

Milenkovska, Violeta; Markovska, Mirjana; Nikolovski, Ljubisha

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Review
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PROMOTION: WOMEN LEADERSHIP AND ALTERNATIVE METHODS FOR RESOLVING BUSINESS CONFLICTS AND CHANGES IN THE ORGANIZATION

Violeta Milenkovska¹
Mirjana Markovska
Ljubisha Nikolovski

Abstract

New technological changes significantly change the way people work, how they communicate, inside the company and outside of it, and change the relations in the sphere of competition. All changes are significant and reflect the leadership, and the management of the companies. Today it is believed that without true leadership, companies cannot achieve above average performance; on the contrary, they would stagnate at some average level or they will sink below the average. In terms of turbulent changes, every organization needs leaders who can lead the process of change. In terms of transition and democracy, women entrepreneurs appear significantly more powerful even though their overall role in business and public political areas is often difficult due to lack of understanding, legal barriers and traditional childbearing. However, the future of modern women is in entrepreneurship which will give rise to their economic independence, through the founding of their own firms for self-employment. That way, the woman entrepreneur becomes one of the generators of successful family businesses and new jobs.

Keywords: training, mentoring, female leaders, competences, development.

Jel Classification: J53

INTRODUCTION

Leadership is one of the key factors influencing the development of the company, whether it is about a business entity whose product are material goods or it is a company with a service activity. The dynamic development of society requires leaders with high performance and emphasized the ability of motivation and achievement of daily positive

¹ **Violeta Milenkovska**, PhD, Full Professor, University of Tourism and Management in Skopje; **Mirjana Markovska**, MSc, Markovska&Andrevski Law Office, Skopje; **Ljubisha Nikolovski**, PhD, Associate Professor, Agency for Promotion of Entrepreneurship of the Republic of Macedonia, Macedonia.

impact on effecting employees of the company. Leadership is generally defined by the following major elements:

- Leadership is the process,
- With the leadership is exercised influence,
- Leadership occurs in the context of a group, and
- Leadership exists in terms of achieving the goal.

The impact on the other, the leader achieves thanks to the characteristics that distinguish and which include: love for the work and for people, honesty, self-confidence, know how, intelligence, confidence, adaptability, communication, objectivity, ability for team coordination, sanity, compliance and other real lasting value. This impact on the rest is the influence which the leader achieves without coercion or influence on the employees in a manner that creates trust, respect and implementation of effective actions aimed at achieving established changes and achieve the established objectives of the company.

For this purpose, in this paper we attempt to promotion of women's leadership in the organization, and how it will affect the efficiency of the management and implementation of organizational goals and objectives. In addition, studies have focused on investing the management in professional development and career advancement, or on what level is the employee participation, especially women and women leaders of these trainings for leadership, mediation and arbitration.

The paper focuses on the following theses: (1)The investment of the organization in promoting women's leadership and alternative methods for resolving business conflicts, create conditions for increasing the awareness of their greater use in the organization and its environment, and (2) Participation of employees—current and potential women leaders, in the training on leadership, mediation and arbitration, will directly affect the reduction of business conflicts, and effectively address the current by applying alternative methods—arbitration and mediation.

Women's Way of leading is recognizable. Analysts believe that in the small business job quality is relatively low, salaries are generally lower, and the solvency has fewer than in large enterprises. But on the other side, studies of women entrepreneurs / leaders, show that women offer basically the same conditions of employment. Despite this women entrepreneurs and leaders offer:

- reimbursement of costs and flexible working hours,
- share in profits
- additional opportunities for parental absence and actual birth.

1. CHANGES

In recent years the world has a tendency in exceptional increase in interest on leadership. That is the logical consequence resulting from growing changes in the environment, and therefore will not be wrong if we say that has never been a greater need for the leaders as today. Leadership in modern organizations is bound to change. The requirement for progress and success of the organization requires leaders to not only adapt to organizational changes, but to create changes by themselves, to be "spiritusmovens"— a leading force in the future. Changes and leadership refer each other as two sides of the same coin. Basically the essence of leadership comes down to the ability of the leader to develop an idea, and then to inspire and encourage followers to its realization. People can not stretch to plan and

analysis of the current situation. What drives them to follow their leader is the clear common purpose and unity of ideas, inspiration and encouragement.

