WOMEN IN THE TURN OF CONTEMPORARY SOCIAL CHANGE

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Abstract
Modern, truly civilized society is more and more conscious of the roll and significance of women for the total social development and its changes and it gives them, in the broadest sense of social conduct, more and more possibilities to manifest their work, intellectual, organizational, and other values. It is also confirmed from the level of their political, economic (entrepreneurial), management, and social conduct which differentiate in many cultural environments, depending on the country, the orientation towards political parties, triteness of the local community, defining the position within the organization, modernity of the family, and real possibility of interpreting those values. Similarly, it is clear that, in principle, there are still many obstacles, antagonisms, prejudices and suspicions that hinder women in their overall social engagement, often consciously or less consciously (traditionally) rated, which ultimately has still resulted in social delay in terms of accelerating the pace of changing business policies, economic conditionality, entrepreneurial restraint, disadvantage and inequality based on gender differences, as well as exaggerated one-dimensionality and calibration of all segments of society development on the basis of the male orientation and their perception of the needs and solving social priorities.

Key words: *society, change, women, social development, diversity*

1. INTRODUCTION

In the beginning of the 21st century the world experienced great change, whose consequences are felt on the global level, as well as both in the frameworks of national and local environments. It is the era of great progress and development, the era of huge possibilities, in which competition became more aggressive and more comprehensive (Kutnjak, Zorić, Radović, 2010, 684). On the other hand, this same period is still the era of big doubts, prejudice, animosities, the era in which some social "contrasting constants" have been confirmed, in which the social status of women is still considered a second-rate social issue, regardless of whether they are segmented the political, entrepreneurial, or rather managerial engagement of women, and with it the coexistence of women in the modern society. The reasons of the relative paucity of women in said "levels" is possible to segment in a few "batteries" of problem questions. With a smaller representation of women in education, especially for "higher" functions, of other problem questions dominate: cultural stereotypes, or rather traditional behavior patterns, since a significant portion of division in most cultures is divided into "male" and "female", as well as legal "limes" and limitations, and the indifference and passivation women. Overall, certain authors find the "root" of diversification between men and women in the relation to their work characteristics. In such way they are differentiated in accordance to the following aspects, which is visible from the following table:

Work characteristics	Description
Attitude towards work	Women in work are oriented to processes and interpersonal relations, where men are oriented to objectives and goals. Women worry about how people treat each other when they are solving a task, where men are oriented to realization, output, achieving goals, etc.
Work style	Women are characterized by a cooperative and collectivist, where men are by a

	competitive and individual work style.
Attitude towards mistakes	Men unwillingly admit mistakes, where as women are not ashamed of their mistakes and ignorance because they consider mistakes natural.
Approach to decision making	Women mostly solve problems intuitively, while men more often decide rationally, and are more analytical.
Approach to negotiations	Women are prone to a win/win, and men are prone to a win/lose negotiation approach.
Way of communicating	Women consider conversation important for social interactions, where men talk about work, seek to solve problems, gather information, achieve goals, give advice, state their stands, advise on how to solve a task, and talk about what they have done, achieved, where they went, etc. Women are considered to be better listeners and that they are, in reflection to men who are passive, active listeners.
Sources of motivation	Men are primarily motivated by the extrinsic factors such as money, recognition, power, status, advancement, while women consider motivators primarily intrinsic factors such as social contact, helping others to satisfy their needs in the workplace, cooperation with other people, self-confidence, personal growth, job satisfaction, etc.

Table 1: Differences between men and women in accordance to their work characteristics

Source: Pološki Vokić, N., Bulat, I., 2012., 31.

