



Faculty of Economics, University of Niš, 18 October 2013

**International Scientific Conference
THE GLOBAL ECONOMIC CRISIS AND
THE FUTURE OF EUROPEAN INTEGRATION**

**EQUAL OPPORTUNITIES OF WOMEN: PROCESSES OF
EMPLOYMENT AND PROMOTION ON HIGHER POSITIONS**

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***Abstract:** The employment and promotion of women on higher positions is regular topic of research among social sciences and organizational studies. The equal opportunity aspects have been issues that are important within organizations because men and women are different and do things differently. New researches showed that being women can be advantage in the process of working, cooperation, communication and performance within organizations. But there are issues in this battle between men and women. The main argument in this paper is that women are underrepresented in senior management positions than men because of the lack of equal opportunities during the processes of employment and promotion. Among the many factors that might influence the position of women vis-à-vis men on higher positions this paper will try to include two additional variables, namely, the impact of family and domestic tasks that might influence the women career and the trust in women as managers.*

***Keywords:** women managers, equal opportunity, promotion, employment, career development*

1. Introduction

Even though the women made carrier advancement in the last 3-4 decades, they are not yet equally represented on higher managerial positions worldwide. Raising the awareness of low women representation on higher positions maybe emphasizes the need for restructuring of organizations and having bigger participation of woman. Because women are rarely awarded with higher positions, there is little evidence of the influence they can have. This is common conclusion even though there are data how different men and women can be as managers. This is important for both public organizations (government and state sector) and private companies. The research had shown that men and women managers communicate and manage in different ways. Men are dedicating more time to the results

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UDC 331.1-005.2

and the women are more concerned with the process itself. The previous results proved that women interactive style lead towards consensual and collaborative process. (Rosener, 2011: 36) Some presumed that this is because of their natural concern for personal human relations. It is presumed that if more women are promoted on higher positions and acquire bigger power that will positively influence company's human relations and communication and overall results.

The research on presence of women on managerial positions in organizations is an open window. All aspects can be studied: whether or not higher positions are easy to reach by women, in what sectors are women more prone to get higher than men, is there relation between absence on women in higher positions and womens less pay, is meritocracy respected on entrance to higher positions in generall, what are the differences between problems in state and private sectors, are women dominating only in the less paid sectors, are women feeling as outsiders while applying for the job, are there legal protective mechanisms on discriminations on women, how are the women surviving the rapid and big changes in organizations, whether women from minorities have less chances for getting to higher positions, are women less successful because they start on much lower positions than men, finally, do women generally have equal chances for employment on higher positions than men. So there are plenty of opportunities for investigations.

In the Republic of Macedonia the research on this topic is absent or rare. Still, taking the importance and the role that women have in the society and family this research will try to show the current state of affairs of the existent opportunities for higher positions of women in public and private sector in Macedonia. The research will explore the reasons why the women are absent from the higher positions in Macedonia particularly. The argument will be that the women are absent from this positions because of not having an equal chances during the first employment and have less chances on further carrier development. Additional factors will be subject of research like family obligations and trust in the women managers vis-à-vis men. The paper is based on original quantitative and qualitative research done by postgraduate students of Human Resource Management at the Institute for Sociological Political and Legal Research at the University of "Ss. Cyril and Methodius" Skopje¹.

2. Women Equality Vis-à-vis Men

Women continue to be under-represented in senior positions in many fields despite the fact that they make up nearly half of the workforce and more than half of new university graduates in the EU. Today, only one out of 10 board members of the largest companies listed on the national stock exchange of EU Member States is a woman and progress has been slow in recent years. The disparity is widest at the very top where only 3% of such companies have a woman directing the highest decision-making body. We have

¹ The research is conducted by postgraduate students of Human Resource Management at the Institute for Sociological Political and Legal Research at the University of "Ss. Cyril and Methodius" Skopje (spring semester 2012), under the mentoring of professor Petar Atanasov and assistant Bojana Naumovska, PhD, during the Methodology of scientific research seminars. The authors express acknowledgement and gratitude to the students for their engagement and results.