The phenomenon of entrepreneurship is in causal connection with the phenomenon of change. As changes occur because of some entrepreneurial activity and entrepreneurial initiatives result in response to some change.

The world today is in many ways different from the one that are used to the older generations. One of the key factors that defines today's world is the word CHANGE. This word is not new, but at least it would be wrong to claim that the changes were not before. Rather, human civilization, what we know today, is a result of numerous and constant changes in all aspects of its development over several thousand years.

What changes cost major determinants of today are:

- high dynamics of changes
- high intensity change,
- numerous routes of the change,
- resultant turbulence in the environment,
- huge, often unexpected effects of the main subjects of development (the person, family, company, country, other forms of organization).

The phenomenon of change occurs in the cause - effect relationship with the major megatrends that shape today's world. Among these megatrends (which are also found in the cause - effect relationship) are excluded:

- globalization (arising from the processes of deregulation and liberalization, but also acts as a return on their further intensification),
- technological developments,
- structural changes,
- sectoral changes,
- institutional change,
- demographic changes,
- sociological change, and
- the psychological changes.

Turbulent environment sets new, increasingly numerous and increasingly difficult challenges to all subjects of development. On the other hand, the development and even survival of the subjects of development depends on the answers provided by them to these complex challenges. It is clear that the answers to those changes in the environment require changes in the very subjects of development. In this sense, the changes are related to learning or practical leadership skills. The learning comes from the thoughts and ideas created as a result of the experience. This is a "learn by doing" or experiential process. Experiential learning takes place when a person is involved in an activity, looks back at it critically, determines what was useful or important to remember, and uses this information to perform another activity. In the past few years, research in the area of experiential learning has strengthened this approach by adding several key processing steps beyond simply doing the activity or experience (Boyd 2001).

The success of changes depends on the extent to which these internal changes are in harmony with the changes in environment.

The design and implementation of necessary changes must always take into account the factor intensive increasing competitiveness. In other words, changes that would guarantee the success of any entity simply can not be a copy or replica of the successful changes in other subjects. They must contain in themselves anything specific, something

that subjective entity is different from all other entities or successful change implies a certain degree of innovation and creativity.

Entrepreneurship has always been constituted an adequate response to the challenges of the environment. Now, though the challenges of the environment are more demanding than before, almost all individual powers contained in the displayed megatrends and their resultant, acting expressed stimulating than ever before the phenomenon of entrepreneurship.

2. CONFLICTS

Conflicts are an unavoidable part of everyday life. Given that there are two people who do not think or feel identical, the differences, the differences of opinion and conflicts represent an inevitable part of any relationship. Through conflict we get to know each other's differences and searching for ways to bridge those differences. The conflict will be constructive when differences would see as normal, and the conflict as a chance to find better solutions and to improve the relationship.

In conflict resolution should be considered that every conflict has its own momentum, as a result of the dynamics of the reason that it causes. Therefore, to "petty" conflicts not become insoluble problems and conflicts, the conflict as a phenomenon should be monitored, analyzed and maintained within the limits of the unity of opposites. Conflicts:

- research provides the optimal research results,
- provides planning reality of the plan,
- in preparation reduces productivity,
- the execution reduces cost, and
- interventions in reducing the organization.

Many people think that conflicts as themselves are bad, so they avoid them or do everything to "win." If we do that, conflicts will be repeated and we will have experience that "is happening all the same things that we did / tried and there is still no solution." If it takes longer, it is likely that there will be new problems, additional difficulties in communication, loss of trust in the other party, discontent interrelationships, even discontinuation of contact. In such cases, the only possibility for conflict resolution can be a conversation through a third, neutral party.

