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LABOUR MARKET COMPETITIVENESS OF WOMEN

Theses of Doctoral (Ph.D) Dissertation

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1. Premises of work, set aims, hypotheses

Issues of women right is not new-fangled, since researchers have been engaged in it for decades. Labour market situation of women, its problems and consequences are also thoroughly analysed by Katalin Koncz in her book¹ published in the late eighties. Unfortunately, same issues were dissected in her latter book, published in twenty-years; ; which indicates that substantial improvement has not happened, and proves that it is not about trendy and feminist ideas but much more important and compound issue that is also significant on social level.

Women's **role in family and society** has changed a lot during centuries. Nevertheless, there are some features that are still present very deeply and 'petrified', and frustrate improvement. Society of our country, preserving numerous patriarchal traits, means so deep roots that it conserves the fixed family roles. Centuries old tradition is that the place of woman is by the stove, her task is the childbirth and –rearing and housekeeping. This family model has been changed by multitudinous female employment; therefore **families with two breadwinners** have become general. All this impress division of household chore, opportunities offered by labour market, equal opportunity, flexible forms of employment, **family-friendly measures in the organization** and also corporate culture.

Aim of research is to improve women's employment, in the viewpoint of Hungarian corporate practice and attitude of women to work as employees, also revealing future opportunities. The research is seeking the answers to the following questions:

- Can traditional roles change? What sets the roles in the society?
- Rightfulness of division of labour itself is not disputable; but can the fixed role models be altered? Is it necessary at all? Is it important and realizable that women have same chances than men?
- How do equal opportunities come true in corporate practice?
- Rightful question: where is the border of work and private spheres? Do we have to choose between family and profession?
- Why is it worth for companies taking these into consideration? What are the unexploited opportunities for them? What is family-friendly workplace like; and does

¹ Koncz Katalin: Nők a munkaerőpiacon, 1988

it correlate with satisfaction and retention of employees and reputation of the company?

- What results do family-friendly measures have on individual, corporate and social levels?

I suppose this is an unexploited reserve in the labour market. I believe that best business results can be provided by balanced employees by means of their effective working and loyalty, what results lower fluctuation and better employer branding.

Aim of research is to examine and prove the following hypotheses:

H1: Interdisciplinary approach is necessary because sociological, employment political and economic issues are also concerned.

H2: Women are in unfavourable situation in the rapidly changing **labour market surroundings**. **Flexible forms of employment**, that can support, help this situation, are not known enough and applied in our country.

H3: There is only a slight change in traditional familiar role models, and this raises on the extant labour market disadvantage of women.

H4: By the spread of family models with two breadwinners, the dual function of women become stable and **preserved**.

H5a: Employment of women has several advantages, but at the same time, there are factors (such as difficulties from child rearing) that impede their employment. Concerning their career, the **glass-ceiling syndrome is general** in Hungarian corporate practice. The Hungarian social value system, the patriarchal approach and stability of dual function are at the back of it.

H5b: If caring about employees and diversity are values for the employer, special regard is paid to equal opportunities as well. Documentation and realization of equal treatment has not spread enough in Hungarian corporate culture yet.

H5c: Inclination to have children and time of return to labour market correlate with position of women: the higher position the woman has, the fewer children she has and the shorter time she stays away from world of labour, because the missing time (can) mean competitive disadvantage for her.

H5d: Satisfaction of employees and family-friendly trait of workplace cohere. Introduction of family-friendly measures means **numerous advantages** not only on individual and corporate, but social levels as well. Nevertheless, several factors hamper the spread of approach in Hungarian practice. The Family Friendly Workplace Award is neither

known in organization sphere. On the whole, a very **slow developmental tendency** can be prognosticated concerning the spread of approach.

*H5e: **Reconciliation of work and private life deserves greater attention***, because if it is not emphasized sufficiently, then quality of work and private life of employees both decline, as well as efficiency of the organisation. It is also **favourable** for the organisations because it affects quality of work and retention.

