

Riđić, Goran; Ahmić, Minela; Riđić, Ognjen; Bušatlić, Senad

Article

Comparison of openness to experience in managers and non-managers employed at meat industry "OVAKO" Visoko, Bosnia and Herzegovina

Economic Review: Journal of Economics and Business

Provided in Cooperation with:

Faculty of Economics, University of Tuzla

Suggested Citation: Riđić, Goran; Ahmić, Minela; Riđić, Ognjen; Bušatlić, Senad (2018) : Comparison of openness to experience in managers and non-managers employed at meat industry "OVAKO" Visoko, Bosnia and Herzegovina, *Economic Review: Journal of Economics and Business*, ISSN 2303-680X, University of Tuzla, Faculty of Economics, Tuzla, Vol. 16, Iss. 2, pp. 63-74, <https://er.ef.untz.ba/index.php/er/article/view/88>

This Version is available at:

<https://hdl.handle.net/10419/267872>

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.



<https://creativecommons.org/licenses/by-nc-nd/4.0/>

COMPARISON OF OPENNESS TO EXPERIENCE IN MANAGERS AND NON-MANAGERS EMPLOYED AT MEAT INDUSTRY 'OVAKO' VISOKO, BOSNIA AND HERZEGOVINA

Goran Riđić¹, Minela Ahmić², Ognjen Riđić³, Senad Bušatlić⁴

ABSTRACT

This primary research was conducted in order to find out what was the level of managers' and employees' openness to experience. In addition to this, this research will try to answer the question as to; are there any differences between the managers and non-managers or employees of a certain industry, in terms of openness to experience. It additionally covers the enduring characteristics, in other words, the big five personality traits, where Openness to Experience is to be one of those traits and the main emphasis is placed particularly on it. This research project is based on extensive literature review and previous works related to the openness to experience. Quantitative research design was applied with cross-sectional time frame at the end of Summer and beginning of Fall, 2015. The original-primary research has been conducted at the meat industry OVAKO, one part of AKOVA Impex. Quantitative survey instrument originally developed by Oregon Research Institute was adopted as a basis and was modified to meet statistical criteria for this research. Selection process was simple random sampling, which means that every single individual had the equal opportunity to be selected. Survey questions were distributed to 200 participants. From the sampling frame, 130 participants formed sample and the rest of 70 questionnaires were not completely filled out. The study found out that there was no statistically significant difference between the managers and non-managers in terms of openness to experience at meat industry OVAKO, Visoko.

Key words: openness to experience, meat industry OVAKO, Visoko, Five Factor Model, managers/employees.

JEL: M12, M54.

1. INTRODUCTION

This primary quantitative research will explore the answer whether employees and managers are open to experience and whether there is significant difference in the openness to experience between managers and non-managers at meat industry OVAKO Visoko? Every person has its own characteristics that affect the way they think, behave and feel in particular moment. These characteristics are called personality traits. Personality traits are said to be enduring tendencies to feel, think and act in certain ways (Jones & George 2009). According to these researchers, there are five big personality traits and those are: extraversion, negative affectivity, agreeableness, conscientiousness and openness to experience. These personality traits may be at the low, middle and high level. In addition to this, those managers or employees that are at the low point, in terms of openness to experience, are not able to take risks and they are afraid of them. On the other hand, those with the high level are said to be very innovative and they like to take risks in their daily business. One possible answer to given research question could be that managers or employers who have high level of openness to experience started their own business and became most successful entrepreneurs, such as: Bill Gates and Jeff Bezos (Jones & George 2009).

According to the Jones & George (2009) Openness to Experience is the tendency of business professionals or individuals to be original, being able to take risks and to be open to every new challenge that comes toward them. Those at high levels are mostly risk takers and innovative persons who like to perform

¹ Faculty of Business Administration (FBA), International University of Sarajevo (IUS); E-Mail: gridic@ius.edu.ba,

² Faculty of Business Administration (FBA), International University of Sarajevo (IUS); E-Mail: minelaahmic57@gmail.com,

³ Faculty of Business Administration (FBA), International University of Sarajevo (IUS) E-Mail: oridic@ius.edu.ba,

⁴ Faculty of Business Administration (FBA), International University of Sarajevo (IUS) E-Mail: sbusatlic@ius.edu.ba

various tasks and that trait in certain point(s) of time may be disadvantageous. Openness to Experience is one of the personality traits that are discussed in relation with many other issues, such as: job/organizational performance, close relationships, distinctive behaviors, and so on. Researchers made studies in variety of cases and one of those is the relationship status with family and marriage, as well. Openness in these terms refers to the making choices, decisions and responses to the consequences. There are many theories that try to answer the question whether individuals will seek for the same characteristics in other people (Coan 1972).

