

**Mendel University in Brno**

Faculty of Regional Development and International Studies

**Gender diversity management in international companies in  
Brno**

Bachelor Thesis

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Adelaida Yurkovetska

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## **Abstract**

Bachelor's thesis is devoted to the management of gender diversity in international companies. The aim of the thesis is to review the theory and analysis of the practice of managing gender diversity in companies and formulate proposals for improving the management of diversity in them. This work is aimed at ensuring gender diversity. The thesis is divided into two parts - theoretical and practical. The theoretical part describes the meaning of the word "*diversity*", the explanation of the term "*gender diversity management*" and the types of gender management. The theoretical part also describes the positive aspects of gender diversity management. The basis of the practical part is a questionnaire of employees of international companies in Brno and suggestions for improving this type of management.

## **Keywords**

Diversity management, gender diversity management, gender management, international companies.

## **Abstrakt**

Tato bakalářská práce se zabývá managementem genderové diverzity v mezinárodních společnostech. Cílem bakalářské práce je posoudit teorii a analyzovat genderový diverzity management v podnicích a rovněž formovat tvorbu návrhů na jejich zlepšení. Tato práce je zaměřena na zajištění genderové diverzity a je členěna na dvě části - teoretickou a praktickou. Teoretická část popisuje význam slova "*diverzita*", dále vysvětluje pojem "*management genderové diversity*" a typy genderového managementu. Teoretická část se dále zabývá popisem pozitivních aspektů genderového managementu. Základ praktické části tvořili dotazník, ve kterém respondenty tvořily zaměstnanci mezinárodních společností v Brně, dále se praktická část zabývá případnými návrhy na zlepšení.

## **Klíčová slova**

Řízení rozmanitosti, řízení genderové rozmanitosti, gender management, mezinárodní společnosti.

# Table of Contents

<b>Abstract</b> .....	0
<b>Introduction</b> .....	0
<b>I. Theoretical part</b> .....	0
<b>1. Diversity management</b> .....	8
1.1 Definition of diversity management .....	8
1.2 Gilbert's ethical principles .....	12
1.3 Diversity value index .....	12
1.4 Positive aspects of diversity management .....	14
1.5 Negative aspects of diversity management.....	14
<b>2. Gender management</b> .....	16
2.1 The concept of “sex” and “gender” .....	17
2.2 Gender stereotypes in professional activities .....	17
2.3 Gender differences in management .....	18
2.4 Gender dimension .....	19
2.5 Glass ceiling.....	20
2.6 Glass cliffs .....	21
2.7 Glass wall.....	22
<b>3. Reconciling personal and working life</b> .....	22
3.1 Basic rules on equal opportunities in the company .....	23
3.2 Work-life balance .....	25
3.3 Valuation Firm of the year: equal opportunities .....	26
3.4 The benefits of gender diversity management .....	27
<b>II Practical part</b>	
<b>4. Goal and research questions</b> .....	29
4.1 Methods .....	29

4.2 Companies description.....	29
4.3 Questionnaire structure .....	30
<b>5. Results</b> .....	<b>31</b>
5.1 Research sample .....	31
5.2 Analysis of gender diversity in companies .....	33
5.3 Summary of the results .....	38
5.4 Recommendations.....	40
Conclusion .....	41
References.....	42
List of Tables and Figures .....	46
Additions: Questionnaire .....	47

## **Introduction**

Diversity management is a relatively new topic in the world, especially in the Czech Republic.

The reason for its emergence is mainly the development of the demographic situation in the world. In most European countries fertility declines and an aged population increases the number of infertile people. Therefore, there is a problem with a shortage of skilled workers. Previously, there were more highly qualified candidates for vacancies, while today there is a shortage, and often recruiters are forced to agree to a candidate who does not even meet the required criteria.

This is when diversity management can be helpful. If diversity management is properly and correctly used, it helps companies to revive and improve their working groups. In addition, managing diversity helps to reduce the wave of criticism caused by gender-based discrimination, racial hatred, or underestimation of the workforce.

In the theoretical part, the concept of managing diversity will be described in more details. Also, the following concepts will be presented in the theoretical part: the management of gender diversity, the history of the emergence of management of gender diversity, and its application in practice.