*H5f: In the organisations, where **the employee is a value, the satisfaction of employees and communication of family-friendly measures are also important***. The work-life balance has emphasised importance, the employees are grateful for wlb-measures and the reputation of the organisation also gets better in case of **leading organisations** in point of family-friendly approach.

Although more and more recognize the value role of human resource and favourable effects of work-life balance; we have to wait for **the real, radical (especially of view) change** in our country.

2. Content, method and justification of research

Overview of labour market and employment situation of women needs **interdisciplinary approach** because the issue can be examined in the point of view of social, economic and sociological aspects as well. It is **problem-discovering research** because – in several cases – the difficulties do not appear directly. (Malhotra, 2001:52) The research plan is made out by Bércziné (1998:25). Books of Szabó (2002) and Tomcsányi (2000) are great help during writing dissertation.

There is primary and secondary research in the interest of deep analysis.

The **secondary research** is literature research taking for years, in the course of it the Hungarian labour market, employment political and sociological **theoretical background** is elaborated. As member state of the Union, the Community Employment Policy concerns our country, thus analysis of labour market situation of women in the EU is inevitable. By means of the **Marie Curie researcher fellowship** (6th Framework Programme, Flexibility of Labour Market), got in 2007, I got an excellent opportunity to spend a semester in the Polish University of Szczecin, Department of Microeconomics through Transfer of Knowledge programme. During this time, I could analyse the labour market situation of EU-countries, especially Central-Eastern European ones; examine the emerging (mostly similar) problems; look for solutions; focusing on labour market flexibility. Another aim of dissertation is to examine the appearing foreign corporate practices; that can be good examples for Hungarian organisations, too. The secondary research also pans out about analysis of roles of women in the organisation and employment difficulties stemming from specialities. As reader of human resource magazines, several practical **articles**, focusing real problems, were elaborated into dissertation. Participation in several different human **conferences**, equal opportunities forums also confirm my commitment and sensitivity to this issue.

Determination of **primary research method** was not easy because of the compound theme and appearance on several (individual-corporate-social) levels. Several surveys are available in connection with labour market situation of women; although usually only one aspect is examined, focusing on a little slice, therefore there are very little complex research, reflecting the real situation. For this reason, my aim was to overstep this, and, because of extent limit, focus the most important problems.

Two questionnaires are the quantitative primary research. One addressed women as employees, and the other one the organisations, concerning female employment. The

questionnaires, done by LimeSurvey programme, were electronic in order to reach broader sample.² During compilation of questionnaires, my aim was to ask both samples the relevant questions, grouping by topics; so as to examine how employers and female employees think about the same question. Several researches aimed at either of above mentioned groups, and I missed an approach where opinions of both sides become known. Table 1 summarizes the question groups.

Table 1: Question groups of the two questionnaires

Employers	Employees
1. General questions	1. General questions
2. Female employment	2. Women-working
3. Equal treatment at work	3. Women- Division of household chores
4. Wlb (work-life balance)-policy	4. Family-friendly workplace
5. Family-friendly workplace	5. Reintegration after having child
6. Reintegration after having child	6. Work-life balance
7. Atypical employment	7. Atypical employment
8. Corporate culture	

Source: own compilation

There are open, closed, selective and screening questions in the questionnaires, and Lickert-scale, intensity question, word association technique and hierarchy scale also appear. (Bércziné, 1998:65-76)

The **sampling** last from June till October 2010, data process was from 15 October 2010 till 15 June 2011. Results were processed by **SPSS Statistics 17,0** programme.

Regarding **methodology**, the approach of the performed international research within 6th framework programme gives the base of it. **Independence analysis** is the method of examination, which aim is to prove the fundamental assumption (H_0), when the two criteria are independent. The anti-hypothesis (H_1) means correlation of criteria; in this case they determine each other in an extent. The value of experimental function can be determined by the sample:

$$\chi^2 = \sum_{i=1}^s \sum_{j=1}^t \frac{(f_{ij} - f_{ij}^*)^2}{f_{ij}^*},$$

² Women in the world of labour: <https://bismarck.nyme.hu/kerdoiv/index.php?sid=47796&lang=hu>, and Employment of women – family-friendly workplaces: <https://bismarck.nyme.hu/kerdoiv/index.php?sid=46165&lang=hu>

where f_{ij} – experimental frequency, data of contingency table and

$$f_{ij}^* = \frac{f_{i.} \cdot f_{.j}}{n} \text{ - expected frequency in case of } H_0.$$