Open people want to make close relations with the open partner(s) because of their similar nature, while they will make distance from the close partners because they would find themselves bored in those kinds of relationships. The similar issues are present with the close people, because they do not feel comfortable in the presence of open individuals. Openness is not just explored in terms of relationships; it is also seen through the job performance where it is said that open to experience employees strengthen their skills and abilities, while close to experience individuals face with the decline of performance which affects their working environment, their careers and references as well. Openness to Experience can be expressed in variety of works and performances and in many occasions they will find out the way to show their creativity, emotions, feelings and observations. According to the Kickul & Newman, in their work, written in 2000, open to experience employees are said to be ambitious and like to take risks and in most of cases because of these reasons they are in the higher positions in the companies when compared to the closed ones. Openness to Experience will be explained through many issues and examples in the further parts of this research and as it was mentioned before, it will try to give the best possible answer to the research question.

1.1 RESEARCH QUESTION

This research project was concerned with the research question as to was there statistically significant difference between the managers and non-managers in terms of openness to

experience at 'OVAKO' meat industry factory in Visoko?

1.2 RESEARCH AIMS AND OBJECTIVES

In terms of research aims and objectives it can be stated that the main goal of the project is to answer the research question which is related to the comparison of managers and non-managers in terms of openness to experience, employed in meat industry 'OVAKO' Visoko. Serious deficiencies have been discovered in researches regarding the openness to experience in Bosnia and Herzegovina, and, in addition to this, there are not so many literary works that could be used, when it comes to answering that question. Regarding this, one more aim of the project is to make base for the deeper research that should be conducted by the government and more about this issue could be discussed in future works. It is a fact that the meat industry 'OVAKO' with its main founder AKOVA IMPEX is one of the leaders in meat production whose main products are represented by chicken meat products.

2. LITERATURE REVIEW

This primary quantitative survey instrument based research will be conducted and its findings will be compared with previous studies and secondary sources. First part of the research contains data from the book "Essentials of Contemporary Management" written by Gareth Jones & Jennifer George, in 2009. In this book, the chapter titled "The Manager as Person" investigates how different personality traits influence organization and working places. There are five big personality traits mentioned and one of those, which is emphasized in the introduction, is openness to experience. Beside this book, there are also other books and articles that are talking about the mentioned topic. There are, in total, 20 articles related to openness to experience which will be covered in this research (Jones & George 2009). One of the articles used as well, titled "Extraversion, Openness and Conscientiousness", was written by Zopiatis & Constanti, in Leadership & Organization Developmental Journal, in 2012. This article is based on findings that studied managers

working in the hotel industry. In addition to this, mentioned article studies association between five personality traits and leadership behaviors (Zopiatis & Constanti 2012). The article "On Openness", written by Jason Pontin in *Technology Review*, in 2009, discusses openness as a virtue and how openness to experience is important in technology and information technology (IT) world. Managers, in every working environment, seek to explore what would be the most advantageous for company. IT world requires openness to experience is very important (Pontin 2009).

One of the article that was used in the literature review for this research is titled "Openness to Experience, intelligence, and successful ageing". This article is written by Tess Gregory, Ted Netellbeck & Carlene Wilson, in *Science Direct Journal*. This article studies how openness to experience is associated with memory and everyday's functioning, in addition to influencing the successful ageing. Results of those studies showed that Openness to Experience is very important for successful ageing. Key words of this article are openness to experience, memory, intelligence, everyday functioning and successful ageing as well (Gregory, Netellbeck & Wilson 2010).

One of the articles, titled as "Members' Openness to Experience and Teams' Creative Performance", in *Sage Journals*, written by Marieke C. Schilpzand, David M. Herold & Christina E. Shalley was very useful in terms of Openness to Experience. It studies relationship between team members' Openness to Experience and team creativity. Results from this research showed that those people with high level openness to experience are the most creative one but in the case that they have few members that are low and those that are at moderate level of openness to experience (Schilpzand, Herold & Shalley 2011). Article that was covered for this research project was titled "The Big Five personality traits, learning styles, and academic achievement" written by Komarraju et al., in 2011. This article places emphasis on the Big Five Personality traits and how do they affect learning outcomes and behavior, as well as the academic achievement. Each of those traits is related with certain

points, such that openness to experience is related with the learning styles and elaborative processing. These researchers claim that those people with high level of openness to experience display a strong intellectual curiosity and are eager to learn new things (Komarraju et al. 2011; Gregory, Netellbeck & Wilson 2010; Mohan & Mulla 2013). It is important to note that previous research of secondary resources provided highly deficient examples of similar research being conducted, either, internally, within Bosnia and Herzegovina or internationally. Slightly similar studies were found in the works of Homan, Hollenbeck, Humphrey, Knippenberg, Ilgen and Van Kleef (2008) titled "Facing Differences with an Open Mind: Openness to Experience, Salience of Intragroup Differences, and Performance of Diverse Work Groups".