The practical part is devoted to the approach to managing gender diversity. Practical part describes the basic information about international companies and represents the data that was obtained from the questionnaire.

The work contains a questionnaire given to the employees of international companies in Brno about familiarity and satisfaction with the management of gender diversity. The work ends with a proposal for companies to improve gender diversity management.

## **I. Theoretical part**

### **1. Diversity management**

The diversity management policy recognizes that workers are different from each other, and these differences will contribute to a more skilled and efficient execution of work if properly managed. This policy does not address exclusively discrimination, but rather focuses on understanding the differences between people. Kandola and Fullerton (1994) put it in as follows: *“The concept of diversity management is based on the fact that mastering these differences will create a fruitful environment in which everyone will feel valued, the abilities of workers will be fully used, and the goals of the organization will be achieved”*.

Managing diversity is a concept that recognizes the benefits of differences. It differs from a policy of the equality of opportunity, the purpose of which is to create obstacles to discrimination.

The diversity management policy is to:

- Recognize cultural and individual differences in work;
- To state that the organization appreciates various merits that employees bring to their work;
- Emphasize the need to get rid of prejudices in such areas as selection, promotion, attestation, remuneration and training opportunities.

#### **1.1 Definition of diversity management**

Currently, the global economy is having an increasing impact on business. The production process is becoming international, as the growing pace of globalization makes it possible to break down national barriers. Under these conditions, taking into account cultural, social and other differences of employees it becomes a necessity for an organization. This helps to maintain a stable position in a competitive market. At the present, almost any modern organization has the ability to form a staff of various workers. Obviously, competent management of the activities of the particular member of the organization (depending on age, gender, nation, education, and other factors) and at each stage of the career becomes the most important advantage for the organization in a tough competitive environment. This allows a full use of the potential of each of the employees and the

achievement of the goals of the organization in general. In this regard, the diversity management paradigm is becoming quite relevant for modern business (Chilipenok, 2011).

Hubbard (2004, p.24) gives the following definition: “*A mix of similar and different features of each of the members of the organization, used by management to achieve its goals*”. Based on this definition, Hubbard treats diversity management as a process of planning, organizing and supporting a diverse workforce, used to bring a tangible positive effect to an organization’s activities.

Other researchers also provide various interpretations of the concept of diversity management. According to the definition of Shipper and Shipper (1987, p.256), the diversity management paradigm speaks of a management method that recognizes competitive advantages and can be developed through the sincere recognition and use of a mix of talents, values and workforce points of view.

Egerova (2012,p.5) interprets the concept of diversity management as a systematic approach focused on using diversity in order to fulfill the organization’s mission, achieve its goals and gain competitive advantages. This concept is oriented more on a goal of the organization rather than focusing on individual.

It is advisable to use the definition of G. Gilbert, who interprets the management of diversity as a change in the cultural environment of an organization, in order to pay close attention to the demographic ethical and individual differences of each of the employees of the organization. (Gilbert and Ivancevich ,1999)

Gilbert connects the concept of “*diversity management*” with the concept of “*affirmative action*”. Under the positive action, in this case, measures take place in the field of the legislative system, taken to achieve equal opportunities in the field of employment, in the first place, imply the absence of any kind of discrimination. To eliminate the elements of discrimination in cases of hiring, promotion and training the selection policy must meet four following criteria:

1. Impartiality to personal characteristics, such as gender and race.
2. Providing individuals with a convincing selection criterion directly related to the specifics of labor.
3. Clarity and documented selection process.

4. The ability of individuals making the selection effectively implement the selected strategies (Kramar, 2002).

According to Cox (1991, p.41), the implementation of affirmative action policies can consider three types of organization: monolithic, pluralistic, and multicultural. Note that a monolithic organization characterized by the presence of a single cultural group in the staff. In a pluralistic organization, there are several cultural groups, and one dominant one stands out. The multicultural organization, in turn, characterized by great cultural diversity. In monolithic organizations, the introduction of a program of positive actions is sufficient to limit the plan established by the state. Members of pluralist organizations may be more negatively inclined to introduce a policy of affirmative action (rather than members of monolithic ones), but they are expected to enter a new cultural environment more easily. Multicultural organizations are an ideal place to introduce the concept of positive action since this is where individual differences should give the utmost importance (Cox, 1991).

