

PROFESSIONAL PAPER

## The Position of Women Leaders and Managers in Serbia



---

Tošković Jelena<sup>1</sup>

Faculty of Business Economy, Educons University, Sremska Kamenica, Serbia

---

### ABSTRACT

*This paper describes the current situation of women leaders in the Serbia. Women throughout history have never been free and liberated as today, both in Western societies and Serbia, where the actual reality that a woman is entitled to all the rights that are regulated by national legislation, taking into account the principle of gender equality. The position of women in the labor market is one of the key aspects of gender equality in the society. However, by the time they follow the invisible barriers that prevent women from achieving leading positions in corporate leadership, which is now called the "glass ceiling."*

*The aim of the research is to describe and analyze the current situation of women managers and discover the causes and factors limiting their professional recognition.*

*The research results make it possible to describe and see two models of the behavior women managers in the current situation in Serbian economy, which is a basic criterion for the dominance of the identified factors: factors barriers and support factors to the advancement of women in professional careers. Specifically we are talking about the behavior patterns that women managers as points of support combine its own strengths and supportive environment and a model of behavior that women managers as a point of support using its own forces*

**KEY WORDS:** *woman, leaders, Serbia, behavior model*

---

<sup>1</sup> Jovana Cvijića, 9/8, 15000 Šabac, E-mail: toskovicjelena@yahoo.com

## **Introduction**

The woman has always been an interesting topic. Therefore, the impact on operations is extremely large. This paper focuses on women leaders in the Serbian economy, where we tried to explain the current situation and behavior of women as leaders. The work consists of theoretical, methodological work and conclusion.

In the theoretical part of the paper describes the movement of women through time from ancient times to the present day. It was described a process of emancipation of women and their willingness to move forward. It is also explained the position of women in the territory of operation. The position of women in the labor market is one of the key aspects of gender equality in society, so the standing in the sphere of labor is of extreme importance for the overall socio-economic status of women. However, women often face invisible barriers that prevent them from reaching leading positions in corporations. This phenomenon is also known as the glass ceiling, which marks the emergence of unwritten inability of women to thrive in the business hierarchy to the highest positions of authority.

At the end of the theoretical part we talk about women managers and major problems encountered on the way to the top or leading position. In the methodological part of the research are described an object and problem, objectives, tasks and methods, techniques and tools that have been used in research, and statistical analysis of sample data. In fact, all of these categories will be discussed in this paper. It should be noted that the second part of the methodological research related to the research results, we obtained based on a sample, questionnaires and techniques.

The conclusion is the last part of the paper, which enables us to see two models of behavior of women managers in the current situation in the Serbian economy, and where is initial dominance criterion identified factors: factors barriers and support factors to advancement of women in professional careers.

## **Theoretical Background: Women and Work Across Time**

Throughout history women have never been so free and liberated as is the case today in western societies, where the actual reality is that a woman is entitled to all the rights that are regulated by national legislation, taking into account the principle of gender equality.

The process of women's emancipation has gained momentum in the second half of the twentieth century, which was marked by great changes in the labor field. One of the major changes at this time, whose protagonists are women is a progressive feminization of the labor market. Women entrepreneurs, ubiquitous in developed economies, along with the expansion of small and medium-sized enterprises, gaining momentum in countries in transition such as Serbia. Today, in Europe and America as well as in the majority of women are employed, and that brings its own income. Beside that they apply to men in many positions, including leadership positions within the organization.

New understanding of entrepreneurship is based on the fact that manager is the holder of an idea, market researcher and new business organization and management. The development of the market and market relations is increasingly moving away from the property manager's job, so that managers have become respected and well-paid profession. Through time, once dominant, pyramid principle of management changes and the company moved from an authoritarian management, which operates on the principle of command - execution - control, towards a new leadership which aims at flexibility, rapid response to change and individual motivation in achieving the proclaimed goals of the organization, where these changes open doors for women. Thanks to the traditional role of mother and pillar of the family, the woman incorporated in her mindset several significant assumptions that form the backbone of a new management style. Based on the aforementioned cultural heritage, women develop the skill of employing its "team", task scheduling, good time management and personal motivation, briefly what is now called the theory of democratic management style or orientation towards people. On the other hand, the results of many studies show women preference manager democratic style of management, which are prerequisites for achieving quality in new tasks.

However, an inevitable fact is that the unemployment phenomenon primarily affects women. Recognizing the significant statistical indicators of labor participation of women, we can not ignore the fact that, although since 1990 in the U.S., women make up 46% of total employees, they still hold lower-level positions. A very small number of women is in top management of large companies, where men occupy 90% and women 10% highest paid executive of directorships.

## **The Position of Women in the Labor Market**

Judging by the various indicators, the social position of women in today's unfavorable in various aspects, and in some areas showing specific disadvantage compared to men. The position of women in the private sphere is marked by a patriarchal division of roles and high abundant violence. Maintenance of patriarchy within the household and the family leads to unequal division of labor in which women perform most of the unpaid household work, and in many cases have limited access to financial resources.