Equal Opportunities of Women: Processes of Employment and Promotion on Higher Positions

to deplore that women's talents are not being tapped to their full potential.² These are the words of *Viviane Reding*, Vice-President of the European Commission, Justice, Fundamental Rights and Citizenship. Although more women are assuming leadership roles today than before, the notion of a woman as a leader is still foreign to many individuals, male and female alike. Changes in perception are difficult to achieve because the traditional norms of leadership are firmly entrenched. In our society, as in most others, leaders have customarily been males. (Moran, 1992)

True, managerial positions in most of the organizations, various structures and companies are usually dominated by men. Men managed for a long period of time to control the power and most of the resources. Managerial positions are territory of men and women's promotion to the top jobs is often blocked usually by men. But this situation slowly changes even though the women have a long way to go to 'become' equal as men or at least to be present together with men on each level of decision making. There is a little information on the impact that makes women in managerial positions in companies, too, because women rarely are given high positions. This also applies to positions in government structures, as well as entrepreneurs and executives of the large companies. The topic of women in higher positions is becoming more urgent. There is a belief that it takes three women in the meeting room and three women on the board of directors to make a significant impact. (Rosener, 2011: 36) There have been several attempts to measure impact through different categories but still no stable knowledge exists. It is assumed that if more women gain positions of power in the organization that will positively affect interpersonal relationships, communication and organizational learning. Men devote more attention to the results. Women however are more concerned about the process. (Rosener, 2011: 41) Some women assume that over time will become as men and care more about results than process. Now we can conclude that the men and women at the time being are not the same.

Maybe raising awareness of the underrepresentation of women is similar to actions to raise awareness of other cultural groups and communities or thinking about the need for reengineering of organizations towards greater involvement of women. But top executives need (would be good for them) to understand why change is needed. If you do not understand the ideas, projects and efforts to change the working environment will fail. It is also good to see the position of women before employment, during labor and after losing engagement (or dismissal) of the work. For example in the U.S. it's easier to hire a woman than to keep on working. Once hired, there are strong pressures on firms to ensure that men and women are treated equally. (Dencker, 2008: 473) Women often voluntarily leave employment probably because of the environment that does not behave friendly with specificities that woman possesses. You can do different things, to organize various training sessions, but it is difficult to prove a direct causal link between numbers and efforts to change because there are always a lot of other factors acting simultaneously. The assumption is that by creating a more inclusive work environment for women, the organization gets more. While this is hardly a measurable, the assumption is that women are a competitive business advantage. (Rosener, 2011b)

² More women in senior positions: Key to economic stability and growth, European Commission, Directorate-General for Employment, Social Affairs and Equal Opportunities Unit G1, Manuscript completed in January 2010

Many researchers believe that gender inequalities at work results in part from the practices of managers – often assuming that these practices are associated with managers' gender. Namely, if more women in positions of power make crucial decisions about salaries, promotions, hiring, and firing, gender differences in earnings should decline. (Cohen and Huffman, 2007) It is often found that although men and women may have similar work in practice, their job titles and salaries vary. Women have lower wages (for example, private companies in Sweden) especially in organizations where there is none or there are few women in managerial or supervisory positions. This means that the structure of remuneration of workers in companies partially reflects the relative power of men and women in the workplace. Limited access of women to managerial and supervisory positions in the workplace is part of the explanation for unequal incomes. Establishment of gender differences in income is greater than the presence of men among organizational managers and supervisors. Assumptions for impact: principles and policies adopted at higher levels, but also daily decisions and daily interaction between bosses and employees. Data according to the theory of structural discrimination and access to social networking benefits, to explain why the gender composition affects the pay gap:

1. Organizational decision makers show power over general policies and also have the option to either initiate or maintain or weaken institutionalized gender bias in the reward. Male decision-makers are more willing to keep these prejudices.
2. The impact of daily decisions on wages. Subordinate women have greater opportunities if the organization has more women on decision making positions. Studies have shown that wages in "blue" workers depend directly from supervisors. That means the daily interactions and decisions at a lower level. (Hultin, Szulkin, 2003: 156)

There are a high percentage of women in positions in the public sector. There is increase on women's access to positions of power. (Mano-Negrin, 2004) But there is evidence of national differences in employment between the public and private sector. The U.S. women in the private sector earn 21.4% less than men, and 19.8% in the public sector for the same job in the same position. Often in public sector positions are systematically related to female employment and low incomes on women positions. Women suffered from prejudice and less employment in firms in the late 60's and early 70 in the U.S. despite existing anti-discrimination legislation. With increased pressure women entered in the management of companies. (Dencker, 2008) Companies are trying to redo the missed. To understand gender inequality in organizations there is a need to understand and organizational change and the notion of gender inequality. There are interracial and gender disparities in the workplace in the United States. There are obstacles to fulfillment of true meritocratic system. Relative inequalities between white men and other groups remain. All groups experience disparities in wages compared to white men (except maybe a black men).

Even though in line with women political career, these remarks are valid for any women career. Recruiting early and recruiting often are vital ingredients for closing the gender gap in political ambition. In fact, recruitment might be the only quick fix for party leaders, elected officials, and political activists to pursue. Also, family atmosphere always matters. The gendered division of labor we uncovered demonstrates that women and men who are similarly situated professionally are not similarly situated at home. Any move toward a more family-friendly work environment and campaign arena would likely confer disproportional benefits to women. Organizations and individuals dedicated to closing the

Equal Opportunities of Women: Processes of Employment and Promotion on Higher Positions

gender gap in political ambition, therefore, must be cognizant of the persistence of traditional family dynamics. (Lawless and Fox, 2012)

Although women made progress in the past decades, there are still less represented in leadership positions in big companies. Large corporate restructuring can themselves play a major role in generating the inequalities between men and women. An attempt is made for contrast analysis on the effects of corporate restructuring on gender differences in managerial promotion. There are two forms of restructuring: reduction of labor and reorganization of the HR systems and its effects on gender differences in managerial promotion. The first type of restructuring shows that there are inequalities and prejudices about women's participation in organizations. The second type provides safeguards aimed at reducing discrimination. Usually fewer women advancing to higher positions in companies during the reorganization because:

1. Reducing employees slow down the rate of promotion of all managers
2. Women start at lower positions than men and are less paid according
3. The promotions of the women had a shorter life. (Dencker, 2008)

When women are in a position of power, they look on the way how things are done. Their interactive style leads to a preference for consensus and collaborative process. This is the view of many experts. For some this is due to women's personal concern for interpersonal relationships. But when trying to imitate male behavior, they suppress their true self.

An experiment was made with solving problems with no specific response. They were formed two groups - men and women. In male groups immediately arose leader whose process of solving problems is a top-down and is competitive. (Rosenor, 2011: 41) The men quickly come to believe that what is the right answer. The women's groups took longer to complete. If we observe is difficult to identify the leader. Women process is participatory and resembles a chaotic external viewer. Women in this experiment produced 5 different answers compared to one response of men and all were in if/then form. The experiment provides evidence of differences in male-female processes. There is little evidence that either of these two processes is superior. However, there is no assurance that the collaborative process (cooperation) has benefits recognized by experts. Organizing processes take many forms, including recruitment and selection, training and promotion. Fearful and Kamenou (2006) argue that, in order to achieve in organizations, women need to fit in with white masculine practices. (Healy and all, 2011: 473)