Comparing the received value to the critical value, it can be said that which hypothesis is accepted. Two values are needed to determine the critical value. One is the degree of freedom; that is from the formula $(s-1)(t-1)$ where s and t are the numbers of rows and columns of contingency table, on the stipulation that $s \leq t$. The other necessary value is the level of significance, the value of analysis reliability (In this case, the level of reliability is 95%, so $\alpha=0,05$.) If $\chi^2 < \chi^2_{krit}$, the fundamental assumption is accepted; if $\chi^2 > \chi^2_{krit}$, the anti-hypothesis has to be accepted. If fundamental assumption is accepted, it is worth examining to what extent the given criteria correlate; to **determine level of dependence** is necessary for this. The two criteria can be independent; can have stochastic relation, and can determine each other, so can have dependent (deterministic) relation. To demonstrate numerically the stochastic relation between the two extremities (independence, total dependence), more **associative coefficients** (Yule, Csuprov, Cramer) are appropriate. Out of them, the analysis is done by **Cramer indicator**, which is less permissive: where χ^2 is the value determined during independence analysis, n is the number of respondents³, and

$$C = \sqrt{\frac{\chi^2}{n-1}}$$

The value of indicator can be between 0 and 1. If the value of indicator is 0, the criteria are independent; if 1, then the relation is deterministic. The value between 0 and 1 shows the level of stochastic relation, that can be weak (at around 0,3), medium (at around 0,5) and strong (at around 0,8). (Hunyadi et al., 1997:411-487)

³ n is the number of sample in general, but not everyone answered each question

3. Research results

3.1. Results of testing hypotheses

T1: Based on analysis of **researches** and policies concerning labour market situation of women, it can be stated that they **make findings in the point of view of their own part-aspect**; methodologically properly, whose contribution is undisputed, however **limit of their practical adaptability is the lack of integrity**.

Thus, **complex problem of female employment appears simplified way**; which is rather an aggregation of part-aspects than strategic (solution-oriented, factors evaluated in their interactions and controllability) clamping of context factors of problem handling.

- Female employment can be understood in the point of view of individual attitude and supply specialities if **typical life path of women are considered in its completeness**; to which period of having child naturally belongs to, interrupting and/or altering working temporarily.
- Attitude of women to work is influenced by their marital status, familial norms, influenced by social-cultural value system; so the **sociological surroundings**.
- Employment of women is an **economic interest** on levels of individuals and households; which does not appear as complementary but competing aim, with lots of unmanageable trade-offs.
- Employment and promotion policy (concerning women) of corporations are **influenced by its own values and interests**. Therefore corporation, as the main demand side, has to be examined in several aspects. Within it, it is necessary to **analyse adaptive, compatible practices** (such as flexibility), to **adopt and introduce into organisation**. These practices are able to realise exploitation of possibilities rooted on values and female labour.
- **Conceptions** of economic and employment policies, influenced also internationally, **are not adapted to Hungarian conditions**.

T2a: Radical realignment of labour market becomes inevitable because of multitudinous employment of women after extensive industrialisation, expansion of service sector and education system. **By relevant empirical research base, examining the issue continuously**

for decades; it is proved that women are in disadvantageous situation in the labour market since entering; which is increasing during life path.

Conservative division of household chores, interruption because of having child, masculine trait of paid work, labour market segmentation, norm and value system in the society are also at the back of the secondary trait.

T2b: Non-traditional forms of employment come into prominence by reason of sudden technological development, increasing role of web and importance of efficient working; which is emphasized by the recent economic-financial crisis. By the international comparison of revealing researches, it can be stated that **in Hungary, the stiff labour market does not open its gates to flexible forms of employment**; thus the country is backward in this point of view in the European Union.