2.1 OPENNESS TO EXPERIENCE

Openness to Experience is one of the big five personality traits or Five Factor Model (Digman 1990). There are many explanations of that term and sometimes it is mixed with the meaning of interpersonal openness (De Raad & Van Heck 1994). In this part of research, the term Openness to Experience will be defined according to the Big Five Inventory and Revised NEO Personality Inventory (Costa & McCrae 1992) and (Benet-Martinez & John 1998). According to the Revised Personality Inventory, Openness to Experience is composed of Fantasy, Aesthetics, Feelings, Actions, Values and Ideas. In addition to this, people who have high level of openness are said to be sensitive to art, beauty, to be imaginative, liberal in values, flexible and curios (McCrae & Sutin 2009). In contrast to the open people, those closed to openness are uninterested in art, lacking curiosity and they have traditional values. According to the psychologists, Openness to Experience is based on genetics and it is heritable, so in addition to this, people who are curios, will probably be imaginative and artistic, as well (Terracciano, Costa & McCrae 2006). According to the author who pointed out the main parts of Openness to Experience, it is very important not to erroneously mix it with intelligence because these two terms are sometimes misused

(McCrae 1987). Open to experience people can express their openness in many different ways, and, as it was found in some conducted studies, those people would spend most of their time in restaurants and coffee shops (Mehl, Gosling & Pennebaker 2006; Rouse & Haas 2003; Borkenau 2004).

As it was discussed in previous sections, in the team performance as well, Openness has its own advantages and disadvantages. In terms of disadvantages, it is said that in some cases Openness may cause problems for the team. Every group needs to achieve and accomplish specific goals, so leaders of the group try to retain the harmony inside the group, but if in the group there are more open people it would be impossible because all the time they announce some new ideas and strategies what for the leaders make problems and causes misbalance (Stewart, Fulmer, & Barrick 2005). One of the negative sides of open people is that they do not fit into uncreative groups, while the closed ones do not like to interfere with the outsiders, those people who they do not consider as their own (Wilkinson 2007; McCrae & Terracciano 2008).

2.2 MEASURABLE COMPONENTS OF OPENNESS TO EXPERIENCE

Every individual is different and unique and they have distinctive things to which they are open to. Researchers used one questionnaire composed of 114 true-false questions related to the Openness to Experience, in terms of: feelings, values, ideas and other states of mind. This conducted research showed that an individual can be open in one sphere while closed in other, for instance results showed that women were open to feelings while men were open to actions. In addition to this, different factors were used to measure Openness to Experience and those are: aesthetic sensitivity versus insensitivity, unusual perceptions and associations, openness to theoretical or hypothetical ideas, constructive utilization of fantasy and dreams, openness to unconventional views of reality versus adherence to mundane, material reality, indulgence in fantasy versus avoidance of fantasy and deliberate and systematic thought (Coan 1972). When there is a question about the measurement of Openness to Experience it is

very hard to find the most competent relations to the mentioned trait, so researchers in most of cases use factors to which an individual is open or close and those are as mentioned before fantasy, aesthetics, feelings, actions, ideas and values (McCrae 1993; Botwin, Buss, & Shackelford 1997; Watson et al. 2004).

In terms of fantasy an individual tries to have a vivid imagination and active fantasy life, aesthetics relates to the art and an individual is emotional to it, as well he or she feels happiness and unhappiness stronger than close people. Actions in relation with the Openness to Experience shows whether a person will try new and different things, while values take into consideration social, political and religious values. Those facets were used in the questionnaires in order to find out the best possible explanation and measurement of Openness to Experience. In some cases it is not possible to claim that a person is open because some of the mentioned facets correlate with each other and observer may misunderstand the given answer. In addition to this, someone can easily change the concepts of intelligence with the Openness to Experience because highly intelligent people will have innovative ideas and successful strategies to develop, but that does not mean that an individual is open to experience (McCrae & Costa 1997; Heaven et al. 2006; Metsäpelto & Pulkkinen 2003).

Even though these two concepts, Openness to Experience and intelligence should not be mixed, there is positive relationship between these mentioned concepts. Researchers found out that the possible explanation for this is that Openness to Experience has a positive effect on the levels of activity engagement, which increases brain memory and remains as that until old ages (Ball et al. 2002). In addition to the intelligence with the correlation with Openness to Experience, there is a fact taken from the studies that most of highly intelligent individuals scored high levels of Openness to Experience. Taking this statement into consideration, researchers claim that intellect is as well one of the aspects of Openness to Experience. In contrast to this, individuals who score low level of Openness to Experience, are not less intelligent, just their openness

is narrowed and they are resistant to change which reflects at some points negatively on their performances (Psychometric Success 2013).

2.3 THE MODERATING EFFECTS OF OPENNESS TO EXPERIENCE

As stated previously, Openness to Experience is one of the Big Five Personality Traits and is related to the variety of multicultural skills and settings. According to the one of articles, Openness to Experience is one part of cultural intelligence and related to four factors of that intelligence which are metacognitive, cognitive, motivational and behavioral. Those researchers claim that Openness to Experience is very important in the working places where imagination and innovation is highly needed. In addition to this, it can be said that managers' Openness to Experience is required personality trait when it comes to the point of different cultural tasks. Workers who have high level of Openness to Experience like to explore new environments, new ideas and they have metacognitive strategies. They like to investigate the cultural background of the workers who have low level of Openness to Experience. Openness to Experience at some point may be good and at the same time may be bad. It all depends on the workers and what type of team company has. Every company needs diversity of workers and each of them should perform its tasks in order for certain company to operate. (Ang, Van Dyne, & Koh 2006; Gregory, Netellbeck & Wilson 2010; McCrae 1996, Bell 2007).