Tests to measure the hypotheses of glass ceiling and glass escalator are common where phenomena first are identified. Both phenomena are present in the United States. These are the results of the struggle and competition for money and power benefits. There are two types of blocked opportunities for women and racial minorities. There is evidence that race, ethnicity and gender may intersect and support special advantages for the white men and weaknesses for women and minority men. In professions dominated by women they favored men in the process of receiving and are encouraged to get the best jobs. This happens in professions where women rule and for jobs offering higher pay and more power. There is a lot of evidence for glass that speaks of invisible barrier above which the promotion of women is impossible and even for the minorities in senior positions in corporations. Women want to be fair and to behave impartially. So often place white men at good positions with good pay. Men have two or socially valued statuses: being white and male. It is a prestige to have white men in a position because of your status (women, minority woman) increases. (Smith, 2012)

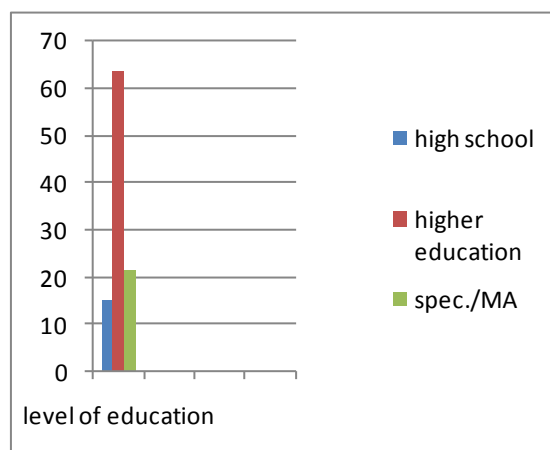
The research questions may be explored why the companies discriminate, to understand how and where firms discriminate and when discrimination is most possible and gratest. For sure the main dependent variable should be the promotion of women. Independent variables may vary from gender, pay, reduction in staff performance management, trust in women, family and promotion of women mangers etc. Also, other variables should be engaged like times spend in firm, education, occupation, ethnicity, private or state sector. Our main interest in this paper is whether women are given the same opportunities as men in employment and promotion on higher positions. The general research question is following: Women are underrepresented in senior management positions than men because of the lack of equal opportunities for employment and advancement. This general research question is supported by four operationalized research questions: the women are not given equal opportunity in employment, the women are not given equal opportunity for promotion, family and domestic tasks have negative impact on the career development of women managers, and trust in women managers is less than trust in men.

3. The Research

In 2012 a research was conducted about the women managers in Macedonia with the students from the MA studies management of human resources. The main hypothesis of this research was that “Women are less represented in the top management positions compared to men because of the lack of equal chance for employment and professional advancement.”

The specific hypothesis are referring to the equal chances for employment, equal chances for advancement, family and house obligation and confidence in the women managers. For the purpose of the research questionnaire was conducted with 380 subjects (264 females and 116 males from the private and public sector) and 12 interviews were made with women working in managerial positions. Besides the gender and the sector they work in, the level of education, age and marital status were taken as independent variables. Most of the participants in this research are with higher education, aged between 26 and 35 years and are not married (table 1, 2 and 3).

Illustration 1: Level of education



Equal Opportunities of Women: Processes of Employment and Promotion on Higher Positions

