

Aspects Regarding Roma Employment in Advertising Agencies

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Abstract

The overall objective of this paper is to identify the characteristics of Roma's employment in advertising agencies. The Roma population was mentioned a century ago in the history of Romania. They have developed mostly as a marginalized social and demographic category. They are renamed as practicing certain jobs that in value some specific skills, mostly in metal processing, wood carving, occupations are considered as a family legacy. They are also well-known for their music and dance talent. For the overall objective, qualitative research is conducted based on interviews, through a semi-structured interview guide. A specific set of questions are addressed to Roma employees in advertising agencies, but also to managers in advertising agencies where Roma employees work. The results of the research highlight the way Roma people approach and are approached by the advertising domain, both as co-workers and as subordinates. From the point of view of the integration in the team, ethnicity is not an issue. Referring to the hierarchical point of view, even as it has its specificity in the knowledge-based organization, as the advertising agency is, the managers value the skills of their employees, without any discrimination of ethnicity; the knowledge, hard-working and skills being the only evaluation criteria. The employment of Roma people in advertising may offer further research topics about this ethnicity as well as about others.

Keywords

Roma employment; advertising agency; integration; motivation.

Introduction

This paper aims to find out the characteristics of Roma employment in advertising agencies, to find out how they interact, integrate, how they behave, what positions they hold in the field of advertising, but also how they coexist with others, what cultural traditions, linguistic, religious and the history the Roma persons have. The two important aspects analyzed in depth in this paper are their access and integration into the labor market.

Romania's minority groups are even more difficult to be accepted in society, they are considered a danger to others, and Roma's access to the labor market is quite difficult. The topic focuses on a delicate topic, the difficulty of the Roma to get a job, to get rid of poverty, and negative stereotypes in society. The evolution of Roma communities is highlighted, focusing on how they managed to enter the labor market and develop their careers. The advertising industry is a field that young Roma prefers, and to obtain a position in an advertising agency, they pursue certain specialized studies or undergraduate, master, or doctoral studies.

Advertising agency as a knowledge-intensive organization

Knowledge is the strong point of knowledge-intensive organizations. Knowledge is the new source of strength for organizations. With the advancement of technology, many jobs based on physical effort have disappeared: organizations have begun to evolve, focusing on high intellectual effort. The more specialized employees are in what they do, the more employers try to create a more pleasant work environment for them and apply new methods of motivation.

Knowledge-intensive organizations have an adhocratic structure, with a high degree of autonomy, ambiguity, and flattened organizational hierarchies, use flexible, ad hoc, and adaptable organizational forms. With the emergence and development of organizations in which employees must rely on the knowledge, the emergence of a new type of management, the anthropocentric one, was favored: "It's not just about using more and better people (people as a means), but first of all to consider people as the ultimate goal and to see what the organization can and must do for them in order people to accomplish themselves in and through work" (Leovaridis, 2008a, pp. 186, 194, 204). Broadly speaking, knowledge-intensive organizations are those that provide knowledge or knowledge-based products on the market; these products can be plans, prototypes, sketches, licenses, human training, symbolic messages, or products based on the research of the research and development department (Leovaridis, 2008b, p. 850). The knowledge-intensive organization produces intangible intensive knowledge, services in which the specific competence and knowledge of the professionals in the field have been invested (Svensson, 2003, p. 3).

The classification of the advertising agency in general in the category of adhocratic organizations (with flattened hierarchies, decentralized management, and decisions taken by self-responsible groups, etc.), and moreover, knowledge-intensive, knowledge-based, was dictated by the very nature of its activity - the advertising agency is an organization whose operation, in the activity of advertising campaigns elaboration, is based not on material goods, but intangible ones, on message, idea, suggestion, despite their physical support (poster, tape video, etc.). The effort of the creators of these intangible assets, of the creatives in the agencies, whose competencies constitute the most important capital of the agencies, is essential, therefore the investment in their development and satisfaction must be put at the forefront of the managers of these organizations.

Knowledge-intensive organizations are *non-managerial* in the classical sense, management having a limited part in terms of strategy, and "image and organizational

identity management become aspects of organizational control" (Alvesson, 2004, p. 176). Decision-making becomes a process of negotiation, of building consensus. Another aspect that places communication agencies in the category of knowledge-based organizations is the ability to solve complex problems through innovative solutions, and in this context, communication agencies excel, working closely with customers and providing creative solutions and relevant results (Treem, 2016, p. 2).