Here are some highlights of the shortcomings of the program of positive action:

- Lower standards of the employment and productivity apply to minorities.
- When minorities achieve their professional goals, there is no need for affirmative action.
- Sometimes organizations seek to eliminate discrimination without instructions from a state. However, with the introduction of a program of positive actions, it turns out that the minority, which primarily experienced discrimination, receives a much more loyal (and sometimes unfair) attitude from the leadership (Gilbert, 1999).

The affirmative action program limited to the scope for workers to achieve equal opportunities in the field of employment and has pronounced disadvantages. In connection with this, a transition to a new managerial paradigm - diversity management - is taking place. Diversity management can be considered a broader concept and, at the same time, an improved model of the concept of positive action.

One of the expected results of equal employment opportunities is the emergence of a pluralistic workforce in organizations. Representing employees will have different life bases and, ideally, will be present at all levels of the organization. The concept of managing this kind of pluralistic force is "*diversity management*".

The management of the organization within the framework of this management approach seeks to manage a heterogeneous labor force and approves equal opportunities in employment. Within the framework of this concept, an individual unambiguously recognized as having and acquiring new needs at different times of his labor activity. Differences not used as a pretext for causing damage or unlawful discrimination of individuals. On the contrary, they become for strategies to improve the productivity of workers (Kramar, 2002).

The diversity management approach is different from affirmative action policies, as it focuses on the need to change the culture and employment systems in an organization to achieve better performance. This is a comprehensive management process used to create an organizational environment conducive to all employees. Therefore, workers will need different methods to improve their performance. A diversity management policy requires a long-term commitment of the entire management, the mutual adaptation of the organization and individuals, viewing definitions of the leadership and management.

When implementing the diversity management program, the management of the organization pays attention to dividing the staff according to some criteria. There are two main groups of factors contributing to various classifications of workers. The first group is the factors that the employee cannot influence. These factors include:

- origin;
- age;
- sex, race, ethnicity, mentality, physical abilities, sexual orientation, and other factors.

The second group consists of factors directly related to the professional activity of the employee. This group consists of the following factors:

- Education;
- Professional competence, experience in the organization and beyond, experience in various fields of activity, level of motivation to work, other factors.(Cox,1991)

## 1.2 Gilbert's ethical principles

When implementing a diversity management program, it should answer some ethical principles that are often new to the organization. To such principles, Gilbert (1999, p.64) attributes the following:

- The Golden Rule: *“If you want to be treated honestly, be honest with others”*. Diversity management cannot succeed without an honest treatment of all employees without exception.
- The Disclosure Rule: *“If you make a decision and are willing to openly tell every employee about it, this decision is most likely ethical”*. Openness to employees is the unique advantage of managing diversity for success.
- The Rights Approach: *“A person’s self-esteem is based on the ability to freely choose what he will do with his life; moreover, a person has the moral right to be respected by others”*. Diversity management allows each person to use all of his many-sided potentials to choose a career path in accordance with his interests and abilities (Gilbert, 1999).

## 1.3 Diversity value index

One of the innovations in the field of diversity is the so-called diversity value index (DVI), or diversity index. All DVI information in this work based on Talent Management (2015). From 2014 this index’s emergence was deservedly by editors and researchers of the American Diversity Executive magazine, as well as a group of several directors on the managing and managing diversity in particular. The goal of DVI is to examine the relationship between diversity in the workplace, as well as to measure and evaluate the real impact of diversity in specific organizations. Another factor is its commercial value – value for the business itself. On the webpages dedicated to this said: *“DVI is an indicator designed to study organizations in which diversity and its consequences are part of all business activities from the strategy itself until after its evaluation.”*(Talent Management, 2015).