Illustration 2: Age

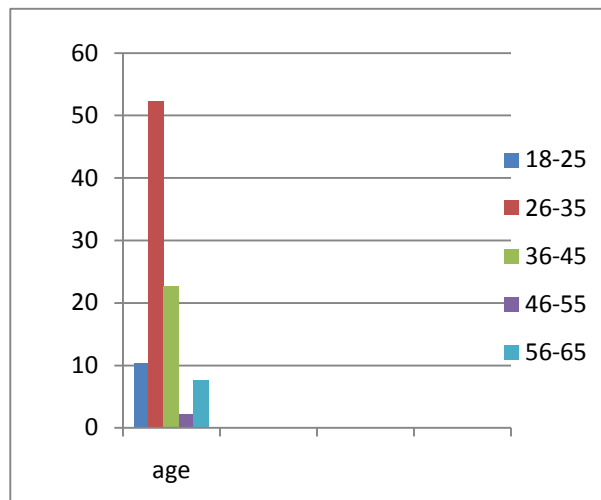
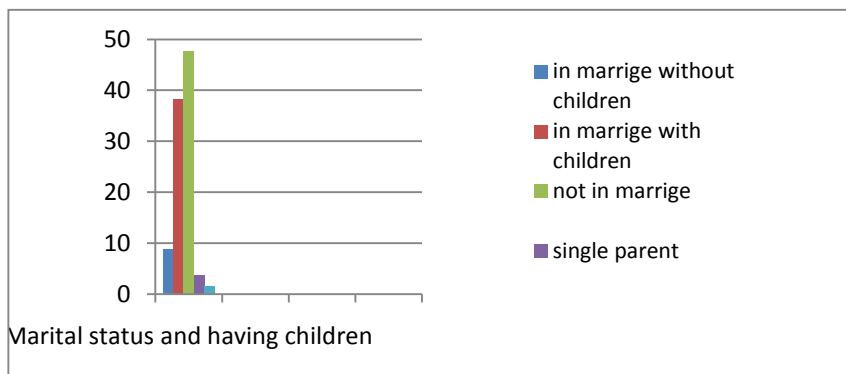


Illustration 3: Marital status and having children

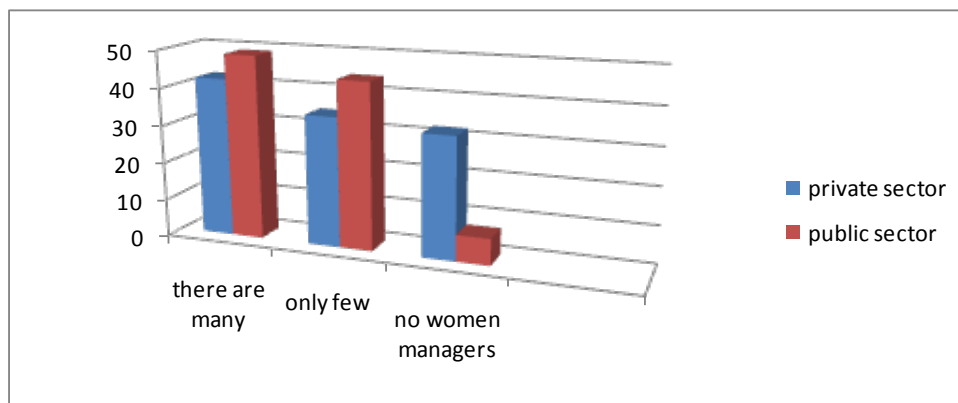


In continuation the data from the research as well as the responses from the conducted interviews will be grouped and presented according to the hypotheses. The first specific hypothesis is “Women are not given the equal chance for employment”. From the conducted interviews the conclusion is that women are not faced with discrimination during the employment, hence are in equal position with men. One part of the interviewed females stated that they got their job through open competition, while most of them got their management job through advancement within the same organization or other organization with which they were cooperating. From the previously stated it can be noted that this hypothesis was not confirmed.

As for the second specific hypothesis for the equal possibilities for job advancement, “Women are not given the equal chance for job advancement”. For analysis of this hypothesis two aspects are important: firstly, are there women managers in the

organizations and secondly, are there possibilities for job advancement. When it comes to the first aspect, are there women managers, 15% from the participants in the research answered that in their organization there are no women managers, and 40% stated that there are but too few. However, when observed by sectors, the situation differs as it is illustrated in the table in continuation.

Illustration 4: Are there in your organization female managers (superiors)?