Advertising agencies are considered engines of innovation, being organizations that have always embraced trends and built creative ideas based on them (Miles, & Green, p. 38). The evolution of technology appears as a catalyst for innovation: the Internet, social networks, digital television, e-mail, smartphones - all were seen as opportunities to create and distribute innovative content, to develop new mechanisms and strategies in the effort to collect audience data and integrate new digital tools into campaigns, such as virtual reality, artificial intelligence, etc. In this context, innovative behavior is closely linked both to the creativity of employees (Dodgson, Gann, & Salter, 2006, pp. 333-346) and to the communication between them (West, 2002, pp. 123-167). This management specific to knowledge-intensive organizations promotes communication between employees, regardless of the position they hold, and they feel free to raise and discuss issues openly, but also to share knowledge (Arif, Zubaier, & Manzoor, 2012, pp. 2-3).

Roma between tradition and present

In 1385, the settlement of the Roma on the land of Romania is mentioned for the first time. It is about a real estate near Vodiță Monastery offered by Dan I, prince of Wallachia, along with all the 40 Roma that belonged to it. Around 1390-1400, in Transylvania, a *boyar* Costea from Făgăraș County-owned 17 tents Roma under his rule. The Roma from Transylvania were led by a voivode, boyar, or monastery and had the status of serfs (an agricultural laborer bound by the feudal system who was tied to working on his lord's estate). In 1595, Ștefan Răzvan is crowned on the throne, the first Roma ruler who helped Mihai Viteazu in the fight with the Ottoman Empire (Sandu, 2005, pp. 5-7). Mircea cel Bătrân also had over 300 Roma under his rule. In Brașov, in 1416, the existence of the Roma on this Romanian territory was already known, and in 1428 Alexandru cel Bun, prince of Moldavia, offered 31 families of "gypsies" to a monastery which was located in Bistrița (Grigore, & Sarău, 2006, pp. 17-18). During this period, the Roma were considered serfs, they had to obey the orders of the leader. Those who owned Roma could sell, buy, beat, close, put them to excessive work without the right to a break, leave them as an inheritance to the successors (Petcuț, 2009, p. 10).

After the achievement of the Great Union and after the formation of the Romanian State, the number of the Roma population increased significantly. The general census of 1930 mentioned 262,501 people declared themselves as gypsies, ie 1.5% of the country's population. At that time, 221,726 Roma (84.5% of the total) lived in villages, and 40,775 (15.5%) in cities (Petcuț, Grigore, & Sandu, 2003, p. 66).

The interwar period becomes very important for Roma communities, as it begins with the rise of the Roma emancipation movement. Roma associations were established,

one of them being the General Association of Gypsies in Romania, which was created in March 1933 in Bucharest, by Calinc I. Popp-Șerboianu. This association focused on and wanted to solve problems such as: setting up schools, special workshops for Roma, highlighting and solving illiteracy problems, issuing publications that tell about the history of Roma, colonization of all nomadic Roma, etc. (Achim, 1998, pp. 128-129). In October 1933, the General Union of Roma in Romania was founded, led by President G. A. Lăzărescu-Lăzurică (Roma writer and journalist) (Petcuț, Grigore, & Sandu, 2003, p. 68).

During the communist period, the General Roma Union was abrogated, because it acted as a political party of another nature, not oriented towards communism. With the abdication of the king, Romania becomes a Republic, led by Gheorghe Gheorghiu-Dej. The Roma were marginalized, especially those who were considered gold-holding by the authorities, many of them were arrested, imprisoned, and sent to forced labor camps along with those who were against the regime (in Aiud, Pitești, Sighet, Gherla, and Canalul Danube - the Black Sea). Many of the Roma, during the communist period, worked as day laborers in the field of agriculture, for C.A.Ps or I.A.S, or worked on nearby farms. For their work, they received food and money in the fall, to easily get through the cold weather. The employment of Roma, especially Roma women in factories, plants, and mines is another stage of the communist regime, which is based on nationalization and industrialization. From 1966 onwards, all citizens, regardless of ethnicity, were required to attend school for education, but the greatest problem for Roma communities was that they did not have sufficient financial resources to send their children to school and to buy their strictly necessary school supplies. Teachers put a lot of emphasis on the origin and ethnicity of children, making differences between them in terms of grades, averages, and teaching methods for each pupil (Petcuț, Grigore, & Sandu, 2003, pp. 73-79). A positive part of the communist regime for Roma communities is the fact that all children were required to go to school to have a high level of education. The Roma were given other homes that had the necessary utilities for daily living (electricity, water, power plants, sewerage), to give up slums (Voicu, & Tufiș, 2008, p. 8).