It is not just Openness to Experience enough for employees to be successful because they like to investigate; they are creative and risk takers. One of the most important points in the working places is training and preparation for the specific tasks, and some of the researchers took to investigate the relationship between job training and Openness to Experience. According to those researchers, personality traits are very important in determining the willingness for training and educating. In addition to this, dimensions of Openness to Experience in managers can determine who of them will engage in training and at what extent that will be advantageous for them. In the study of relationship between job training

and Openness to Experience, results showed that if provided training and education is not constant and high, those who have high level of Openness to Experience may be bored and do not find interesting the given education (Barrick & Mount 1991; Robbins & Judge 2013; McElroy & Dowd 2007).

On the other side, those who are low on Openness to Experience they find it very suitable and easy to perform. In addition to this, as education increases and gets harder situation became opposite, those high on Openness to Experience get chance to be creative and innovative, and for those at low level it becomes very uncomfortable because they do not know how to express themselves in complete manner and they do not like changes and innovations (Barrick & Mount 1991). When it comes to the point of organizations, employers try to find different types of people and profiles because of diversity of jobs. It is not possible to have homogenous team because organizations do not want that either, so they have to be very serious when it comes to the employment. It is said that, diversity can be advantageous and disadvantageous, in some cases it is very good to have diversity because there is variety of opinions and knowledge is on higher level. In addition to this, companies may gain profit because team performance can be very good because of diversity. It is not easy and there is not exact way in which effects of diversity can be seen, whether it has positive or negative impacts. The best way to discuss that is using the personality traits, and in this research main focus is on Openness to Experience. People or managers who have higher level of Openness to Experience are said to be open to diversity, they are broad-minded and are not conservative. Openness to Experience stresses out person's willingness to search, explore and find out the new ideas and experiences (McCrae & Costa 1987; Oh & Berry 2009; Payne, Youngcourt & Beaubien 2007; Judge et al. 2001).

3. METHODOLOGY, DATA ANALYSIS AND RESULTS

First section of the methodology describes the participants, a representative sample that was questioned for the purpose of research. In addition to this, there is used population from Bosnia and Herzegovina while representative sample were managers and employees in Akova

Group, meat industry 'OVAKO' which operates in the Central-Bosnian town of Visoko. This is the business sector, which provides customers with chicken meat products. Selection process was represented in simple random sampling, which means that every single individual had the equal opportunity to be selected. Survey questions were distributed to 200 participants and 130 participants formed the sample extracted from the sampling frame. Responses were received from 130 randomly selected participants, other 70 surveys were not completely filled out and they were not used in the data processing. Those participants in already mentioned industry were not divided into any group based on particular characteristics. In addition to this, all participants were treated in the same way. Representative sample includes 130 participants who were given a quantitative questionnaire (survey) instrument with a total of 25 questions. Questions numbered from "1" to "4" denoted descriptive statistics' items, while questions from 5 to 25 represented the inferential statistics.

Those survey questions required answer(s) on which position in that particular industry an individual is operating, age and gender. Other questions are based on Likert's rating scale from "1" to "5", starting with "1" (very inaccurate) to "5" (very accurate). In terms of design, the survey instrument represents one-shot design, which means that participating group is studied only one time. Advantage of this design is that it is efficient and results can be obtained in short period of time but disadvantage is that this design cannot assess long term effects. As it was mentioned before, data collection procedure was questionnaire composed of 25 questions. Surveys have an advantage to have a large group of randomly selected people in purpose of measuring their attitudes and behaviors. First of all, participants were given questions with rating scale. In addition to this, with the received answers it is possible to see how accurate person is; in these terms it is manager or employee in the mentioned company. With these answers, researcher is able to see what level of Openness to Experience and innovation is in managers and non-managers in meat industry 'OVAKO', Visoko. In addition to this, there is a statistical background to study whether there is difference in Openness to Experience in managers and

non-managers in meat industry OVAKO, Visoko. Managers' Openness to Experience is very important for their working environment. In addition to this, there are two variables that are used in this research. First one is independent variable and that is the organizational function or position (managerial vs. non-managerial) a person is working in the mentioned industry while dependent variable was the actual degree of Openness to Experience.

Openness to Experience is one of the Big Five personality traits and it can be measured as low, medium and high. Some studies showed that the managers who possess high level of Openness to Experience are some of the most successful people.

