<sup>1</sup> conducted a research across five European countries (Germany, Lithuania, Malta, Spain and UK) whose aim was to find out if there is such a thing as a ‘‘European Manager’’. The research study tried to establish whether there is a shared profile within the European management community. The findings showed significant common ground amongst managers, in particular in relation to their professional values and core management competencies as well as

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<sup>1</sup> European Management Association [www.europeanmanagement.org](http://www.europeanmanagement.org)

some differences in management practice.<sup>2</sup> Exploring the differences in management practice in countries in transition, particularly in Bosnia and Herzegovina, and more developed European countries was the primary aim of this research.

The data collection took place in 2007 throughout Bosnia and Herzegovina. The research looks at areas such as the individual values and competencies of managers, leadership issues, factors which influence their career development decisions and aspects of the working environment in general.

## **2. Methodology**

The project used the membership and client databases of local chambers of commerce. It was ensured that respondents were drawn from:

- all-levels managers
- all sectors including public, private and NGOs
- all sizes of organisation
- all regions across Bosnia and Herzegovina.

The questionnaire that EMA used in the research conducted in five European countries was partly adapted. Additional questions about leadership and qualifications were added. The questionnaires were distributed to 739 managers via email or personally in hard copy format and were filled in either by the managers or the interviewers.

The results were recorded using a standard template to ensure that the data was recorded in a

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<sup>2</sup> The European Manager Research report, [www.managers.org.uk](http://www.managers.org.uk)

consistent manner.

### 3. Profile of Respondents

	<b>% of managers</b>
<b>Age</b>	
20-29	3
30-39	15
40-49	26
50-59	44
60-69	10
> 70	2
<b>Gender</b>	
Male	89
Female	11
<b>No. of employees in organisation</b>	
1-9	48
10-49	40
50-249	12
>250	0
<b>Family information</b>	
Married	95
Children	91
<b>Sector</b>	
Banking/insurance/finance	17
Industry/IT	3
Business services	4
Central/local government	4
Construction	7

Education	5
Engineering	3
Health/social care	5
Manufacturing	32
Sales/marketing/advertising	3
Utilities	0
Transport	2
Retail	4
Tourism/hospitality/leisure	4
Other	7
<b>Organisation status</b>	
Public sector	5
Private sector	94
NGO	1
<b>No. of directly reporting employees</b>	
1-3	38
4-6	29
7-10	22
11-20	9
>20	2

## 4. Findings

### 4.1. Values

#### 4.1.1. Personal values

Respondents were asked to select the five personal values (from twelve options) which were most important in their life. The top five selected by BH managers were: **happiness** (freedom, internal harmony, self esteem), **peace** (world peace, living in a world without conflict), **professional success** (professional satisfaction, achievement of important objectives, satisfaction with tasks well done), and **comfortable life** (family, health, security, prosperity) whereas the last fifth position is shared between **social recognition** (feeling recognised and appreciated by family, friends colleagues, society) and **social responsibility** (acting and thinking ecologically, awareness of society around you, concern for world future). Least appreciated values, according to this research, were democratic spirit and exciting life. The emphasis on happiness, peace and comfortable life may have been influenced by the war and feeling of “still being unsafe”.

<b>Friendship</b> (capacity for close relationships, to accompany and feel accompanied, to help without looking for anything in return)		31
<b>Democratic spirit</b> (feeling of equality, treatment with respect)		21
<b>Professional success</b> (professional satisfaction, achievement of important objectives, satisfaction with tasks well done)	(3)	44
<b>Happiness</b> (freedom, internal harmony, self esteem)	(1)	51