The position of women in the labor market is one of the key aspects of gender equality in society, and standing in the sphere of labor is of extreme importance for the overall socio-economic status of women. According to the structure of employment by gender in 2004., female employment rate is lower (44%) than the rate for men (63.1%), while the unemployment rate was higher in women (24.1%) than men (15.9 %). In Serbia in privatization time has been a movement of labor in the private sector, so that about half of all employees, both women and men working in the private sector. According to data from the Labour Force Survey of 2005. year, 62% of employed men work in private sector, while in the same sector is 57% of employees are women. Gender segregation in the labor market by occupation and branch of activity is still present, but not at a high level. Women face significant obstacles in their vertical mobility in senior management positions in companies, and the gap in wages between men and women is maintained and can not be explained by differences in the characteristics of employees, but for the most part attributed to discrimination. It should be noted that women are much less likely to be self-employed and are included in entrepreneurial activities. Thus, according to data from 2004., male managers was 73.2%, and women managers 26.8%. Two years later, women director was 20.8%, and men 79.2% (Babovic, 2007). It should be noted that according to the World Bank to overcome gender inequality in employment of women can raise the U.S. GDP by 9% and Europe by as much as 13%.

## **The Division of Labor and Power Relations in the Household**

The division of work roles in the household is important from the point of view within the family organization, and in terms of global trends

to labor market. One of the important dimensions of the interactions between social organization, social change and the structure of demand for labor is the organization of working time.

Individuals not only need to adjust their working hours in household responsibilities and vice versa, but they must be consistent with the patterns of working time with other family members. All forms of social organization in the household, the household division of labor to leisure activities, depending on the structure of the interference patterns of working time, but social organization in the household in turn influenced in the structure of the labor force available in the labor market.

Data on the distribution of household work indicate extreme domination like Patriarchal model of division of labor in the household where the majority of household work is performed by female members of the household (Figure 1).

*Figure 1: Patriarchal division of household labor*

	<b>Women hold</b>	<b>Performed by men</b>	<b>Performing together</b>	<b>Other</b>	<b>In total</b>
Cooking	80,9	2,6	6,0	10,4	100
Washing	80	2,8	7,1	10,1	100
Cleaning	75,9	3,4	9,7	10,9	100
Ironing	80,5	2,6	5,8	11,1	100
Care of young children	72,9	2,6	20,8	3,8	100
Taking care of school work	72,2	9,3	14,1	4,4	100

*Source: Transformation strategies of social groups in Serbia, ISIFF*

Uneven load on working men and women is not only a feature of the activities of Serbian households, who mostly shaped by patriarchal model of gender roles, but households in the advanced of the West societies. The findings of this study indicated that although there is a steady increase in the participation of men in housework, it is still the reduction of women's participation in household work is insufficient to compensate for their

greater involvement in paid work, and married working women do not carry proportionately higher burden of paid and unpaid work.

At the beginning of the new millennium, people in Serbia are willing to work longer, more intense, to switch jobs according to the requirements of the labor market than they were accustomed to in the socialist regime, protected employment. Women of medium and high levels of education are very willing to work longer than normal hours. Also, highly educated women are the only majority willing to work several jobs in several companies simultaneously.

## **Glass Ceiling**

The term "glass ceiling" first appeared in the 1985th, introduced by the newspaper "Wall Street Journal" stating that they are "invisible barriers that prevent women from achieving leading positions in corporate leadership." This phenomenon indicates the occurrence of unwritten inability of women to thrive in the business hierarchy to the highest positions of authority. The glass ceiling is a result of economic and social inequality that is reflected in particular by: (Smiljanić, 2006)

- entrenched attitudes about male and female roles in society, which often determine the level and direction of the education of young women,
- segregation (subordination) occupations by gender,
- unequal pay between men and women for equal work for men, regardless of the legislation,
- participation in different unpaid (household) activities (2/3 of the total unpaid work of women's and men's 1/3) and
- women difficulties in aligning business and personal obligations.

As an example in literature, it can be mentioned, the United States in which women make up 46.5% of the labor force, and among the highest paid managers of U.S. firms in 2010. it is only 7.6% and 14.4% at places of women executives 500 largest companies in the United States. For comparison we note that in 1999. percentage of women among the highest-paid managers in the U.S. was 5%, and women on average earned only 72% of the salary they received their male counterparts. The situation is similar in Europe, where the 25 highest-paid CEOs no female. According to the magazine "The Economist", the three main reasons why there is a glass ceiling phenomenon: exclusion of women from informal networks in

companies, which are important for the development; constant bias on the prevalence of disability for women's leadership, where men, who normally make the most of the boards of companies, are reluctant to set up more women and more responsible positions; lack of role models, because the high-level corporate roles not many women show that show how others might do the job. It is crucial to note that one of the main reasons why women give up their development career is the family.