Roma communities have practiced several occupations in the past, but the most important of these have been preserved to this day, from generation to generation. The Roma are famous for processing iron (they made tools that could help people in agriculture - hoe, rake, shovel, etc., they made padlocks and locks for gates, horseshoes for horses). Another profession practiced by the Roma is locksmithing, which strictly deals with the repair of iron objects (keys, locks, hinge, etc.). Tinsmithing is another occupation of Roma communities, which is based on sheet metal processing, which is helpful on the roofs of houses. The Roma clan tinsmiths were called "*gabori*". Another profession from which the Roma earned their money is the processing of copper, as important as the processing of iron. This profession is also called "*cauldron*" and was performed by the Roma called cauldrons, they made boilers for wine/brandy, household utensils, tin to cover the churches. Another occupation similar to the two is the processing of precious metals, which were handled by *rudari* (*rudders* - generally, Roma persons that provid gold to be processed) and *zlatari* (generally, Roma persons that process and trade jewellery). The rudders were the ones who had the responsibility to find and bring the gold for processing, and the zlatari had the duty to make gold

jewelry. After some time, gold was replaced by silver, the Roma creating from it precious silverware (bracelets, brooches, clasps, earrings, rings, etc.). *Woodworking* is another area in which Roma communities have excelled over the years: the Roma woodworkers made dowry boxes or round tables, with three legs, typical of today's coffee, cabinets, and swings for children. The *corfarii* made baskets from hazelnut twigs and sold them. Some of the Roma people (*lingurarii* – comes from *lingura* - spoon) were specialized in wood cutlery, most of which were spoons, poles, and wooden pallets. There was another job-specific for Roma: *albieri* – making wooden basins for dish and kitchen utensils washing. The Roma bricklayers took care of building brick houses. The most beloved profession by the Roma is and will remain the fiddle, this profession is a family legacy, it is practiced at special events (weddings, baptisms, anniversaries), many sing in groups on violins, tambourine, accordion, bass, bagpipes, whistle, clarinet, etc. (Petcuț, Grigore, & Sandu, 2003, pp. 92-101).

In the past, the Roma avoided recognizing their ethnicity, which is why many of them did not declare themselves Roma in the census. In the 1930 census, 242,656 Roma are registered, in 1956 this number is reduced to 104,216. In 1966, the lowest number of Roma so far was 64,197. In 1977 there are 227,398 Roma registered, in 1992 there are 401,087, and in 2002 - 535,140 Roma. The last census of 2011 shows that the Roma have become proud of their ethnicity, their number being 621,573. In 1977 66.68% of the Roma lived in rural areas, and 33.32% in urban areas, in 1992 - 58.62% in rural areas and 41.38% in urban areas, in 2002 - 60.98% in rural areas and 39.02% in urban areas, and at the last census in 2011 statistics show that 62.89% of Roma lived in rural areas, and 37.11% in urban areas (Horvath, 2017, pp. 20-23).

The Roma population represents about 6.1-6.3% of the total population of Romania. The areas most populated by Roma communities are: central Romania - 10.1%, followed by South Muntenia (Teleorman, Giurgiu, Ialomița, Dâmbovița, Călărași, Prahova, Argeș) and Bucharest with a percentage of 6.9%, North -West (Bihor, Cluj-Napoca, Satu Mare, Maramureș, Bistrița-Năsăud) by 6.0%, then the South-East of Romania (Brăila, Buzău, Constanța, Tulcea, Vrancea, Galați) by 5.6%, Southwest (Ilt, Vâlcea, Dolj, Gorj) with 5.4%, West (Timiș, Arad, Caraș-Severin, Hunedoara) with a percentage of 4.5% and Northeast of Romania (Iași, Bacău, Botoșani, Neamț, Suceava, Vaslui) by 4%. The Roma prefer to stay in the city, and if they do not have this possibility, they want and look for houses located as close as possible to the big cities (Institute for the Study of National Minority Problems, 2009, pp. 2-3). Given the statistics from 2011, the average age of Roma communities is 24 years, with a higher percentage being children between 0 and 14 years, and the percentage of the elderly is only 5% (Cace, Ilie, Stelian, & Mărginean, 2002, p. 7).

Roma salaries are not very high, because many of the Roma men are not qualified, they are farmers or day laborers, and the women are housewives, they stay at home and take care of the children. This is an important factor of poverty in Roma communities, a single minimum wage in the economy can not provide a family with a child strictly necessary, but a family with 4-5 children. How the Roma still gets money are social benefits, pensions, income from land work, disability pension, income that represents unemployment benefits or trade activities (Cace, Ilie, Stelian, & Mărginean, 2002, pp. 17-20).