<b>Fairness</b> (striking a balance between own values and external pressures, being recognised for convictions and principles relating to human rights)		30
<b>Peace</b> (world peace, living in a world without conflict)	(2)	48
<b>Tolerance</b> (benevolent attitude towards all that is different to oneself, comprehension of the necessity for diversity)		30
<b>Social recognition</b> (feeling recognised and appreciated by family, friends colleagues, society)	(5)	32
<b>Professional recognition</b> (feeling recognised for success and appreciated in a professional capacity)		31
<b>Comfortable life</b> (family, health, security, prosperity)	(4)	33
<b>Exciting life</b> (full of activity variety and stimulus)		29
<b>Environmentalism and Corporate social responsibility</b> (acting and thinking ecologically, awareness of society around you, concern for world future)	(5)	32

**Table 1:** Personal values; the top five ranking responses (and percentage of respondents who selected these values)

#### 4.1.2. Professional values for managers and employees

When looking at values which were considered important to management roles, Table 2 shows what managers felt were important to their role compared with what they felt was important for their employees. **Professional capacity** (competence, efficiency) was identified as the most important value. **Creativity** (imagination, resourcefulness, audacity) and **responsibility** (stable, trustworthy, reliable) are almost equally important for BH managers. **Honesty** (sincere, truthful) and **rationality** (reflective, thinker, intellectual) are of the same importance for both managers and employees. BH managers consider **loyalty** (spirit of friendship, mutual respect, unbiased) and **responsibility** the top two values for employees.

	Your management role %		Your employees %	
<b>Ambition</b> (high goals, hard work, seeking new challenges)		26		22

<b>Helpfulness</b> (open to helping others, welcoming)		7		9
<b>Professional capacity</b> (competence, efficiency)	(1)	49	(3)	32
<b>Co-operation</b> (team work, generosity, constructive attitude)		24		21
<b>Courage</b> (strength, firmness, valiant)		26		22
<b>Creativity</b> (imagination, resourcefulness, audacity)	(2)	41		23
<b>Honesty</b> (sincere, truthful)	(4)	36	(4)	28
<b>Rationality</b> (reflective, thinker, intellectual)	(5)	32	(5)	24
<b>Responsibility</b> (stable, trustworthy, reliable)	(3)	38	(2)	39
<b>Loyalty</b> (spirit of friendship, mutual respect, unbiased)		24	(1)	43
<b>Corporate social responsibility</b> (awareness of external factors affecting the organisation for which you work)		21		21

**Table 2:** (Top five) values considered important by managers for their management role and for their employees to exemplify.

#### 4.1.3. Culture and philosophy of the company/organisation

Respondents were asked the extent to which their personal behaviour is affected by the culture and philosophy of the company/organisation within which they work (on a scale where 1 = totally and 5 = not at all). Great majority agreed that their personal behaviour was affected by the culture and philosophy of their organizations. Majority of managers work in micro and small companies in which organizational culture is strongly emphasized. The percentage of respondents is shown in Table 3.

1	39
2	44
3	8
4	3
5	6

**Table 3:** The extent to which personal behaviour is affected by the culture and philosophy of the organisation in

which managers work (on a scale where 1 = totally and 5 = not at all)

## 4.2. Working Environment

### 4.2.1. Working hours

As table 4 shows, managers on averages spend 10.2 hours working each day. Time with family amounts to, on average, 4.1 hours every day, travelling takes, on average, 0.8 hours. Rest time amounts to, on average, 7.9 hours every day whereas sport/leisure time takes, on average, one hour.

	hours
Rest time (incl. sleep)	7.9
Sport/leisure time	1.0
Time with family	4.1
Travel to and from work	0.8
Working time	10.2

**Table 4:** Allocation of time to activities on an average working day

### 4.2.2. Business trips

Tables 5 and 6 show percentage of respondents taking business trips in and outside BH, in a typical year. Most of the trips outside BH (some 70%) were made to Serbia, Croatia and Montenegro, countries which are not EU members at present.

