

Contemporary Issues of Discrimination In The Labor Market

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Abstract

This paper presents one of the important issues facing the contemporary market economy: that gender discrimination in the labor market and its consequences. For this purpose were used the results of research and studies conducted on the main actors in the labor market, namely employers and employees (research conducted in Europe and in Romania). The paper provided information resulting from research, on how they evolved salaries by gender, as they were driving for employment tackled by women and men who are Benefits for Organizations and Benefits for Employees If a efficient management of gender diversity. We present the benchmarks on legislation and a range of information, tools and resources for managers and human resource managers in practicing effective management of employees, women and men. We propose in this paper to draw attention to a worrying fact namely though the labor market is the most complex regulations regarding the prevention, combating and sanctioning discrimination on various criteria, discrimination in general and discrimination on grounds of gender, in particular, continues to manifest strongly and obviously diminish managerial efficiency and consequently economic and social progress in the contemporary world. The major and fundamental purpose of the present paper was to optimize organizational performance resulting from the application of diversity management.

Key Words: Gender Discrimination, Labor Market, Managing Diversity, Human Resource Management, Firm Performance, Job Satisfaction.

Introduction

The paper addresses not only managers and staff, but all those who experience problems related to (the managing diversity). The nature of the subject is the diversity of staff in an institution and problems that may occur in these conditions. The diversity management literature falls generally into three categories: first are a large number of books, articles, which are focused on both understanding and practice in organizations; second are a number of empirical studies which take a variety of approaches to delineating the effects (ultimately on productivity) of some of the variables related to diversity in the workforce, and; third, is a much smaller body composed of critical approaches. The main concept used is defined by Taylor Cox (1993): "By managing diversity I mean planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while the potential disadvantages are minimized". Thus, by eliminating racial prejudice, cultural or institutional, the employer should make efforts to sustain the recruitment of minorities, women, people of color, persons with disabilities and other disadvantaged groups So we suggest "treat others as they want to be treated", by creating flexible work commitments, accommodation and special training programs. It is proved that such efforts go to a top employer reputation to flexibility and adaptability for satisfy customer needs and to maximum profit. One goal of this paper is to cover a range of issues that both women and men encounter in the workplace but that are not commonly explored in any depth in management or work psychology textbooks. We hope to expand the conceptualization of "human" in HRM to include both women and men. We believe that gender and sex issues have important implications for work-related and HRM issues.

Unfortunately, discussions of work often refer (explicitly or implicitly) to workers as men. Therefore, any discussion of another group of workers (in this case women) is at risk of being dismissed as a specialty book (about women). However, this paper is not simply about women at work. This is a paper about people interacting with each other in the context of work organizations. Our discussion includes literature that reveals similarities and differences between men and women at work and, wherever possible, among men and women of color and of varying socioeconomic status. We hope to identify what we know about employed men and women as well as what we do not know concerning gender and important work and organizational problems. The gender and racial composition of the Romania workforce is rapidly changing. As more women enter the workforce and as they enter jobs that have traditionally been dominated by men, issues related to sex and gender in work settings become increasingly important and complex. Research addressing sex and gender in the workplace is conducted in several distinct disciplines, ranging from psychology and sociology to management and economics.

Methods Used

The research is based on the use of theoretical and empirical methods such as analysis, synthesis, approximation, extrapolation, comparison, correlation, design of questionnaires, interview sheets, application and interpretation. From the methodological point of view, is an interdisciplinary and comparative research. Therefore, it requires a coherent methodology as an important step for a structured and rigorous analysis of the phenomenon followed during the project. Argue that qualitative methods are best suited for problem analysis pursued despite the preference for quantitative analysis, used primarily for their power of generalization. An alternative mixed methods research question emphasizes the preeminence of the paradigm or method. Quantitative research can provide statistics, but can not explain the nature of the phenomenon. Therefore, we proposed two approaches to provide a solution to this problem: on one hand we advocate qualitative methods to investigate the issue, on the other hand believe that mixed solutions could be a solution suitable methodology. We can not ignore the value of quantitative methods, although we consider to be too restrictive and insufficient for our purposes. Therefore, mixed methods should provide the optimal solution, which we have used it in this paper. Consequently, the scientific documentation, first we used the techniques of collecting reference materials in the areas addressed interdisciplinary vast areas otherwise: appealed to the advantages that they provide critical breeding techniques, analysis, synthesis, interpretation of the texts of scientific papers in national and international reference; extended the theoretical research and practical experiences through ongoing empirical research. Thus, we exploited not only theoretical research but also the results of psycho-sociological research conducted in Romania and Italy (during internship mobility at University "Carlo Bo" in the town of Urbino in Italy). The study was conducted on a representative sample of the labor market in Romania, October, November, December 2011 (656 employees and 358 managers from 65 organizations in rural and urban areas, the private and the public that responded to the questionnaire). Two types of questionnaires used in previous studies were adapted to be used (one for employees and one for managers). Among employees, 300 respondents were female and 356 male and 155 of the managers of the respondents were women and 203 men. For some organizations, the human resources manager or staff inspector completed a safety organization - in total there were 35 such sheets completed questionnaire. Were conducted two focus groups with employed women aged 25 to 40, including women and women with higher education. Other two focus groups were male employees as subjects aged between 25 and 40 years with higher education and secondary education. During the internship mobility run in July 2012 at the University of Urbino Carlo Bo, Italy continued research, adapting and applying the questionnaire to 30 people employed in the tourist areas and industrial Fano, Pesaro and Urbino. I also received another questionnaire adapted short (12 questions) than applied with the theme Diversity in the workplace and firm performance that we used in Romania to 50 people employed (people running and managers in Bucharest Giurgiu and Ilfov) in Italy to 35 people in the tourist industry and San Marino. It aimed to know the opinion of employees and managers about the role of diversity management in increasing the performance of a public service or public institution in the public or private sector. We administered questionnaires to employees in various fields: the public administration, public and private services, social services tourism and trade. As of residence we

have considered both urban and rural, the gender distribution we applied the questionnaire fair to women and men, and the elderly have covered mainly between 25 - 65 years. For research participants from Romania have used in-depth interview sheets (both employees and managers) to deepen the research and greater safety on opinions, value judgments of respondents and therefore the relevance conclusions. Representative sample in both countries is to provide accurate and satisfactory conclusions and usefulness objective research. The research objective was to identify the views of managers and employees about men and women in situations directly related work and situations that could influence the decisions of the organization. It also aimed to identify issues to provide more information on the processes / practices recruitment, promotion and management.

Key areas of research:

- Time to work
- Evaluation and Promotion
- Opinions about jobs, tasks or work guidelines
- Gender discrimination and sexual harassment
- Methods and styles of management

Researcher analyzed and compared the responses of respondents performed to ascertain differences that will support the analyzes and interpretations for the purposes of argument and justification of differences of opinion and diversity management practices in the two countries. Very often, those in the board of a company from different cultures. You cannot help wondering how things relationships between them. How does foreign manager to convey his style western Romanian employees and how he adapts Romanian environment. There is of course a common language of business and accepted a global language - English. There are references to values, beliefs, attitudes and even different standards. All this influences the perceptions of those involved and determine their actions. Consequently, the quality of communication determines the quality of each individual. We identified a phenomenon that is retained in the business potential of cultural diversity and diversity management efficiency by practicing firms. Problems in intercultural communication within companies are related to how they are perceived notions of good and evil, relationships and roles between men and women, the way time is perceived, what traditions are considered important, the language used, how in which it responds to other crops and as the exchange of information flows. A robust and effective multinational company, is based on a set of values that transcend basically the individual cultures within it, has therefore a diversity management as a result of the understanding of the role of intercultural communication. Thus, its employees adhere to them without sacrificing or being in conflict with their own values.

What is Discrimination ?