In addition are the answers of the question “Is your direct superior men or women?”. Observed by sectors, women managers are around 3% more represented then men in the public sector, while in the private sector men managers are around 12% more represented then women.³ When analyzing the data with correlation with the independent variable “level of education”, it can be noted that the participants in the research with high school education have for 36,8% more male managers (or they themselves are managers), subjects with higher education have for 7% more female managers (or they themselves are managers) and subjects with specialization (Spec./MA) have for 17% more male manager (or they themselves are managers).

Table 1: Is your direct superior:

Is your direct superior:	LEVEL OF EDUCATION		
	High school	Higher education	Spec./MA
Women	29,8%	45,6%	36,6%
Men	61,4%	41,1%	50,0%
I am women superior	1,8%	7,9%	4,9%
I am men superior	7,0%	5,4%	8,5%
In total	100,0%	100,0%	100,0%

Through analysis of these data it can be seen that men are more represented as managers in the sector which is more paid and women in the public sector which offers greater possibilities for balance between family and work (as it was stated in the theoretical

³ For better illustration of the data’s, the percentages from the first and the third answers are shown cumulative, as well as the percentages for the second and fourth answers

**Equal Opportunities of Women: Processes of Employment and Promotion
on Higher Positions**

part). In the same time it can be presumed that males are better represented on higher manager positions.

As for the second aspect “Are there possibilities in your organization for professional advancement?” different answers were given. From the table 6 below it can be seen that 12% more males consider that there are possibilities for all for advancement, and on the other side 16% more females have stated that there are no possibilities for advancement.

Table 2: Are there possibilities in your organization for professional advancement??

Are there possibilities in your organization for professional advancement??	GENDER	
	Men	Women
Yes, there are for all	62,1%	50,0%
Yes, but only for men	2,6%	0,4%
Yes, but only for women		1,5%
Yes, but only for young people	12,9%	9,8%
No, there are none	22,4%	38,3%
In total	100,0%	100,0%

In relation to this question, it can be noted that lot more female consider that they don't have equal opportunity for professional advancement.

As conclusion from the conducted interviews, referring to this hypothesis, it can be noted that women got to their managers positions with lot of work, effort and dedication. As for the advancement, they consider that till some level women are equal with men, hence having same possibilities for professional advancement, however when it comes to higher manager positions the situation is different, or in other words there are far less females represented on those higher managerial level. As a potential reason for the low number of women in top management, the interviewees point out the fact that the selection for these higher positions is done by higher number of men. The mentality was pointed out as another obstacle for the advancement of women in Macedonia, because of the understanding that women should take care more around the house. At this point it is important also to mention that part of the large companies have realized that the quality and characteristic of females are contributing for better functioning of the companies, and they have introduced quota of 30% for the highest managerial positions for females⁴.

From the presented data for this second specific hypothesis, we can conclude that the hypothesis is confirmed, hence, that women are not given equal opportunities for advancement to higher managerial position.

The third specific hypothesis is out of exceptional importance for this research. According to it the family and house obligations have influence over the career development of the women. The responsibilities and care for the home and the family on one side can influence on the women to do not apply for some position that demands extra engagement outside of the working hours, and on the other side it can additionally be a

⁴ Data from the interviews

reason for discrimination in the advancement process to higher managerial level. According to the data from the research the subjects were divided about the question “Is the marital status influencing the advancement of women to managerial positions?” around 37% stated that the marital status is influencing, where 42% stated that it doesn’t have influence and almost 21% responded with “I don’t know”. It is also very interesting to mention that 46% of the subjects aged between 18 and 25 have responded that the marital status is influencing the advancement of females, although around 80% of them were not in marriage. In the same time around 40% think that females with family obligations apply less for managerial positions.

In relation to this research, the data from the research in 2010 in Republic of Macedonia that include 120 managers (equal number of men and women from the public and private sector) should also be presented. According to the data from this research the percentage of female managers with family obligations is for 20% lower than the percentage of male managers with family obligations (Topuzovska, 2008). In addition to these data are as well the responses from the interviewed women managers. Where they stated that the main limitation to be on high position in a big company is having family (kids) and family obligations, because these job positions are demanding longer work time then 8 hours as well as many work travels in foreign countries. From the interviewees, female managers from the public as well as from the private sector that are working on the lower management positions think that balance can be made between work and private life, but women on higher management positions in big companies still don’t have family obligations.