The empirical research run by the author modulates this situation. On the one hand, it is proved that **employers and employees also greeting the traditional working** because of its predictability, stability and designability. On the other hand, the traditional working has challenges in several aspects, due to changing work and economic surroundings. This pressure shifts **preferences** of employers and (female) employees towards **acceptation of flexible forms**. This shift will probably make **flexible employment become important part of life path of women**, as work-life balance can be realised by own time management. However, there is not reliable estimation its temporal process.

On the base of the above, H2 hypothesis can be accepted.

T3: Secondary and primary research both confirm that **stiff gender roles are slackening slowly**, the division of household chores is equalizing; although bulk of household and childcare tasks is still function of woman, thus **conservative trait exists**. At the same time, empirical research proves that **equation** correlates (medium strength) with increasing level of education of woman and man.

To sum up, it can be stated that the secondary familial role also affects world of labour, and reproduces the existing inequalities; so H3 hypothesis can be accepted.

T4: Literary and empirical research concerning employees also justify that **family model with two breadwinners is totally general** nowadays; and **economic pressure** is at the back of it. Simultaneously, work as profession becomes natural part of female life path. Empirical research points out that the bulk of women undertake commuting, maybe moving off if they are not satisfied with their job. As it typically happens by conservative familial role, the **dual function** spreads on broader layers, and **becomes stable element**; so assumption of H4 is proper.

T5a: According to empirical research of employers, **organisations** consider **empathy, willingness to compromise, flexibility and adaptive skills** as the most important advantages of female employment; while **difficulties from private life tasks and child rearing cause the most problems**. The last one also confirms the importance of dissertation's theme.

Empirical research of employers justifies that the **glass-ceiling syndrome** is known by them. At the same time, in case of empirical research concerning employees, it is not unequivocal what it means. Although both research prove its **presence in Hungarian corporate practice**: the organisations can experience in their practice, and female managers in the sample also experience that women get stuck on mid level during career path. As the reasons of phenomenon are not concerned in the research, the H5a can be partly accepted.

T5b: The result of empirical research examining attitude of employers to equal treatment is dual. On the one hand, it is favourable that **employees** are **values** in the bulk of the organisations. Where it can be said so, the equal opportunities also enjoy special attention, by admission of employers; so caring about employees correlates with **total realisation of equal treatment**.

Diversity as value has not built into national public consciousness; most employers are **indifferent** to it. Although it is favourable that this is also value for the half of organisations; which reflects altering approach. At the same time, correlation cannot be proved between importance of diversity and realisation of equal treatment; therefore this part of H5b sub-hypothesis cannot be accepted.

On the other hand, its documentation and practical realisation is not that positive: **only half of the organisations know relevant laws**. Empirical research proves that the employers that know legislation connected to equal treatment, the diversity is also value for them. (Although, there is no correlation related to caring about employees.) In everyday practice, equal

opportunities are proved during compensation and promotion, but novel policies (such as CSR-strategies, Mother-friendly projects, Diversity plan, WLB-policy) hardly appear.

In total, it can be stated that **human resource become more important, but its declaration in written form is not typical.**

T5c: It is proved during empirical research concerning **employers** that **number of women with children is decreasing by higher positions** in national corporate practice. (The empirical research concerning women also coheres, but decreasing inclination to have children by higher position is not justified.)

By the empirical research for **employees**, **time of reintegration** is mostly influenced by **financial situation of the family and quality of work-life balance**. The respondents can be split into two groups. Either of them returns the labour market sooner, after 1-2 years (it is valid for young women living in the capital or bigger towns, mainly singles or living in relation, because of love of profession or necessity for earnings). The other group stays at home with their children for more than two years (married women with kids, living in towns and villages). There is correlation between the position and time of return, but the hypothesis is not proved, so H5c can be accepted partly.

It can be seen during empirical research concerning employers that top managers return soonest (in one year), mid-managers stay at home for 1-2 years and employees stay more than 2 years. So, it can be stated that **higher position means sooner absence**.