“Actually, is almost obsolete to talk about discrimination at the present day: now the phenomenon is much better known like an very poor management of people „

Content Discrimination

The discrimination means:

- to do differences between persons, the groups and the communities, in some disadvantage of these;
- to exclude certain people , groups , communities from activities , benefits and rights conferred by law;
- restraining some persons, groups and communities rights and freedoms conferred by law
- treating some people preferentially, groups, communities, in the comparison with others, grating the first privileges and the last disadvantages. The differences, exclusions, restrictions and the preferential treatment which shall constitute in discrimination, they have rationality of individual memberships, in

the group or community against discriminated to a specify category. These categories are recovering defined in the Romanian legislation as criteria of the discrimination.

- the differences, exclusions, restrictions, and the preferential treatment affixed to constitute a discrimination when :
- there are to put into practice with the intention to have an negative impact on a person , a group or a community
- at once with putting them into a practice , heaved result an negative impact on a person , a group or a community

The Discrimination Criteria (Established by the Romanian Legislation)

The Romanian legislation in force integrates all discriminatory criteria laid down in the European directives on discrimination and includes, besides these, and on others criterions potentials of discrimination: kind, nationality ethnicity, language, religion, the social category, gender sexual orientation, age ,disability chronic, disease HIV infection

The forms of discrimination for employers are: marginalization, physical violence, sexual harassment ,verbal abuse (verbal harassment , insults),barriers in promotion, the labeling, jokes homophobes, spiral access to education / training, negative comments, payment and other smaller benefits than of colleges who performed a similar work .

People with high risk of being against discriminated:

- Persons of gipsy ethnicity
- Disabled persons
- LGBT (lesbians , gay , bisexual , transgender)
- Geezers
- Women

The negative effects that produce discrimination:

At the individual level:

- Low- performing
- Lack of motivation
- Professional law satisfaction
- Back down
- Feelings of guiltless
- Diminishing confidence in oneself
- Nonintegrated in the group work
- Leaving the Organization

At the group level:

- Ineffective communication
- The emergence of solutions of conflict
- Encourage stereotypes
- Competition nonproductive
- Individualism
- Productivity / diminished efficiency
- Poor development and / or immature of group

At the company level:

- High fluctuation
- The loss of talents
- Increase the costs of recruitment and integration
- Segregation inside the Organization
- Negative image of the Organization
- Difficult access to quality resources

At the level of community:

- To nonintegrated labor market of persons with disabilities , people of gipsy
- High costs to cover social services support persons nonintegrated in work
- High costs for coverage health services
- High costs of projects that promote diversity
- Problems with labor
- Maintaining discriminatory attitudes and stigmatization.

Labor Market Discrimination

The field with the most complex regulations about prevention, controlling and punishing discrimination regarding gender is the labor one. In this context we proposed to offer guidance regarding the current laws, emphasizing on the main obligations of the employees, but also a series of information, instruments and resources useful to managers, and human resources managers in practicing an efficient management of the employees, men and women.

Recruiting and Selection in the Labor Market

What are the requirements of the current regulations?

The Romanian legislation ensures equal chances for men and women and no discrimination regarding:

- Freedom of choosing and practicing a profession, occupation, activities and work place
- Hiring on any job and free working spots and on every professional level
- Occupying civil, military and public functions and dignities
- Ending or modifying the judicial work and employment report
- Informing and professional counsel, participation in initiation or qualifying programs.

What people categories are targeted by the legal provisions?

The provisions apply on the labor market without discrimination to:

- Workers from the public sector
- Workers from the private sector
- Freelancers
- Farmers
- Public servants
- Contractual staff

The law forbids and punishes:

- Conditioning a person's participation to freely choosing and practicing a profession because of his gender

- Discriminating a person by her gender upon finishing a labor report
- The refusal of a public or private employer to hire a person because of having a specific sex, except the ones mentioned by law
- Conditioning the occupation of a job through announcement or competition based on the gender of a person

Press job offering announcement:

We hire a store manager with the following qualities: a minimum 6 years' experience in the sale department, strong-minded, organized. Age less than 40, pleasant appearance, without any familial responsibilities. We demand seriousness.

Is the announcement discriminatory on sex and age criteria?

The demands connected to pleasant aspect, family responsibilities, as mentioning the age limit, all stand as discriminations not having any connection with the requirements of the job. The employer can refuse someone who doesn't meet the occupational demands in that specific domain, based on the nature of the professional activities or the way the job is done, only if the gender is not an authentic and determinant professional demand, the wanted objective is legitimate and the demand is proportional. For example, in domains like acting or modeling the gender can be a determinant factor. A research from 2012, made by analyzing all job posts appeared during a given period of time, point that gender discrimination is present in 26.16% of the cases. The analyzed announcements condition occupying a job spot by having a certain gender, 1 out of 4 indicating the gender of the person as an important condition for occupying a spot. An example of gender discrimination, but which conditions the occupation of the job by the looks and age of a person is given below and it appeared in daily newspaper, and it was used as an example during the research: " *Secretarial work young lady, natural blonde, blue eyes, supple, educated, for a special opportunity, seriousness, excluded those in search of affairs, I am waiting for someone from out of town. C.V. + photo at O.P. 33, C.P. 33, Bucharest*". The same research identifies a lot of discrimination based on age, many times, both criteria - sex and age- being present in the same announcement. In most of the cases, it is unjustified and abusive an age limit for practicing a job.

Labor Market Discrimination in the European Union

Positive Aspects of Quantitative

The female employment rate increased in a very stable in the European Union in recent years. In 2000 2006, the number of persons employed in the EU-27 increased by almost 12 million. Of these, 7.5 million were women. Female employment rate has improved every year, reaching, in 2006, 57.2%, with 3.5% more than in 2000. Employment rate increased in the women aged over 55, while female unemployment fell to 9%, the lowest level of the last 10 years.

Negative Aspects of Quality

Areas where women's situation has not improved significantly, despite increasing labor market participation are: pay - salary men remains significantly higher than the salary earned by women, sectarian and occupational segregation - women entered the labor market have turned particularly by sectors, occupations and work areas already dominated by women, promoting - in companies, the number of female managers is low compared to men, reconciliation of work and private life, maintaining a long-term unemployment increased risk increased poverty. (Source: *Report on Equality Between Women and Men. European Commission, 2008*)

How do gender stereotypes influence the labor market practices on recruitment and selection?

Labor market, the tendency to employ women and men in different fields and occupations and professions to categorize occupations in female and male occupations. This trend has implications both at restricting access to certain occupations by gender person and income levels, sectors and occupations are feminized, most times, the worst paid. A field research shows that significant percentages of respondents perceive a number of areas as male or female. Areas considered to be masculine, trend evidenced by the high percentage of subjects who said that men are more suitable to be employed, as mining and metallurgy (87.5%), construction (79.4%), transport (41.3 %). On the other hand, textiles (71.3%) and education (41.6%) areas of activity are seen as feminine. Trends in defining areas where agriculture stands (30.6% of respondents considered that men should be employed), justice (22.7%) and government (28.7%), while health (23, 1%), trade and food (34.8%) the trend is towards a definition of "feminine". (Source: *Women and men in organizations. CPE - Centre for Partnership and Equality, 2006*)

According to a survey of discrimination among the main reasons why Romanian women working in the labor market include:

- A. Tender s preconceived attitudes towards workplace employment of women, it considers, in some cases, lower labor;
- B. Employer preference, which is usually male, male workers for reasons of social or brotherhood of man, willing to work harder with a group of men, than with a group of women or man believing that a leader is more effective;
- C. Employer regarding the productivity projections likely female candidate, since its performance can be interrupted by marriage, birth and childcare.

Therefore, differences between women and men working in the labor market consist of mostly the differences in terms of earnings (for equal work to men, women receive lower wages in Romania), the difficulty in advancing career, restricted access to the labor market in some industries and in many cases, voluntary employment in the household, to ensure family stability in the absence of involvement of the partner in managing household activities. (Source: *National Trade Union Bloc – NBS*).

Equality Training and Professional Development

By equality of opportunity and treatment between women and men in labor relations means non-discriminatory access to:

- Information and counseling
- Induction program, qualified
- Training, qualification and retraining.