Most women throughout their career make a break for children and families, after which, primarily due to strong competition, very hard to get back into the company and pursue a career in the same place where they broke off. That is why more and more women instead of continuing careers in a particular company, decided to start their own businesses, which leaves more time for family responsibilities. Greater role for women has a state. Companies and States must take appropriate measures to ensure the gap between women and men in gaining high positions (in the hierarchy of the company) and gone, to retain women in the workplace, and developed further. Lack of flexibility at work is the next moment that makes a woman to successfully reconcile the two roles. Companies that want to attract and retain talented women need to think about the various kinds of flexibility that will help them to balance work and family life.

Enable women to realize and professional, but also as a mother is not just a way to attract and retain them within the company, but also socially responsible behavior. Therefore care on birth of a country should not only be the responsibility of government and the country, but should be part of every company's social responsibility.

Politics birth rate is one of the very important macroeconomic policies of each country, which should become an important part of the strategic objectives of each kompanije. The best example is Norway, which has since 2003. changed the quota for women in the boards of large companies, where the percentage of women in the highest positions, at the highest in the world at around 40%. This Scandinavian country is legally bound to large companies by the end of 2007, increase the percentage to 40% of women in their governing boards.

In the world have already tested techniques that apply to specific companies to reduce the effect of the glass ceiling, when their leadership recognizes the importance of the problem and demonstrate the willingness to solve it. Some of these techniques, mentioned in literature are:

- The fight against stereotypes and prejudices. The workshop is jointly involving both women and men (provided that the women are isolated and not seen as enemies) in order to improve the climate and culture of the company, through improving relationships, increasing sensitivity to stereotypes and prejudices and work together to address them.
- Professional development. Constantly motivating and encouraging women to education and training by the management company, which is a necessary step in order for women in general come into consideration for the top management positions. Without a sufficient number of qualified and experienced business women will increase their numbers among top managers.
- Assertiveness training (measures in behavior between passive and aggressive) for women. Their goal is "psychological" preparing women for leadership positions, through increased self-confidence and practice of effective and non-aggressive styles of not defensive communication at work.
- Adjustment of the position. Increasing the flexibility of working hours and workplace (teleworking) managers to facilitate the reconciliation of family and business commitments. This includes support and finding help at home, as well as the organization of child care in the workplace.
- Networking (networking). The importance of informal networks and personal contacts have been invaluable, even in the leading position rarely leads stranger. Due to lack of time, women rarely have time to socialize after work and the directors are perceived as "invisible". Companies may promote the formation of such relationships among women - that way they can gain important information about the possibilities and ways of improving.
- Utabavanje career (career tracking). This includes always known method of "nurturing" young and promising personnel, which helps in gaining experience and fame by being entrusted challenging and important tasks (training and advice and experienced senior colleagues).
- Mentoring. With this technique the company a young woman, assigned a potential, older and more experienced managers who sometimes may not be from the same institution. Involves the



provision of professional assistance in information, knowledge and contacts, easing her path to leadership positions.

## **Women Managers**

- Today, more and more talk about the need for change in managerial style in the direction of so-called "feminine" qualities such as less aggressive, more cooperation, an agreement on orientation and resolution, support and more. These are all qualities that contribute to a higher degree of integration of the company. However, there are still a number of women in leadership positions is relatively small, especially looking at the top positions in large corporations where women's representation is only 3%. Therefore, it is failing to press for talent among the women who make up nearly half the workforce is inadmissible luxury, and it is certain that companies that do not see it, lose a significant number of talented managers. Also, it is unacceptable to have only men in the executive team, because the team is losing time on the complementarity exercised by members of both sexes, and instead of walking with both feet company is jumping on one. According to a study conducted by Catalyst 2003rd in the United States that included 100 Fortune companies, the greatest obstacles to the advancement of women to top positions are seen in:
  - the fact that women lack the previous management experience at the lower, middle and line management positions,
  - exclusion from informal channels of communication, and a network within which it takes place is important exchange of information inside the organization.
  - prejudices about the role that women should play in society and the family,
  - stereotypes in way how are women as leaders, are also strong barriers to the advancement of women at work, and what is particular interest such entrenched attitudes difficult to change. There are studies that have shown that women managers see it differently than men who are managers.

Women are perceived as less confident, less emotionally stable, less analytical, less coherent, less capable of leadership than men. Typical

assumptions underlying the negative stereotypes of women as heads of the women put family above work, due to concerns about children losing interest in the job, not to provide a basic, but additional income for their families which do not have a strong incentive to succeed at work , experiencing negative criticism personally, and because of its pronounced lack of emotion and aggressiveness is definitely not suitable for executive positions. Perhaps these conditions are in some cases true, but in terms of women who choose managerial careers are certainly not.

Based on above, economist Baum expressed a critical position in the form of a study that was conducted among women executives, which showed that approximately half of them are not married or even divorced, and of those who had married a third of them do not have children. Recent study has escorted 2003rd on a sample of 1,200 executives including an equal number of men and women showed that 32% more women are delaying marriage and childbearing for managerial careers than men of the same group.

The wives of most men's executives did not have full-time employment, 75% of them, while the spouses of women executives without permanent employment was only 26%. These percentages tell us how men compared with women are not prepare to give up her career for the sake of professional success spouse.