When conflict, mistrust and dissatisfaction with the relationship grow, people may find it difficult to get out of their positions and make a move towards a solution. Sometimes they want to crack and settle the dispute, but fear that their failure and making the first step, the other side would characterize it as weakness and withdrawal. When the conflict is followed by distrust, disappointment, anger, fear or pain, it is very difficult to objectively assess the conflict and the role of the other. It is more difficult to come to a solution that is in the common interest and acceptable to both sides. In all these cases, the mediator helps the emotions express in a functional way, to perceive the position of the other side and open up various possibilities for response. He helps the feuding parties to express their feelings and find ways to meet their own needs while taking into account the needs and interests of the other side.

3. ARBITRATION AND MEDIATION

Business grows fast, the trend of intensive cost reduction, increased efficiency, technological benefits with opportunities for instantaneous transfer of information, mobility in all segments of life impose the need to overcome the traditional leading of court proceedings and to seek new ways for effectively resolving disputes and conflicts through initiating alternative procedures such as arbitration and mediation.

Arbitration is a method of resolving disputes, which is an alternative to state court trial and is based on the free will of the parties. Arbitration is widely spoken institute for resolving disputes between involved subjects. World global corporations chose this particular way of resolving disputes as a substitute for lengthy litigation, guided primarily by the advantages of arbitration manifested in short deadlines, impartiality, choice of arbitrators on their own will, lower costs, an done instance of procedure. The contracting of arbitration as an alternative method of resolving dispute is the free disposition of the parties, or it is considered to be agreed if in the agreement is inserted an arbitration clause.

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In terms of promotion of arbitration, as far as the low interest of domestic entities to resolve disputes with this alternative method, there are several reasons:

- lack of a tradition of using this method,
- absence of an arbitration clause in contracts.
- Insufficient affirmation and ignorance of the benefits of arbitration,
- Mistrust.
- manipulation of the party, wants to use more time throughout the proceedings,
- contracts prepared by people who are not professional enough.

Mediation is an alternative method of resolving dispute, which by peacefully negotiation of the parties in the presence of a neutral third party mediator, declaring non-violent communication, tolerance and mutual understanding are coming up with a solution to the dispute, which is proposed and accepted by both (all) sides.

Mediation is applied in the disputed relations between physical and legal entities, in which the parties may freely dispose of their claims, unless there are no restrictions by law, regardless of whether it is implemented before or after the commencement of judicial or other proceedings. Mediation is applied especially in proprietary, family, work, labor, consumer, insurance disputes, disputes in the field of education, protection of environment, disputes regarding discrimination and other contentious relations of mediation, even in criminal disputes if by special law is not excluded its use.

4. MENTORING

Mentoring and coaching have become a part of the everyday workplace contributing to increased job satisfaction, personal productivity, and employment stability within an organization. Mentoring and coaching are about supporting individuals. Articles in the

popular press, as well as in academic journals, cite increasing evidence that mentors and coaches play a major role in people's career development (Mincemoyer and Thomson 1998). The process of mentoring and coaching has been described as continuous, rather than a one-time event. The roles of mentor and coach are directed toward the improvement of three functions: skills, performance, and development.

In the attempt of trying to define mentoring are determined several definitions that can be set aside as the following: Mentoring is a personal developmental relation in which a person with more knowledge and experience imparts knowledge and directs the person with smaller quantum of experience and knowledge. For advancing the status of women, it is extremely important and that above mentioned—establishing a voluntary partnership and educational relation in which the mentor through their professional knowledge and experience give support to a woman entrepreneur - professional - a future leader or a follower, which is in its professional beginnings. This relation is based on mutual respect and trust, and manifests itself through mutually consideration of business issues, analyzing the challenges and giving constructive advices.

A study by (Allen and Eby 2003) on mentor effectiveness found that mentors reported higher quality mentoring relationships and greater reciprocal learning when paired with a mentee who was similar in gender and other demographic characteristics, along with having perceived similarities in attitudes, values, and beliefs.