As it has been stated, one of the strong reasons of modest representation of women in "structures of power" is their own acceptance of "female roles" and from that disinterest for management or entrepreneurial-managerial career or rather a more serious political action has emerged. Women are often put in a position to choose between being "a mother and a housewife" and "a career woman", which in a large portion excludes the other. On the other hand, some psychological researches have confirmed that there are "a number of small differences" and that women mostly have many comparative advantages in reflection to men (for example, by their biological and physical structure). In any case, this does not mean that women should be identified as such, because to perceive women stereotypically is wrong, and even dangerous. Because, not all women are the same, not all men are the same. Many women in practice show typical "male" behavior, while many men by their stands, value systems and problem solving ways show "female" behavior (Srića, 2012, 22). The following table represents some of the dimensions by which sexes are generally differentiated, which through certain segments of perception however gives leverage, and sheds a different light in favor of the "softer" or female population.

«Female» characteristics	«Male» characteristics
Tendency to the concrete	Abstract thinking
Tendency to share information and power	Leading with commands and control
Encouraging participation and cooperation	Reliance on the power position
Avoiding risks	Tendency to risks
Reluctance to superficial effects	Little resistance to superficial impressions
Focus on interrelations	Orientation to action

Network, "family" organizational structure	Hierarchical, military organizational structure
Understanding of other people's behavior and problems	Ignoring other people's personal problems and concerns
Non-conflicting highlighting and encouraging staff	Sharing the role as a source of motivation
Intuitive and emotional problem solving	Analytical and rational problem solving
Willingness to recognize their own mistakes	The tendency of hiding their mistakes
Striving towards harmonious relationship with the environment	Willingness to conflict and confrontation
Emotional endurance and resistance to frustration	The tendency to explode and to "crack" in crisis
Greater self-control, less haste	Less self-control, greater haste
Stability in attitudes	The tendency of changing attitudes

Table 2. Dimensions of differentiation – in accordance to sex differences

Source: Srića, V., 2012., 23.

The third aspect of differentiation of men and women looks upon the different legal limitations which put women into a second-grade position which have been removed only recently from the legislation of the most developed countries, and are still present in under developed countries to this day. For example, Swiss women did not have the right to vote until 1971, France still does not have a legislation which would protect women from being harassed at work, and in the US women are constantly underpaid for the same job in reflection to men (Srića, 2012, 22). However, the absurdity continues and repeats through history, and last "registered" one was noted very recently, on the level of the European parliament. To make the situation even more absurd, one of the basic principles of the European union is gender equality, and the Treaty of Rome in 1957 confirmed the principle of "equal pay for equal work". And in the era of significant and relatively successful aspirations of almost all relevant global, national, and other factors through the last few decades, which are intensively working on enlightenment of all social categories about the total social importance of women and implementing the "ideal" of their full equality (and with it the effort to remove some negative "scores" and unacceptable trends), from the highest European instances come the resolutions which deny such initiatives and confirm declaratively full recognition of women. Accordingly, on March 11^{th,} 2014, on the 7th convocation of the European parliament, as the highest body of the European union, the Report of equality between women and men in the European union was not voted, what will most certainly remain historically remembered because a chance was missed to make a decision which would mean a great leap forward in equalization of rights of women and men in the European union, and has brought great disappointment and grief. This Report of equality did not get a sufficient number of votes (298 members were "against", while 289 members were "for"), and with laconic hand raising and voting "against", euro parliament members voted for wage inequality for the same job level; "firing during pregnancies", what is an open act of throwing "a glove in the face" of modern democracy and a serious warning to all 28 members of the EU, who showed trust to their elected officials to speak, decide and represent almost 508 million citizens (of which most approximately 51% are women). These euro parliament members refused to accept a report which advocates the same pay for same work of women and men, forbidding firing during parental leave, and condemning and fighting against sexist stereotypes, justifying themselves with a concerned ideological approach to this subject, again showing the importance of family and women in families which is, to the "right wing conservatives" of the EU parliament, the only counterargument to this topic. By making this decision of the European parliament a great damage was made to the long-term struggle and endeavors for women to take the position in the society which belong to them and towards which previous generations of women