Percentage of executives who decided not to have children because career is far higher among women, 12%, compared with 1% of men. Also, much higher percentage of men executives have had both and family life and career, 90%, which was significantly higher compared with 65% of women executives who have had both.

## **Methodology Research**

*The aim* of the research is to describe and analyze the current situation of women managers and discover the causes and factors limiting their professional recognition.

*The task was:*

1. Present and analyze family, professional and personal characteristics of the sample
2. Identifying factors barriers within each aspect (family, professional and personal) lives of women managers and

3. To identify potential factors support the further development of the careers of women managers.

**Research Methods:** We used the method of theoretical analysis and descriptive methods. Theoretical analysis method was used to create the theoretical basis of research, in order to clarify the problem and theoretically subject research, defining the basic concepts, identify goals, objectives and research hypotheses. Descriptive method was used for the analysis and interpretation of the data in order to describe the phenomena studied, and draw conclusions.

**Research techniques and instruments:** For the purpose of this study was formulated, a questionnaire consisting of two parts. The first part of the questionnaire relates to collect general information about the sample: age, level of education, occupation, years of service, first job, current employment, leadership positions, battery life, time schedules at work, marital status, educational level of the spouse, number and age of children and tangible benefits. The second part of the questionnaire consisted of 20 questions. The questions were designed to apply to obtain information on the factors and support factors barriers to the three aspects of the lives of women managers. To identify these factors in the formulation of family conditions are the questions 1 to 4 and 8 question. To identify the factors listed under professional conditions examined women formulated nine questions (5, 6, 7, 9, 15, 16, 17, 18, 19). Questions 10 to 14 and 20 refer to the identification of these factors in the personal characteristics of the respondents.

**Sample:** The study was conducted on a sample of twenty highly-educated women, who are leaders in private enterprise ownership structure. The survey was conducted on a sample of women intentionally selected from the immediate business environment authors. The interviewees responded to the electronic questionnaire roads.

**Statistical data analysis:** From statistical methods for quantitative and qualitative analysis of the data obtained were used in research: percentage of all responses to the questionnaire and calculate the average properties of the mark and ranking in twenty questions. The research results are presented in tables and then analyzed.

## The Research Results

The study included 20 women who are currently managers at various levels of management in working organization. Analysis of personal characteristics indicate that the majority of women (90%) of 30 to 50 years of age and realized that most of the 20 years of service (75%). Their level of education (100% and more university degrees, Master's or Doctor of Science) indicates that all of them are highly educated. Half (50%) of women are in the field of occupational and other social professions in the field of technical (35%) and natural profession (15%). Most women have achieved their first job before having a family and the birth of children (70%). Currently the majority of women (90%) are employed in the private ownership and all are in leadership positions. Most of them have managerial tenure of 5 years or more (55%). Spend at work more than eight hours (85%) - 55% of daily and occasional (flexible, if necessary) another 30% of women.

The analysis of family conditions examined women indicates that slightly more than half of them (55%) are married and their spouses are highly educated. Also the majority of women (15 - 75%) have a family (spouse and children - 50%, only a spouse - 5%, only children - 20%). So most of the women (70%) have children and one (30%) or two children (40%). Most of their children's high school age or older. Also the majority of women (65%) estimated that their average tangible are benefits.

Age	20-30 1-5%	31-40 8- 40%	41-50 10-50%	51-60 and more 1-5%
Level of education	Secondary education	College degree 1-5%	Bachelor 18-90%	MA and PhD 1-5%
Interest	Technical sciences 7-35%	Social science 10-50%	Life Sciences 3-15%	
Years of service	Up to 10 years 5-25%	Up to 20 years 11-55%	Up to 30 years 3-15%	More than 30 y. 1-5%
First job	Prior to founding family 12-60%	Before the birth of the children 2-10%	After founding family 3-15%	After giving birth 3-15%

Current employment	In a private company 18-90%	State institution	Self-employed 2-10%	
Managerial position and duration	No	Yes- up to 5 years 9-45%	Yes-up to 10 years 8-40%	Yes - up to 20 years and more 3-15%
Opening hours at work	Less than 8 hours	8 hours 3-15%	More than 8 hours 11-55%	Flexible as needed 6-30%
Marital Status	I'm not married 9-45%	Married 11-55%	Others	
Educational attainment spouses	Secondary education 3-15%	College degree 1-5%	Bachelor 8-40%	MA and PhD
Number of Children	Child less 6-30%	One child 6-30%	Two children 8-40%	Three or more children
Age of your children	Preschool 2-10%	Primary school 4-20%	High school / college 6-30%	Adults 2-10%
Assess Your tangible benefits	Insufficient 2-10%	Modest 2-10%	Average 13-65%	Above Average 3-15%

1. In the work related to home and family participate equally with husband (if you are married).

A	B	C	D	E
not participate	No- It is my obligation 1-5%	Yes- to a small extent equal 4-20%	Yes- largely equal 3-15%	Yes- equal 3-15%