It is important to mention that this study had utilized the following methodological steps:

- Research problem was identified;
- Research questions were formed;
- A literature review of articles and books was performed to investigate the openness to experience drivers;
- The sub-topics for the research study were established based on the results of the literature review;
- Null and alternate hypothesis were created, evaluated and finalized;
- Survey questions were created, validated and modified based on the respondents' feedback;
- The survey started in June, 2015 and the completed survey with collected answers was completed by the beginning of September, 2015;
- The introduction of the survey did explain the purpose of the given survey and that all responses were anonymous and confidential and were used just in purpose of scientific work. Original English survey provided by Lewis. R. Goldberg from Oregon Research Institute was translated to Bosnian language by certified English translator and then back-translated into English to assure the corrected translation (George & Jones 2009);
- Using the 'Likert's scale' from "1" (very inaccurate) to "5" (very accurate), the instructions were given to the respondents to choose one of the answers closest to the way the participants felt about the statement;

- The data for all 130 surveys was entered into the SPSS software program in order to perform the statistical analysis;
- The first part of the SPSS analysis was to test two questions based on each hypothesis statement;
- Descriptive analysis was conducted following the demographic responses;
- The testing of the two hypothesis statements was performed by using the bivariate correlation test in SPSS to calculate sample Pearson's correlation coefficient. The objective was to determine if there was a significant difference in managers and non-managers in terms of openness to experience and innovation;
- The results of the tests were interpreted and evaluated based on 95% confidence level;
- A graph was created for the answers of given survey questions;
- Results and recommendations were reported.

3.1 RESEARCH HYPOTHESIS

H0 (Null Hypothesis): There are no statistically significant differences between managers and non-managers (or employees) in OVAKO meat industry in terms of Openness to Experience.

H1 (Alternate Hypothesis): There are statistically significant differences between managers and non-managers or employees in OVAKO meat industry in terms of Openness to Experience.

To test the research hypothesis, it has to be seen if managers and non-managers differ in openness to experience, in addition to this researcher constructed the continuous variable (openness to experience) out of related 5 points Likert's-scale coded questions. Particular attention was devoted in order to properly account for reversely-coded answers, and after manipulation, new index variable has following properties:

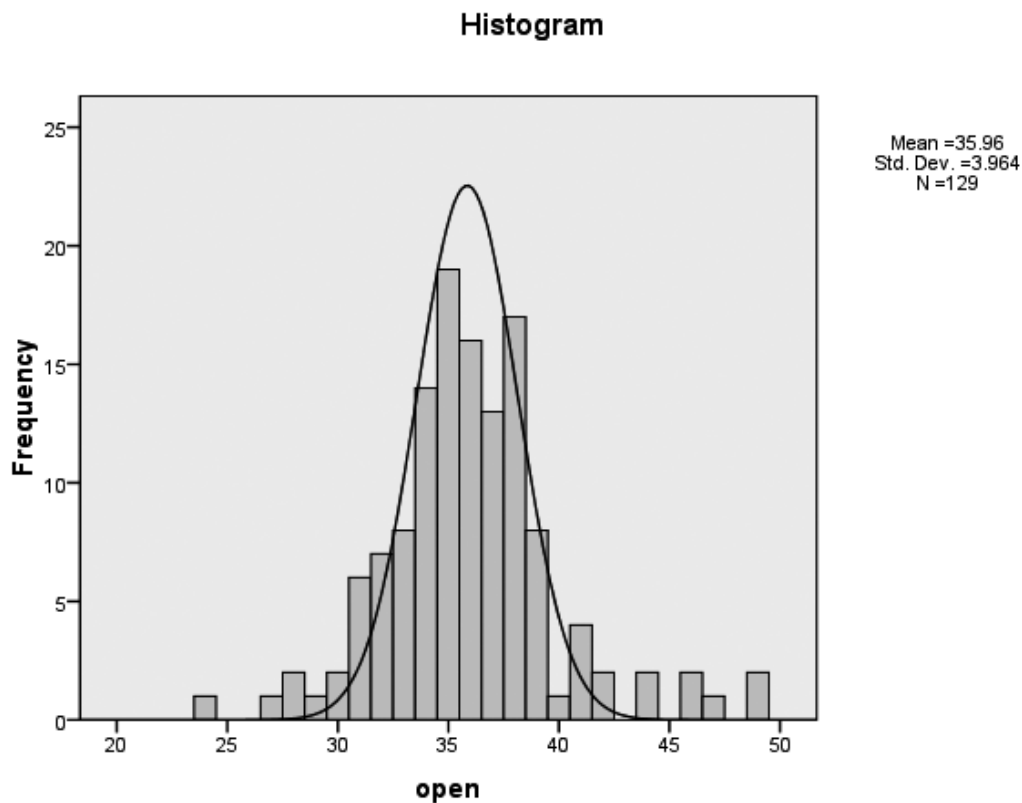


Figure 3.1.1. Histogram of openness index

New variable (Openness index) has a mean of 35.96 and standard deviation of 3.964. The distribution of the variable is not normal, which was established by the results of normality tests. After elimination of extremes (values

beyond ± 3 standard deviations), Shapiro-Wilk normality tests (employed due to small sample size) indicated that the new distribution is normal (SW=0.983; $p = 0.116 > 0.05$).

Table 3.1.1. Group Statistics of openness index.

Function/position	N	Mean	Std. Deviation	Std. Error Mean
openess_index Manager	14	5.8467	.33041	.08831
non-manager	103	5.9749	.24204	.02385

Table 3.1.2. Demographic profile of respondents (Function/Position)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	16	12.4	12.9	12.9
	non-manager	108	83.7	87.1	100.0
	Total	124	96.1	100.0	
Missing	System	5	3.9		
	Total	129	100.0		

Majority of respondents were obtaining non-managerial position at the time of the survey (108 respondents; 83.7% of the total), while only a small minority of 16 respondents (12.4% of the total) had the managerial position.