strived towards. It is sad and paradoxical that Croatian euro parliament members (4 of them) were responsible for a great step backwards when there is an insignificant difference in votes which they could have changed in favor of women, but in this case it is obvious that the consciousness and worry for the civilization progress was absent. However, the opponents of this Report of equality of sexes defended their primitive thesis with, among other things, "arguments" that men are the stronger sex and accordingly they should be paid more. It is sad that such comparisons are relevant in such cases where physical strength is not a determining factor, or rather in such cases where highly educated women can rival men and in which, on the basis of physical predispositions, should not ensure leading positions in earlier named (political) institutions, bodies and enterprises (http://www.europarl.europa.eu/sides/ getDoc. do?pubRef=-//EP//TEXT+TA+P7-TA-2014 -0204+0+DOC+XML+V0//HR).

2. THE ROLE OF WOMEN IN THE POLITICAL ENVIRONMENT

Women have earned the voting right for the first time in New Zealand in 1893 and today only a handful of countries denies women this right, and on average around 20% of parliament members. Besides the barriers for women to join the parliament, which are still present, the number of women in politics is on the rise, even though it is still fairly low. Among the key factors that influence women entering the parliament, we divide them into three groups (Položki Vokić and Bulat, 2012:27.; according to: Šinko, 2007 based on Kenworthy and Malami, 1999 and Shvedeova, 1998): 1) political and electoral system, party system (ideology of the party), politics as a «male club», (non)cooperation with other social groups, voting rights for women, 2) socio-economic system – education of women, (un)employment of women; (un)employment of women in the III and IV sector, the level of economic development of the country, size and strength of the women's movement, level of poverty in women, double burden on women, and 3) socio-cultural system – the type of political culture of the state, regions, sexual orientation, lack of self-confidence in women. Currently, in the world, there are 9 female presidents and 10 female prime ministers (Položki Vokić and Bulat, 2012:27; according to: Female leaders, 2012).

From the collected secondary data about the presence of women in high politics in the World, it can bee seen in Table 3 that more than half of the world countries has less than a quarter of women in parliaments. But, the growth trend of the proportion of women is extremely positive. The percentage of women in parliaments around the globe in 2005 was 16%, which in comparison with approx. 24% in 2011 shows a growth of 8% in those 6 years observed. Also, the data shows absolute and relative frequencies of women in lower chambers of the parliament around the globe (countries in the table are sorted by the percentage of women in parliament). On average, 23,8% of parliament members is women. An above average concentration of women is present in Andorra (approx. 54%), with which north European countries (Sweden, Iceland, Finland) excel, South Africa and Cuba with more than 40% of women in parliaments, while last on the list with less than 10% of women in parliaments are Hungary, Brazil, and Ukraine, and last is Saudi Arabia without a single woman in the parliament. The data from the tables confirm that many of the most developed countries in the world, such as France, Great Britain, USA, Canada, and Australia, cannot say they have a large percentage of women in their parliaments, because all of them have less than 25% of women in the lower chambers of the Parliament. Croatia is, however, with 23,8% of women on the 7th gathering of the Parliament in December 2011 (DZS, 2012), on the 30th place (out of 70 countries on the list), therefore in the middle of the list.

Country	Total	Number of women	% women	Country	Total	Number of women	% women
Andorra	28	15	53,6	Australia	150	37	24,7
Sweden	349	157	45,0	Canada	308	76	24,7

South Africa	400	178	44,5	Croatia	151	36	23,8
Cuba	586	253	43,2	China	2987	637	21,3
Iceland	63	27	42,9	Italy	630	134	21,3
Finland	200	85	42,5	Bulgaria	240	50	20,8
Norway	169	67	39,6	USA	432	73	16,9
Netherlands	150	59	39,3	Japan	480	54	11,3
New Zealand	122	41	33,6	India	545	59	10,8
Germany	622	204	32,8	Brazil	513	44	8,6
Iraq	325	82	25,2	Saudi Arabia	150	0	0

Table 3. Women in the lower chambers of the parliament around the world, 2011.

Source: Položki Vokić, N., Bulat, I., 2012., 28.-29.