T5d: The empirical research concerning employees clearly justifies that **there is medium correlation between satisfaction of female employees and family-friendly trait of the workplace**. For women, the **flexible working hours, qualitative work-life balance and possibility of atypical employment** mean family-friendship. If it cannot be said, then it is because of doing overtime, working in shifts or at the weekend, there are fixed working hours, and employees are handled as robots whom does not have private life.

It is favourable that it is given for two-third of women in their actual workplace, but the bulk of them **does not have the possibility to initiate** measures; which **correlate with their dissatisfaction**.

The **organisations** in the sample connect family-friendly measures to parents with little child and women. According to the empirical research concerning employers, family-friendly mindset leads to **satisfied society, higher productivity**, and **perspective and calmness** for families. In order to this, **rationalisation of legal background, support of organisations**

and matching practices are necessary. Despite its advantages, **it is not widespread** in Hungary; **the actual view, lack of sensitivity to the problem, difficulties of concrete realisation and fear of losing workplace** play the main roles in it.

By the empirical research concerning employees, there is medium strong correlation between knowing laws of equal treatment and knowing **Family-friendly Workplace Award**. Organisations in the sample **do not know** the Award, therefore they neither tendered for it. Beyond it, its reason is that this not primary for them, and their leader is not interested in the question. In their opinion, the companies having this title are considered as ‘queer fish’ in national practice, however they recognise that the company become well-known, employees are loyal and work more efficiently. They share the opinion **that family-friendly practices are exemplary, promote retention of employees, employer branding is also better; although prognosticate very slow development tendency concerning its future spread.**

The research results above prove H5d sub-hypothesis.

T5e: The importance of **work-life balance** is proved by literary research, employment political aims and empirical research as well. During empirical research, **two-third of female employees and organisations agree the significance of work-life balance.** Half of the organisations experience that employees have higher need for reconciliation. By the empirical research concerning **women**, if they cannot harmonise working life and family, then they do **not have time for sports and other private activities, they are tired, exhausted, they cannot spend enough time with their families,** and they are stressful, depressed.

The empirical base of **organisations** also prove unfavourable effects: **efficiency and quality of work decrease, employees are tired, rate of mistakes is higher, and their family life and also health is declined significantly.**

The empirical research concerning organisations justifies that **commitment of employees increases in consequence of these measures,** and almost each organisation (**92,3%!)** **admits that balanced employees perform better and are grateful for wlb-measures.** The employers that admit importance of harmonisation and think that wlb-measures are appreciated by employees, think that it is a **very important factor of retention.** They also confirmed that it makes **employer branding stronger,** and are optimistic regarding the future of family-friendly approach.

Thus, empirical research results confirm assumptions of H5e sub-hypothesis.

T5f: Empirical research concerning organisations clearly prove that where the **employees are value, there**

- **the internal communication comes true by all means (mainly individually)** (medium correlation),
- **is available satisfaction polls of employees, and their results are utilized** (medium correlation),
- **are examples to realised recommendations** (medium, also strong correlation), and
- these organisations are **leading and fast follower** concerning family-friendly approach (medium correlation)

The results of empirical research also confirm that by the **leading organisations of family-friendly mindset, the relevant measures make the company well-known, the question of work-life balance is handled emphasised, which is appreciated by employees** (in each case, medium correlation can be seen). Because of them, the H5f sub-hypothesis is clearly proved.

Final conclusion of primary research is, that organisations consider work-life balance important, although they suppose that we have to wait for real change; independently their opinion about family-friendly measures' effects on retention and branding.

3.2. New and novel scientific results

1. The approach of theme, problem of dissertation is novel. It oversteps that it examines only women as employees, only organisations or only national and Union employment approach. As several issues are concerned, the **complex and system approach** is indispensable; which reveals interactions properly. (Table 2)

Table 2: Labour market situation of women on individual, organisation and social levels