Practice lifelong learning through ongoing participation in education and training programs is extremely low in Romania, occupying the last place ranking EU-27. (Source: *Report on Equality Between Women and Men. European Commission, 2008.*)

Law prohibits the sanctioning

- Discrimination by using the employer practices that disadvantage people of one sex in relation to all aspects mentioned above.
- How do gender stereotypes influence the labor market practices on training?
- If the organization is dominated positions or departments or exclusively composed of women or men, one of the reasons could be the organization's training policy.

- It often happens that women are encouraged to attend training in public relations and taxation, while when organizing programs of the organization's strategic development and use of new technologies, those being trained to be men.
- To avoid integration stereotype employee training programs, it takes a real analysis of their needs and skills enhancement of each person.

Equal Opportunities and Promoting

What does this legislation?

The law provides for non discriminatory access to promotion at any hierarchical and professional.

Is prohibited and sanctioned:

- Discrimination by employers using practices that disadvantage people of one sex in relation to labor relations, on promotion.
- Employers must take into consideration issues such as skills promotion, education, performance and experience, not sex workers.

The Proportion of Women in Positions of Decision Making and Management

Studies that have analyzed, for example, professional careers of men and women who have completed the same courses (MBA) showed that, despite the fact that the same qualifications, same professional ambitions, the same commitment to work and profession, and early career professional status and salaries had similar careers of men and women have evolved differently. Men were promoted faster at higher hierarchical levels and higher salaries than women. Studies say that the only explanation for these differences is what is called "glass ceiling". This concept defines a number of invisible barrier that interferes with the promotion of women as they grow in the professional hierarchy. The barriers consist of procedures, structures, power relations, etc. stereotyped mentality. Which hinder or prevent access of women to high positions of leadership?

How do gender stereotypes influence the labor market practices on promotion?

One of the stereotypes attributed mainly men present qualities, skills and competencies that a person needs to promote the public or the upper hierarchical positions in organizations. Most employees and managers consider that women face more barriers in career development and that men are preferred positions. Stage of economic development of a country seems to have a key role in determining the percentage of women in positions of decision. Many other factors, such as anti-discrimination legislation and policies, the national classification of occupations, the proportion of women in paid employment outside the agricultural and cultural norms helps to explain variations in the proportion of females in this group.

What Does Legislation about Salaries?

Prohibited and constitutes violation:

- Any discrimination on grounds of sex on all aspects and conditions of remuneration;
- Any discrimination based on sex to the setting and payment of salaries and social rights granted other than those representing the salary;
- Income equal work of equal value

The principle on which equality of opportunity and treatment between women and men in labor relations and discrimination in wage income is equal work of equal value = gainful activity which, after comparison, using the same indicators and same units As with other activity, reflecting the use of knowledge and professional skills and submission of a similar or equal or similar intellectual effort and / or physically.

Time for Equality at Work study showed that significant gender inequalities in payment are among the most persistent features of labor markets worldwide. Although discrepancies in the level of gender payment fell in some places and stagnated in others, women continue to work, on average lower wages than men. This trend continues, despite the striking success achieved by women in educational progress in relation to men. In recent years, gross enrollment rates in tertiary education are considerably higher than men, thus leading to reduced relevance of differences in "productivity" that men and women as important explanatory persistent gender gap.

What about wages of women and men in Europe?

How do gender stereotypes influence the labor market practices on pay?

The labor market remain significant differences between women's wages and salaries of men, a situation that persists in most cases for reasons such as:

- existence of areas of work "feminized" and the number of women employed is very high jobs
- areas where most women are working in areas most poorly paid (clothing industry, education, health, social assistance)
- limiting women's access to leadership positions / higher-level positions, which are better paid place family responsibilities primarily on women, which may cause the option for more flexible working hours, instead of higher pay.

Globally, women have come to occupy 40% of the entire labor market, but earn less by 12-60%, according to data collected by the International Trade Union Confederation. In European countries, for equal work, women earn 15% less than men. (Source: *Report on equality between women and men. European Commission, 2007*).

Forms of wage differences occur at the organization:

- granting a different reward for the same positions or similar positions
- setting different functions and remuneration for the same occupation or similar occupation
- undervaluation of skills, competencies and responsibilities associated with those considered "feminine".

Labor Market Discrimination in Romania *(Romanian citizens' perception)*

Distrust and intolerance.

The majority of Romanian people consider that maintaining caution in relations with other people is very important. Only 36% of the interviewed subjects in "Metro Media Transilvania" research claim they can trust most of the people, while more than half (55%) of the "Intolerance, discrimination, authoritarianism in public opinion", research started at the initiative of Public Politics Institute in 2003, subjects considered that you cannot trust most of the people. (Source: " *The opinion barometer regarding discrimination in Romania*". Metro Media Transilvania 2004)

Freedom in choosing your own life style: General principle or real moral value?

Despite the fact that 79% of the interviewed people in the "Intolerance, discrimination, authoritarianism in public opinion" agree that it's natural for everyone to choose their own life style, even if it differs from the majority and only 13% of them express their disagreement regarding freedom of choosing your own life, 35% consider that those who turn away from the Christian morality should be punished, 54% claim that keeping the public order is more important than respecting individual freedom, 37% consider that homosexuality should be punished by law, 47% think that the inhabitants of a village or city in Romania

should choose if Gipsy can or cannot settle in their region. More research conclude that strong and persistent stereotypes are present in high ratio among the population, especially regarding specific categories of people like homosexuals (almost half of the interviewed population considers this sexual orientation as a disease that has to be cured, 40% consider that homosexuals and lesbians should not live in Romania, only 9% would accept that people having a homosexual orientation live in the same spot with them and only 7% declare that they would agree to work with this kind of people), Gipsy people (47% of the research subjects declare they would not hire Gipsy people because they are lazy and they steal and 30% consider that investing in the education of Gipsy ethnicity is a useless investment, 2/3 of the Romanians would not allow Gipsy people to travel abroad, 48% would support a demographic policy to limit the growth of the Gipsy population and 82% consider that most of them are violating the laws), people infected with HIV etc.(Source: *Intolerance, discrimination, authoritarianism in public opinion*).

Stereotypes that limit the integration on the work market.

A lot of the interviewed people are reticent regarding populating the work places with people from the "undesirable" category, and the most rejected people are homosexuals, people infected with HIV, Gypsies and members of certain religious cults.(Source: *The opinion barometer regarding discrimination in Romania. Metro Media Transilvania, 2004*).

Gender prejudices and stereotypes in public opinion

Prejudices and discriminatory attitudes remain largely spread towards women, including the assuming of new roles in the professional sphere and public life. 39% of the population support the stereotype that the man is the head of the family and that decisions should be his. The woman on the other hand has a strong part in the private area, according to the perception of almost half of the subjects of the Barometer regarding discrimination made by Metro Media Transilvania, she is responsible with housework, with domestic activities. (Source: *Intolerance, discrimination and authoritarianism in public opinion, IPP, 2003*) In the professional field, almost 1/3 of the subjects considers that it's the man's right to benefit from a job when the economic situation lowers the employment opportunities. Men remain the ones who have the right to assume leading roles positions in the public and professional areas. In the first place because they are more capable of doing it, according to the answers of 36% of the interviewed subjects, but, more than this, the position in the private area, the family, where women are especially active, does not give them the necessary time to be managers. There is also a belief that women are afraid of big responsibilities, 1 out of 4 subjects agreed with this, according to the same research of Metro Media Transilvania.