Mentoring as a model has been extensively promoted internationally and for the time being in the world gives excellent results. This is because such a relation has a positive impact on the mentor, and manifests itself in experiences that mentor will acquire through the process and the personal satisfaction of transferred knowledge and experience. We must not ignore the fact that while at first glance, the above reasons seem "naive" argument to motivate potential mentor, practice shows that they are important and they have a remarkable share in the expansion of mentoring.

Necessity is the engagement of all forms of association of women (associations, unions, etc.) By organizing educational events in through which you learn about the experiences of professionally accomplished and successful people—who will share their experiences, difficulties, ways of bridging. These events are certainly an opportunity for exchange and analysis of observations to establish a systematic and methodical activities to improve the status of women, where the role of the already mentioned professionally accomplished women is priceless and in the sphere—successful women acting as mentors. Undoubtedly, the most comprehensive is the benefit (particularly in corporate operations) from the application of mentoring that will practice both gender groups on all employees, with the role of leader male who is a mentor to a woman is particularly important. Today most of the leaders are male and if these arguments are not explained to the benefits (personal, professional and social) of mentoring as a world process, change the situation and progress on the issue—women in leadership positions—would not be observed.

Finally, the overall methodological approach to the mentoring as Institute—with the established techniques of mentoring, coaching, typology, knowledge of modern research programs for corporate mentoring, techniques for selecting a compatible mentor and protégé, business - mentoring etc., must be accepted as a choice the most appropriate models whose application to objectively assessed conditions in Macedonia, not only will succeed in advancing the status of women, but in the most general sense—would mean creating quality leadership profiles, thus realized another undoubted step of progress in many areas of the entire social life of Macedonia.

A comprehensive summary of the existing literature on mentoring of adult learners, in the context of the Cooperative Extension System as a learning organization, reveals that structured organizational mentoring is needed in Extension to prepare and develop individuals to be future leaders in the organization (Denny 2016).

Organizational trends toward competency-based training in the workplace have resulted in increased responsibility for providing learning development opportunities and career support to employees. Workplace mentoring is one strategy for facilitating that career development and support and has been shown to effect a wide range of positive outcomes for mentees (Eby et al. 2008).

Mentoring is the establishment of a voluntary partnership and educational relationship in which the mentor through their professional knowledge and experience supporting a woman entrepreneur who is his professional beginnings. This relationship is based on mutual respect and trust, shown through mutually consideration of business issues and challenges and provide constructive advices. Mentoring model as a wholesale is promoted internationally in the whole world and for the time being gives excellent results.

Today within modern companies exist "teachers" (Coach-s) who expanded their role of providing instruction to learning and innovation. They are increasingly involved in additional tasks, such as development of human resources, vocational training and informal knowledge transfer, assessment of competencies and so on. The subject of their work could be different range of knowledge, skills and attitudes that relate to the interaction of the individual and the system in which it operates. Specifically are excluded the following areas:

- to promote the personal style of leadership,
- effectively influence their colleagues,
- effective communication,
- develop confidence,
- develop strategic thinking,
- align personal goals with the goals and values of the company,
- linking business objectives with its capabilities and forces,
- taking responsibility for personal development,
- taking responsibility for the development of personnel in its organizational unit,
- coping effectively in the processes of change,
- quick decision and action,
- effective negotiation and presentation,
- time management,
- stress management,

as process that has a distinctively personal relationship, clear purpose and structure, the coaching must be continuous and fully adapted to the user.

The goals of mentoring are (Kutilek and Earnest 2001):

- provide an open atmosphere for dialogue,
- enhance and provide motivation for job performance, creativity, and the acceptance of responsibilities with confidence,
- provide assistance with process skills and direction toward available resources, and develop potential for professional growth and development,
- provide a practical view and assist in focusing more sharply on particular roles and responsibilities, along with updated approaches to carrying out responsibilities,

- develop a continuing sensitivity to social, economic, and political changes and provide practical competencies to deal with these situations; and
- enhance the concept of the total program of the organization by experiencing differing situations and environments, and thus expanding the new employee's competencies.