Regarding the comfort of Roma houses, only a little over a third have a proper kitchen, only one in 5 homes has a bathroom, only 2 out of 10 homes have water toilets in the house, while one in 10 homes does not have any toilet; only 31.6% of homes are equipped with running water (1.8 times less compared to the national average). Due to the material situation, the Roma decide to migrate both to rural Romania and foreign countries (France, England, Germany, Italy, Spain), the Roma choose this option to get more money, although those who pass the borders of Romania can barely write, the language of the country is learned during the stay there (Cace, Ilie, Stelian, & Mărginean, 2002, pp. 25-27). Research has shown that 87.4% of Roma families say they do not have the money to buy what they need for bare necessities (Zamfir et al., 1993, p. 115).

Illiteracy is one of the main reasons for the non-integration of Roma on the labor market, employers do not place as much emphasis on qualification as they put on people's ability to write, read, speak, but also on their general culture. 20.6% of Roma men are illiterate; while among women the percentage is 30.8%. Only 16.38% (87652) have a job with the necessary documents, 6.53% (34921) are unemployed, and 77.10% (412567) of the Roma are inactive, they work illegally, are students, are at retirement, are housewives, or work for neighbors. Women have a special situation, they are domestic and cannot provide labor. Regarding the employees, there is a big difference between those from rural and urban areas, in the rural area being only 21.52% Roma employees, while in the city there is 67.63%. The sectors of activity of the Roma communities are agriculture, the preferred field, in which 2.17% of them are active, forestry 0.77%, fishing, and fish farming 0.45%, extractive industry 0.31%, processing industry 0.75 %, electricity and heat-gas and water 0.36%, construction 1.11%, trade, and mechanics-car 0.87%, hotels and restaurants 0.37%, transport and storage 0.43%, post, and telecommunications 0.15% and financial, banking and insurance activities 0.04% (Cace, 2007, pp. 16-21).

Characteristics of Roma employment in advertising agencies

Research methodology

Given that advertising agencies rely on superior knowledge, creativity, and the ability of employees to face new challenges, this qualitative, interview-based research will be divided into two parts, precisely to capture the complexity of the phenomenon studied. The first part will aim to find out how Roma people are seen at work, how they behave in the job, what positions they hold in an advertising agency, why they chose this field, and what motivates them to stay in the advertising industry. The second part aims to find out how managers interact with Roma employees, if they differentiate between participants when a Roma person shows up for an interview and if they can manage the borderline situations that may arise or have arisen in the advertising agencies they belong to.

The general objective of the entire qualitative research is to identify the characteristics of Roma employment in advertising agencies, the aim is to find out as much information as possible about Roma people who hold a job in an advertising agency.

The interviews, based on a semi-structured interview guide, were applied to two groups of subjects, being conducted through the Skype platform, between May 1-15, 2020. For the first interview guide, consisting of 13 questions, the subjects were 10 people Roma working in seven different Romanian advertising agencies. The second interview guide, consisting of 11 questions, was applied to 7 managers of some departments of the advertising agencies from which we interviewed also the employees of the first batch of interviews.

For the first part of the research, three specific objectives were formulated based on which the interview guide was made: identifying how Roma are treated and integrated into advertising agencies, identifying the most common positions held by Roma in advertising agencies, but also their career development, identifying the reason why Roma choose a job in the advertising industry and what motivates them.

The second part of the research has following also three specific objectives: identifying the attitude that managers have towards Roma people at work, identifying how a manager manages a difficult/awkward situation in which employees are involved of Roma ethnicity and how it motivates them, identifying how a manager integrates Roma employees.

Data analysis and interpretation

Analysis and interpretation of data obtained from interviews with Roma employees from advertising agencies

Roma integration and acceptance in advertising agencies

The purpose of a question in the interview was to find out how Roma employees are treated in advertising agencies, but also how their integration took place. Only half (5 of the 10 interviewees) claim that they integrated into a maximum of one month and those who helped them were mostly co-workers: "I integrated from the first week of the test. The most pleasant thing was the warm way in which my colleagues and bosses received me. They helped me understand how I should coordinate all my projects and recruit girls for promotional campaigns. With this job I won the second family, I am very proud of this. You rarely find people who positively see you, considering that I am Roma" (A.V., Junior Marketing Specialist BTL).