Table 3.1.3. Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
open_indx	Equal variances assumed	2.299	.132	-1.774	115	.079	-.12815	.07223	-.27122	.01493
	Equal variances not assumed			-1.401	14.955	.182	-.12815	.09147	-.32316	.06686

It can be seen from the table 3.1.3., above, that there are no significant differences between the managers' and non-managers' (employees') groups on openness to experience ($F=2.299$; $t=-1.774$, $p = 0.079 > 0.05$).

Hence, OVAKO's managers and non-managers are (statistically speaking) alike in regards to openness to experience. Further, the researchers established (the correlation tests) signifying that a correlation between openness based on the obtained group responses was weak (Pearson correlation = - 0.014; $p = 0.125 > 0.05$) and not approaching the conventional level of statistical significance. So while some individual components of openness to experience are correlated with some demographic variables in this research, the overall model fails to conclusively prove the existence of differences between managers and non-managers in OVAKO meat industry, in regards to their openness to experience.

In continuation, according to the statistical results, the researchers failed to reject H_0 , thus proving the absence of statistically significant differences. Further, the linear regression modeling established lack of significant effect of openness to experience in this company, as a whole. Weak influence of openness to experience ($F=2.388$; $p=0.125 > 0.05$) explains about 2% of total model variability ($R^2 = 0.020$), while further hierarchal regression modeling (to control for effect of demographic variables in the model) improved model's explanatory power modestly, but without approaching to conventional levels of statistical significance.

As stated in discussion, the reason for lack of detectable effects could be that management of mentioned industry has clearly defined parameters and its employees and employers know exactly what their obligations and tasks are. Industry in this terms does not have to invest a lot of money in educational and training programs of its workers, but to invest that money in other programs that would improve their role in the market economy and as well their production of goods and services. In addition to this, answers to the given statements and questions were slightly the same with the managers and non-managers or employees in the meat industry OVAKO, Visoko. As it is stated

in the discussion part, there may be several reasons why there is no significant difference between managers and non-managers in terms of openness to experience and all of those will be discussed in further work (Zopiatis & Panayiotis 2012).

4. DISCUSSION

It is important to note that previous research of secondary resources provided highly deficient examples of similar research being conducted, either, internally, within Bosnia and Herzegovina or internationally. Slightly similar studies were found in the works of Homan, Hollenbeck, Humphrey, Knippenberg, Ilgen and Van Kleef (2008) titled "Facing Differences with an Open Mind: Openness to Experience, Salience of Intragroup Differences, and Performance of Diverse Work Groups".

Openness to Experience is the tendency of business professionals or individuals to be original, being able to take risks and to be open to every new challenge that comes toward them. Variables included in the research could not conclusively establish existence of any differences between managers and non-managers in terms of Openness to Experience in meat industry 'OVAKO' Visoko. Researchers failed to reject H_0 , thus proving absence of statistically significant differences. Openness to Experience can be advantageous and disadvantageous as well, depending on the tasks, team and working environment. The advantage of high level of Openness to Experience is that those managers or employees are highly innovative, creative; full of new ideas which in many aspects can contribute to themselves and company as well. In addition to this, answer to the first question may be found in some basic information about AKOVA group, meat industry OVAKO based in Visoko and their working skills. Akova group has originated from family tradition and entrepreneurship spirit of Džafić family. The experience of generations in production of meat and meat processed products resulted in the establishment of one fast food restaurant in the 1980's in Sarajevo, named Akova. The positive perspective of the project was recognized by

international financial organizations and Akova as the first private company in BiH was granted a commercial loan to construct the meat processing factory. At the beginning of 1999, the project was officially completed and there was a solemn launch of the production capacities. In order to complete the production process cycle, provide its own raw materials and establish balance of financial flows, Akova stepped into the phase of primary production by privatizing the livestock food factory and a farm in Visoko and constructing its own centre for production material and a poultry slaughterhouse named Brovis at the same location. Today, the group is comprised of three successful companies: Akova Impex (sales and distribution), Meat Industry Ovako (production of meat processed products) and BROVIS (production of chicken meat). It is the fact that the AKOVA group's imperative is to have successful management that manages each section of company. Their successful management, that is at the top of company's pyramid coordinates the lower sections that are composed of team leader or manager and non-managers or employees. As it could be seen from the obtained hypothesis, there are no statistical differences in terms of openness to experience and between managers and non-managers in meat industry OVAKO (Judge, Thoresen, Bono & Patton 2001).