From the presented data for the third hypothesis, it can be concluded that it is confirmed, hence, that the family and house obligations have influence over the career development of the women.

The fourth and last hypothesis is referring to the level of confidence towards women managers, it is stated “The confidence towards women managers is lower than towards men”. In order to come to the answer if this hypothesis will be confirmed or rejected, the subjects in the research were asked several questions. On the question “Who are more capable managers?” the answers were the following: men are more capable as managers responded 19,8% from the male and 14,4% from the female participants in the research. The highest percentage answered that men and women are equal, for this response opted 57,8% from the male and 66,3% from the female. The highest rate of the opinion that men are more capable managers is noticed in the eldest group of research subjects (between 56 and 65 years) with 20,7% which is leading to the impression that there are still prejudice towards women on superior, manager positions. In continuation follows the answers of the question “What is the level of confidence in the women as managers?”. As with the previous question when most often answer was that men and women are equal, in this question generally the subjects responded that they have confidence in everyone equally not mater the sex. As it can be seen by the table 7 below, the eldest group responded with over 20% that they don’t have confidence in anyone, that they have trust only in men responded 6,9% and there is no answers that they have confidence only in women. With this data the previous conclusion can be reconfirmed that the prejudice towards the women as manager are most present at the eldest population.

**Equal Opportunities of Women: Processes of Employment and Promotion
on Higher Positions**

Table 3: What is the level of confidence in women as managers?

What is the level of confidence in the women as managers?	AGE				
	18-25 years	26-35 years	36-45 years	46-55 years	56-65 years
I have confidence in everyone equally	79,5%	71,4%	76,7%	70,4%	65,5%
I have confidence only in men		4,5%	1,2%	3,7%	6,9%
I have confidence only in women	2,6%	1,5%	4,7%	3,7%	
I don't have confidence in anyone	17,9%	13,6%	9,3%	18,5%	20,7%
Other		9,0%	8,1%	3,7%	6,9%
In total	100,0%	100,0%	100,0%	100,0%	100,0%

As the last aspect in confirmation of this hypothesis is the question “In which women managers do you have more confidence?”. The highest percentage of trust is in women managers with larger experience, however when analyzing the independent variables there is difference in the percentage depending from the level of education and age. According to the table 8 below, it can be noticed that the participants in the research with higher education have more confidence in women managers with more experience/competence, the biggest difference in the responses is noticeable between the subjects with high school and higher education.

Table 4: In which women managers do you have more confidence?

In which women managers do you have more confidence?	Level of Education		
	High school	Higher Education	Spec./MA
In nobody	10,5%	6,2%	2,4%
In everyone	1,8%	6,2%	4,9%
In the older ones	7,0%	3,3%	6,1%
In the ones with greater experience/competence	64,9%	77,2%	78,0%
In the ones with higher education	5,3%	3,3%	6,1%
In the younger ones	10,5%	3,7%	2,4%
In total	100,0%	100,0%	100,0%

It is also important to point out the difference in the answers based on the age of the participants in the research. Hence, the lowest percentage of trust in the women managers with more experience and competence had the eldest with 58,6%, and the highest percentage of 79,5% was noticed with the youngest. In the same time, the eldest participants in the research had most confidence in the younger women managers with 13,8%, and the youngest participants in the research aged between 26 and 35 had the lowest percentage of confidence in the young women managers with 2,5%.

As for the responses from the conducted interviews with the women managers it can be concluded that in general the confidence in managers is built with time and it doesn't depended from the gender of the manager, the key factors are his/hers capabilities and qualities, their professionalism and their personality and not their gender. As main characteristics of women managers they pointed out the following: thorough, intuitive, analytic, capable of establishing harmony in the organization, innovative, constructive,

tactical, responsible, appreciative towards the esthetic of the approach and the protocol, they are better planners and have better instinct to make an assessment.