*Of the 11 respondents who were married most of them (6 - 54%) say that largely or completely equally shared with his wife while they porodčne liabilities 5 (46%) say that equality in the division of duties is not present, or present to a small extent. So subsample of women who are heads of marital status are roughly divided on the issue of equal participation of spouses in family responsibilities.*

2. For work related to home and family I hire a third party

A	B	C	D	E
No 12-60%	Yes- periodically 6-30%	Yes- often 1-5%	Yes- normally 1-5%	

*On this question answered all respondents in the sample. Data in the table shows that the largest number of female managers (12 - 60%) did not*

engage a third party for matters related to home and family and another 6 (30%) of women managers do only occasionally. A more detailed analysis of the responses indicates that of the 18 women tested, 13 (65%) had a family (husband and / or children), and assume greater family responsibilities and thus greater need to hire some sort of help at home. Finally, a very small percentage of women managers (10%) often or regularly engage a third party for the home and family affairs.

3. Thanks to the support of technology (laptop, internet, mobile phone ...), some tasks are performed at home.

A	B	C	D	E
No 1-5%	Yes- periodically 9-45%	Yes-often 7-35%	Yes- normally 3-15%	

The responses to this question indicate that most respondents (18 - 95%) of the individual performing work duties at home and only one respondent does not. Half of women managers (50%) is in a position to regularly or frequently performed tasks at home using modern technology. Adding these data that the majority of these women spend at work more than eight hours can be assumed that perfect emen technology instead of acting as a factor supporting rather acts as a push factor in the life and work of women managers.

4. Assess whether the next business commitments have enough time to focus on family?

A	B	C	D	E
No 4-20%	Yes- to a small exten 10-50%	Yes- to a large degree 6-30%	Yes-totally	

Data in the table indicate that the majority of respondents (14 - 70%) estimated that there is (4 - 20%) or a little bit of time (10 - 50%) to be paid to the family. A more detailed analysis of the responses indicate that respondents estimated that they have quite a time for the family (6 - 30%) or married without children or with older children. These data allow us to assume that children at the age of mothers increased their commitments and that with increasing age children responsibilities of women-mothers is somewhat less. Finally, none of the women have not been evaluated head to have enough time for his family.

5. What do you think is encouraging factor for further career advancement? \*

A	B	C	D	E
Material motives 4-20%	Professional ambitions 6-30%	Supporting the family 6-30%	Support in the workplace 6-30%	Social status and privileges

\* *This question two interviewees gave two answers.*

*The responses to this question, there are three equal factors that women managers assess as incentives for career advancement such as: professional ambitions (30%), family support (30%) and support in the workplace (30%). Finally, set aside as a present material factor (20%) and social status and privileges as a factor of progress is not elected.*

6. What in your opinion is the limiting factor for further career advancement? \*

A	B	C	D	E
Political affiliation	Parenting and family obligations 5-25%	Poor recognition of knowledge 10-50%	Lack of family support 2-10%	lack of ambition

\* *This question two interviewees gave two answers.*

*As the most limiting factor in career advancement stands out poor evaluation skills (10 - 50%). In addition to this as equal factors were found to be lack of ambition (5 - 25%) and family responsibilities and parenting (5 - 25%). Lack of support for violence as an aggravating factor in career advancement opted by the two respondents and the factor of political affiliation was not elected. It is interesting to political affiliation does not appear as a factor in the advancement of women in the private sector.*

7. Do you think were the leading positions available to both women and men?

A	B	C	D	E
No 1-5%	Yes- to a small extent 12-60%	Yes- to a large degree 6-30%	Yes-totally 1-5%	

*The responses to this question indicate that over 60% woman considers managerial positions in less available to women than to men. But a significant number (7 - 35%) of respondents considered that the availability of management positions for womwn is large or complete. Analysis of the*

*data showed that in this case, we mostly have women with longer managerial tenure.*

8. Our society is loaded prejudiced that man provides to an existence and the woman takes care of the house.

A	B	C	D	E
No 2-10%	Yes- to a small exten 5-25%	Yes- to a large degree 13-65%	Da- totally	

*The responses to this question, we see that the majority (13 - 65%) of the respondents largely agreed with the statement that our society is prejudiced man to an existence and the woman takes care of the house. The analysis shows that majority (7 - 35%) of women that this conclusion does not agree or disagree to a small extent, women who are not married.*

9. Women to advance in career should be: \*

A	B	C	D	E
Women more than men proves 6-30%	She acts like a man	Relies on the knowledge and experience 5-25%	It relies on the female advantage 1-5%	Adjusts to operating conditions 9-45%

*\* This question was one of respondents gave two answers.*

*The answers to this question as a condition of progress in women during his business career, stand out: 1. A woman needs to adapt to business conditions (9 - 45%), 2. A woman needs to prove herself more than a man (6 - 30%) and 3. Women should rely on their own knowledge and experience (5 - 25%). Reliance on female preference or behavior characteristic of a man is not estimated to be significant for the advancement of women in her career.*