Another 3 people claimed that no one was involved to help them integrate into the organization. They managed on their own and formed new friendships with other colleagues, from simple colleagues they became very good friends over time. Respondents confess that the integration lasted more than 2 months, but they are very satisfied with how things went: "I did not notice any involvement from the manager, more from colleagues. Everything went perfectly normally and on its own, I have many colleagues with whom I go out for a beer or whom I can rely on. It took some time, about a month or so, for me to have the courage to interact with all my colleagues and respect all my responsibilities" (D.I., Copywriter); "At first it was very difficult for me to adapt, I thought that no one would like me precisely because I am of Roma ethnicity,

I was expecting bad experiences, I had some such experiences in college that marked. I preferred to be alone for the first month and do my job, but things were changing day by day, I was pleasantly surprised by the way the other employees and bosses interacted with me as if I had been in the company for years" (MN, Advertising Account Executive).

The other 2 people answered directly that the one who helped them to integrate was the department manager, for one simple reason, their colleagues avoided him: "The manager is the one who helped me to integrate, he made me acquaintance with all colleagues because they kept rejecting or avoiding me when I asked for advice or instructions. The manager helped me with my daily activities and coordinated me most pleasantly" (J.W., Junior Marketing Specialist BTL).

It was noted that the vast majority (9 of the 10 interviewed Roma employees) are treated politely by colleagues and managers, even more than that, some of the respondents claimed that the reason for staying in the agency is due colleagues: "I consider that the collegial relationship is the reason why we stayed in this department, we are not so many and we understand each other very well. I think that if I hadn't had such a pleasant team, I would have left instantly, I wasn't interested in salary or other ways of motivating. The most important thing for me is to feel good with the people I work with" (A.V. Junior Marketing Specialist BTL); "I feel very close to my colleagues. Everyone asks me for advice and gladly accepts it. Others are huffier, but everyone respects me equally" (G.D., Art Director).

There was only one interviewee who claims that his relationship with the boss, but also with some colleagues, is not exactly good: "Some colleagues think they are superior, but I know what my status is and I do not follow the discussions. I also talk to most of them in my spare time. I don't get along with the manager at all, but I have other reasons why I still stay" (C.L, Junior Graphic Designer).

The functions, passions, and background of Roma employees in advertising agencies

The positions held by the interviewed Roma employees in advertising agencies are diverse. Two interviewed hold the position of copywriter in the creative department. Another two interviewed are Junior Marketing Specialist in the BTL department, six of the ten hold positions such as PR specialist, Art Director, Advertising Account Executive, Junior Graphic Designer, HR Manager: "I worked as a sales agent; in fact, this was my first job. I am currently a project coordinator (BTL)" (A.V., BTL Junior Marketing Specialist). Seven of the ten respondents confess that their first job was "a huge step", even if they worked as sales agents for certain telephone companies or as promoters.

Roma employees also have hobbies that stimulate them intellectually, they like to read, paint, make contact with other cultures through travel, relax by walking in the park, or doing sports. "I like to read, to travel, to do sports. My most important hobby is learning from mistakes and discovering myself more and more. Even if I don't have much time for myself, I like to keep my old hobbies, go to the movies, go shopping and listen to classical music" (M.N., Advertising Account Executive).

The interviewed claim that they are eager to try new things, to develop professionally, and to exceed their limits, they are ambitious people with great power of persuasion. Half of the interviewed say that they relax by going to the cinema, theater, opera or fishing. Other respondents have methods of relaxation such as: having some quality time at home with the family or with the pet in front of a TV watching a good movie.

The last question in the interview was to find out the course of Roma employees in advertising agencies, whether they have advanced or stagnated professionally. The majority (7 out of 10 people) claim that they did not advance because they have not been in the agency for a long time, but they are lucky that they *got* the available position they wanted: "I am glad that I applied for this job, I did not regret a second. At the moment I have not been promoted, but I wish, I hope to succeed, everything depends only on me and my strengths in which I have enough confidence. I noticed that my work is appreciated by the boss and maybe there will be a professional advancement in the near future" (A.V., Junior Marketing Specialist BTL); "I was lucky to get a good job from the first attempt, so I advanced from the first moment" (F.G., HR Manager).

Another two interviewed confessed that they did not promote, but they would not stay in a place that did not offer them this advantage: "I did not promote, but there is the possibility of promotion, that attracted me. I consider that a place that does not allow you to evolve, is a place where you waste your time" (C.L., Junior Graphic Designer). One person out of ten claims to have progressed, but worked hard until good results began to appear: "I progressed after the first six months, but I don't want to tell you how much stress and nerves there were. Maybe I got too involved, but I like things to turn out exactly the way I want, I started from the bottom and I got very high, with a lot of work and patience everything is solved" (R.E., PR specialist).