5. CONCLUSION

It is important to note that previous research of secondary resources provided highly deficient examples of similar research being conducted, either, internally, within Bosnia and Herzegovina or internationally. To lesser extent similar studies were found in the works of Homan, Hollenbeck, Humphrey, Knippenberg, Ilgen and Van Kleef (2008) titled "Facing Differences with an Open Mind: Openness to Experience, Salience of Intragroup Differences, and Performance of Diverse Work Groups". In this work the intragroup differences of diverse teams have been researched. As the statistical data analysis results have shown, there was no statistically significant difference between the managers and non-managers, in terms of openness to experience as one of the big five personality traits at meat industry

OVAKO, Visoko. In addition to this, it is already mentioned in discussion part that some other factors influence the particular industries in the specific geographical region. There are possibilities that there should be higher number of respondents, who could cause results to be in slightly different way or there are other influencing factors. It is already mentioned that there is possibility of cluster effect because geographical position can be an influencing factor. Openness to Experience shows how managers will perform in their working environment, how they will treat other employees and behave in the situations where many types of people are present. According to the previous research studies, Openness to Experience can be advantageous and disadvantageous as well, depending on the tasks, team and working environment. The advantage of high level of Openness to Experience is that those managers or employees are highly innovative, creative; full of new ideas which in many aspects can contribute to themselves and company. Numerous managers highly open to experience started their own successful businesses. As far as suggestions for future research are concerned, this research project can be a basis for deeper research that should be done by state. Time frame for this research was too short to generalize the results. The same research should be conducted utilizing bigger sample size.

6. REFERENCES

1. Ang, S., Van Dyne, L., & Koh, C.K.S. (2006) Personality correlates of the four factor model of cultural intelligence in *Group and Organization Management*, 31 (1), pp.100-123.
2. Barrick, M. & Mount, M. (1991) The Big Five Personality Dimensions and Job Performance: A Meta Analysis' in *Personnel Psychology*, 44 (1), pp. 1-26.
3. Barrick, M., Mount, M. & Judge, T. (2001) Personality and Performance at the Beginning of the New Millennium: What Do We Know and Where Do We Go Next?', in *International Journal of Selection and Assessment*, 9 (1-2), pp. 9-30.

4. Bell, S. T. (2007) 'Deep-level composition variables as predictors of team performance: A meta-analysis, in *Journal of Applied Psychology*, 92(3), pp. 595-615.
5. Borkenau, P., Mauer, N., Riemann, R., Spinath, F. & Angleitner, A. (2004) Thin Slices of Behavior as Cues of Personality and Intelligence in *Journal of Personality and Social Psychology*, 86 (4), pp. 599-614.
6. Botwin, M., Buss, D. & Shackelford, T. (1997) Personality and Mate Preferences: Five Factors in Mate Selection and Marital Satisfaction in *Journal of Personality*, 65(1), pp. 107-136.
7. Coan, R.W. (1972) Measurable components of Openness to Experience in *Journal of Consulting and Clinical Psychology*, 39 (2), pp. 346.
8. Costa, P., & McCrae, R.R. (1992) Description of NEO personality inventory (NEO PI-R) facet scales. Appendix D' in Revised NEO personality inventory and the NEO five factor inventory professional manual, pp. 16-18.
9. De Raad, B., & Van Heck, G. L. (1994) The Fifth of the Big Five' [Special issue] in *European Journal of Personality*, 8 (4), pp. 225-227.
10. Digman, J. (1990) 'Personality Structure: Emergence of the Five-Factor Model' in *Annual Review of Psychology*, 41 (1), pp. 417-440.
11. Gregory, T., Netellbeck, T. & Wilson, C. (2010) Openness to experience, intelligence, and successful ageing in Science Direct.
12. Heaven, P. C. L., Smith, L., Prabhakar, S. M., Abraham, J., & Mete, M. E. (2006) Personality and conflict communication patterns in cohabiting couples' in *Journal of Research in Personality*, 40 (5), pp. 829-840.
13. Homan, A. C., Hollenbeck, J. R., Humphrey, S. E., Knippenberg, D. V., Ilgen, D. R., & Gerben A. Van Kleef. (2008) Facing differences with an open mind: Openness to experience, salience of intragroup differences, and performance of diverse work groups. *The Academy of Management Journal*, 51(6), pp. 1204-1222. doi:10.5465/AMJ.2008.35732995
14. Jones, G. & George, J. [eds.] (2009) Values, Attitudes, Emotions, and Culture: The Manager as Person' in *Essentials of Contemporary Management*, McGraw-Hill/Irwin; 5th ed., pp. 75-78.
15. Judge, T., Thoresen, C., Bono, J. & Patton, G. (2001) The job satisfaction-job performance relationship: A qualitative and quantitative review, in *Psychological Bulletin*, 127 (3), pp. 376-407.
16. Kickul, J. & Newman, G. (2000) Emergent leadership behaviors: The function of personality and cognitive ability in determining teamwork performance, in *Journal of Business and Psychology*, 15 (1), pp. 27-51.
17. Komarraju, M., Karau, S.J., Schmeck, R.R. & Avdic, A. (2011) The Big Five personality traits, learning styles, and academic achievement in *Personality and Individual Differences*, pp. 472-477.
18. McCrae, R. (1987) Creativity, divergent thinking, and openness to experience' in *Journal of Personality and Social Psychology*, 52 (6), pp. 1258-1265.
19. McCrae, R. (1993) Openness to Experience as a Basic Dimension of Personality, in *Imagination, Cognition and Personality*, 13 (1), pp. 39-55.
20. McCrae, R. (1996) Social consequences of experiential openness, in *Psychological Bulletin*, 120 (3), pp. 323-337.
21. McCrae, R. & Costa, P. (1997) Validation of the five-factor model of personality across instruments and observers in *Journal of Personality and Social Psychology*, 52 (1), pp. 81-90.
22. McCrae, R. R. (2002) NEO-PI-R data from 36 cultures: Further intercultural comparisons, in McCrae & J. Allik, [Eds.], *The Five-Factor Model of personality across cultures*, pp. 105-125, New York: Kluwer Academic/Plenum Publishers.
23. McCrae, R. R., & John, O. P. (1991) An introduction to five-factor model and its applications' in *Journal of Personality*, 60 (2), pp. 175-215.
24. McCrae, R. R., & Sutin, A. R. (2009) Openness to Experience', in M. R. Leary and R. H. Hoyle