10. When your ambitions come into play?

A	B	C	D	E
During school 5-25%	When hiring 1-25%	During his business career 12-60%	Prior to starting a family 1-5%	After starting a family- I have no ambition 1-5%

*\* This question also added one women with answer "I have no ambition."*

*The responses to this question, we see that most of the respondents incidence of occupational ambitions related to education and career but not for the family. So the majority of women managers (12 - 60%) business*



*ambitions have occurred during his business career. So it seems important to the business environment created by the factors supporting the advancement of women to leadership positions.*

11. Is your business status in accordance with their personal ambitions?

A	B	C	D	E
Yes 11-55%	No- ambitions are obsolete	No - ambitions have not been realized 4-20%	No - but I expect to accomplish them 4-20%	I have no ambition 1-5%

*\* And the question is one of respondents also added answer "I have no ambition."*

*The responses to this question indicated that the majority (11 - 55%) of women leaders aligned Status and professional ambitions and those that have not yet achieved their ambition expected to be realized in the future (4 - 20%). Only 4 (20%) respondents felt that the ambitions are not realized.*

12. Have you continued employment after training? \*

A	B	C	D	E
No 1-5%	To learn a foreign language 9-45%	Yes- In the sense of specialization 5-25%	Yes- In order to change profession 3-15%	Yes - in order to advance on the job 6-30%

*\* This question three respondents gave two answers.*

*Most patients continued permanent employment after training. Most of them are developing in the field of foreign languages (9 - 45%) and the level of specialization (5 - 25%) with a view to career advancement or to change jobs (3 - 15%).*

13. What motivates you to continue to develop professionally? \*

A	B	C	D	E
Advancement in the workplace 3-15%	Scientific career 1-5%	The desire to be informed 14-70%	Increase household budget 4-20%	Obligations of the employer 3-15%

*\* This question two respondents gave six answers.*

The responses to this question indicate the motives that drive women managers in further education. As the dominant motive stands out - the desire to be in (14 - 70%) and then followed motives - a household budget increase (4 - 20%), career advancement (3 - 15%) and obligations to the employer (3-15 %).

14. What distracts you from continuing professional development?

A	B	C	D	E
Poor recognition of knowledge 4-20%	Family responsibilities 3-15%	Lack of free time 12-60%	Spend their free time 1-5%	

As a major factor which hindering continuous professional development of women leaders is singled out the lack of free time (12 - 60%). Other factors: poor knowledge assessment (4 - 20%), family obligations (3 - 15%) and on other way I spend free time (1 - 5%) are less dominant.

15. During yours business career, you had a break?

A	B	C	D	E
No 9-45%	Yes - for parenting 7-35%	Yes - because of family obligations 1-5%	Yes - because of job changes 2-10%	Yes - for a different reason 1-5%

The majority of respondents (11 - 55%) during carier had commercial break. The main reason for this are: parental and family responsibilities (8 - 40%). Analysis of the data indicated on patients who did not made pause in his business career, or do not have children or have found employment after the birth of children.

16. Continued career after the break was:

A	B	C	D	E
Without success	Burdened with family responsibilities 2-10%	No problems 4-20%	With success and before the break	With greater success than before the break 5-25%

For women leaders who have had a break in career (11 - 55%) of its continuation is passed without major problems (4 - 20%) or more successfully than before the break (5 - 25%). In only two (10%) women continued his career was burdened with family responsibilities.

17. In overcoming difficulties at work after a break, you had the support of:

A	B	C	D	E
Colleagues 3-15%	Families 9-45%	Friends 2-10%		

*\* On this question one of respondents gave two answers.*

*In overcoming difficulties in the workplace after the break women managers were distinguished as the most family support (9 - 45%). Only three women (15%) stated that they had received the support of colleagues in the workplace.*

18. My professional career experience I see as: \*

A	B	C	D	E
Achieving ambitions	Satisfaction 5-25%	Certificate for the effort 7-35%	Permanent responsibility 7-35%	The constant pressure 4-20%

*\* On this question 3 respondents gave two answers*

*Detailed analysis of these responses indicate that most his professional career women managers is seen as a confirmation and satisfaction for the work (12 - 60%). Other respondents (8 - 40%) experienced a career as a permanent responsibility and constant pressure. His professional career as a fulfillment of ambitions is not seen no woman.*

19. Except for the fact that I have achieved professional and family life as I experience: \*

A	B	C	D	E
Additional stimulus 6-30%	Satisfaction 4-20%	Certificate for the effort 5-25%	Permanent responsibility	The constant pressure

*\* This question corresponded to only patients who have a family (15 - 75%)*

*The experience of achievement and family life for women leaders provides an additional incentive (6 - 30%), a certificate for the effort (5 - 25%) and satisfaction (3 - 15%). Only one respondent in connection with the experience of a constant commitment.*

20. In the twentieth questions women managers are evaluated (scale from 1-not important / present to the full 4-important / present) offered 15 personality traits in relation to their level of importance to the professional career of top managers as well as the degree of their presence in the personal career every woman. Analyzed responses are presented in tables.