	Actual problems and difficulties	Aims and expectations	Tools and possibilities of realisation
EUROPEAN UNION	<ul style="list-style-type: none"> - Low level of female employment - Insufficient importance of issue - Non-performance has no consequence 	<ul style="list-style-type: none"> - Favourable labour market indicators - Employment Policy Guidelines - GM realisation 	<ul style="list-style-type: none"> - GM-conception - Open method of coordination
MACRO LEVEL (SOCIETY)	<ul style="list-style-type: none"> - Low participation of women in the labour market - High rate of inactivity - Difficulty of labour market integration and reintegration - Segregation and its reproduction - Insufficient importance of issue - No real headway - Patriarchal approach - Prejudices, stereotypes from gender - Insufficient system of childcare institutions - Decreasing population, falling birth rate 	<ul style="list-style-type: none"> - Growing employment - Better labour market indicators - Sufficient system of childcare institutions - Legal regulation of atypical employment 	<ul style="list-style-type: none"> - Increasing atypical employment - Support childcare institutions, make them flexible, raising rooms - (Re)Training possibilities - GM-conception - Establish a centre of labour market services for women - Review of Family-friendly Workplace Award

CORPORATE LEVEL (EMPLOYERS)	<ul style="list-style-type: none"> - Falling out of corporate practice - Low participation in managerial positions, career obstacles, glass-ceiling - Not widespread of atypical employment - Added value of human capital is not recognised - Instability of female labour - Stereotypes concerning female competences 	<ul style="list-style-type: none"> - Realisation of equal opportunities - Knowledge exploitation - Recognition of unexploited capacity - Appreciated human resource 	<ul style="list-style-type: none"> - (Re)Training possibilities and contact during absence - Receiving/responsible workplace, diversity plan, equal opportunity strategy - Support of flexible forms of employment - Corporate culture: reconsider values - Family-/Mother-friendly corporate policies - Working out reintegration programmes - Recognition of female competences - Adaptation of specialities stemming from female employment into HR-activities - Measuring efficiency of equal opportunities and working out indicator system
INDIVIDUAL LEVEL (FEMALE EMPLOYEES)	<ul style="list-style-type: none"> - Falling out of labour market - Disharmony of work-life balance - Increasing dual function – reproduction of inequalities - Unequal, conservative division of household chores - Limited promotion possibilities - Gender pay gap - Unfavourable labour market situation of women over 40 	<ul style="list-style-type: none"> - Sooner reintegration - Appreciated workplace - Harmonisation of dual function 	<ul style="list-style-type: none"> - Cessation of uninspiring factors - Increasing willingness to learn - Information - Campaign for harmonious role division

Source: own compilation

2. The empirical research revealed **several corporate advantages**, too; which is related to special employment of women. The proper employment/career is important for women (and for their families because of income). On social level, the employment of women is advantageous, socially among other things, therefore women as human factor are not ignored by the economy (labour market reserve, with specialities). On the base of this, a **new tendency can be elaborated, based on mutual interests of stakeholders**, with ethical base, on equality starting point, equally with women policy question raising. (Chart 1) It is an approach based on (social and familiar) interests, which does not contradict ethics. The proper reveal of interests could increase more efficient problem handling.