In BH	1-9 trips	10+ trips
1-2 days	41	43
3-6 days	19	7
1-2 weeks	2	-
More than 2 weeks	2	-

**Table 5:** Percentage of respondents taking business trips in BH

Outside BH	1-9 trips	10+ trips
1-2 days	28	17
3-6 days	16	3
1-2 weeks	2	-
More than 2 weeks	-	2

**Table 6:** Percentage of respondents taking business trips outside BH (EU countries and ex-Yugoslav republics)

### 4.2.3. Activities which make up the working day

Respondents were asked to indicate the amount of time allocated to each activity in a working day. Table 7 shows the time allocated to various work related activities. In terms of time spent in the day doing various activities, the majority of time was spent on **telephoning and sending emails** (61% 1-3 hours). Apart from that, the main activities that consume a lot of time are **working on projects** (41% 1-3 hours), **meetings** (meetings with colleagues 39% 30-60 min and 1-3 hours; meetings with management/committees/boards 27% 1-3 hours, meeting with clients/suppliers/external parties 29% 1-3 hours), **planning** 39% 1-3 hours and **administration** 31% 1-3 hours. BH managers spend least time on formal qualification whereas informal education is connected with IT and foreign language courses.

	0-30 minutes	30-60 minutes	1-3 hours	3-6 hours
Work on own projects	12	33	41	14
Administration	19	39	31	11
Telephone / email	14	21	61	4
Meetings with colleagues	14	39	39	8
Meetings with management / committees / boards	38	29	27	6
Meetings with clients / suppliers / external parties	31	37	29	3
Formal qualifications	91	2	4	3
Informal training	63	9	27	1
Planning / thinking ahead	28	30	39	3

**Table 7:** Allocation of time to activities in a working day (by percentage of respondents)

#### 4.2.4. Management competencies

Respondents were asked to identify the management competencies they considered most important. From a list of twelve options, respondents were asked to select their top five. The most important management competence was **applying judgment and decision making capability**. The second most selected competence was **building relationships**. Table 8 shows the percentage of respondents selecting each of the competencies.

Applying judgment and decision making capability	88
Personal integrity	71
Development of subordinates/team members	
Awareness and continuing development of own professional and personal capabilities	
Taking advantage of diversity of experience and strengths amongst colleagues	58
Applying communication skills	
Building relationships	73
Managing oneself	
Knowledge of the Company/Organization	
Influence on others	63
Attracting management talent	
Identification of the Organization/Company	

**Table 8:** The percentage of respondents selecting each of the competencies

### 4.3. Leadership

Respondents were asked to select five statements they agreed with most. **The objectives and norms should be defined beforehand** was clearly identified as the most important statement. Other two statements to score highly were: **compensation must be based on performances** and **feedback is essential**. The agreement with workplace coaching statement is shown in Table 9.

1	Leading should be available to all employees regardless of seniority	58
2	Leading is an opportunity to monitor the individual	<b>62</b>
3	The subordinates should be involved in defining objectives	55
4	The objectives and norms should be defined beforehand	<b>91</b>
5	Feedback is essential	<b>83</b>
6	Leaders must have training before they start to coach someone	59
7	Awards should be individualized	60
8	Compensation must be based on performances	<b>89</b>
9	Working conditions more influence on motivation then the nature of job itself	58
10	I agree with the proverb “ give him an inch and he will take an ell”	<b>73</b>

**Table 9:** Agreement with workplace coaching statement; the top five ranking responses.

## 4.4. Professional Career

### 4.4.1. Qualifications

Respondents were asked to indicate the highest educational level (Table 10) and type of qualification (Table 11) they possess. According to the research, most of respondents have postsecondary education in economics and management, mostly at associate’s degree level. It is understandable if we take into consideration the fact that 57% of managers are aged 40 or over, and schools offering that type and level of education were quite popular in ex Yugoslavia and in post war Bosnia. This will change in future since associate’s degree does not exist anymore in the new Law on education.

1	Secondary education	12
2	Associate’s degree	47
3	Bachelor’s degree	38
4	Master’s degree	3
5	Doctorate	0

**Table 10:** The percentage of respondents selecting highest educational level

1	Economics and Management	61
2	Law	9
3	Technical education	14
4	Other:	16

**Table 11:** Type of qualifications possessed by respondents

#### 4.4.2. Number of years worked with present company/organisation

More than half of the respondents (58%) had worked up to 10 years with present company. Table 12 shows the number of years respondents reported they have worked with their present company/organization.