IMPORTANT			% Of grade 3 +4 (largely and fully)	PRESENT			
Rank	FEATURES	AS		Rank	FEATURES	AS	
1/2	Persistence in achieving goals	3,90	100%				
1/2	Organization	3,90					
3	Commitment to work	3,83					
4	Determination	3,79					
5/6	Willingness to cooperate	3,63					
7/8	Confidence	3,61					
5/6	Hustle	3,63		95%	2	Determination	3,53
7/8	Planning and Compliance Plans	3,61			3/4	Willingness to cooperate	3,42
9	Enthusiasm	3,56			5	Confidence	3,38
10	Courage	3,39					
11	Helping others –	3,18		90%	1	Commitment to work	3,56
				3/4	Persistence in achieving goals	3,42	
				6	Organization	3,32	
				7	Helping others	3,29	
				8	Enthusiasm	3,28	
			85%	10/11	Courage	3,11	
12	Kindness to everyone	3,11	80%				
			75%	9	Hustle	3,16	
				12	Planning and Compliance Plans	3,00	
			70%				
13	Competitive spirit	2,72	65%	10/11	Kindness to everyone	3,11	
			60%				
14	People's belief	2,47	55%				
			50%				
			45%	13	People's belief	2,53	
			40%	14	Competitive spirit	2,44	
			35%				
			30%				
15	Aloofness towards colleagues	2,00	25%	15	Aloofness towards colleagues	2,05	

For the purposes of this study all of these features are classified into three groups. In the first group are classified as properties: persistence in achieving the goals, organization, dedication, planning and compliance

plans, and features a business orientation. The second group are classified as properties: the willingness for cooperation, assistance to others, enthusiasm, kindness, believing people, the spirit of competition and distance to colleagues. These are the qualities of interpersonal communication. The third group consists of senior oriented features: self-confidence, energy, courage, and determination.

According to data from the table it is evident that 90 - 100% of women estimated 11 properties as important to a great extent or completely. The same characteristics were 65 - 95% of women given assessment largely or fully present. We can say that the tests of the following 15 traits, 11 traits as important in managerial practice. But these qualities are not present to the same degree in the practice of women leaders. Data range and average scores for each evaluated trait shows that there are differences in terms of sequence and properties sorted by relevance and presence.

The most important (first three ranks) were estimated business oriented features: persistence in achieving the goals, organization, and commitment. Planning and compliance plans that belongs to the same group took is 7/8 range. Managerial orientation properties are located between the 4 and 9 rank. Of 11 to 15 level properties are located interpersonal communication traits other than willingness to cooperate (5/6) and enthusiasm (9). So we can say that the tests to evaluate the practice of managing the most important features of business orientation and leadership qualities and that less attention is paid to features of interpersonal communication.

As most present estimated (first rank) is just one feature of business orientation: dedication and other characteristics of this group are located from 3/4 to 12 rank. Planning and compliance plans (12) is at least present the characteristics of business orientation. Managerial orientation properties are located from the 2 to 11 rank. The usual feature of determination (2). Feature of interpersonal orientation highest ranking by the presence takes the willingness to cooperate (3/4), and other properties are located on 7 to 15 rank. We can say that women managers are not unique in the assessment of the presence of these characteristics and in their practice give equal weight to all three traits orientation.

## **Conclusion**

The research results allow us to describe the behavior of the two models of women managers in the current situation in which the Serbian economy. For both models describe the initial criterion is the dominance of the identified factors: those obstacles and factors supporting the advancement of women in professional careers.

### **1. Model behaviors that women managers as points of support combine its own strengths and supportive environment.**

- Highly educated and have above-average incomes.
- She has a family but is equally successful when she is not married or when she is alone with the children.
- Do not recognize prejudices about male-female duties in the family. Because family responsibilities equally shared with her husband and regularly as a home help engage a third party.
- There is enough time for the family as a rational and flexible use of time in which it aids the modern technology.
- She is convinced that her leadership like as men of equally available, realizing its ambitions relying on the support factors for career advancement including: own ambition, knowledge and experience, continuing professional development and customization of business, family support and support to the workplace.
- A break in career for parenthood beyond with the help of family, colleagues and friends and have no problems with even greater success on the job. Finally a professional career is seen as a further satisfaction and compliance professionsnlog family life, as well as their own additional stimulus check.
- manages to find the time for continuous professional training, because of a desire to keep up but also in order to progress at work.
- from professional competence has developed business oriented features. Dedicated to the work plan and adhere to the plans, organized and persistent in achieving goals which allows it to easily make decisions. The capacity management is characterized by self-confidence, energy and bravery.

In interpersonal communication authority built on trust, cooperation, and her enthusiasm, kindness and willingness to assist other commands respect.

