

WOMEN IN MANAGERIAL POSITIONS IN SLOVENIA

MANAGEMENT IN GENERAL

According to the Oxford English Dictionary, the word "manage" comes from the Italian *maneggiare* (to handle — especially a horse), which in turn derives from the Latin *manus* (hand).

The term "management" characterizes the process of and/or the leadership of personnel, as well as the directing of all or part of an organization (often a business) through the deployment and manipulation of resources (human, financial, material, intellectual or intangible). One of the first definitions of management was given by Frenchman *Henry Fayol*, who claimed that management consists of five different types of activities: planning, organizing, coordinating, commanding and controlling. We have a lot of different definitions of management today but authors mostly define management as a combination of: planning, organizing, leading and controlling. It's amazing that Fayol's hundred year-old definition of management is still in use almost without changes.

WOMEN IN MANAGEMENT

Advantages of women in managerial positions:

- Women are more communicative than men,
- The ability of foresight is a well-known female characteristic ("6th sense"),
- Men's vision of a company is typically hierarchical, whereas women see it as a web.

Often quoted disadvantages of women in managerial positions:

- Men's prejudices that women's characteristics, such as emotional dimension, support and good relationships with employees, are not appropriate for people in leading positions, who should be an incarnation of authority,
- Men's prejudices that women are often not prepared to build a long-term career,
- Men's prejudices that women should take care of household and family,
- Expected break from work during and after the time of pregnancy and lack of ambition.

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As far as the percentage of women in managerial positions is concerned, of the 28% of women in all leading positions in Slovenia, only 2-3% are in top managerial positions.

When we started the research on women in managerial positions in Slovenia, we were primarily interested in which business branches they represent. We found out that the biggest percentage of all women in managerial positions in Slovenia can be found in the retail business (30%), which is followed by the metal industry (13%). The fact that more than a tenth of all women in managerial positions in Slovenia can be found in the metal industry is surprising, because few people would expect that the companies, which employ mostly male labour, are led by females. The lowest number of female managers can be found in business

branches such as: financial brokers, the construction industry, engineering and the secondary food industry.

The next thing we were interested in was the age range of Slovenian female managers. As is evident from the table below, the majority of Slovenian female managers is older than 45 years of age (54%). This can be explained by the fact that middle-aged women have often already brought their “active-mothering-role” to an end and have therefore more time for their personal interests, including career.

Age class (years)	Percentage (%)
From 21 to 25	0
From 26 to 30	4,17
From 31 to 35	8,33
From 36 to 40	20,83
From 41 to 45	12,50
From 46 to 50	20,83
51 and more	33,34

Marriage status	Percentage (%)
Married	70,83
Divorced	4,17
Single	4,17
Out-of-wedlock community	16,66
Widowed	4,17

Table 1 & 2: Age range and marriage status of women in managerial positions in Slovenia (Source: Selma Mulić, EF, 2002.)

Our next point of interest in the research about women in managerial positions in Slovenia is their marriage status. The majority of Slovenian female managers is married (70%). When asked if the family life suffers on behalf of career, 38% of female managers confirmed it entirely and 33% percent claimed that it might be sometimes true.

We would also like to emphasize a fact that is not so well-known, which is that women in managerial positions receive about 25% lower salaries than men in managerial positions with the same level of difficulty.

Some of the more well-known female Slovenian managers are: Tatjana Fink (*Trimo*), Sonja Gole (*Adria Mobil*), Romana Pajenk (*Probanka*), Aleša Kandus (*Medex*), Sonja Klopčič (*ORIA Computers*), Danica Purg (*Poslovna šola Bled*), Cvetka Selšek (*SKB*), Daniela Brečko (*Planet GV*), Jadranka Dakič (*Mercator*).

THE FUTURE OF WOMEN IN MANAGEMENT

Since our country has joined the EU, we will have to be involved in the same strategies as every member state. The Council of Europe has taken steps at different levels in order to promote equality between women and men. Thirteen EU directives cover the equal treatment of men and women in all areas relating to employment and work, such as pay, access to employment, professional training, social security, maternity and parental leave. A new directive also bans discrimination between women and men in the provision of goods and services. To develop tools to support the integration of gender equality into all EU policies, the EU will set up a gender institute in 2007. The gender institute will be collecting and analysing reliable information at EU level. It will stimulate research and exchanges of best practice as well as raising awareness of gender equality policies.

We also have to know that the inequalities between men and women are not only a women’s issue. In the future, the EU and policy makers will need to focus on raising awareness of equality issues among men, encouraging them to take up more parental responsibilities.

Ensuring equality and using the full potential of women and men is not only an EU fundamental right. It is also important from the view of achieving higher employment rates, sustainable growth and better living and working conditions for all. Balanced

participation in decision-making is a key element of democracy and women are still not represented equally in decision-making positions!