

WOMEN AS TOP-LEVEL MANAGERS IN THE MODERN ENVIRONMENT

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Abstract: *Women are more responsible today in making important decisions, their performance in organizations is becoming more profitable and more necessary. World studies are showing that companies with more women in management are surpassing the results of the competition. Their leadership style is determined, they make important decisions and affect changes. Unfortunately, their values and achievements are not known to the public. The public usually knows women from politics and public life, and the representation of women's importance can be seen very rarely specifically connected with the organizations. The importance of economic empowerment of women and the benefits arising from it are undisputed, both from the standpoint of women's rights, and from the standpoint of economic growth and productivity. However, when it comes to participation in formal employment and enjoying the results of that business, in reality the equality between women and men is not yet achieved.*

Keywords: *management, women, economy.*

1. INTRODUCTION

Equality between men and women is established with Swiss Constitution in 1981. Since 1996, the corresponding Equality Acts are applying. They regulate the position of woman in the family, their rights to education and work. Gender equality means equal participation of women and men in all areas of public and private sector, in accordance with the generally accepted rules of international law, ratified with international agreements. However, regardless of gender equality and the legally defined framework of the equal rights of both sexes, this equality is not realized in practice. Over time, mostly "male" and mostly "female" occupations were delimited. According to this partition, men are the ones who need to make

important decisions, and therefore have to be on highest positions, while women are mostly directed on an “easier” occupation and family care. If we start from that fact, then we should not be surprised that on the managerial positions is negligibly small number of women.

There has been a lot of intensive talking about the fact that women are skilled negotiators, that they have a bigger dose of tolerance and “softer” methods for arriving at the target and that they may very well manage the company, therefore there has been much more increasingly working of finding a method for many women to be more involved in the management of the company. In accordance with that in the sequel will be given the results of the survey in which it explains why top management avoids women in Latin America. In Latin America a number of measures were defined with the aim of larger number of women in managerial positions, but these measures have not yielded the expected results. Results of this study are very similar with numerous other researches in this area and in other continents. The most common reason for the small number of female top managers is that the environment does not accept them as leaders because of the tradition according to which men are the ones who need to make decisions and to create a direction of development of a particular company.

The contribution of women in business world is visibly increased. In recent years, women are getting increasingly more important role in the business environment. In the history, women have never had greater economic power as an employee, but also as consumers. Therefore, the state institutions, but also the real sector, need to understand the importance of investing in the evolution of business women, as well as their integration into decision-making processes.

Every job carries its own risk, anyone who is willing to work and who is responsible, in advance should be prepared to take risks, but the risk can very quickly be turned into a challenge providing additional motivation in work.

2. WOMEN AS MANAGERS

Every day we meet extraordinary women who prove that they are reliable business and life partners. “The careful observer will come to the conclusion that larger part of successful women characterizes the following qualities: inspiring power, consistency, ability to perform multiple activities at the same time, compassion, clearly expressed moral values, communication skills, vision, team spirit, flexibility, endurance. Simply - commitment.” [1]

In a growing number of countries is recorded a growth in the number of employed women and their growing involvement in many areas of society. The woman is no longer just a mother and housewife, but also an active member of society and successful business woman. There are more and more organized marriages in which men and women share responsibilities about children and household maintenance. [2]Is it good or bad, time will tell. However, one thing is certain, the emancipation of women has contributed a lot to their personal development and specialization. Because there are a number of limitations for the development of female management (economic, social, gender equality), the aim is to enable its improvement. Women managers usually complain on: [3]

- the lack of confidence and support of the family;
- the social pressures due to the traditional partition of roles;
- the legislative framework;
- women from poorer countries demand that part of international funds for development of entrepreneurship must be focused on the development of women's

entrepreneurship.

Traditional views of gender roles in society affect the large part of female members and how they perceive themselves in a business environment. Many women never even try to fight for a place in the hierarchical structure of the organization, because they do not believe that they have needed skills. So you may ask how a woman can expect improvement, if she do not consider herself sufficiently worthy candidate, and if that means a public showing of her standpoint? These and similar attitudes can contribute and contribute in not advancing of their career. It can therefore be concluded that their attitude on these issues play an important role for career (not) advancement.

Discrimination against women in the world is most clearly seen in the differences in earnings between men and women in the most developed countries. In EU countries 2011 men have been receiving salary that was increased by 15% compared to women. In some EU countries, this difference is even bigger. For example, in Germany the same year difference in favor of men was 23%, while in the UK employee has been working full time earning a hundred pounds more per week than women workers. However, the tendency of reducing these differences exists in some EU countries. In the UK, due to the increase of salaries in the public sector where women were more represented in managerial positions, this difference decreased from 14.5% to 13.2%. Also, it can be said that this reduction caused differences because some cases of discrimination made public and made of it a lot of noise. However, considering the EU economy, there is still a difference in earnings of 15% in favor of men.