Without major effort in organizational coaching and mentoring programs, organizations and companies will not benefit from employees' abilities and potential.

According to (Franz et al. 2009), for transformative learning to take place, five specific variables are needed in the learning environment of a mentoring relationship: (a) strong partner facilitation, (b) critical reflection, (c) a critical event, (d) difference between partners, and (e) the coexistence of independence and interdependence.

Additionally, peer mentoring, in which colleagues are mutually involved in enhancing reciprocal learning and development without a defined power dynamic or hierarchy, is preferable to a manager-subordinate type of mentoring relationship (Kram and Lynn 1985; McDaugall and Beattie 1997).

Eby et al. (2008) conducted a quantitative review of existing mentoring research in the three primary categories of mentoring—youth, academic, and workplace. They found that workplace mentoring was significantly correlated to career attitudes, work attitudes, and some career outcomes, such as situational satisfaction and attachment. This finding was supported by prior research conducted by Allen et al. (2004) and Underhill (2006).

5. SAMPLE SURVEY, TECHNIQUES AND MEASURING INSTRUMENTS

The survey was conducted on a representative number of 130 respondents from the public and private sector in the period from January to March 2014.

Target groups: managers (52 respondents) and employees (78 respondents). The research used the following research techniques: surveys, interviews and content analysis. Methods used in this research are as follows: Method of survey; Method of analysis and synthesis; Method of abstraction and concretization; Comparative method; Descriptive method. Measuring instruments used in this research: A questionnaire (for each target group of respondents); Scale views.

Particulars of the companies

Type of company: Public company / institution = 6; Private company = 18;

Size of the companies based on the number of employees: Up to 9 employees = 10 companies;

From 10 to 50 companies employees = 9 companies; From 51 to 250 employees = 5 companies;

Particulars of the respondents

Status: Founder of the company = 40 persons; Top Management = 4 people; Middle Management = 8 persons; Employee = 78 people;

Out of the total of 52 people – managers (founders, top management and middle management): 39 women and 13 men.

Level of Education: Primary education = 0; Secondary education = 24; College education = 31; Higher education = 70; Master/PhD degree = 5;

Gender: Men = 42; Women = 88;

Age: Up to 30 years = 12 respondents; 31-45 years = 41 respondents; Over 45 years = 77 respondents

6. ANALYSIS OF RESULTS

Thesis 1 treats the impact of the investment of the organization in promoting women's leadership and alternative methods for resolving business conflicts in order to create conditions for increasing the awareness of their greater use in the organization and its environment. According to the survey, attitudes of managers and employees in terms of the investment of the organization in promoting women's leadership and alternative methods for resolving business conflicts (independent variable) in Table 1.1 include questions or propositions 1,2 employees and 1,2 managers of the questionnaire.

Table 1. Questionnaire for thesis 1

1	Do you think that with adequate investment in promotion, mediation will become the primary form of dispute resolution, and the court will be an alternative means in case no agreement reached?
2	Whether investing for issuing specialized revue for leadership, arbitration and mediation will have a positive impact on the overall climate associated with their greater use?
3	Promotional activities to increase awareness of the use of women's leadership and alternative methods - arbitration and mediation.
4	Specialized revues for leadership, mediation and arbitration have a positive impact on increasing the awareness of women's leadership and implementation of alternative methods, mediation and arbitration.

The outline of a continuum for the independent variable (1) is 4,375, which means excellent results and shows that employees and managers have a high regard and commitment to invest in the promotion of women's leadership and alternative methods for resolving business conflicts. The dependent variable (2) refers to the views of employees and managers about how investing in the promotion resulted in increased awareness of women's leadership and implementation of alternative methods mediation and arbitration.

The dependent variable in the same table is presented with questions or statements 3, 4 employees and 3, 4 for the managers of the questionnaire. The line of the continuum is 4,278846154, or in the scale of values is evaluated as an excellent result (Fig.1).