Despite the aspirations of equality of women, which the European union advocates in its many other documents, in the European parliament, and in governments of European countries, there are always fewer women than men (seen from the data in Table 4). In the European parliament there is 35,2% of women, and those women take only 22,8% ministerial positions. Scandinavian countries are ahead again. Also, a higher share of female European parliament members and ministers is seen in “older” members of the Union. By comparing the data from the table it is clear that we cannot make a unique conclusion that a relatively high share of women in the governments of certain countries would automatically mean their high share in the EU parliament, or vice versa. This is most obvious in Malta, which with its 22,2% share of women in government does not participate with a single woman in the operations of the EU parliament.

EU country	Number of women in the EU parliament			Number of women in the EU member country government		
	Total	Number of women	% women	Total	Number of women	% women
Finland	13	8	61,5	19	9	47,4
Sweden	18	10	55,6	24	12	50,0
Netherlands	25	12	48,0	20	4	20 %
Bulgaria	17	8	47,1	17	3	17,6
Germany	99	37	37,4	16	6	37,5
Spain	50	18	36,0	14	6	42,8
UK	72	24	33,3	22	4	18,2
Italy	72	16	22,2	25	6	24,0
Czech Republic	22	4	18,2	16	1	6,3
Malta	5	0	0,00	9	2	22,2

Table 4. Number of women in the European parliament (according to some members) and governments of certain countries of the EU, 2011

Source: Made by the author according to internet data of certain countries

Undoubtedly, with every day more and more women are engaged in politics, one of the last strongholds of male dominance in society. They bring into politics a different approach, interests, and visions of political solutions. In order for the «soft» approach that women leaders carry with them into this world, and laws which deal in «women's issues» that are of their primary interest, to be imposed into the dominantly male political rhetoric and agenda, it is crucial to create a bigger critical mass of women in politics (Položki Vokić i Bulat, 2012, 33.-34.; according to: Thomas, 1991; Šinko, 2007).

3. WOMEN IN ENTREPRENEURSHIP

During the 80s of the last century, women have begun to emerge as intensely important persons in the field of entrepreneurship (and management), especially as the founder of a number of small new businesses.

Number of transactions that are triggered by the women in the 90s of the last century has been growing at a record rate in all developed countries and in the individual, few entrepreneurial environments (micro localities) the number of newly opened small businesses has doubled, even several times higher than the newly established small businesses that have been opened by men.

Many entrepreneurs left the job in large corporations and started on their own in order to realize their ideas and goals as well as achieve the confirmation of successful entrepreneurs.

Female entrepreneurship implies entrepreneurial „project“ which is designed by woman with recognition of business opportunities, raising funds for the project and undertaking risks for the business venture, which are owned by women with a minimum share of ownership in a portfolio of 51%.

However, in most countries the number of women entrepreneurs is largely inferior to the numbers of male entrepreneurs, but there are also those countries where female entrepreneurship is the most dynamic segment of the small business sector. For example (http://www.poduzetna.hr/poduzetnistvo/kako_poticati_zensko_poduzetni.html):

- In the United States of America the rate of growth of women business in 2002 was twice the national average, and nearly half of all U.S. companies are majority owned by women.
- In Canada between 1982 and 2001 the number of women entrepreneurs has increased by 2008% compared with increase of male entrepreneurs by 38%.
- In the UK, where the state of female entrepreneurs is marked as pretty bad, 6.5% of all working-age women were employed in their own business. The share of women in business is 26%, and it is a figure that did not change from 1990.
- In the European Union countries 70% of women entrepreneurs manage businesses that employ five or less employees.

It is obvious that the emergence of female entrepreneurs in the past twenty years is in casual connection with the democratization of society, more specifically, with the emancipation of women rights, particularly the right to education.