- [Eds.], *Handbook of Individual Differences in Social Behaviour*, pp. 257-273., New York: Guilford.
25. McCrae, R. R., & Terracciano, A. (2008) 'The Five-Factor Model and its correlates in O's Social Consequences 36 individuals and cultures', in F. J. R. Van de Vijver, D. A. van Hemert and Y. H. Poortinga, [Eds.], *Individuals and cultures in multi-level analysis*, pp. 247-281, Mahwah, New York: Erlbaum.
 26. McElroy, T. & Dowd, E. (2007) Susceptibility to anchoring effects: How openness-to-experience influences responses to anchoring cues, in *Judgment and Decision Making*, 2 (1), pp.48-53.
 27. Mehl, M., Gosling, S. & Pennebaker, J. (2006) Personality in its natural habitat: Manifestations and implicit folk theories of personality in daily life in *Journal of Personality and Social Psychology*, 90 (5), pp. 862-877.
 28. Metsäpelto, R. L. & Pulkkinen, L. (2003) Personality traits and parenting: Neuroticism, Extraversion, and Openness to Experience as discriminative factors in *European Journal of Personality*, 17 (1), pp. 59-78.
 29. Minbashian, A., Earl, J. & Bright, J. (2012) Openness to Experience as a Predictor of Job Performance Trajectories in *Applied Psychology*, 62 (1), pp. 1-12.
 30. Mohan, G., & Mulla, Z.R. (2013) Openness to experience and work outcomes: Exploring the moderating effects of conscientiousness and job complexity in *Tata Institute for Social Sciences*, 7 (2), pp. 18-33.
 31. Oh, In-Sue, & Berry, C.M. (2009) The five-factor model of personality and managerial performance: Validity gains through the use of 360 degree performance ratings in *Journal of Applied Psychology*, 94 (6), pp. 1498-1513.
 32. Oregon Business Plan (n.d.) Industry Clusters. Available from: <http://www.oregonbusinessplan.org/industry-clusters/industry-clusters-faq/>. [December 2, 2015].
 33. Payne, S.C., Youngcourt, S.S., & Beaubien, J.M. (2007) A meta-analytic examination of the goal orientation nomological net in *Journal of Applied Psychology*, 92 (1) pp. 128-150.
 34. Psychometric Success (2013) The Big 5' Aspects of Personality, Available from: <http://www.psychometric-success.com/personality-tests/personality-tests-big-5-aspects.html> , [January 10, 2015].
 35. Robbins, S.P. & Judge T.A, [eds.] (2012) *Essentials of Organizational Behavior*. Pearson Education; 11th ed. pp. 68-74.
 36. Robbins, S.P., & Judge T.A, (2013) *Organizational Behavior*. Pearson Education: 15th ed., England.
 37. Schilpzand, C.M., Herold, D.M. & Shalley, C.E (2011) Members' Openness to Experience and Teams' Creative Performance' in *Sage Journals*, 42 (2), pp. 55-76.
 38. Stewart, G. L., Fulmer, I. S. & Barrick, M. R. (2005) An exploration of member roles as a multilevel linking mechanism for individual traits and team outcomes in *Personnel Psychology*, 58 (2), pp. 343-365.
 39. Terracciano, A., Costa, P. T., Jr., & McCrae, R. R. (2006) Personality plasticity after age 30 in *Personality and Social Psychology Bulletin*, 32 (8), pp. 999-1009.
 40. Thoresen, C., Bradley, J., Bliese, P. & Thoresen, J. (2004) The Big Five Personality Traits and Individual Job Performance Growth Trajectories in Maintenance and Transitional Job Stages in *Journal of Applied Psychology*, vol. 89, no. 5, pp. 835-853.
 41. Watson, D., Klohnen, E. C., Casillas, A., Simms, E. N., Haig, J., & Berry, D. S. (2004) Match makers and deal breakers: Analyses of assortative mating in newlywed couples in *Journal of Personality*, 72 (5), pp. 1029-1068.
 42. Wilkinson, T. J. (2007) Individual difference and sport fans: Who roots for the underdog? in Unpublished Dissertation Abstracts International.
 43. Zopiatis, A. & Panayiotis, C. (2012) Extraversion, Openness and Conscientiousness in *Leadership & Organization Developmental Journal*, 33 (1), pp. 86-104.