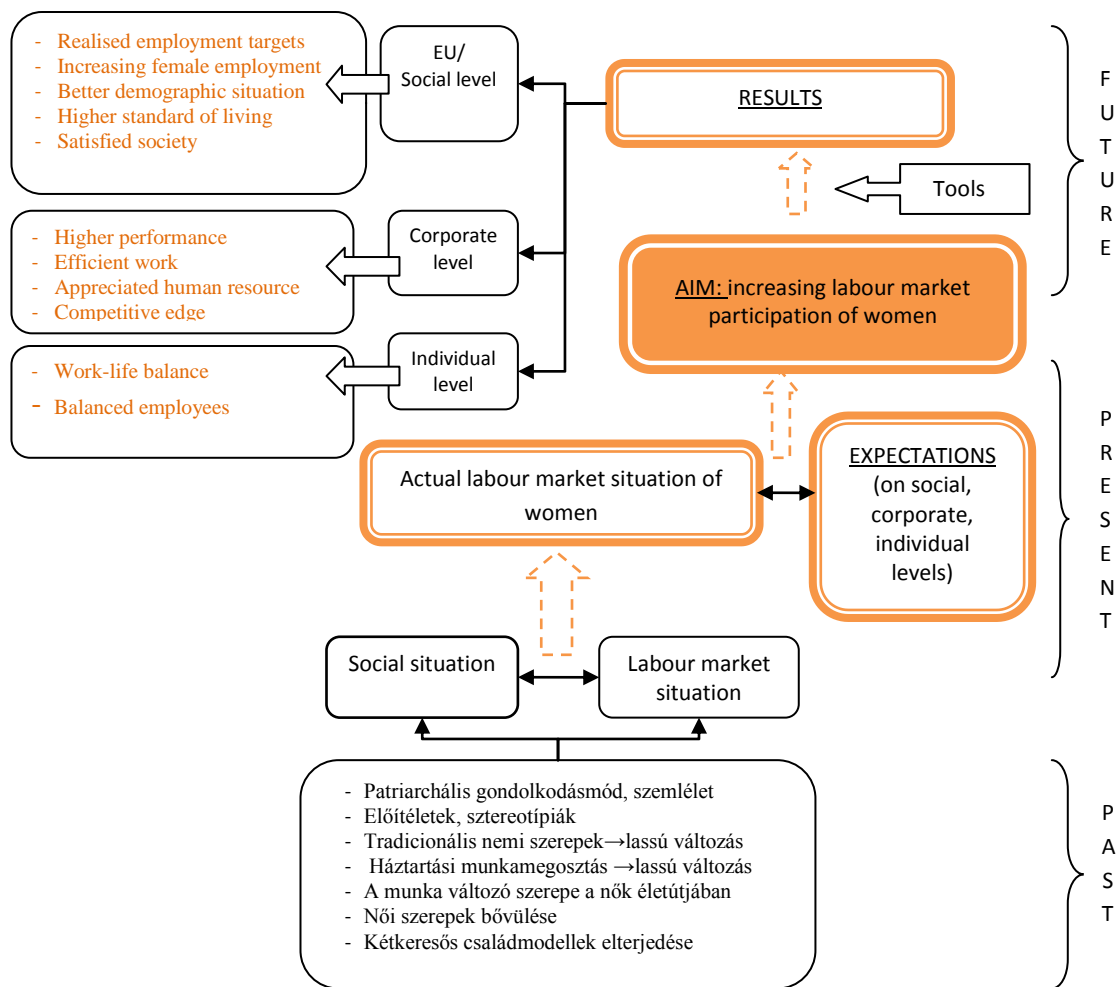


Chart 1: Model of employment of women

Source: own compilation

3. Non-traditional forms of employment – that contribute to increase employment of women – are not widespread in our country. During empirical research of dissertation, it was justified that **flexible working hours, part-time working and teleworking are mostly available** among possibilities. The most important result of them is the flexibility and efficient time management for employees, which permit of qualitative work and private life. Because of this, flexible working hours, teleworking and shorter working week are the ideal forms of atypical employment. Organisations also recognise that more satisfied employees, lower fluctuation and more efficient working can be realised with it. In spite of this, the traditional form of work is still preferred because of its predictability and designability. In total, barely more than half of respondent employees think that **flexible employment** become more popular very slowly.

4. Novel result of research is that **reconciliation work and private life** is more and more important for employees and employers as well. As a result of attention to this, fluctuation decreases, the efficiency of work increases, employees are more committed, and image of the employer is also better. All this means significant **competitive edge** for organisations.

At the same time, we have to wait for real change. Old social norms, patriarchal approach, short term political and economic interests also play role in it; exemplariness, legal regulations and support of organisations are in need.

5. Statements of dissertation can be utilised in education, mainly in subjects concerning **human resource management**. As having child is non-transferable task of female life path, the female labour is instable; therefore this problem needs solution by all means. Exploitation of labour market reserve is a common interest. To realise it, **approach of resource on value base** is indispensable; which concerns human resource and management studies.

4. Conclusions and recommendations

Genetic gender differences are undoubted; however **gender roles** are defined by the society. More equal opportunities do not mean peer gender relations automatically. All these are valid for world of unpaid and paid work, too.