1	<5	21
2	5 to 10	37
3	10 to 20	22
4	20 to 30	13
5	> 30	7

**Table 12:** Percentage of respondents and their number of years with present company/organisation

#### 4.4.3. Number of companies worked for during career

Table 13 shows the number of companies respondents have worked for during their career. The majority of managers (87%) worked in 1-5 companies. This can mean that BH managers are either very loyal to their companies and/or satisfied with their jobs, or the labour market does not allow high fluctuation.

1	<3	34
2	3 to 5	53
3	5 to 10	13
4	10 to 20	0
5	> 20	0

**Table 13:** Percentage of respondents and the number of companies they have worked with in their career

#### 4.4.4. Satisfaction with professional career as a whole

Respondent were asked to rate their satisfaction with their professional career as a whole. 45% of managers are totally or almost totally satisfied with their career. In contrast, 33% are totally or almost totally dissatisfied with their career. The response is shown in Table 14.

1	21
2	12
3	22
4	26
5	19

**Table 14:** Percentage of respondents and their satisfaction with their career (on a scale where 1= totally dissatisfied and 5 = completely satisfied)

#### 4.4.5. Career management

Respondents were asked to select one statement which best describes the extent to which they have managed their career development. 36% stated to have been responsible for their own career management and development in the majority of instances whereas 16% stated to have managed their professional career at every point in time. Table 15 shows the response.

My professional career has been based exclusively on chance events	19
My professional career has evolved in accordance with organisational requirements	8
I have only managed my professional career to a certain extent	21
In the majority of instances I have been responsible for my own career management and development	36
I have managed my professional career at every point in time	16

**Table 15:** The percentage of respondents for each ‘career management’ option

#### 4.4.6. Factors which have influenced professional career development

Respondents were asked to indicate the extent to which a range of factors have had an impact on their professional career. Table 16 shows that 89% of managers felt that **professional & personal capabilities** had the greatest influence on the development of their professional career, followed by **management results achieved, individual personality, academic study and acquisition of experience.**

1	Knowledge of languages	27
2	Geographic mobility	8
3	Academic study	<b>78</b>
4	Chance	49
5	Acquisition of experience	<b>76</b>
6	Professional & personal capabilities	<b>89</b>
7	Individual personality	<b>82</b>
8	Team work	31
9	Company structure	64
10	Management results achieved	<b>86</b>
11	Personal relationships	38
12	Family relationships	21

**Table 16:** Factors which have had an impact on respondents’ professional careers (percentage selected)

## 5. Conclusions

As it was said at the beginning of this research paper, similar research was conducted in 2006 by EMA across five European countries. The research study tried to establish whether there is a shared profile within the European management community. By comparing the data from the mentioned research it is possible to see what managers in developed countries do differently.

### Values

#### Personal values

There is a difference between the countries with regard to values that managers consider to be most important in their personal life. **Happiness** was the value most frequently selected by respondents from the UK, Malta and Spain. The same value was most frequently selected by respondents from BH. Respondents from these countries also emphasized the importance of **Friendship** whereas in Bosnia happiness was followed by **Peace** and **Professional success**.

In contrast, **Happiness** and **Friendship** were less frequently selected by respondents from Germany and Lithuania. Respondents from Germany placed particular emphasis on the importance of **Environmentalism and Corporate social responsibility**.

This may be influenced by cultural differences in the personal values held by managers in the different countries.

### Professional values

**Professional capacity** (e.g. competence, efficiency) and **Honesty** (sincere, truthful) were chosen by managers from all six countries as two of five most important values for managers. **Creativity** (imagination, resourcefulness, audacity) and **Responsibility** (stable, trustworthy, reliable) were indicated as two of five most important values by managers from UK, Germany, Lithuania, Spain and Bosnia. In comparison to the other countries, only managers in Malta and Bosnia identified **Rationality** (inflective, thinker, intellectual) as one of five most important values for managers.