New people categories with a high risk of being discriminated

The "Equality at Work. Tackling the Challenges" report, the second "Globally report elaborated in continuity of the OIM statement over the Fundamental Rights at Workplace in year 2007, examines the latest themes in discriminatory and inequality at the working place. The report points to a necessity of a superior implementation of the anti-discriminatory laws and of initiatives without a regulatory character from governments and companies, making the social partners to be more capable to transform equality into reality. As of significant obstacles in the prevention and control of discrimination on the labor market, have been identified the weak application of law, lack of resources in institutions dealing with the control of discrimination, plans for too narrow objectives and short term programs. In this context, recommendations are those of completing the conventional anti-discrimination measures, coherent and comprehensive laws of the mechanisms of application and of the specialized institutions efforts, with other key-instruments like active policies on the labor market. Also, there is a necessity of new politics to end the gender inequality in the job fields and payments. In spite of the progress, especially of the considerable progress recorded by the educational realizations, the women continue to win less than men in any domain, and the unequal burden of family responsibilities place them in a position lacking the advantage to get a full time job. The report shows the fact that, in present, new forms of discrimination are adding up to the already known patterns,

like those based on sex, race or religion. The ones most exposed to discrimination are now the young people, but the old ones too, people suffering of a handicap and those infected with HIV/AIDS. Another challenge is the appearance of different discriminatory practices which affect the ones with a genetic disposition towards certain disease or who have unhealthy life styles. Almost any choice regarding a certain life style has consequences connected to health status: this way the problem is drawing a line between what can be handled by an employer and the freedom of an employee to adjust his life according to his own choice. Job discrimination is a moving target, while the discriminatory patterns based on sex, race and religion, long time known, persist, frequently getting some new forms of expression, there are also appearing new forms like discrimination regarding the HIV/AIDS status or against workers at both ends of the age spectrum. Simultaneously, other practices, like those who apply a penalty to people with habits seen as unhealthy, are starting to become visible in a lot of countries.

The situation of women and men wages improved in Romania

At the level of activities fields, men earn more in most of economic activities.

The greatest differences have been registered in:

- Trading – men have earned with 33.6% more
- Manufacturing industry – men have earned with 32.2% more
- Financial mediations – men have earned with 26.4% more

(The source: Wage earnings and the work force cost in 2006. The National Institute of Statistics, 2007).

During the last past years, more surveys have been performed simultaneous in the industrialized economies, developing and transition ones, in order to establish what percentage from the sex differences in waging is caused by discrimination and how much is justified by objective factors, such as education, experience in working, hours in remunerated work. Most of the surveys agree that discrimination – the component that can not be explained/justified within waging differences – has a very important role in the existence and maintenance of these differences. In France, for example, a OIM report underlines, the discrimination of women in wageing increases in proportion as they grow old: for women of less than 35 years old, 6% from the payment difference is caused by discrimination, whilst for women of more than 35 years old, the amount is doubled. The statistic data show that, at the level of European Union, women wages are less than men ones with about 15%.

Causes of this situation at general level:

- Low number of women in leading positions
- The jobs/the fields they work in most of women are the worst paid fields (garment industry, education, health, social assistance)
- Family responsibilities greater for women, that determine them to prefer a more flexible working Programme, instead of a greater wage.

The forms the wageing differences may appear at the organization level:

- different remuneration for the same jobs or similar ones
- positions and different remuneration for the same jobs or similar ones
- undervaluation of abilities, competences and responsibilities associated with jobs considered "feminine"

What does the legislation in force stipulate?

In establishing the norms regarding the equality of chance and maternity protection (with all that it means: pregnancy, birth, nursing, growth and child care etc.) started from the principle that the latter one must not

be a reason to bound women's rights (are excepted from the application of the legal stipulations the jobs forbidden to pregnant women and/or that are nursing, due to the nature or special conditions of work performance). The Law does not consider discriminations the special measures stipulated for maternity, birth and nursing protection. The necessity of public policies of reconciliation of family life with the professional one is related to the necessity to encourage the birth rate growth, without isolating women from public life. Such policies are ment to encourage the involvement of women in professional life and the involvement of men in family life.

Reconciliation of professional life with the private one can be also achieved by:

Policies for women, such as:

- development of services for child growth and care (nursuries, kindergardens, services of child supervision) that has to be accessible as price and as location
- creating flexible work programmes (eg. Home work, working programme with breakes that may allow child nursing, going/bringing children from kindergarden, school etc.)

Policies for men, such as:

- Giving men the right to take paternity leave (for the child growth and care)
- Giving men the right to take paternity leave of at least 15 zile per year
- Creating flexible working programmes that may allow men to get involved in children growth
- Developing educational programmes that contribute to the overflow of prejudices related to men involvement in children growth and care.

It is forbidden by law and is considered discrimination:

- To be requested to a she candidate, for employment, to present a pregnancy test or to sign an agreement that she shall not become pregnant or that she shall not give birth during the validity of the work individual contract.
- Employees dismissal (women or men):
 - during the period the employed woman is pregnant, as far as the employer has been informed about this fact prior to the dismissal decision issuing
 - during the maternity leave
 - during the maternal risk leave (the forbiddance for dismissal is extended, only once, with up to 6 months after the employee returned at the unit)
 - during the child growth leave of up to two years old or, in case of a handicap child, up to the age of 3
 - during the ill child growth leave of up to 7 years old or, in case of a handicap child for heartstrings illnesses, up to 18 years old.

It is exempted from the application of the legal stipulations the dismissal due to reasons that intervine pursunat to judicial reorganization or employer bankruptcy, according to the law. If these stipulations haven't been fulfilled, the employee has the right to question the decision of the employer at the competent legal court, in term of 30 days from the dismissal decision notification.

If a/an employee question a decision of the employer, he/she has to prove it, being obliged to give the proves in his defence.

- in order that the employers oblige pregnant, nursing women to work night shifts or to work in unsanitary or hard to bear conditions
- any treatment less favourable applied to a woman regarding pregnancy or maternity leave.

Which are the employers obligations?

- To notify the labour medicine doctor, as well as the labour territorial inspector, in term of 10 working days from the date the employee notified the pregnancy in writing, that she recently gave birth or that she is nursing.
- to grant to the employees that are nursing, during the working programme, two breaks for nursing of one hour each, till the child becomes one year old. The breaks also include the return shift time from the place of work to the place the child is.
- At the mother request, the breaks for nursing can be replaced with normal duration reduction of her working time with two hours daily, with no wageing income decrease.
- to grant to pregnant employees dispensation for prenatal consultations, during the programme, in the limit of maximum 16 hours per month. Moreover, the employee can not be asked to modify the working programme to recover these hours.
- for all susceptible activities to present a risk characteristic for exposure to agents, procedures and work conditions, the employe is obliged to valuate annually, as well as for any modification of the working conditions, nature, degree and duration of exposure of the pregnant employees, who recently gave birth or who are nursing, in order to determine any risk for their security or health and any repercussion for the pregnancy or nursing.
- The employers are obliged, that in term of 5 working days from the risks valuation report elaboration, to give a copy of it to the syndicate or employees representatives. Also, the employers shall inform in writting the employees about the results of the valuation regarding the risks they can be confronted with at their working places, as well as about the rights they have.
- If a pregnant employee, who recently gave birth or who is nursing performs at the work place an activity that present risks for her health or security or with repercussions on the pregnancy and nursing, the employer is obliged to modify accordingly for her the conditions and/or the workign programme, if it isn't possible, to distribute her to another place of work with no risks, accoding to the recomandation of the labour medicine doctor or to the family doctor, maintaining the waging income.
- To insure the health and labour security of pregnant employees and/or mothers, nursing women, the employers are obliged to stipulate in the internal regulations of the units measures regarding the hygiene, labour health and security protection of these employees.
- The employer has the obligation to keep the confidentiality about the pregnancy state of the employee and shall not announce other employees but with the written agreement of this one.

How this type of stereotypes can influence the practices on the labour market regarding maternity and paternity?