As a conclusion for this last hypothesis, it can be noted that the confidence in women and man managers is equal, or in other words the confidence in the manager doesn't depend from the gender. It is also important to be noted that the confidence in man as more capable managers is significantly higher with the eldest participants of the research which can lead to the fact that there are still existing prejudice towards the women as a superior (manager).

From everything previously stated in relation to the research as a whole, it can be concluded that the women are less represented in the top managerial positions in comparison to the men because of the lack of equal opportunities for professional advancement. As the most significant factor for this situation is when family and house obligations occurs, because women need to make balance between work and private life, hence women with family obligations tend to apply less for higher managerial positions. From the same reason women are more represented in the public sector where the working day consists of 8 hours, they have stable medical insurance, the maternity leave is 9 months, the right for medical leave is respected and the annual holiday is between 20 and 26 day, which means that they can have more time for the family and house obligations. Furthermore, it can also be concluded that the confidence in their manager, the employees are building based on his/hers personality and professionalism and it is not based on the gender, although the older population tends to favor the men as managers.

4. Conclusion

The main research question was whether the women are less represented on higher managerial positions than men because of unequal chances during employment and promotion. First, **the research finds out that there are elements that can prove that women do not have equal chances during the time of employment.** Men managed to keep priority of hiring men on higher managerial positions is the main line of thinking. Second, that women do have equal chances for promotion is common attitude, especially in moments that depend on stated criteria and education. But there are differences in responses between women and men in 16% of the answers. Namely, more women think that there are no equal opportunities for promotion. Third, that family and domestic tasks have negative impact on women career getting to the higher ladder was next question. Here it was divided, but generally the interviewed think that this do not influence the promotion of women. Maybe having more domestic tasks influence on less applying on higher managerial position. Still, our sample was full of young people without marriage obligations. Fourth, the numbers on trust are equal, the competence of the manager respondents do not relate to its gender by respondents. The trust is equal. Respondents do not care for the gender of the managers, but the older respondents do care or think about. They have more trust in men. This is another finding that men do not easily surrender to women's managers. They would like to stay in control. The world is rapidly changing but some things changes slower than the world. Even though the students that conducted the research stated that nowadays more women are present in middle managers positions in both public and private sectors. But still, the first positions are more often reserved for men. Comparing to 15 years ago there are slightly more women on top positions in both sectors which are at least encouraging news.

Equal Opportunities of Women: Processes of Employment and Promotion on Higher Positions

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JEDNAKE MOGUĆNOSTI ZA ŽENE: PROCESI ZAPOŠLJAVANJA I UNAPREĐENJA NA VIŠE POZICIJE

Rezime: *Zapošljavanje i unapređenje žena na više pozicije redovna je tema istraživanja u društvenim naukama i organizacionim studijama. Jednake mogućnosti su bitna stavka u organizacijama jer su muškarci i žene različiti i poslove obavljaju drugačije. Nova istraživanja su pokazala da biti žena može biti prednost u procesu rada, saradnje, komunikacije u organizacijama. Ali, postoje i problemi u ovoj bitci između muškaraca i žena. Glavni argument u ovom radu je da su žene nedovoljno zastupljene na višim rukovodećim pozicijama u odnosu na muškarce zbog nedostatka jednakih mogućnosti prilikom zapošljavanja i napredovanja. Među mnogim faktorima koji mogu uticati na položaj žena u odnosu na muškarce na višim pozicijama ovaj rad će pokušati da uključi dve dodatne promenljive, uticaj porodice i domaće zadatke koji mogu uticati na karijeru žena i poverenje u žene kao menadžere.*

Ključne reči: *žene menadžeri, jednake mogućnosti, promocija, zapošljavanje, razvoj karijere*