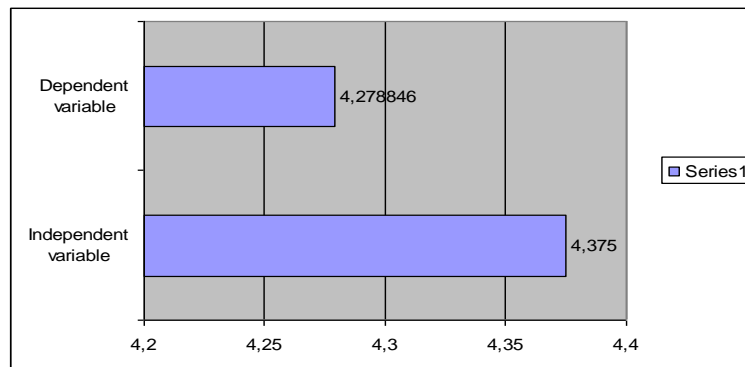


Figure 1. Qualitative changes of the independent and dependent variable thesis 1

Table 1.1. Results of the survey responses for thesis 1

Independent variable					Investment in promotion						
Type of respondents	Question number	Yes	Som- etimes	Not	Number of respon- dents	Yes x 5	Sometimes x 3	Not x 1	Total	Points	
1	2	3	4	5	6	7	8	9	10	11	
employees	1	60	12	6	78	300	36	6	342	4,3846	
employees	2	62	11	5	78	310	33	5	348	4,4615	
managers	1	40	8	4	52	200	24	4	228	4,3846	
managers	2	39	7	6	52	195	21	6	222	4,2692	
A set of points:									17,5		
A set of points / number of questions:									4,375		
	Dependent variable	Raise awareness of women's leadership and applying alternative methods Mediation and Arbitration									
employees	3	52	16	10	78	260	48	10	318	4,0769	
employees	4	53	17	8	78	265	51	8	324	4,1538	
managers	3	42	6	4	52	210	18	4	232	4,4615	
managers	4	41	7	4	52	205	21	4	230	4,4231	
A set of points:									17,115		
A set of points / number of questions:									4,2788		

Source: Mirjana Markovska, Leader Role of Women in the process of resolving business conflicts by applying alternative methods, Master Thesis, Skopje, 2014.

From the above it can be concluded that the independent and dependent variable on the scale of values ranging between 4 and 5, meaning they have expressed a match and give excellent results which prove the thesis 1: The investment of the organization in promoting women's leadership and alternative solving business conflicts create conditions for increasing the awareness of their greater use in the organization and its environment. Table 1.1 presents the results of the respondents' answers.

Thesis 2 treats participation of employees - current and potential women leaders, in the training on leadership, mediation and arbitration, and affect in the reduction of business conflicts. According to the survey, attitudes of managers and employees in relation to the training and mentoring in the field of leadership, mediation and arbitration (independent variable) in Table 2 include questions or statements 5,6,7 employees and 5,6,7 managers of the questionnaire.

Table 2. Questionnaire for thesis 2

5	Do you think that the employees' participation in training courses and mentoring, especially the existing and potential female leaders, the subject of such courses being the basic principles of leadership, shall help increase their competences?
6	Do you think that the employees' participation in training courses and mentoring, especially the existing and potential female leaders, the subject of such courses being the basic principles of mediation and arbitration, shall help increase their competences?
7	Do you think that training courses and mentoring on mediation are useful in disputes and conflicts resolution between employees and employers?
8	Training courses and mentoring meant for professional development of women will contribute to increase their capacity for career development.
9	Judiciary, mediation and arbitration are complementary.
10	Mediation training and mentoring will increase the competences of the participants in the decrease of the number of business conflicts and effectively address the current conflicts.

The outline of a continuum for the independent variable is 4,286325, which means excellent results and shows that employees and managers have a high regard and commitment to participation in the training and mentoring on leadership, mediation and arbitration.