Statistics show that the difference in earnings increases with age, education and years of service - the difference is larger than 30% for employees with 50-59 years of age and 7% for employees with less than 30 years of age; then is larger than 30% for those who have finished high school and 13% in those with lower education; for workers with over 30 years of service in the company this difference is 32%, while the same 22% of those who worked in the company of one to five years.[4]

The research shows that most Europeans believe that more women are needed in management positions (77%) and as a member of Parliament (72%), 68% of Europeans believe that family obligations are major obstacle to progress and the capture of managerial positions and 47% of them believe that women are not in advantage in the gender if they have the same qualifications as men. This difference in earnings can only be overcome if the operation performs at all levels, including all sides and focusing on all the factors that cause this difference. When it comes to direct discrimination, on which has already been discussed, it is important to point out that in the United States, where 53.3% of professional staff exists, less than two percent are women managerial teams in the thousand largest US companies and with only 7.9% they are among the best paid employees in 500 of these companies. Discrimination against women in the workplace will disappear when the state realizes how many potential talents were poorly utilized, even though in their education much was invested. In 21 of the 27 richest countries in the world, girls are just as numerous as the young men in graduate studies. The mass of educated women, however, comes in the labor market: there is prediction that male doctors in the UK will be in the minority around 2015, and in Canada 2020. However, when it comes to governing boards, it's a place where men do not emit chair. Only 14% of those seats hold women in the top 500 US companies, and that number drops to less than 10% in Western Europe. [5]

3.TOP MANAGEMENT AVOIDS WOMEN IN LATIN AMERICA

In jobs they deal with, women managers besides notable achieved results create a new style of management, they have launched a large number of jobs, changed some of the established norms and become the main driving force. [6]Also, women have managed to come up to leadership roles, roles that include participation in the decision-making process where they can demonstrate having the skills, knowledge and ability, being at the same level as their male colleagues. However, women in the business world are still slowly progressing to management positions than their male colleagues, they are being discriminated on different basis of the recruitment process, on the workplace, and for the same work they are usually less paid. There is no doubt that women nonetheless still do not give up.

More and more women are choosing to start their own business, more and more of them are taking high positions in companies, being recognized on the basis of their results and its position slowly raise to the level of equality with their male colleagues. [7]Women managers who manage large international companies are changing picture in a big way of the role of women in business, and on that way comes to the fore a new style of behavior in the business world, a new way of communication and new business strategies. To demonstrate their ability on traditionally “male domain”, women have taken advantage of some of their advantages, primarily persistence, perseverance and intuition in decision-making and thereby they have acquired certain business advantages.

Gender inequality is becoming a major issue in Latin America, and the women in the region are those that are silent, and because of that, they are much less respected within the strategic or top management, every detail, the intent they were aggravated or prefer compared to men so they are saying that women wish to advance their careers. Internet (online) survey was conducted from 19 February to 1 March 2013 and obtained feedback from the 547 supervisors (354 men and 193 women) from Argentina, Brazil, Chile, Colombia, Mexico and Peru[8]In Latin America, gender inequality has increased, although it is a strategic priority.

Table 1. Diversity equality as a strategic priority, in order of ascending order, in Latin America.% Examinee 1

Total	Top 3 items on the agenda	Top 10 items on the agenda	On the agenda but not near the top	Out of the agenda	Not known
2013 Latin America ² n = 547	8	29	34	25	4
2012 Asia ³ n = 1746	8	21	27	32	11
2010 Globally ⁴ n = 1814	8	20	36	32	4
2010 Latin America ⁵ n = 68	8	13	46	31	-2

¹The total sum may not be 100% due to rounding.

² Participants from Argentina, Brazil, Colombia, Mexico, Chile and Peru are included

3 Participants from China, India, Indonesia, Japan, Malaysia, Singapore and South Korea are included.

4 Includes respondents who represent the full extent of the region.

As in the two previous surveys [9, 10], Latin American leaders most often cite flexible work arrangements, programs to encourage female connections and highlighting women as role models, as well as providing support services to facilitate the reconciliation of work and family life, as a measures of their companies for recruitment, retention, promotion and development of women. There are some significant differences from country to country, even though only 10% of managers in Chile say that their directors and management teams visibly monitor the progress of gender diversity, which represents 20% of all respondents. In Brazil, 41% say that their companies have not taken any measures for recruitment and retention of women, compared with 29% of the overall average.

The study examines 13 measures of gender diversity. So far, 42% of respondents answered that their company implemented one to three measures. The results suggest that if there is greater gender diversity on a strategic plan, the companies will took more action. Executives agree that most difficult for their companies is implementing measures for the achieving flexible working conditions, sexually-oriented aims and programs in employment. Female respondents most often cited as the worst flexible conditions for the exercise, which is not surprising. More often than male respondents they say that their companies are tortured in the implementation of each of these 13 measures.