## **2. Model behaviors that women managers as a point of support uses its own power**

- Highly educated and have average incomes.
- She have a complete family or is alone with the children.
- Burdened with prejudice that has been her family responsibilities and concerns itself mainly jobs with little help of his wife and little involvement of a third party. It is often in a position to perform their assignments at home. As radon her time at work takes more than eight hours, with all other obligations is not surprising that there is not enough time for the family.
- It is convinced that the leadership of women is often unavailable and if she becomes manager believes she must prove more than the male counterpart. Often fails to achieve its ambitions for stating that the cause of such factors as: poor recognition of knowledge, lack of ambition, family obligations, lack of support in the family and at work.
- Continue career after a break caused by parenting laden flows family responsibilities. Only with the increasing age of the children this kind of load is reduced. Due to the lack of free time continuing education courses only when is necessary (obligation to their employer).
- Her career experiences she see as a permanent responsibility, constant pressure , compliance work and family life is estimated as a confirmation for the effort.
- Has less developed business orientation. Dedicated to her work, but the planning and the rational use of time not heavy. This is reflected in its organization and other organization, decision-making and persistence in achieving goals. Its capacity to manage and control lacks vigor and courage as a result of lack of self-confidence and self-esteem. In interpersonal communication authority is not built on trust, cooperation and enthusiasm, but rather relies on the power that gives the functions and forces the spirit of competition and distance to colleagues.

Both models described behavior provide women managers to identify factors support further progress and points of support in their own professional career. Also the results of this study suggest the possibility of their practical application especially in companies that want to pay attention to the problem of strengthening the

competencies of women in managerial positions. In this sense, the organization of continuing professional development in work organizations therefore focus on capacity building of women managers in planning and organizing as well as the development of communication skills, particularly in the area of assertiveness and constructive resolution of conflicts. Therefore, paying attention to improving skills of entrepreneurs and their education is necessary to increase their competencies (Radović Marković, 2007). In addition, forming an international learning network of women may enhance entrepreneurship opportunities in Serbia as well as in countries that are developing or in transition (Radović Marković, 2006).

As part of further research on problems of development of professional career women should examine the impact of factors barriers and factors supporting the advancement of women within the various levels of management. Specifically investigate the invisible factors barriers to the advancement of women across levels and the possibility of overcoming them.

## References

- [1] Babović M. (2007). Položaj žene na tržištu rada, *Program Ujedinjenih nacija za razvoj*, Beograd : Premis
- [2] Lukić, M., Jovanović S. (2003). "O ravnopravnosti žena I muškaraca na tržištu rada", *Socijalna misao*, Vol. 37, 1.
- [3] [3] Radović Marković, M. (2006). *Women entrepreneurs and managers in Serbia*, received March 27, 2009, from <http://www.ien.bg.ac.yu/download/wp06-4.pdf>
- [4] Radović Marković, M. (2007). *Entrepreneurship for women. Belgrade, Serbia: Magnus*, 157
- [5] Radović-Marković M., Beraha I., Jaško A. (2010b). *Female Employment in Formal and Informal Sectors of the Serbian Economy*, Accepted: 8 September 2010, from: <http://www.ien.bg.ac.rs/images/stories/.pdf>
- [6] Smiljanić, J. (2006). "Faktori karijere žena menadžera", from: <http://www.e-jednakost.org.rs/.pdf>
- [7] Šimková H. (2010a). *The Women in Science in the Countries of European Union*, Received: 6 January 2010, from <http://www.ien.bg.ac.rs/images/stories/.pdf>



## **Položaj žena rukovodilaca u Srbiji**

### **APSTRAKT**

*U ovom radu opisana je trenutna situacija žena rukovodilaca u Srbiji. Žene kroz istoriju nikada nisu bile slobodne i emancipovane kao danas, kako u zapadnim društvima tako i Srbiji, gde je aktuelna stvarnost da žena ne ostvaruje sva prava koja su regulisana državnim zakonodavstvom, uvažavajući princip rodne ravnopravnosti. Položaj žene na tržištu rada predstavlja jedan od ključnih aspekata rodne ravnopravnosti u društvu. Međutim, kroz vreme ih prate nevidljive prepreke koje sprečavaju žene u dostizanju čelnih pozicija korporacijskog vođstva, koje se danas nazivaju "Staklenim plafonom".*

*Cilj istraživanja je da opiše i analizira aktuelan položaj žena rukovodilaca i otkrije uzroke i ograničavajuće faktore njihove profesionalne afirmacije.*

*Rezultati istraživanja omogućavaju da opišemo i uvidimo dva modela ponašanja žena rukovodilaca u aktuelnoj situaciji u kojoj se nalazi srpska privreda, gde je polazni kriterijum dominacija identifikovanih faktora: faktora prepreka i faktora podrške napredovanju žena u profesionalnoj karijeri. Naime govori se o modelu ponašanja žene rukovodioca koja kao tačke oslonca kombinuje sopstvene snage i podršku okoline i model ponašanja žene rukovodioca koja kao tačku oslonca koristi sopstvene snage.*

**KLJUČNE REČI:** *žena, rukovodilac, Srbija, model ponašanja*

Article history: Received: 25 March, 2013

Accepted: 25 October, 2013