For the best use of the human capital and to insure the equal chances for a place of work, it is important to see the balancing of professional life with the family life as a priority. What do the data from researches and surveys tell us regarding the situation of women from the perspective of reconcilment of family life with the professional one? Many times, women find themselves in difficult situation to choose between the child and career or to make sacrifices and compromises in one of these fields or even in both of them, since both one, and the other can be very precious for her. The Report of the European Commitee regarding the equality for women and men given at the begining of year 2008 underlines that to become a mother has a significant effect also the duration of participation of women on the labour market. This reflects he maintenance of the roles in the private space, of the family, respectively the predominant role of women in nursing children, of the old persons, of disabilities persons etc. Therefore, though the type of the housewife is less and less present in Europe, what didn't change is the way in which we share responsibilities at home. In Romania, almost as much women work the same many hours as men weekly and a very small nmber of women are employed /have access to integration on the labour market in a working formula with flexible time. In Romania there is a very low use of flexible work time programme by women, compared to the European Union, for example, where 4 times more women use this working modalities.Europena surveys show that fertility is in connexion with the ability to balance professional life with family life. Moreover,

the EU member states that have implemented reconciliation measures of professional life with the family one registered increases regarding the occupation and integration of women on the labour market. The overcharge given by the need to perform considerably in both roles has negative consequences especially for women, for the family in general, but also for the results at the job. At the level of European Union, 1 of 3 employees say that distinguish a high level of stress caused by the conflict between professional life and the family one. Moreover, 50% of the parents consider that they have a problem in achieving the balance and that this problem affects them in both fields of their life: the problems from the family are brought at the job and the problems from the job are brought at home. The unrighteous way to distribute the roles from the family is visible and from an analysis of the percentages of men that access the parental leave. Though legislation grants this right and men, women represent most of the beneficiaries.

Informations, instruments and good practices for the managers and human resources managers

The performance in work is influenced by the emotional state and by the level of stress of the employee. In this respect, companies adapted the needs of the employees, offering them a support programme. The organizational policies of promotion of the balance between work and personal/family life do not consist in:

- actions of compulsory reduction of the work programme of the employees;
- actions sau programmes ment only for employees that have children;
- actions sau programmes that are ment for women after the maternity leave.

Strategies and policies for the promotion of the balance between the professional life and the family/private life offered to employees

The most frequent measures or policies are regarding the flexibility of the work programme and assistance and training services for the employees.

The programmes that support a flexible work time have different types:

- Partial work time;
- Home work (such a programme choose the employees with small children or the ones with responsibilities that can be also achieved outside the place of work);
- job-sharing (sharing between colleagues the responsibilities);
- flexible work programme (the employee decides, together with the employer, the programme and the work conditions; the options are: flexible work programme, compressed hours of work, a free day per week);
- V-time or the voluntary break time: is the option of the employee to take a break period, according to different moment in their family or personal life (ex. beginning of school by children or children vacations).

Other measures aim the facility of the employees' access at nursing children or taking care of old persons services (nursery, kindergarden, after-school programme for the employees with children; old people care services for the employees that take care of old persons).

The assistance services for the employees, developed in order to optimize the professional life and the personal one, assume:

What benefits the policies bring to balance the professional life with the family/private one?

Benefits for companies/organizations

- productivity increase;
- improvement of the image of the company/corporation;
- a better recruitment of the employees;
- decrease of absenteeism;

- low costs generated by the health problems of the employees;
- more satisfied clients;
- increase of the involvement and fidelity of the employees towards the company;

Benefits for the employees

- a better life quality;
- progress in career and a higher satisfaction in work;
- a better state of physical and mental health;
- higher incomes and benefits related to these;
- more time for own person.

Psycho - Sociological Research in Terms of Discrimination in the Labor Market in Romania

The objectives of the research were:

1. To identify the opinions of both managers and employees on women and men in work related situations and in instances that could influence organizational decision making.
2. Aspects that would supply more information on the recruitment, promotion and management processes / practices regarding sexual harassment and working hours were also under scrutiny.

The main research domains:

- Time spent at work / working hours
- Evaluation and promotion
- Opinions on professions, tasks and orientation in the workplace
- Management styles and methods

Time spent at work / working hours

Key aspects which help us analyze the survey's data.

- A good time management implies the efficient performance of tasks within a specified timeframe, keeping control over daily activities at work. It leads to increased performances and allows for a good organisation in the long run.
- The work of employees, either women or men, who do overtime for long periods of time loses in performance compared to employees working within similar conditions but sticking to regular working hours.
- Employees who strike balance between job hours and leisure work most efficiently.
- An employee is more productive (works better), if there is an equilibrium between his or her private and professional life.
- Balance is given by the duration (how long) and the quality (how) of the time spent in the workplace and outside it (with family etc).
- When the employee spends too much time at work and / or when being at work is preoccupied with personal or family related issues, then he or she is out of balance (called "conflict between work and family life"). The same imbalance is present when the employee is considering work related issues off working hours or when with family.

The consequences of this state of imbalance:

On the employee

- emotional issues (stress, depression etc.),
- physical issues (fatigue, burnout, headaches etc.) and
- social issues (isolation, difficulties in relating etc.)

On the organization / company: organization, absenteeism,

- decrease in productivity,
- increase in absenteeism,
- increase in face time (time spent at work not actually working),
- increase in break time length and frequency etc.;

On the family:

- conflicts with family members,
- flawed communication within the family

Conclusion:

An employee, either male or female, spending too much time at work will gradually become less effective and less efficient.

The data of the survey substantiate:

A) That many employees / managers, both women and men:

Frequently do overtime.

Do so due to a flawed management of time, tasks and department coordination.

Experience difficulties in taking time off to solve private or family issues.

B) That many employees:

are encouraged by the management to work beyond regular office hours, doing overtime being frequently taken into consideration in employee evaluation and promotion.

Accumulate frustrations because they are required to do unpaid overtime.

Think of family / personal issues when at work.

Think out work issues when with family or in their spare time.

C) ...and that:

There are no significant differences between male and female employee behavior as far as time usage at and off work is concerned.

At least one man out of 4 and one woman out of 6 work overtime daily.

At the question:

How frequently do you work overtime?

The answers of the respondents reveal that:

Men work overtime more than women.

The fact that men do overtime more than women is influenced by the opinions on the family responsibilities of women / men: „People consider a man does not have that many family responsibilities

compared to a woman and can thus do overtime or respond to any request outside working hours. While she needs to come home.” (employee opinion, focus-group).

Expectations are that more men than women do overtime.

Men are thought of as having fewer responsibilities in the family life than women. The latter are required to strive for balance between career and family time. With men, the pressure is off radars. Overtime can sometimes translate as travel. As per the employees’ focus groups, Women are thought of as less available for travel than men, especially when they “also have families”, “and then one naturally prefers a man, one thinks he will have the time”. The human managers’ perspective: overtime “looks good” –an indicator in employee evaluation and a criterion for promotion. Staying overtime is seen by the interviewed managers (especially the young ones) as a way to press employees to make efforts for the targeted productivity. Some managers define employee involvement as “support granted to colleagues, participation in team building activities or incompatibility to work overtime if needed.” (opinion of a human resources manager, interviews)

From another perspective, some human resources managers (interviews) state that the incompatibility to work overtime is taken into consideration:

1. for pay raises:

“Work done (quantity and quality of work, irrespect of history with company), commitment to the company, family issues. Overtime is necessary.” (opinion of a human resources manager, interviews)

“We generally take into consideration professional performance, we take into consideration the availability to do overtime in certain cases.” (opinion of a human resources manager, interviews)

2. for employee evaluation:

„Performances and the commitment to the company, ideas that can bring profit to the enterprise, the person’s capacity to help out outside regular office hours”. (opinion of a human resources manager, interviews).

The employees perspective is as follows: uncompensated, overtime can easily become a source of frustration and conflict. Employees (as per the focus-groups) correlate the discontent generated by going beyond the regular 8 working hours with the inequity resulting from both the fact that not everyone is doing overtime, and, on the other hand, the absence of the salary advantage for those who do.

Why is, most often overtime needed?

Less than any other reason, employees do overtime because they receive additional tasks, because they are minutely attentive to details, because they depend on the work of another colleague or because, they have too many responsibilities for the position they occupy (“too big a hat”). Over 65% of the questioned employees indicate emergencies as the main reason for doing overtime. At least one employee out of 2 works overtime because of an emergency. Only 6,60% of those who do are in such a situation because they have too many responsibilities beyond their job description.

At the question: *How frequently do you work overtime?*

The answers of the respondent managers have shown that: Almost one manager in 2 does overtime daily. Almost 75% of the managers do overtime daily or at least 2-3 times per week.

At the question: *What is the main reason you do overtime?*

The answers reveal that: Over 50% of the managers consider that an employee who works overtime is more appreciated by the management.