4. WHY THE REPRESENTATION OF WOMEN REMAINS AT A LOW LEVEL?

Only 60% of managers say they believe that companies with different leadership teams that include a significant number of women, achieve greater financial performance. Through various countries, this belief is most strongly held in Mexico, where the largest number of respondents saying that gender diversity in companies represents one of the top priorities. This finding is particularly interesting, given that companies in Mexico have the lowest number of women in their executive committees, compared with companies in other countries. Nonetheless, the surveyed respondents in Mexico, like all other companies, reported a number of women in its top management.

In this study, the question was which one of the three key reasons best explains the lack of gender diversity among the leaders of their companies, and what are the main causes of this reason that they have chosen. Results are different greatly depending on the gender. Female respondents mostly attribute this imbalance by lower promotional rate of women.

Men's and women's perceptions of underlying causes of the low rate of promotion of women are very different. Men usually state that the employment of women usually concentrate in the departments of relatively low promotional rates and less upward mobility, while women most often cite lack of sponsorship. Women who are leaders, like men, have twice as likely chance to get lower rates perceptions of leaders, other words, there is belief that women have less ambition than men to get that position. But the answers of women managers indicate that women are ambitious as much as their male colleagues, or even higher: 79 percent of women say they would choose to advance to the C-level management or directing, compared with 73% of men.

5. BARRIERS TO IMPROVEMENT

Overall, executives in Latin America and globally their colleagues identify the same barriers for increasing the diversity of top management in companies: “double burden” syndrome and “anytime, anywhere” performance, is a model that requires constant attention. [8](Table no. 2)

Table No. 2. Women are constantly faced with numerous obstacles to achieving the highest levels of management. % Examinee¹ The biggest barrier of “high level” that increase gender diversity in top management of the corporation.

Total	2013 Latin America ² n = 547	2012 Asia ³ n = 1746	2010 Globally ⁴ n = 1814	2010 Latin America n = 68
The “double burden” syndrome (women balancing between work and home commitments)	44	38	51	57
“Anytime, anywhere” model performance (requires availability and geographical mobility)	39	27	42	43
The lack of pro-family policy and support	24	24	26	11
The tendency of women to the Non-promotion themselves	23	22	27	26
The lack of female role models	19	20	30	30
Decisions of women to give up and not to volunteer	17	19	20	21
Less tendency to connections between women than between men	17	13	16	13
The tendency of many women to have less ambition than men	15	20	12	15
There are no barriers / obstacles	11	4	5	9

¹ Respondents who answered “do not know” or “other” are not shown

² Participants from Argentina, Brazil, Colombia, Mexico, Chile and Peru are included

³ Participants from China, India, Indonesia, Japan, Malaysia, Singapore and South Korea are included.

⁴ Includes respondents who represent the full extent of the region.

The results are not surprising because of the fact that the majority of respondents believe that the idea that a woman takes care of the family is strong enough in certain countries to influence on career decisions: 70 percent say that this affects at least on some women to leave their jobs. 70% of them said that culture in their countries makes it easier, more men than women to move forward in their careers, and particularly respondents from Brazil and Mexico confirms that fact. More than half also say that the cultural basis of their companies influences on gender diversity approaches that the company will apply. To overcome these problems, both male and female respondents agree that the greatest impact on increasing gender diversity in top management company has the flexibility of working conditions, monitoring of the directors, and support services for balancing between work-life activities.

6. CONCLUSION

Based on what has been said in this paper it can be concluded that the main impact on women have traditional views about gender roles in society, so that they very often get discouraged in the business world, they are in a sufficient number on senior positions, and in the organization they do not have enough space to highlight and demonstrate their abilities. What is required is to break all the traditional views that are just one of the major obstacles to the success of women in the business world. However, it is evident that there are more and more women who want to overcome those traditional roles and to supplement them with other types of engagement where they will be able to confirm and prove. Women get more and more typical male fields, and as managers they managed to carve out their place at the forefront in the predominantly male world of business.

Based on the conducted research and the obtained results, we can conclude that in Latin America, the representation of women in top management is at a low level. The reasons for this are found in their culture and tradition, because most managers still believe that when woman voluntarily leave her place of work, it is to spend more time with his family. In contrast, respondents globally in research since 2010 on average much less cites family reasons as well, while respondents in the course of research in Asia in 2012. cited this reason as an explanation for the lack of women in leadership positions. All male respondents in Latin America, which are covered in the survey, agreed that women do not show interest in the management of the company, while on the other hand, all female respondents said they are willing to learn and progress to the highest levels of management. Also, in support of our claims that tradition is the one who hampers the progress of women in building the careers, is result of research in which 70% of them say that the culture in their countries makes it easier, more men than women to move forward in their careers, and in particular subjects from Brazil and Mexico, which confirm this fact.

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