On the other side, most appreciated values for employees were: **Professional capacity** (e.g. competence, efficiency) and **Responsibility** (stable, trustworthy, reliable) in all six countries. Apart from Bosnia, **Co-operation** (team work, generosity, constructive attitude) scored high in all five countries. On the other side **Honesty** (sincere, truthful) scored high in all countries but Lithuania. **Loyalty** (spirit of friendship, mutual respect, unbiased) was considered a significantly more important value for employees than it is for managers themselves in Bosnia.

This shows that the values managers expect of themselves, they also expect of their employees e.g. professional capacity, responsibility and honesty.

### Culture and philosophy of the company/organization

In all countries the majority of respondents feel that their personal behavior is affected by the culture and philosophy of the company/organization within which they work. In Bosnia 83% of managers feel to be *totally* or *almost totally* affected by culture and philosophy of the

company/organization, 75% in Germany, 39% in Lithuania, 90% in Malta, 45% in UK and over 40% in Spain.

## Working environment

### Working hours

The researches show that the allocation of time is similar between the countries. In Germany, respondents, on average, spend the most time at work (10.7 hours), followed by Bosnia (10.2 hours), Malta (9.9 hours), Spain (9.6 hours), UK (9.1) and Lithuania (9.0 hours).

### Business trips

Four countries are included in the findings of EMA research since data from Germany was not available. The research shows that business trips in the respondents' own country were most likely to be between 1-2 days. In UK 48% of respondents take 1-9 trips whereas 35% of them take 10 or more business trips of 1-2 days. In Lithuania 26% and in Spain 37% of respondents take 10 or more trips of 1-2 days. In Bosnia 41% of respondents take 1-9 business trips of 1-2 days and 43% of them take more than 10 business trips of 1-2 days. Table 17 shows percentage of respondents from UK, Malta, Lithuania and Spain taking business trips in their own country.

	UK		Lithuania		Malta		Spain	
	1-9 trips	10+ trips	1-9 trips	10+ trips	1-9 trips	10+ trips	1-9 trips	10+ trips
In your own country (but away from home)								
1-2 days	48%	35%	23%	26%	20%	5%	41%	37%
3-6 days	33%	7%	14%	0%	13%	1%	36%	4%
1-2 weeks	9%	0%	7%	0%	3%	0%	7%	1%
More than 2 weeks	2%	0%	12%	2%	2%	0%	2%	2%

**Table 17:** Percentage of respondents from UK, Lithuania, Malta and Spain taking business trips in own country<sup>3</sup>

Very small number of respondents, in EMA research, makes more than 10 business trips of 1-2 days per year in EU and the rest of the world. The highest score was in Spain (8%) followed by the UK (5%). In Bosnia that number is higher because the response includes business trips to Serbia, Croatia and Montenegro, countries that are not EU members but countries whose economies are closely connected to economy of Bosnia and Herzegovina. Table 18 shows

<sup>3</sup> The European Manager Research report, page 11.

percentage of respondents taking business trips in the EU.

In the European Union	UK		Lithuania		Malta		Spain	
	1-9 trips	10+ trips	1-9 trips	10+ trips	1-9 trips	10+ trips	1-9 trips	10+ trips
1-2 days	37%	5%	21%	0%	38%	1%	28%	8%
3-6 days	25%	2%	31%	1%	57%	1%	33%	5%
1-2 weeks	6%	0%	14%	5%	14%	1%	7%	0%
More than 2 weeks	1%	0%	7%	0%	4%	0%	0%	0%