At the question: *Do you or do you not agree with the statement: "An employee who works overtime is more appreciated by the management."*?

From the answers we can infer that: Over 50% of the managers have difficulties in taking 1 - 2 hours off to handle family issues. Managers, to a greater extent than employees, declare that they have difficulties in taking hours off to handle family issues in an usual working month.

At the question: *In an usual month, how difficult is it to take 1 - 2 hours off work to handle family issues?*

From the answers we can see that: There are little differences between women and men as far as the difficulty in taking time off to handle family issues is concerned. The data is presented through the rapport of women and men to the total of those who declare a certain amount of difficulty in taking hours off to handle personal issues.

At the question: *How frequently does it happen that when at work, you would think of certain family or personal issues?*

The answers of the questioned show that: Differences between women and men are insignificant as far as the frequency of thinking of private matters while at work is concerned. 28% of women and 23,31% of men think of private matters frequently during working hours, and almost 61% of men and 56% of women rarely think of private issues.

At the question: *To what extent do you think that providing working hours related incentives for employees with children is necessary for the employees and efficient for the company?*

From the managers' answers we can conclude that: Over 60% of the managers consider that providing working hours incentives (different opening and closing hours, reduced number of hours, different times and lengths for meal breaks etc.) is necessary for the employees. 40% of the managers consider these measures useful for them and for the company / organization.

Regarding the incentives / schedules of employees with children, some human resources managers consider that: They are useful because: valuable human resource are retained; less money is spent on new employees recruitment and training; people in the organization are more motivated and more loyal as a consequence; But that: They cannot be in place because they require financial, material and human resources that organizations do not have (reference is made to kinder gardens for the employees' children);

While others consider that: They are not efficient for the company / organizations they cause imbalances such as:

- problems arise as a result of the employee's absence from work;
- if the employee starts the working hours earlier than his or her manager, his or her work cannot be evaluated / appraised;
- this kind of working hours are encouraged and more and more employees will desire to adopt it.

Evaluation and promotion

How are employees promoted and evaluated?

Who ends up being promoted?

How are employees being appraised?

How are we to interpret the data?

Key aspects that help us analyze the research data.

- A correct promotion decision is the one based on the high employee performance, that is on his or her good work results.

- To offer relevant information for promotion, the employee performance is to be correctly appraised, against indicators such as number and quality of tasks fulfilled, communication style with colleagues / superiors on relevant aspects regarding work situations, management of activities and work relations etc.
- Ambiguity of promotion and evaluation processes fosters employee discrimination. The lack of objective performance indicators leads the management into making promotion decisions based on their own perceptions on performance, which could be gender construed, that is the perception of the work of men could be different from that of women.

The attitudes and opinions on women and men competencies.

The data in this survey:

Show that:

- Less than half of the managers consider that “good work results” represents one of the top 3 factors accountable for their respective promotion and which determines the promotion of a certain employee in the company / organization where he or she works
- The appraisal of the employee’s performances is done on less standardized procedures and criteria.
- Most of the employees and managers consider that women are faced with more barriers in their careers and that men are preferred for leadership positions.

Only 47% of the managers consider “good work results” represents one of the top 3 factors that determine the promotion of a certain employee in the company / organization. Managers consider that the desire of the employees to get involved in problem solving in the workplace is the second factor that determines the promotion of an employee (over 48% of the managers as opposed to only 16% of the employees mentioned this factor in the top 3 factors accountable for a promotion).

Employee perceptions on employment and promotion criteria

Employment and promotion based on competence versus recommendations: Employees consider that rarely is a well paid job secured on competence criteria. “The recommendation” counts the most and also stands for the other processes, such as: promotion from within, employee motivation, salary negotiations. Less paid employees are firmly convinced and frustrated that a well paid position is unobtainable in the absence of high or influent relations or money. Contrary wise, those working in multinationals are convinced by the accuracy of the permanent corporate exams and appraisals, the most important criterion in accessing a good position and preserving it being their professional skills; they do however admit that sometimes recommendations help, particularly when they come from someone already employed within the company (focus groups). Also, the dominant opinion is that, in the private sector, employment is more frequently done on competence than in the state owned sector.

Promotion Models

A great deal of the employees are not aware of promotion models, clear criteria made known from the moment of employment in the organisation. The most difficult situations occur in the case of employees of medium education active in very small enterprises, where the promotion could be a whim of the manager and takes, as a matter of fact, the form of a bonus (most times a relatively modest amount of money for which the employee is required to work well beyond his or her powers). This kind of bonification acts like a boomerang on the employee’s efficiency, as he or she most often prefers not to make the effort.

„The more capable you are, the more obstacles are raised in your path.” „You must play the fool in order to...” (employee opinions, focus-groups).

The higher educated employees in state owned enterprises or in privately owned Romanian enterprises seem to carry on with the same pattern and not enjoy more creative or more structured bonuses.

The general impression is that „there is no incentive when a certain problem has been solved, for instance when a case has been handled and closed, where the beneficiary is the employer. There is absolutely no motivation to preserve good behavior, nothing is awarded irrespect of the actions taken, and one sees one's colleagues earning twice one's pay and it kind of brings one down.”

The only cases when we can talk of a relatively coherent promotion system is with the multinationals, where there is an employee performance monitoring and evaluation in place, based not only on subjective impressions, as is the case with most local enterprises.

Perceptions of managers and human resources managers on criteria for employment and promotion are based on

Performance evaluation systems for promotion

A very small number of the reviewed companies evaluate employee performance based on valid human resources instruments. The general impression is that this chapter of human resources processes is treated at most times superficially, considered easy to handle with internal means, that is based on intuition. *“Performances and the commitment to the company, ideas that could bring profit to the company, the person's capacity to help beyond regular working hours”.*

A person that is committed to the company does not necessarily work overtime, but does have ideas that benefit the company.

Promotion criteria

When talking about promotion, the managers (interviews) firstly take into consideration the involvement and the efficiency. Employee involvement is understood either as an adequate behavior with customers / clients or as a commitment to the workplace and belonging to the staff. Efficiency is particularly appreciated by older managers or those in corporations with a longer history on the market. The involvement is considered essential for evaluation by the younger managers, or those in corporations that have recently entered the market. As far as promotion is concerned, very few companies can assert how long the decision making process will take. In smaller companies promotion is not an option and in the medium to large companies, promotions are made circumstantially. The promotion for top and middle-management is addressed in such terms as follows: *„Do we have someone from within?” The person in the immediately inferior position is recommended by the direct superiors. The promotion decision is generally taken within a month.”* (interviews managers)

Human resources managers consider that, generally, large corporations evaluate personnel periodically, on 3 criteria:

- Percentage of accomplishment in given tasks;
- Execution quality;
- Attachment to the company – job involvement / participation.

Perceptions of personnel services suppliers/ human resources consultants on employment and promotion criteria

Promotion criteria.

The perspective on promotion criteria in the companies that are consulted by the subjects of the interviews does not differ much from what managers think on promotion. Very few could give concrete examples of

more effective ways of evaluating employee performance. Either way, a combination between performance criteria and the employee's personal profile could be, in some's opinion, the best solution for a performant management. It is up to each person's communication resources („personal charisma, capacity to network”). There are also evaluation systems based on figures. More and more companies resort to performance and have performance evaluation systems, management by objectives etc. Another criterion would be their traditional one, seniority in the company. I would not believe that it is still formally in use; however, informally, seniority and experience in the company are clearly connected to performance. It is assumed that “the longer an employee goes back with the company, the more competent, the more able and more knowledgeable...” Promotion is also done in many companies based on professional performances, but it is not a basic criterion. The personal profile is more important than professionalism. For instance, when promoting someone to a leadership position, what is relevant is not his or her accomplishments, but the psychological profile (he or she must be accepted and wished by the team). In the case of promotions to management / leadership positions, what it is very important is the candidate's personal profile, i.e. acceptable traits of character, desirability from the would be managed / lead team's point of view (interviews with suppliers of personnel services).