According to some recent data, it is believed that women in Europe have initiated every fourth new job, and this is obvious in those countries that have recognized the benefits and potential development of female entrepreneurship and the overall positive implications of integrated economic and social development. However, when we speak of female entrepreneurship in the Republic of Croatia, the fact is that from 2002, when the first database of women in entrepreneurship was created, until 2008 the number of women entrepreneurs has significantly increased. Women entrepreneurs in 2002 were making 13% of the total number of enterprises (companies) and participated with 6.5% of total revenue. The share of companies where women are owners or majority owners until 2008 almost doubled, and it reached over 24%, the same as a share in total revenue, which was 11%.

DESCRIPTION	2002. (%)	2008. (%)
Total population	52	52
Number of companies	13	24,9
Number of employees	7	13
Total revenue	6,5	11,1
Operating results	4,0	9,3

Table 5. Indicators of women entrepreneurship In Croatia

Source: Pejić Bach, M., 2010., 24.

After this period of growth there has been stagnation, which can be solely attributed to the influence of the consequences of the crisis. For reference to the overall trends, it could be reasonably anticipated continued growth. However, the crisis has hit women entrepreneurships with the same intensity as the other business, however women entrepreneurs in these crisis conditions of business confirmed as „resistant“ to factors of entrepreneurial reality. In 2010 in the total number of entrepreneurs, there were 22.5% of women entrepreneurs who have achieved more than 10% of total revenue while hiring 102,695 employees. These data refer to enterprises.

In theory and in practice there are still some „doubts“ about female entrepreneurship. Some authors believe that female entrepreneurship is in fact a reflection of overall reactions and certain benefits that imply female entrepreneurship.

Regardless, some of the benefits of female entrepreneurship are (Buble i Kružić, 2006, 144): a) a workplace that is opened by women entrepreneurs is safer (female businesses are small, but they close down less jobs); b) grate her concern for employees, quality and mutual relations, c) More support to employees in their ambitions, d) invest more in training of the employees, e) they measure success not only by profit, but rather they measure it with customer satisfaction, developing the skills of employees and good relations, f) they are willing to work in teams, success or some of the good ideas are more important then their own ego, g) offer more opportunities for reimbursement of costs, profit share, flexible working hours, h) they are large-minded when it comes to maternity leave, i) they are cautious in taking loans; j) deal mostly with service industries because they are socially sensitive and because their ventures require less initial investment.

A common future of both women and men in the sphere of entrepreneurship are sources of motivation, challenges and solvability of problems encountered, and the divergence is reflected in the following: 1) select the business sector – women more often choose traditional sector and retail trade; 2) entrepreneurial process – women are entering with lower managerial experience and their advantage is based on quality products and 3) access to resources – exposure to discrimination by banks.

Differences in interpretation of the motives of entrepreneurial activity in men and woman are obvious, which we can see in following data:

	Female (in %)	Male (in %)
The number of entrepreneurs and new entrepreneurs per 100 adults	2,58	9,78
The number of entrepreneurs per 100 adults who have decided to entrepreneurial activity because they spotted a business opportunity	1,74	4,14
The number of entrepreneurs per 100 adults who have decided to entrepreneurial activity forced the situation on which they find	0,84	5,43

themselves (i.e. jobless)		
Know some one who started a business in the last two years	43,4	61,8
They think that have the knowledge and skills to start a business	51,8	75,8
Fear or failure do not prevent the initiation of work	59,5	65,4

Table 6. The motives of entrepreneurial activity of women and men (age 18-64)

Source: Škrtić M., Mikić M., 2011., 307.

In addition to all benefits generated by the frequency of female entrepreneurship, female entrepreneurship is indeed burdened by various obstacles, from those that trouble their male counterparts (insolvency, difficult access to finance, complex regulatory framework, the grey economy, etc.) as well as those specific, generally related the characteristics of female entrepreneurship (insufficient support of society, organized family life, the traditional understanding of the female role, difficult access to knowledge and skills, etc.)