Motivational factors in choosing the field and professional experiences

We wanted to find out why Roma people choose to work in the advertising industry, but we also wanted to find out what experiences they have had so far. Less than half (four interviewed) claim to have chosen an advertising agency because imagination and creativity are their strengths, and this industry allows them to unleash their imagination and use some knowledge gained during college; two people out of the four graduated from the Faculty of Communication and Public Relations, Advertising specialization within SNSPA: "It seems to be an open environment, which allows me to give free rein to the imagination. Given that I graduated from college in this field, why not try?! Nothing stands in my way, especially since I like what I do" (C.L., Junior Graphic Designer).

Another three interviewed persons answered me very honestly, but also amazed that I don't know why they chose this field, they blame fate, but they are very happy that they made this choice. Another three respondents confessed that poverty is the reason why they chose to study in advertising, but also to get a job in this field. The high salary is a second reason to solve the first: "I honestly think that the salary, I get a pretty high one and in the end that's what I dreamed of since I was little, to earn a lot of money to

help my parents, but also to help me. Money was the biggest problem for me and my family, I thank them very much for helping me and giving me all the little they had. I was poor, I'm not afraid to admit, but I was afraid not to stay the same, for this reason, I chose to study, I chose advertising because it is a very popular field today and can open more doors for you, in the end, he opened mine for me too, I'm here! Now I have money and I support my parents too" (D.I, Copywriter). The respondents graduated from faculties such as Faculty of Management (ASE), Faculty of Communication and Public Relations (SNSPA), Faculty of Journalism, Faculty of History, Faculty of Political Science, and Faculty of Sociology (University of Bucharest).

Regarding the reason why Roma employees stay in advertising agencies, more than half (six respondents) said that they receive an attractive salary, a very decent one in addition to the minimum net salary given in Romania. Team bullying, bonuses, holiday bonuses are other reasons why the respondents stay in the agency: "I am very satisfied with the salary, the fact that the agency offers us 4-5 times a year the opportunity to participate in team building, some of them being even abroad (Greece, Turkey, Italy, etc.), we are offered holiday bonuses, I am very satisfied with everything that means motivation in this agency" (FG, HR Manager).

Another four employees confess that they keep working there because of the way they are treated by colleagues and boss, it would be difficult for them to leave the team, even the pleasant atmosphere in the agency: "Honestly, I became very attached to colleagues, some of them became very good friends. I can't leave them, if I didn't have such colleagues I wouldn't be here, more than sure. I don't know what I would do without them, we laugh, we joke, they are a second family for me" (A.V., Junior Marketing Specialist BTL).

The experiences of Roma employees were often positive, but there were also unpleasant experiences. The vast majority (nine of the ten respondents) confess that they had more pleasant than unpleasant experiences, the unpleasant ones appearing due to fatigue or stress: "I didn't have many negatives, I have been in the agency for two years. There is stress, nerves, fatigue at any job, but we surpass them all together. We support each other, we are united and I think that matters the most. I lived the most beautiful moments here in the very first year, on my birthday. All my colleagues surprised me, bought me a cake, even a gift. Since then, I want to say that they have remained all in my soul and have shown me what it is like to live, to work in a pleasant environment" (R.E., PR specialist); "The positive example was my integration into the company and the beautiful reception I received. I was greeted by all my colleagues and there was even a small welcome party for me, it didn't last very long, but I really appreciate and respect everyone" (B.Z, junior copywriter).

An employee remarked that there were certain situations of marginalization, not from the boss or colleagues, but a partner (client): "I had only one negative experience, but it is enough for me, I do not want more. At first, a customer of a well-known brand resorted to a rather ugly gesture, he considered it a joke, but it was not a pleasant one. I prefer not to develop this topic" (M.N., Advertising Account Executive).

Analysis and interpretation of data obtained from interviews with managers of advertising agencies in which Roma employees work

The differences between employees and the behavior of Roma employees, from the perspective of managers

Managers were asked what their reaction would be if a Roma person showed up for the interview, made a difference, or approached another assessment. The vast majority (six managers out of seven) argued that there is no question of any difference between employees, they are all the same and have the same rights to work. These managers also do not agree with the marginalization or emergence of negative stereotypes in advertising agencies: "Of course, I would evaluate them in the same way in an interview, and they are people and have the same rights, I would not hold account of this aspect, I am only interested in the knowledge they have. If he is the best of all the people who came to the interview, he is hired! These are just stereotypes that I do not accept in this agency, we are not able to judge people" (M.A., General Manager).