In other words, this index explores the true value of the diversity of the workforce for specific enterprises. According to its creators, it is intended to train professional employees in this area about the main effects of DM on an organization, recommended best practices, to share with innovations in this area, inspire them and move in the right

direction. DVI explores how specific organizations lead in these seven areas related to diversity:

- Strategy
- Leadership Commitment
- Execution
- Impact
- Recognizing Diversity
- Representing Diversity
- Utilizing Diversity

Any organization can participate in the DVI assessment program without regard to the size or country of origin. The only condition - they must submit an application for participation in time. Based on the successful participation in the DVI program, companies participate to achieve excellence in the diversity and are included in a list of the companies that have also committed themselves to recognize and managing diversity. This gives a significant business value to an organization. Evaluation of organizations according to individual criteria in the framework of DVI is carried out by a panel of judges consisting of several experts in the field of diversity and its management. This process takes place in several consecutive steps (Talent Management, 2015):

- collection of qualitative data on the management of diversity in a particular organization;
- data analysis to determine the impact of diversity on a particular organization;
- thorough statistical analysis of all data; how the organization identifies in practice seven DVI domains;
- Final score.

Examples of companies that have successfully completed this program and therefore registered on the list of organizations that have excellent results in diversity, for example, the American telecommunications company AT & T, California State University or American Airlines (Talent Management, 2015).

## **1.4 Positive aspects of diversity management**

As mentioned, managing diversity brings some benefits to workers. Everyone has an equal chance, regardless of irrelevant features such as gender, age, race, etc. In essence, managing diversity does not disadvantage anyone or favor everyone.

Managing diversity brings benefits to the organization and even economic benefits. Hubbard (2004) offers the following benefits – gaining competitive advantage from diversified teams, gaining new markets, more creative and innovative performance, and increasing employee satisfaction. About the benefits of reports Velichkov, (2007). In particular, it highlights the contribution of diversified teams whose results are more innovative and more effective. In this context, a study by Belbin pointed to the higher performance of teams composed of different types of people.

The authors D’netto, Smith and Da Gama Pinto (2000), have described a very complete picture of the benefits of diversity management. The authors describe the following ten advantages, which are related and overlap to some extent:

- improve organization performance
- cost savings
- wider sources of recruitment, a better position for staff retention,
- lower absenteeism
- increasing creativity and innovation
- higher quality of results in team problem solving
- reducing the number of court costs in the area of discrimination and harassment,
- improving market understanding
- building effective global relationships
- greater organizational flexibility.

## **1.5 Negative aspects of diversity management**

The diversity offered as an engine for group creativity and innovation, but it can also lead to conflicts. All differences in values and opinions can eliminate an unhealthy, unproductive conflict (International Society for Diversity Management,2014). The biggest disadvantage of managing diversity is biased managers about their subordinates and the prejudices of subordinates about their leaders. Uncontrolled diversity management may change slightly in the situation in which they lose all of the participants.

Performance is reduced in extreme cases, but can occur also for the demoralization of the working groups, strengthening stereotypes and even stronger discrimination (Cartwright, 2002).

Main negative consequences in case of unmanaged loading process diversity management include Joseph, (2011):

- Increased tension-people of different cultural or ethnic backgrounds may have different opinions about living styles, needs or policies that can lead to conflict and tensions if these are their views represented in the working environment.
- Communication issues - different languages spoken by different members the labor force also pose a problem. Workers who don't speak fluently the primary language of the organization may be misunderstood. Then the business should invest resources for additional language courses so that these employees can become easier participation in corporate culture.
- Fluctuation employees - those employees who will not work with the recruitment of different people and those seeking to change organizational culture can choose an organization leave. This can be especially dangerous for small organizations where it is common it is very difficult to lure and attract new quality workers. Care of such an employee can reduce productivity and even lead to disagreements between the remaining workers.
- Cost of training-an enterprise that has problems with adapting to a more diverse culture most likely, he will train in the field of diversity. It can be again problematic, especially for small businesses for which training costs along with the loss of productivity during training, they represent a great advantage.

At the same time, it should be remembered that in connection with the implementation of management a variety of companies also incur additional costs. In addition to the mentioned training costs employees in the first place is the cost of records management and corporate communications diversity policy. Courage and character existing internal processes and ranges of current legal requirements in the field of equal opportunity influence the magnitude of these costs. With the management of diversity are also associated costs that are sacrificed in the form of top management time or the mentioned short-term outages performance.