In this context it is possible to talk about: 1) economic barriers (access to information, education and experience, the effect of saturation of the market), 2) contextual barriers (reduced ability of women to start a business venture in technology-intensive industries due to limitations in education; stereotypes about women in science and technology, traditional views of the role of women in society, the lack of support for women with two jobs (house and profession); political and regulatory framework and its implementation in order to strengthen gender equality, as well as 3) „soft“ barriers (lack of advice and mentoring, lack of access to networks of entrepreneurs; training to lack of educational programs focus on technology-intensive industries and science, the perception of woman about the lack of self-confidence and capacity to take risks)(Kutnjak, Nikolić, Zorić, 2012, 92).

When it comes to the considering the same issues in the framework of the Croatian data and analysis confirms that women also face greater difficulties in accessing, returning and staying in the labor market due to various social factors, which, inter alia, involve problems of reconciling business and family life. Disproportionally large number of women is working in temporary, insecure jobs, which makes them more vulnerable and exposed to poverty and external influences such as the current economic crisis.

The main obstacles to equal participation of women in the Croatian labor market can be divided in two categories: 1) the practical obstacles, such as the availability of affordable and flexible childcare and flexible working hours; 2) cultural barriers, which include reliance on informal networks from which women are excluded, non-acceptance of women in positions and continuous working culture in which women are encouraged to succeed or they are not expected (position of women in the labor market in 2011,41). The ideal relationship would be if a person, regardless of their background, status, age, or gender has the same opportunities to realize their entrepreneurial potential.

4. WOMEN IN MANAGEMENT

In modern age there is significantly more talk about the position of women in various organizations, especially in the field of management, as well as about the levels of “power” which women have in these organizations. The hierarchy of power in managerial structures of large corporations largely favors men. Researches show that the male resistance towards female managers is bigger in Europe than in America. Questionnaires in Italy and Great Britain have shown that almost half of men reject the thought, let alone the reality of having a female manager. Statistical analysis of population of managers in USA and Western Europe have shown that women share only 3% of large corporation directors and they take about 12% of middle and lower managerial positions, whiles in the full working population there is about 45% of women. There are only three countries in the world that have more than 50% of women in the working population and they are: Sweden (60%), Canada and

USA (52%). The opposite extremes where women take low percentage of working population are somewhere between 35% (Israel) and 4% (Iraq, Saudi Arabia). According to the stereotypes that especially dominate Arab countries, Latin America and less developed regions of the world it is considered that only men can and are allowed to be on the managerial positions. From women it is expected to be subordinate and dependent, not to stand out and to serve. Even in the developed democratic societies where women formally have equality with men these cultural stereotypes are not completely eradicated (Srića, 2012, 22). Statistical data from official institutions globally also confirm that the percentage of women in managerial positions is rising in the last three decades, but that those not include the top managerial positions where the percentage of women stayed at a relative low level, even with the tendency of falling as we move along the hierarchy of managerial positions (Penava, Sehić, 2007, 306). Namely, at the managerial decision-making, the ratio of women is lower than the ratio of men on all levels of management and decision-making. Women make only one out of ten members of management boards in the biggest public companies in EU and they participate with 3% among the presidents of management boards.

From the previously stated, it is obvious that the role of women in society inside their managerial roles and competence, no matter the almost perfect legal interpretations of equality of sexes, is unequally represented in practice. That confirms the "thesis" that the total significance of women in society, but inside the framework of management, is marginalized. The "experiences" of the Republic of Croatia match with what is shown in the table, the data in the table tells us about "equal" participation of women in the complete society, as well as about their participation in various levels of management of some institutions.