It can be said that **division of household chores** still follows traditions but an equation tendency can be seen. Changes are pushed by demographic process on the one hand, and increasing economic pressure on the other hand.

Breadwinner role of men had supplanted women from the labour market but demographic changes, mass female employment, personal motivations and need for financial independence also result in **increasing female labour market presence. Their cumulative and broaden dual function is rising during their path, which is important influential factor of labour market activity.**

Conception of responsible corporation covers not only physical surroundings but employees, too. In reference to this **receiving, family-friendly, diverse workplaces** appear, for which human resource mean special value. Offering and documenting equal opportunities have to reflect a consequent procedure. Adaptation of them into operational HR-activities needs continuous attention, which cannot be realized without a committed managerial support.

Generally, maximize profit and hit different financial indicators are primary purpose of corporations. At the same time, it is proved that motivated and balanced employees fill better the job, and fluctuation also decreases. But under that circumstances where downsizing and, in narrow economic situation, surviving are the main targets, the soft factor is mostly kept back. It can be hardly achievable to retain employees, thus the social-caring dimension is not primary aspect. Therefore a 'vicious circle' can be seen: fulfilment exclusively financial goals keep back the resource that can be motive power of higher performance and better business result. All this confirms that recently **the role of human resource has been significantly increasing, and attention and effort to employees fructifies.**

Recommendations:

In order to improve labour market competitiveness of women, the following recommendations are worth considering:

- Campaign for harmonious role division

- Support of atypical employment, transparent legal regulation system
- Support of childcare institutions and make them flexible
- Establish a centre of labour market services for women
- Review and reconsider Family-friendly Workplace Award
- Ensure and support training opportunities during childcare period
- Keeping in touch with employees during childcare period, spread of reintegration practices to facilitate return
- Adaptation of equal opportunities to HR-activities, adaptation of indicator system
- Recognition of unexploited values and resources in the companies; its handle as investment

Future aims:

After research run and data processing, it can be said that the completed analysis means a **good initial base** for further ones. On the grounds of literary and empirical research, it has become clear that analysing labour market situation of women embraces a very complex and compound issue. Beyond **rerun research** in the future, the following conceptions are also worth considering:

- As research covers two numerous samples and several aspects, it is practical to split them into **part-issues**, and run **further, profound analyses** with them. Thus division of domestic labour, female employment, family-friendly conception, atypical employment etc can be examined separately.
- **New field of research** can be involved on the grounds of get research results.
- Further processing of **quantitative information** can be feasible by **cluster analysis**.

Aim of cluster analysis can be to better recognition of employer and female employee samples, on which specific solutions can be outlined. Factors of grouping can be the following:

- In the questionnaire **for employers**:
 - Demographic features (gender, marital status, having child(ren), age, position, represented speciality)
 - Organizational features (number of employees, sector, form of ownership, type of settlement)

- In the questionnaire **for employees**: demographic features (marital status, having child(ren), age, place of residence, educational level, position, educational level and position of partner/husband, monthly net average earnings per person)
- It is practical to expand research to **international** (principally central-eastern European) region as well, because of similar social-economic context. The existing foreign (especially Polish) relations mean an excellent ground for this.

5. Publications connected with dissertation

Professional articles, studies connected with dissertation, published in foreign publications:

1. Korén Andrea: **The Opportunity of Atypical Employment to Improve Women's Labour Market Situation – Based on an Empirical Research**, 'Economics, Management and Tourism', Second International Conference for PhD Candidates, South-West University „Neofit Rilsky”, Faculty of Economics, Tourism Department, Bulgaria, 2011. május 6-8., pp. 50-53., ISSN 1314-3557
2. Korén Andrea: **Supporting and Obstructive Factors of Reconciliation Work and Private Life in Hungary**, Monograph No 14 in series Economic & Competition Policy, University of Szczecin, Microeconomics Department, Szczecin, 2009, pp. 77-88, ISBN 978-83-60903-64-3, <http://mikro.univ.szczecin.pl/bp/pdf/92/6.pdf>

Professional articles, studies connected with dissertation, published in Hungary:

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