**Table 18:** Percentage of respondents from UK, Lithuania, Malta and Spain taking business trips in the EU.<sup>4</sup>

### Activities which make up the working day

According to the EMA report the work activity to which most time is allocated is **Work on own projects** (40% of respondents allocate 1-3 hours and 19% of respondents allocate 3-6 hours). Other activities which take a large proportion of time are **Telephone/email** (46% of respondents spend 1-3 hours and 5% 3-6 hours), **Meetings with colleagues** (44% allocate 1-3 hours and 3% 3-6 hours) and **Administration** (38% allocate 1-3 hours and 6% 3-6 hours). Work on continuing professional development accounts for the lowest proportion of time in the working day (5% allocated 0-30 minutes to work on formal qualifications and 64% allocate 0-30 minutes on informal training). Table 19 shows the allocation of time to activities in a working day in five European countries.

	0-30 mins	30-60 mins	1-3 hours	3-6 hours
Work on own projects	14%	27%	40%	19%
Administration	22%	35%	38%	6%
Telephone / email	10%	39%	46%	5%
Meetings with colleagues	14%	39%	44%	3%
Meetings with management / committees / boards	37%	38%	23%	2%
Meetings with clients / suppliers / external parties	29%	36%	30%	5%
Formal qualifications	75%	16%	8%	1%
Informal training	64%	27%	8%	1%
Planning / thinking ahead	34%	46%	16%	4%

<sup>4</sup> The European Manager Research report, page 11.

**Table 19:** Allocation of time to activities in a working day of managers in five European countries.<sup>5</sup>

In Bosnia, as already said, the majority of time was spent on **telephoning and sending emails**, (61%) followed by **working on projects** (41%), **meetings** (meetings with colleagues 39%; meetings with management/committees/boards 27%, meeting with clients/suppliers/external parties 29%), **planning** 39% and **administration** 31% (for more details see Table 7). These findings were fairly consistent across all the six countries. One significant exception and difference was that the respondents from Germany reported spending the majority of their time on ‘planning and co-ordination’.

### **Management competencies**

“**Applying judgment and decision making capability**” was emphasized as most important management competence in all the countries. On average, this was selected by over 70% of respondents across the five countries whereas in Bosnia 88% of respondents identified it as most important. It was also the only competence to be a top five choice for respondents in all the countries, being the top choice in UK, Lithuania, Malta, Spain, Bosnia and the second choice in Germany. **Personal integrity** was the second most selected competence in four of the countries. In Bosnia “personal integrity” was on the third position. The other two competences to score high in EMA research were **development of subordinates** and **awareness and continuing development of own professional and personal capabilities** whereas in Bosnia were **building relationships** and **influence on others**.

### **Leadership**

There is no comparable data for *Leadership* since the EMA research did not include it in the questionnaire as a separate question. However, the findings show that two statements (out of ten) that demonstrate autocratic style of leadership, which is mainly characterized by centralized authority and low participation, scored high. They were **Leading is an opportunity to monitor the individual** (62%) and **I agree with the proverb ‘ give him an inch and he will take an ell’**. In contrast, three statements that scored higher demonstrate democratic style of leadership,

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<sup>5</sup> The European Manager Research report, page 12.

which is mainly characterized by involvement, high participation and feedback. They were **The objectives and norms should be defined beforehand** (91%), **Compensation must be based on performances** (89%) and **Feedback is essential** (83%).

## **Professional career**

### **Qualifications**

Management qualifications were most frequently found in the UK (74%) and Germany (73%). Lithuania is on the last place with only 33% of managers holding management qualifications but at the same time it was the country with the highest proportion of respondents holding a university degree (97%) followed by Spain (77%). In comparison, in Bosnia 61% of respondents held management qualifications whereas 88% of them held a university degree, mostly at Associate's (47%) and Bachelor's (38%) degree level.

### **Number of years worked with present company/organization**

Across all the five countries, between 25% and 35% of respondents had been with their present company for less than 5 years. In Bosnia that percentage is lower and amounts to 21%. The rate of turnover in management positions appears to be similar for all six countries.