The dependent variable refers to the reduction of business conflicts, and effectively address the current by applying alternative methods - arbitration and mediation. The dependent variable in the same table is presented with questions or statements no.8,9,10 for employees and 8,9,10 for managers of the questionnaire. The line of the continuum is 3,916667, that is the scale of values is seen as a good result (Fig.2).

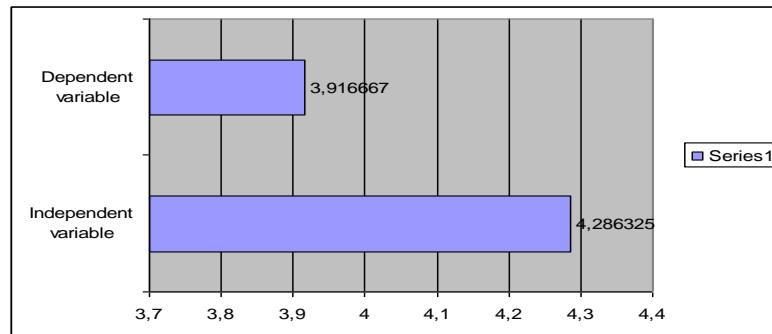


Figure 2. Qualitative changes of the independent and dependent variable thesis 2

From the above it can be concluded that the independent and dependent variable on the scale of values ranging between 3 and 4, which means they have relatively overlap and provide adequate, good results which prove the thesis 2: Participation of employees—current and potential women leaders, in the training on leadership, mediation and arbitration, will directly affect the reduction of business conflicts, and effectively address the current by applying alternative methods—arbitration and mediation. Table 2.1 presents the results of the respondents' answers.

Table 2.1. Results of the survey responses for thesis 2

Independent variable		Training and mentoring in the field of leadership, mediation and arbitration								
Type of respondents	Question number	Yes	Sometimes	Not	Number of respondents	Yes x 5	Sometime s x 3	Not x 1	Total	Points
1	2	3	4	5	6	7	8	9	10	11
employees	5	48	20	10	78	240	60	10	310	3,9744
employees	6	51	19	8	78	255	57	8	320	4,1026
employees	7	63	10	5	78	315	30	5	350	4,4872
managers	5	40	7	5	52	200	21	5	226	4,3462
managers	6	39	8	5	52	195	24	5	224	4,3077
managers	7	43	5	4	52	215	15	4	234	4,5
A set of points: 25,718										
A set of points / number of questions: 4,2863										
Dependent variable		Reduce business conflicts and effectively address the current								
employees	8	62	15	1	78	310	45	1	356	4,5641
employees	9	17	50	11	78	85	150	11	246	3,1538
employees	10	57	14	7	78	285	42	7	334	4,2821
managers	8	45	5	2	52	225	15	2	242	4,6538
managers	9	7	38	7	52	35	114	7	156	3
managers	10	30	14	8	52	150	42	8	200	3,8462
A set of points: 23,5										
A set of points / number of questions: 3,9167										

Source: Mirjana Markovska, Leader Role of Women in the process of resolving business conflicts by applying alternative methods, Master Thesis, Skopje, 2014.

CONCLUSION

The research in this paper is focused on the promotion of women's leadership, as well as alternative methods of resolving conflicts in business, or conditions, obstacles and opportunities for increased inclusion of arbitration and mediation in the world and particularly in Republic of Macedonia. The latter, even more since the trends of intensively reducing costs, increasing efficiency, technological benefits with opportunities for instantaneous transfer of information, mobility in all segments of life, impose the need to overcome the traditional leading of court proceedings and to seek new effective ways to resolve disputes and conflicts through initiating the above mentioned alternative procedures—Arbitration and Mediation.

On the other hand, in that sense, an attempt is made to explore the definition, impact, role and importance of the woman leader in the implementation of the above-mentioned alternative methods in resolving conflicts between actors in entrepreneurial business and the business of internal and external level.

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