The personnel services suppliers / human resources consultants (interviews) remind us of two performance evaluation styles:

1. based on modern systems (i.e. according to management by objectives);
2. traditional.

„It is assumed that the longer an employee has been with the company, the more experienced he or she is, the more able, and more knowledgeable...” (opinion of supplier of personnel services).

A small number of human resources managers (interviews with human resources managers) believe that employee performance evaluation is based on elaborated, scientific techniques. They do however opine that in practice, the informal procedures, based on intuition, are more frequently in use: *„Performances, plus commitment to the company, ideas that can benefit the company, one's capacity to help out within and beyond office hours”*. 49% of the organizations included in the survey declare that they do not possess employee performance evaluation systems.

At the question:

Are there in your company employee performance evaluation systems?

From the answers we can conclude that:

51% Yes 49% No

In more than half of the organizations that declare they do possess employee performance evaluation systems, the task is handled within individual discussions.

At the question:

What is the modality whereby employee performance evaluation is carried out in your company?

The answers show that: There are no significant method differences in employee work evaluation based on the gender of the direct rapport (the coordinating superior). Both men and women managers mainly evaluate their employees through “the analysis of their work”. In most cases, the general opinion is that, during the promotion process, differences are perceived between women and men. Men can be promoted to superior ranks easier than women, despite the latter being considered more attentive and preoccupied with their professional background. Men tend to be associated with the qualities that go with leadership and management concepts. Women, on the other hand, are seen as having more difficulties in being promoted. Most human resources managers observe that there are less successful women than men, and that it is accepted as reality and goes unanalyzed, it is seen as preordained, as something that occurs without any possible intervention to induce change. Human resources consultants resolve that more men in charge than

women is an act of chance, happenstance. In several domains, experienced promotable individuals tend to be men. That in Romania, generally, the woman is less seen as a top manager could be, in some's view, a model that is hard to part with.

"There probably is also a social model whereby the woman is not seen as a business person. In our country things may have taken place slower. But there are many successful women in high places. I am assuming that before 1989 this parti-pris was more pregnant, and those that learned how to do business after the revolution were men because they already had better positions, in the leadership".

The employees consider that the promotion of a woman is done slower than a man's, and that it generally hides a sacrifice. (focus-groups)

„People think that men do not have that many obligations as women and they can do overtime or answer to any request after hours. While women are needed at home.” „If a woman is supposed to work for 8 hours, after those 8 hours she will need to go grocery shopping, has a kid to take to school, a parent meeting to attend at school, or other issues. At home it is not the man that keeps shop with the cleaning and meal preparation. Men rarely do.”

Employees' opinions on women promotions are, still, also determined by the level of frustrations accumulated in the workplace. Consequently, the bigger the workplace frustration, the more women promotion is coldly considered. Most times, the arguments are pertaining to injustices met in the workplace. Some of the higher educated men in this category consider that women promote easier, and, in their view, "unjustly" so. The others are under the impression that women promote harder than men because family takes up more of the time they could allot to professional development.

"They have something else, a smile, they know how to get under your skin."

"Women promote easier than men, in my opinion."

"Well, there are many jobs that require availability for travel. And a women is less available for travel once she also has a family. And then it is normal to prefer a man, you would think he will have the time."

"I have colleagues that graduated from the Polytechnical Institute, have been hired as engineers, while most girls that graduated from the same Polytechnical Institute have started with secretarial positions." (employees opinions, focus groups).

From the answers offered at the question: *In your opinion, generally, who meets more obstacles in career development?*

Addressed to managers, we can see that: Over 68% of the managers and supervisors consider that women meet more obstacles in career development than men.

From the answers offered at the question: *In your opinion, which are the main obstacles in the professional evolution of an employee?*

We can see that: More than half of the employees consider that promotion to leadership positions on subjective criteria represent one of the 3 obstacles in the professional evolution of an employee.

From the answers offered at the question: *In our opinion, will a woman candidate to a leadership position be required more information and will she be evaluated more attentively than a man applying for the same position?*

Addressed to managers, we can infer that: More than 2 out of 5 managers consider that a women candidate to a leadership position will be required more information and will be evaluated more attentively than a man applying for the same position. Almost twice more women than men consider that a woman candidate to a leadership position will be required more information and will be evaluated more attentively than a man applying for the same position.

From the answers offered at the question: *What is the main reason a woman candidate is evaluated more minutely?*

We can see that: A body of opinions, transformed into prejudice that leads to discrimination constitutes the factors that determine a more minute evaluation of women candidate for the same position as men.

From the answers offered at the question: *In your opinion, to work as top management, who is more preferred, women or men?*

We can observe that: Over 49% of the managers and 59% of the employees consider that men are preferred for top management positions. Almost half of the women consider that men are preferred for a company's top management.

From the answers offered at the question: *Do you or do you not agree with the statement "A woman employee with children will be less inclined to do overtime than other employees"?*

We can observe that: Over 75% of the managers consider that a woman employee with children will be less inclined to do overtime than other employees.

These data should be correlated with the following: almost 1 in 2 managers does overtime daily and over 58% of the managers consider that employees who do overtime are more appreciated by the management.

From the answers offered at the question: *In general, do managers tend to employ good communicators?*

We can observe that: 98% of the managers consider that managers tend to employ good communicators.

Values over Behaviors

Opinions on women and men who become barriers in optimal / correct decision making regarding employment and promotion at work.

Key aspects that help analyzing the survey data

Out of the desire to preserve and enhance a positive organizational image, there is the tendency to declare and promote certain values, although they are not to be found in the management or staff behavior. The values of an organization are not the declared ones, though. The values are those that are to be found in daily behaviors and that are encouraged through various behaviors / actions. There are many situations where the inclination for certain values is declared, but not matched with behaviors and are not supported / encouraged through behaviors / actions at the organizational level. *Example:* In a certain organization, such values as taking on „responsibility” and „initiative” are asserted. The manager however, decides every time, in minute details, what the employees are to execute. In this organization, values are not real, only stated. And so because the manager, through his or her behavior, does not offer the employees the possibility to take the initiative and to exert responsibility in their task accomplishment. Moreover, he or she does not support employees in developing their capacities to initiate and take responsibility regarding various tasks. In establishing the real values of an organization, the first step is identifying the behaviors that define each value. There are then two options to measure them: observing daily behaviors and identifying opinions related to these behaviors. An example of an opinion regarding responsibility and initiative, which shows that these values are not “real” is the manager's assertion that “employees do not have the capacity to perceive the organization's problems and to identify solutions for them. “Identifying the opinions is an important element, since most times people make decisions and react according to their opinions and convictions. In this survey, with reference to the value called „gender equality / equal gender opportunity” a series of managers' opinions on women and men were measured, in work situations and situations that could influence organizational decision making.

Data in the survey reveal that:

Many managers:

- Consider men to be better executives, faster paced, thinking more than women on ways to generate profit.
- Consider that, most times, professions such as public relations, accounting are preferred by women, and the technical and management are preferred by men.

Many employees consider that:

- Men are more inclined to make decisions and take risks, while women have better relations with their colleagues and develop employee competencies.
- Generally, managers tend to employ good communicators.
- Men are better business managers than women.
- Men are motivated by competition to a greater extent than women.
- Generally, men are better managers / executives than women.
- Women employees with children will be less inclined to do overtime.
- Men in particular are inclined to consider ways to generate bigger profits.
- Men respond more rapidly than women in extreme situations / a crisis.

An employee who puts in overtime is more appreciated by the management. Twice as many men than women consider that men react faster than women in extreme situations / a crisis. 11 employees out of 100 consider that men outside to be employed rather than women when fewer jobs are available. Most managers (89%) considerate most times, professions regarding public relations, human resources, accounting are preferred by women, while the technical and the management are preferred by men.

At the question: *In your opinion, are women managers or man managers more oriented towards?*

- Making a profit.
- Development employee competencies.
- Development good work relationships with their colleagues and bosses.
- Making decisions and taking on risks.

One manager in 4 considers that mostly women managers are more oriented towards developing good work relationships with their colleagues and bosses. One manager in 5 considers that mostly women managers are more oriented towards developing employee competencies.