## 2. Gender management

Towards the end of the 20-th century have increasingly given importance to the human and social dimensions of governance. With the development began to appear and new management disciplines such as intercultural management, corporate culture management, diversity management, etc. Diversity management also brought questions on how to solve leadership teams, consisting of both men and women, such a team needs a different style leadership than a purely male/female team. Thus, the gender perspective cannot be ignored - discrimination and social oppression. Thus, gender management is considered a separate discipline of management (Crossková and Pavlica, 2004).

For example, the Commonwealth Secretariat (1999) defines gender management as a network of structures, mechanisms and the processes that exist together with the systems of the organization planning, implementation, monitoring and evaluation of gender perspectives in all parts of the organization. The main theme of gender management is the issue of the formation of the same opportunities for men and women in societies. It is the formation of conditions is a long-term process, since equality should be introduced and then supported (Crossková and Pavlica, 2004). According to Křížková and Pavlica (2004, p.43), *“the starting point and the word is a gender-integrated organization and its culture, including the identification and development of methods by which it can be gradually created and managed”*.

Nowadays, many scientists are considering the gender issue, and thus there are several points of view from which to explore this issue. Below are three outstanding gender theory.

- Gender play Thorne (1993) is the author of Gender Play trying to show gender differences in children's play. As a typical situation, they see children playing in school on the playground, where girls play only with girls, and boys play only with boys. This theory indicates the separation of women and men with the help of the so-called *“frontier”*, that is, an invisible barrier is created between a man and a woman. The division comes mainly from the stereotypes to which they relate people were brought up from the childhood (separate groups on physical culture, separate rooms on a floor).
- The culture of optical glass Bem, (1993) - The author Sandra Bam describes the use of this theory assumptions that members of society must conform to, how they

should look, look and act. Assumptions have been built into us for several generations, and social institutions contain these assumptions. For an idea, here are three basic optical glasses. For the idea three main optical glasses are listed here:

1. Gender polarization-men and women are different, and from this comes the main principle of public order. This “*glass*” goes the traditional division of roles into male and female. A better understanding of differences between women is growing along with age.

2. Androcentrism-men are superior to women. Men's feats, experiences peace, and certain situations are given as standard and women are then given according to these standards are measured. Here you can see a significant belief in the Central role of men in society.

3. Biological Essentialism-both polarization and androcentrism-is only a necessary consequence of the fact that men and women are biologically different. So they should it can be argued that these three glasses are insurmountable. The differences are given, they are biologically programmed and therefore unchangeable.

- Hegemonic courage Connell (2005) - men dominate over a woman. Is there a pattern the ideal of male identity, only some men are correct, that is, those who have power, success.

## **2.1 The concept of “sex” and “gender”**

The concepts of “*sex*” and “*gender*” proposed to breed J. Mount and R. Stoller (1968). Stoller (1968) proposed to define the term “*sex*” biology: chromosomes, hormones, genitals, secondary sexual characteristics. The sex of a person is determined by the sum of all these qualities and most people belong to one of two separate groups, one called men and the other women. Gender is a cultural and psychological term referring to the amount of masculinity or femininity of a person.

## **2.3 Gender stereotypes in professional activities**

The process of stereotyping takes place in completely different areas of human activities, including labor and professional activities. Occupational segregation based on sex is one of the most highlighted problems of inequality between men and women in economic terms. The high level of segregation is considered to be a significant factor in the wage

differentials between men and women, in career opportunities and, as a consequence, in the inequality of employment opportunities in General. (Skinder, 2007)

Thus, analysis of gender aspects of occupational segregation it is important both from the point of view of social justice and from improving the efficiency of human resources.

The basic premise of gender stereotypes is that status women in the labor market are a consequence of subordination women in the family and a reflection of the Patriarchal organization of society. In the natural difference between women and men – the ability to give birth to children the company brings all other differences in the abilities, aptitudes, skills that may have an impact on the work behavior of different sexes, although in reality these differences may be due to the socialization of men and women starting from birth. In this regard, Anker (1997) identified groups of professional stereotypes in relation to women:

1. Positive stereotypes. Women tend to care about others and great adaptability to manual work. They assign to women in the minds of society and employers stereotypes related to care, education, training and where developed fine motor skills are required.
2. Negative stereotypes. Women compared to men, less hardy, physically weaker, negative attitude to risk, fewer show abilities to exact and Natural Sciences. They require women not to apply for leadership positions, to work in difficult and dangerous conditions, and not to engage in work that requires logic and concentration.
3. The third group stereotypes, includes more a high propensity women in performance, less need for high income, increased interest in homework.