### **Number of companies worked for during career**

In Bosnia 87% of respondents worked for a maximum of 5 employers whereas in Germany nearly 96% of respondents had worked for a maximum of 6 employers. For the other four countries the figure was: Lithuania (95%), Spain (85%), Malta (78%) and the UK (71%)

### **Satisfaction with professional career as a whole**

In Malta 81% of managers were satisfied with their career whereas in Germany over 80% of managers were satisfied with their professional career, up to the point of complete satisfaction of 40%. 10% are either unsatisfied or completely dissatisfied. In the UK 67% of managers felt satisfied with their professional career as a whole while in Lithuania and Spain the amount of satisfied managers is about 65%. In Bosnia 45% of managers are totally or almost totally satisfied which makes them least satisfied managers.

## Career management

In Bosnia 36% of managers stated to have been responsible for their own career management and development in the majority of instances whereas 16% stated to have managed their professional career at every point in time. That number is similar in the UK and Germany whereas in Lithuania, Malta and Spain it scores higher. The extent to which the managers in the six countries managed their own careers is illustrated in Table 20.

	BH	UK	Ger	Lith	Malta	Spain
My professional career has been based exclusively on chance events	19	7	5	5	3	4
My professional career has evolved in accordance with organisational requirements	8	11	20	17	23	11
I have only managed my professional career to a certain extent	21	27	24	16	15	23
In the majority of instances I have been responsible for my own career management and development	36	49	35	57	45	50
I have managed my professional career at every point in time	16	6	16	5	14	11

**Table 20:** The percentage of respondents for each “career management” option (source: The European Manager Research report, page 17).

## Factors which have influenced professional career development

Collated results from all five European countries show that top five factors which have influenced professional career development were: **Personal and professional capabilities (94%)**, **Acquisition of experience (92%)**, **Individual personality (87%)**, **Teamwork (83%)** and **Academic study (81%)**. In Bosnia **Professional & personal capabilities (89%)** had the greatest influence on the development of BH managers’ professional career, followed by **Management results achieved (86%)**, **Individual personality (82%)**, **Academic study (78%)** and **Acquisition of experience (76%)**.

Geographic mobility is most important for respondents in the UK (66%) and Germany (69%) and least important for respondents in Malta (36%) and Bosnia 8%. Academic study was important for respondents in all countries, but is most significant for respondents in Spain (89%) and

Lithuania (88%) and least significant in Germany (69%). Chance was regarded as most significant for respondents in Germany (91%) and Spain (8%). This was much less significant for respondents in Bosnia (49%), Lithuania (48%) and Malta (55%). Management results achieved was regarded as a positive or slightly positive impact for between 82% and 86% of respondents in all countries except Germany where this was only 26%. The impact of personal and family relationships was fairly consistent across all the countries except Germany where personal relationships were recorded by 25% of respondents and for family relationships by 15% of respondents, which was significantly less. In Bosnia it amounts to 38% and 21%.

The findings show that many of the characteristics, values and priorities are shared by managers in all six countries despite of cultural and other differences. As we can see from this comparison, BH managers differ mostly from their European colleagues in 1) satisfaction with professional career as a whole and 2) qualifications. What we don't see and what cannot be compared in the research is the level of managers' satisfaction with the personal income, working environment, economical and political conditions, lack of resources (financial, material and human) and competition in labour market in their countries. Those elements influence the way managers manage and leaders lead to such an extent that we would most likely get different results in different situations from the same managers. Although 61% of BH managers have a degree in management, the level of the education is not sufficient. Only 3% of managers stated to have Master's degree, whereas 47% of all managers have Associate's degree (two-year postsecondary education) which cannot be satisfactory. In comparison, in Malta 47% have a postgraduate qualification; in Lithuania 97% have a university degree and 30% postgraduate degree. In the UK over half of the respondents have taken a postgraduate degree whereas in Germany it amounts to 25%. BH Leadership style is a mixture of autocratic and democratic style. Although, they understand the basic leadership and motivational principles and values they wish to, from time to time, show who the real boss is.

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