Only one manager confesses that the negative experiences lived with some Roma people have changed his opinion about Roma in its entirety, so far he has not made contact in an interview with any Roma person, but he considers that he will take into account this aspect, and without wanting to "I dislike Roma people as a result of negative experiences with them. Honestly, I really don't know what my first reaction would be, even if I have Roma employees in the department I work for, they didn't catch me as a manager. I think I would make a small difference, I don't know, I don't comment, but I think I have a problem with this aspect" (D.P., BTL Project Manager).

Regarding the behavior of Roma employees in team building, outings or meetings, managers are very satisfied with their way of behaving and their attitude. All seven interviewed managers claim that Roma employees are respectful, have common sense, some are shyer, others more fun, are people with whom you can discuss various topics: "I did not notice anything out of the ordinary, they were a little shyer at first, they were embarrassed to have a friendly discussion with me considering that I was their boss at work. I am very glad that I met them all, we see each other more often now, I organize more outings with them, just to discover them more and more. They have become more fun, some are specialists in jokes and give us a pleasant atmosphere. They are normal people with whom you can debate various topics and from whom you can learn" (L.B., General Manager).

Employee motivation techniques and management of difficult situations

The vast majority (six out of seven managers) claim that they have never differentiated between employees, regardless of ethnicity, language, gender, or religion. They motivate their employees through attractive salaries, bonuses, holiday bonuses, subscriptions to fitness or the best health/dentistry clinics in Bucharest, teambuilding, extended holidays. Some managers also offer employees a hot meal from the company's budget at lunch: "I never differentiated between employees, even if they were ethnic, had a different religion or spoke a different language. I motivate them with an attractive salary, bonuses, bonuses every holiday year, monthly subscriptions

to Word Class and private clinics, but also the opportunity to advance" (A.C., HR Manager).

One manager mentions that he has made differences between employees, but without wanting this: "I think I have made a difference between them without wanting to, I have treated some with superiority or I have responded to them nervously because they didn't catch me at a good time, but they are my people and they are all the same for me, I don't have a favorite employee. I often motivate them with bonuses and financial incentives" (D.F., General Manager).

Regarding the existence of situations of marginalization in advertising agencies, the vast majority (six of the seven managers) claim that there were no such extreme situations: "They did not exist, employees understand each other very well and are more focused on responsibilities in their job than each other. But they also know me and I do not tolerate such behavior, I worked in the past in another company, also as a manager and there were some moments of marginalization, but I did not accept such a thing, I had to fire them" (MA, General Manager). One manager confesses that there was such a difficult situation caused by some colleagues: "Yes. Some employees do not sympathize with the Roma and treat them with superiority, they patronize them, quite ugly, they are arrogant even if they occupy the same positions. I managed the situation quite quickly, I cut a higher amount of salary from those people, of course, it didn't suit them, but their colleagues didn't like it when they made fun of them either. They made mistakes, they assumed, they went on and there were no more incidents like this" (E.N, Account Executive Manager).

Integration of Roma employees on the labor market

Most of the managers interviewed (five out of seven) admit that most newcomers to the agency are helped to integrate even by some colleagues, they are also helped by the manager, when appropriate: "At the beginning, new ones will be helped by a senior or more experienced colleague to meet the job requirements. Then, it is up to him/her how quickly he/she integrates and how pleasant it is with the colleagues. It depends on each person, I always help them with advice and I get involved in their integration. Most of the time we have a small welcome party for new employees, to adapt faster and to get to know all the colleagues" (D.F., General Manager).

The other two managers claim that they are not involved in employee integration: "I don't like to use steps regarding the integration of an employee. I let them integrate, that's how I reach to know them better, but they know us too. I think it's better to give him this freedom than to impose certain things on them when they need something they know who to turn to" (L.B., General Manager).

All managers claim that the company's notoriety is not dependent on the ethnicity of employees, but on their skills: "We hire the best people, we are not interested in their ethnicity, culture or religion, as long as they are specialized and know what they do, they are ours! We do not focus on such things, we rely on the knowledge of our people and we are proud of that" (D.F., General Manager).