DESCRIPTION	Total	Women	Men	Structure (%)	
				Women	Men
Number of women and men (estimated in mid 2009.)	4.429.078	2.292.847	2.136.231	51,8	48,2
Employment in legal personnel (average 2009.)	1.211.085	551.901	659.184	45,6	54,4
Unemployed (according to HZZZ) 2009. g. (yearly average)	263.174	156.059	107.115	59,3	40,7
Unemployed (according to HZZZ) 2010. g. (yearly average)	302.425	165.620	136.805	54,8	45,2
Monthly net wage in legal personnel (kn)	5.271	4.957	5.521	% wage women in wage men (89,8%)	
Rate of risk of poverty in 2009. g. (%)	18	19,9	16,1	-	-
Amount of pension (December 2010.) in kn	2.361	2.082	2.683	% pen. Women in pen. Men (77,6%)	
MPs Croatian Parliament (December 2010.)	153	39	114	25,5	74,5
Judges, Supreme court (2009.)	41			48,8	51,2
Judges, constitutional court (2009.)	13			38,5	61,5
Judges, regional court (2009.)	852			69,1	30,9
Judges, Magistrates Court (2009.)	422			72,3	27,7
Teachers and associates in college	9.469	4.480	4.989	47,3	52,7

with full working hours (academic y. 2010/2011)					
Teachers in high schools (school y. 2008/2009.)	11.794	7.691	4.130	65,2	34,8
Teachers in elementary schools (school y. 2008/2009.)	25.647	21.594	4.053	84,2	15,8

Table 7. Participation of women in Croatian society and various levels of management

Source: Kutnjak, G., Nikolić, G., Zorić, D., 2012., 90.-91.

Unfortunately, one of the strong reasons of poor representation of women in the structures of power is their own acceptance of “women roles” and from that stemmed the uninterested opinion of women for the managerial position or a manager’s career. Women are, namely, often placed in a position in which they have to choose between “mother and housewife” and “career woman”, in which one excludes the other (Srića, 2012, 22). The other, far more complex reason exists on the bases that women are frequent victims of conscious discriminatory “derivatives” of social elite, which with the commission itself (or from an act of leakage in terms of action) do not do hardly anything or do very little to create the full, healthy environment of the managerial climate an initiative, which creates the feeling of discomfort within the workplace and even within the society itself. The impression is created that women are second order citizens and that they are not acknowledged in their work environment even through the “higher” roles of management and with that the acknowledgment of society is also diminished. They are not given, even by number nor with the contents the appropriate chances for affirmation of their knowledge and capabilities – with that alone and the advancement and valuation of their work. In accordance with that, in every society and/or organization there are present a few basic indicators of measurability of discrimination which stresses trough a) earnings, b) unemployment, c) profession, d) human capital (Tomić – Koludrović i Kunas, 2000.).

Such an approach devalues the overall role of women in modern, civilized society/organization and deliberately marginalizes the total contribution which women realize with their engagement, apropos, they can achieve even more in all spheres of society. Because women managers are destined for some social/organizational and managerial "niches", primarily because of their understanding of coordination of relations among staff members and team participation in joint working processes, responsibility and critique the achieved results. That is the basic distinction between woman managers and their male colleagues, which in addition to the above reflects the following characteristics: 1) women lead with less autocracy, 2) they are even more aware of their social position, their capabilities and quality, 3) they are less prone to panic, 4)they are good organizers, 5) The successful female manager is a great asset for employees because they are more sensitive to errors of employees and their personal problems, and 6) women are responsible, loyal, team players and successful in communication.

When it comes to women in management, their bad position and a number of barriers to develop their managerial career, often as an "objective" reason it is stated that women have lower education compared to men, which is a sexual prejudice. This information is not accurate because women managers, on average, have the same level of education as male managers and therefore education cannot be considered a reason for their poor position in management. This is a "psychological" prejudice, which finds its genesis in the psychological characteristics of the individual, which is a consequence of the inherited features (genotype) and the environment in which the person grew up, and educational dimensions (phenotype). Thanks to genotype, men have better skills than women (to fix something, to make something function, or to navigate in space around them), and women are more able to communicate with people, they are better in helping, advising, etc. (Bahtijarević Siber et al, 2008: 617). Also, it has been proven that women are better at understanding non-verbal communication, reading other people's emotional states; they have, so called, "Women's intuition". Gene technology makes men independent, self confident, ambitious, active, aggressive, dominant,

persistent, adventurous, competitive, etc. , while women seem sensitive, considerate, gentle, kind, tactful, moaning, tidy, home oriented, etc. (Pološki Vokić and Bulat , 2012 , by: Moir and Jessel , 1995th and Pološki ., 1999).