## **2.4 Gender differences in management**

Mainly men held leadership positions in the past, and therefore the definition of leadership is traditionally based mainly on male expressions (Kyriakidou, 2012). In describing a leader, terms such as ambitious, agile, or dominant are often used, which are usually associated with masculinity (Moran, 1992). Also, studies aimed at the perception of women as managers showed that representatives of both sexes perceive the characteristics and skills of a successful Manager as male characteristics. Not only among managers but also in the company, the description of a successful Manager is related to male characteristics (Balgiu, 2013).

With the increase in the number of women in decision-making positions, scientists have become more concerned with the possible differences between men and women in management. In the professional literature, there are mainly two conflicting views that men and women have significant differences in behavior; the second argues that both sexes behave in a similar way (Van Engen and Willemsen, 2000).

To date, most studies referred to men more focused on tasks while women focused quite interpersonal. The style of women's leadership is perceived as more democratic and team, the style of men's leadership, on the other hand, is described mainly as independent and Directive. According to other studies, women are more likely to use a transformational style of leadership in which the Manager uses the vision of the future to guide people. Transformational leaders hold employees by charisma, leadership example, emotional skills, personal respect, and stimulating thinking. Men mainly exhibit an operational management style that is based on a system of fines and conditional rewards or non-interference, based on high autonomy and with minimal management effort (Van Engen and Willemsen, 2000).

## **2.5 Gender dimension**

Gender is the most discussed topic in the field of diversity in the Czech Republic. This is due to the fact, that we meet with it every day and at the same time perceive gender diversity as a controversial topic. Often people's discussions on this topic perceived as unnecessary or even unpleasant. Fortunately, more and more people, including entrepreneurs see advantages in the gender theme. They understand – without paying attention to this topic they can succeed in working potential (Velíšková, 2007).

*“Gender is used to denote characteristics, interests, roles, behaviors, etc. that we tend to ascribe to either women or men”* Bel Hadjsalah (2015). However it is a common mistake that people try to include all the behavior in only two options. Thus, so-called stereotypical thinking appears in society, which can turn into gender biases. They differ in thoughts like: *“all women are the same, want to devote themselves to the family, behave too emotionally...”* or *“all men are the same, they want to earn as much as possible, manually, experienced, they behave rationally”*...

Historically, there was a huge difference between women's and men's work. Only since 19th century, the first attempts to infiltrate women's schools and the labor market have begun. The first important milestone in the Czech Republic was the creation of the first gymnasium for girls. After considerable effort, they began their studies in September 1890 but were able to graduate from their school only after 1907. These girls were destined to live alone, as most men were not interested in educated girls. The biggest leap for the development of women's equalization occurred during the period of socialism when it was affected mostly by the bad post-war economic situation. Women have entered the workforce and become more economically and socially independent. They were able to feed the family on their own without a man, and even contraceptives were largely available. Most authors agree that even this approach failed to refute the notion of the traditional family, and so we women carried the stress and temporary problems of the so-called "*double burden*". This meant a psychological struggle between caring for the family and attendance at work. Women felt guilty that they had not done their best in any area and had not achieved the same results at work as men. However, the approach has changed over time, and women are now considered as capable as men (Rašticová, 2012).