Conclusions

Regarding the first specific objective (identification of how Roma are treated and integrated into advertising agencies), of the first part of the research through interview guide, the research results show that Roma people are naturally accepted in advertising agencies because employees and bosses are "open-minded" people who understand that the Roma have the same rights at work as the majority population. Many employees do not take into account the fact that some of their colleagues may be Roma and treat them politely and openly. Regarding the integration of Roma people, it depends on the manager of the agency, as well as on the employee's desire to adapt. Roma are well received in advertising agencies and are helped to integrate, those who contribute to their integration are often colleagues, even those in charge. There were also situations in which the integration of an ethnic person took longer, just because the person did not want to interact with others, and was given the freedom to integrate at an easier pace. The longest integration period of a Roma employee was two and a half months.

Considering the second specific objective (identifying the most common positions held by Roma in advertising agencies, but also their career development), of the first part of the research through an interview guide, it is found that the Roma adapt any position and holds various positions in advertising agencies, such as Junior Marketing Specialist, PR Specialist, Art Director, Junior Graphic, HR Manager, General Manager. Roma employees are passionate about sports, they like to travel, read, fish, spend time with family. Many of them were at the beginning of their journey in an advertising agency, they did not have the opportunity to advance, but they developed from a professional point of view.

Regarding the last specific objective (identifying the reason why Roma chose a job in the advertising industry and what motivates them) of the first part of the research, it was found that Roma people choose to work in an advertising agency because it is a very sought after industry today, covering many fields, but also because it is an industry based on creativity, imagination and superior knowledge. The reasons why they stay in advertising agencies are colleagues, but also other various motivation techniques, such as bonuses and financial incentives, subscriptions to fitness or private medical services, team building, etc. The experiences of Roma employees in advertising agencies are positive, they are excited and proud to have a team that accepts them exactly as they are and respects them.

Given the first specific objective (identifying the attitude of managers towards Roma people at work), of the second part of the research through an interview guide, it was found that the attitude of managers towards ethnic employees is a very open one. Managers have a positive opinion about their employees, they make absolutely no difference between them, regardless of their ethnicity. Regarding the presence of a Roma person in a job interview, it is noted that the managers do not take this into account, they focus only on the knowledge that the person has, do not evaluate differently people of another ethnicity.

Regarding the second specific objective (identifying how a manager manages a difficult/awkward situation in which Roma employees are involved and how they motivate them), of the second part of the research, it was found that managers did not encounter situations in which a Roma employee was marginalized. But if there are such situations, measures will be taken, such as dismissal or suspension of salaries. Through these methods, managers want to eliminate possible negative stereotypes that may appear in their advertising agencies. Most of the time, the people in charge motivate their employees through bonuses, attractive salaries, teambuilding, subscriptions to gyms or private clinics.

Referring to the third specific objective (identifying how a manager integrates Roma employees), from the second part of the research, it turned out that most managers helped new employees to integrate, some of them even getting very involved by hosting welcome parties, so that the new employee feels welcome. Other managers prefer to give new employees the freedom to integrate themselves, just the way they want.

As for the general objective of the research (identifying the characteristics of Roma employment in advertising agencies), it was found that Roma people are an important part of the advertising agencies where they work because they have superior skills and knowledge, they can adapt quickly to any position and are noted for appropriate behavior. They are trained employees (they graduated from prestigious faculties in the capital, such as the Faculty of Communication and Public Relations - SNSPA, the Faculty of Management - ASE, the Faculty of History - University of Bucharest, etc.), who have imagination and are creative, "people you have something to learn from". Roma people have evolved and adapted to the requirements of society, have begun to stand out in the advertising field, they even hold very important positions, such as General Manager, Art Director, PR Specialist, Marketing Specialist, HR Manager. The integration of Roma in advertising agencies depends largely on the involvement of department colleagues and the manager. It is very important for ethnic people that the job they hold offers them an attractive salary, even other motivation techniques (bonuses, financial incentives, team buildings, etc.) because they have faced a lack of money in the past and poor living conditions. The managers of the advertising agencies mention the Roma as respectful people, who know how to behave both at work and in teambuilding. Roma employees are treated normally, naturally, openly by colleagues and managers, many colleagues do not take the ethnic aspect into account, for this reason, there were not many situations of marginalization in which Roma employees from advertising agencies are involved.

We propose that in the future other researches be carried out that may have as main objective the deeper knowledge of the traditions, occupations of the Roma communities, we also propose an analysis on the perspective of other socio-professional categories regarding Roma ethnic persons. Research can also be done on the characteristics of Roma employment in other areas of the creative industries, such as media, IT, entertainment industry, design, etc. For other research, other interview guides, questionnaires, which may have more participants can be considered. Other qualitative or quantitative research methods may be also used.

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