When asked: *In your opinion, are women managers or man managers more oriented towards making decisions and taking on risks?*

Almost one man out of 3 considers that men managers are more oriented towards making decisions and taking on risks.

When asked: *In your opinion, are women managers or man managers more oriented towards developing employee competencies?*

More than one woman in 5 considers that women managers are more oriented towards developing employee competencies.

The woman and multiple roles

The woman is seen in the context of the need to balance two important roles: the one at home, within the family, and the one at work. Most respondents consider a woman's success at work as complementary to familial success. That would be reason there are so few successful business women, as they are required to divide their time between these two occupations.

"The successful woman is not the one with a bright career but the one that has succeeded in doing good work both professionally and personally, where personal means family, children, home, friends, social status. It is natural that a woman should allow for time these things to the detriment of the career..."

„A woman, in addition to work, also has a home, and a home means cleaning, washing, ironing, cooking, everything; I would say that this is the reason she does not have time to do many other things".

Women opinions versus men opinions – qualities that guarantee securing good employment.

In the opinion of men, these qualities are:

- Education, qualifications;
- Recommendations from previous employers;
- Applicants aspect;
- Money or relations / networking.

"You must have your back covered, have money, have the right person, have somebody tell you where to go. Otherwise, no pay, no entry. Stay out..."

"Professional experience. I sent a lot of e-mails on ejobs (career website) and have received the replies that my resume was reviewed, but I have never been contacted by any company. They are not interested by experience."

"They are not interested in the person and we end up at influential affiliations / relations. They make the offers just to get covered, but those to be employed are known way before that."

Women think that in order to secure good employment the following are required:

- Age under 40;
- Experience – qualifications, education;
- Pleasant looks.

"The problem is different in Romania, in my opinion. Women over 40, quite many of them, do not meet the competency criteria required for any position. And those who do, come with salary requirements that the employer will not meet, preferring to employ someone with less experience, but less paid. And this is where the fracture occurs. Not only for women, but for anyone over 40-45. Just as well, there are exceptions I have met, people over 45, competent and not that pretentious, good workers, employees, well received in the workplace."

"Here I disagree with you, as I think that over 30 one has more experience, knowledge and competencies, everything it takes."

Methods and Styles of Management

Key aspects that help us analyze the survey data.

A very important element in efficient employee performance management is positive feedback transmitted from the manager to the coordinated employee. On one hand, positive feedback shows the employee what he or she has done well, motivates him or her to continue to do so in the future, improves the relationship between the employer and the employee. On the other hand, punishment as management method is inefficient. Punishment does not help the employee solve the problem, as it does not teach him or her what is to be done in place of the undesired behavior, and moreover, it deteriorates the relationship between the manager and the managed. Managers consider that most of them sanction employees verbally when the latter have failed in fulfilling a task. 70% of the employees declare that their boss supports them in improving their work performance. 10% more managers working in companies run by a woman than in companies where the CEO is a man declare that they have good relations with the management.

There are no noticeable differences in the way women and men managers communicate with their staff regarding their work.

Women in management and valuable partnerships

The successes of women are explained over good partnerships. A woman is successful if she has the support of either a man, or the family. (focus group employees). In the opinion of the participants to the focus groups, men have careers easier and in most cases, independently. Very few voices in the group of higher educated men attribute the success of a man to a strong woman behind him.

Women managers and risk.

For women managers, success implies accepting risk, that not being a typical female behavior. Women rather self position themselves around "familial" values such as stability and safety.

"Women are more content with a smaller business, but more stable and safer, while men are more willing to take on risks and be more noticed, if successful."

„Women do not have the courage to take risks. By their own nature they need stability and safety and starting a business takes risks. I'd rather my family were well and have my own home with a monthly pay than risk to be a millionaire and lose everything... the man immediately takes it all from the beginning".
(employees opinions, focus groups)

Building on the answers received, researcher offer

Solutions in case change is desired in the organization

1. Encouraging behaviors that correct stereotypes:
 - a. women and men apply for positions considered typical for the other gender
 - b. colleagues and superiors support the employee found in a typical situation for the other gender
 - c. women negotiate expectations the superior has when they fill in positions considered typically masculine
 - d. women managers faced with resistance from their staff are given support
2. Establishing clear criteria to monitor performance and for promotion
3. Identification of leadership abilities in women / men
4. Allotment of a visible project in the company to a woman manager
5. Development of a mentorship programs for the new executives
6. Management development skills programs for women
7. Creation of manager's networks / communities, both women and men.

Conclusions and implications

Throughout the research we identify important human resource issues and topics that have not traditionally been treated as mainstream topics in industrial and organizational. We believe the entrance of increasing numbers of women into the workforce renders these issues important to men, women, and organizations. Recommendations on measures resolution / decreasing the problem suggested alternative contexts using skills and positive influence skills of women and men.

What can you do as an employee / employees?

- Identify and affirm your own skills and competencies that you recommended for a position of leadership and how you can harness these skills and competencies, also identified additional resources that you need on entry into such a position;
- Check your own attitudes about gender differences in leadership and find alternative ways of thinking;
- Identify their distorted expectations and find as much information confirm / deny these expectations to test their validity;
- Provide concrete information management as often as their own performance;
- Decisions taken will be based on objective data rather not unrelated to performance judgments. Request feedback from the manager's permanent;
- Seek necessary conditions for achieving a management job in terms of resources, support, job structure, work and travel program, as close to the time of entry into such a position,.

What can you do as a manager?

- Check their attitudes about gender differences in leadership and find alternative ways of thinking in these situations;
- Subordinated support people who occupy a position of management, especially in the initial period of that appointment. Your support means to specify clearly the expectations, resource

- allocation, decision-making authority to provide continuous feedback of these people, willingness to negotiate job requirements;
- Encourage negotiation of terms and expectations of the appointment of a person in a position of management;
- Encourage daily practice those behaviors that exploit gender differences with in the team;
- Collect as much information about the performance of subordinate managers, male or female, which really decisions about its performance. Create as many situations its behavior observation and feedback about the performance of permanent.

What can you do as a manager of human resources?

- Establish clear criteria for recruitment, promotion to leadership positions, to be transmitted / known to employees;
- Establish objective standards for assessing the comparative job, so the comparison may not appear by default (with examples from his own experience of the employee);
- Formulate a procedure for promotion be based on objective criteria based on performance;
- Build career plans and experience range from potential employees, allocation of projects aimed at the direction of these plans;
- Use instruments to identify skills that each person be actions based allocation of human resources in the organization;
- Management training on methods of decision-making performance;
- Introduce a balancing professional and personal life to allow access of women in top management positions.

This paper are investigated the causal relationships existing between managing diversity and company performance, by analyzing individual diversity at the workplace. The author aims at proving that increasing productivity, saving time, money and efficiency can all come from managing diversity. This paper was used to indicate possible ways forward in the field of personnel management, and advancement of conceptual thinking in this area. The findings indicated that diversity management is strongly linked to both work group performance and job satisfaction. The result is an analysis to the performances and process of the diversity management.

This paper are communicated a variety of social- psychological research on gender issues that affect work behaviors to upper level undergraduate and graduate students in applied psychology and business. Considering, pursuing, managing and maximizing workforce diversity are tasks that will help realize the benefits of this required condition for organizational effectiveness. This paper may shed light in supporting various categories of people, for practical and moral reasons.

Theoretical implications: As the discussion about diversity management is rather a theoretical and this research stream seems to be under-developed with regard to its theoretical foundation, this article represents a first step in strengthening the theoretical foundation.

The practical implications: Diversity management matters. At the organizational level, it means that resources should be devoted to diversity management programs and training opportunities Diversity should be viewed as a core competency for all employees, particularly managers. The literature on diversity management is replete with theoretical assumptions about its relationship with performance. The uniqueness of this paper is precisely this argumentation of the greater efficiency brought by diversity in an institution. In a world where diversity is poorly integrated, where even the polls are reserved, this paper brings the undeniable evidence of the effectiveness of diversity.

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