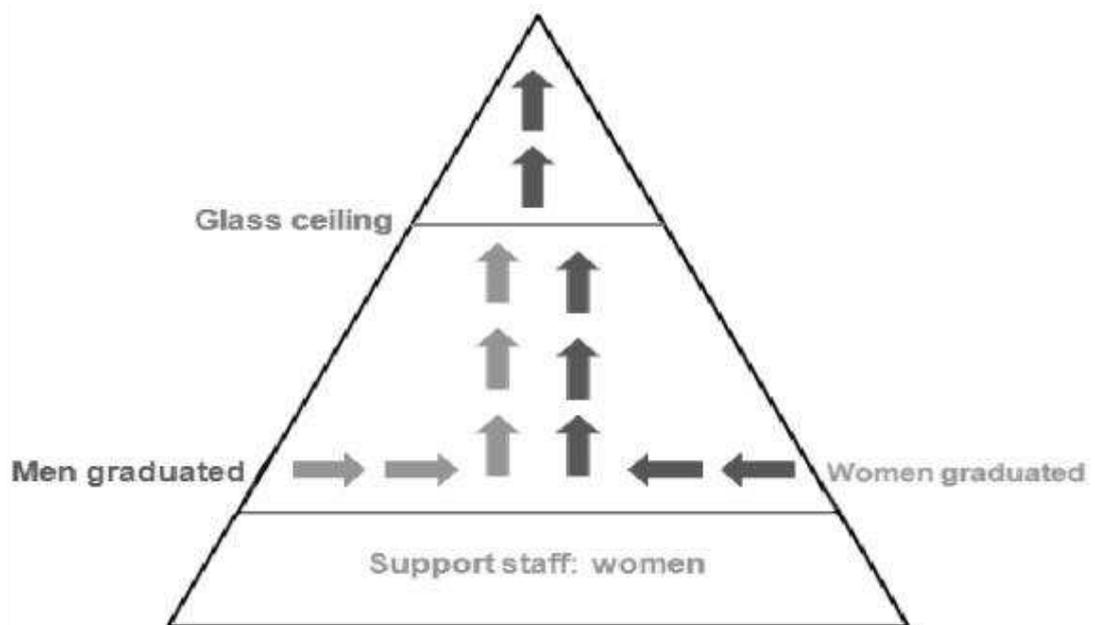
## **2.6 Glass ceiling**

The concept of a glass ceiling first appeared in the Wall Street Journal report in 1986 (Lockwood, 2004). This is an invisible barrier that prevents women, people of different skin colors and people with disabilities from getting a higher position in the company, despite a certain level of hierarchy in the organization (Bell, 2012). Most often, this expression is only spoken in connection with the gender difference and the obstacles faced by women who want to get a higher position in the organization and a higher salary.

Another definition describes a glass ceiling as an invisible and unsurpassed barrier that prevents Minorites and women from climbing the higher rungs of the corporate ladder, regardless of their qualifications or success (Cotter et al., 2001). These obstacles are mainly related to the level of top management or Executive positions, but research on this topic shows that they are much lower. Quite a small number of women, according to studies manage to cross the first or second level of leadership positions, the glass ceiling can thus appear at different levels, as shown in the figure below (Bell, 2012).

The first level at the base of the pyramid represents the initial level in the organization where the staff is located in non-managerial positions in all divisions. Positions at this level usually do not require strategic or managerial skills and, as shown in the figure below, they are predominantly occupied by women (Wirth, 2001). Women are more likely than men to advance in positions that are similar to their previous work. Their actions are usually less often cited in the position above, and if a woman still achieves this position, then most often a woman worked in this position before her (Bell, 2012).

According to Linda Wirth (2001), one of the main reasons for the barrier glass ceiling is the fact that most organizations employ men in senior positions who are accustomed to believing gender stereotypes.



Pic.1. Glass ceiling in the organizational pyramid (Source: self-made according to Wirth, 2001)

## 2.7 Glass cliffs

In recent years, research shows the growing success of women in overcoming the glass ceiling and procedures in the organization. This prompted scientists to investigate possible barriers that women may face after they manage to break through the glass ceiling. According to one study group, there is a difference between the type of leadership positions held by women and men. Studies have shown that women are more likely to be in a more risky and difficult position. This situation, which creates a potential second

barrier to the advancement of women to higher positions, is characterized by the term “*glass cliff* “. According to this phenomenon, women are more likely to be selected for leadership positions in situations where the company's results are deteriorating. In these situations, the female candidate was perceived as more suitable than the male candidate. However, if the company's results were better, both candidates were considered and the best candidate for the position was a man.

The glass reef is most commonly found in sectors dominated by men and in cultures that support the traditional gender division of labor. Based on this research in this way, companies led by men do not feel the need to change as long as they have no problems, as long as they are in the leading positions according to women (Bruckmüller, Branskomb, 2010).