The scarcity of women in senior management positions prevents the assessment of their performance. Why are then so few of them? Obstacles are structurally-legal, educational, cultural, social, historical and psychological. The relative importance of each reason of small number of women in management varies from one country to another. However, the small number of them is only one way of looking at the problem of women in management. The second, equally important dimension is the assessment of the performance of women as managers.

In conjunction with the inability of women to progress to the highest instances (level of management) is linked the term "glass ceiling", which "explains" the reasons for the inability of women to progress in business hierarchy to the highest management positions. Under this "interpretation" progress in their career is limited to less responsible, less prominent and less paid positions, without objective reasons. This invisible, but solidly constructed mental "barrier" in the minds of employers or the highest levels of management means that women, regardless of their capabilities and validated results can be promoted in most of the management structures respectively. The glass ceiling is a confirmation of often suppressed economic and social inequality, which is emphasized in several groups of indications: 1) rooted attitudes toward male and female roles in society, which often determine the level and direction of the education of young women, 2) occupational segregation by gender (traditionally female jobs are paid less, supposedly less complex and apparently require fewer skills, and in those areas where the majority of working population are women - men are in management positions), 3) unequal payment between men and women for the same work in the favor of men, regardless of the adopted legislation; 4) different participation in unpaid (household) activities, and 5) the difficulties of women in balancing work and private commitments.

5. CONCLUSION

In the modern, civilized society women with each new day have a more significant role, regardless of political, entrepreneurial, or managerial views of their participation and quantification of numerous results and contributions they achieve. Therefore, it is not unexpected that they are slowly, but surely going towards taking over the dominance in the political life, as well as entrepreneurship and managerial structures of business systems. It is a consequence of evolution and maturing of the society, primarily provoked by disagreement of women regarding some stereotypical constants and taboos. But, in the context of viewing the evolutionary social changes regarding the question of women these should be idealized, since the process of their full, true, and not only declarative involvement into every pore of the society on an equal basis «is still only paved with good intentions». Unfortunately, today still, in a larger or smaller scale, there are some cycles (societies, institutions, enterprises, families) in which women are in a position of an unequal, second-grade factor, without a true will to recognize and accept their human, political, entrepreneurial, managerial qualities based on intellectual, professional, work, and, before all, human qualifications. In such, on one hand modern, but, on the other hand, economically and politically limited and «immature» circles, it is impossible for women to completely employ their political, entrepreneurial, managerial, and business activity and to use their resources in the limits of the best possible and for them to be, for this «relation» towards the society, justly valued in the frameworks of admitting their complete social «status». But regardless, women, despite all the numerous limitations they run into on their political and business path, are proving themselves more and more. The increase of involvement of women contributes the strengthening of the overall world policy, economic (especially inter-regional) activities, it positively, affirmatively and long-term also affects the change of the system of social values and correcting the social deformations in the modern «society of change», affirms righteousness and social freedom. But, still, a considerable level of underrepresentation of women in political, entrepreneurial, and managerial positions is so patronizing, and cannot be justified only and exclusively with structural inequality, but even with indirect discrimination

Overall, the role and significance of women has been seen by many business entities, which, based on their inputs, created their competitiveness on the market, and in such way increased their profitability and manifested other benefits. Modern societies and organizations treat women as a «social advantage» purporting that with a bigger participation of women in all spheres of life and work, primarily through political, entrepreneurial, and managerial engagement, will create a necessary diversity of approach and with it, the future competitive advantage and systems of quality organizational solutions. Higher anticipation of women «pro futuro» corresponds with the postulates of diversity management philosophy, which suggests that only diversity, or rather diversification in views, ideas, and solutions predetermine the achievement of numerous future benefits.

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