## **2.8 Glass wall**

Another term related to the barriers of women's procedure in an organization is glass walls. The glass wall describes occupational segregation attributed to barriers that prevent women from gaining access to certain occupations and factors that lead to the concentration of women in certain types of positions, thus it is horizontal sexual segregation (Reid, Miller, Kerr, 2003). Despite the fact that more women manage to enter high-ranking positions, mainly about positions in certain areas.

Women from the majority dominate work in human resources, marketing, and Finance, while men mostly move in sales, research, product development, and General management. This fact leads to the procedure of women only up to a certain level of organization, since the managerial functions in which they work are the organizational pyramid.

Therefore, if women want to enter the center of the organizational pyramid, and thus achieve higher positions should gain experience in areas such as sales, research, product development or in general-management (International Labor Organization, 2015).

## **3. Reconciling personal and working life**

The main problem in discussions on equal opportunities for women and men was whether to give preference to work or family life. Women often rightly worry about their place if they go to the decree. Worse, the attitude towards women who want to go to work after

the decree. Their situation is one of the least friendly in the labor market and is comparable to that of women of retirement age (Kuchařová and Zamykalová, 2000).

Reconciling personal and work life is often referred to as terms such as work balance or time management. Both concepts Express opportunities for more efficient use of time and human productivity, so that would not have to give preference to one or the other area. A number of companies consider this area only a modern moral appeal, but others have already realized that there can be a certain competitive advantage in the labor market. These measures may contain many options, from a variety of adjustments in the working day, when it comes to the provision of part-time work, shifts in working hours or the possibility of paid or unpaid leave, through legislation on the extension of parental leave or tax accounting for part-time workers (Kuchařová and Zamykalová, 2000).

According to Hadsalah (2015), flexible forms of employment can be divided into two groups:

1. Flexible forms of employment that include an employment agreement, a fixed-term employment relationship, a work contract, an employment Agency, an employment relationship with a reduced working day, working from home or remotely.
2. Flexible forms of organization of working time, among which you can assign overtime, flexible working time, General working position, short working week or uneven distribution of working time.

### **3.1 Basic rules on equal opportunities in the company**

To achieve equal opportunities in the company, it is necessary to adhere to certain principles. According to the Book of equal opportunities for companies (2008). These four areas are particularly important:

#### **Recruitment and staff selection**

- Need to promote jobs in a gender-sensitive language and to complement these gender images.
- Advertise jobs inside and outside the company.
- Set clear, gender-tolerant selection requirements set in advance.
- Insist on a gender-balanced selection committee trained in equal opportunities.

- Maintain statistics regarding the gender of candidates with a possible reason why the candidate or candidate failed to achieve success.

### **Career growth**

- Pay special attention to a balanced number of work training sessions that do not benefit employees.
- Without distinction, inform all employees who are on maternity leave, or working from home, about the training conducted to have the same opportunity to participate in them.
- Provide time and place for training so that all potential participants can participate.
- Check and record the ratio of participants by gender.

### **Working conditions**

- It is necessary to avoid differences in the salaries of employees on the basis of their sex. A well-accessible and clear evaluation system is also linked to this.
- Allow employees and employees to work part-time or another alternative form of employment.
- Conduct a survey on the needs of employees and employees regarding their care of children or parents. Offer them forms of benefits that will help them better align their personal and working lives.
- Stay in touch with parents on maternity leave.

### **Prevention of discrimination**

- Approach the problem with seriousness and not lighten the situation.
- Pre-prepare a scenario that will act in case of persecution or discrimination based on gender or other differences.
- Ensure regular training of senior positions in this scenario.
- Continuous rotation and improvement of the prepared scenario.

### 3.2 Work-life balance

The term has been used since 1986, but for many years its use in everyday life has only been sporadic. However, the beginning of “*programs*” on the coordination of labor and private life exists already with the 20-the century. For example, up to World War II was introduced by Kellogg six-hour shifts to increase employee motivation and efficiency. The first wave of the program was aimed primarily at mothers with children; on the contrary, today's programs are more gender-balanced and focused family. The main goal of working life balance trends is to introduce more flexible working hours and increased employee control over their work and private life (Lockwood, 2003).

In connection with the term work-life balance, Seiwert (2007) comes with the term life guide. It is said to be the basis for successful reconciliation of work and personal life to make a list of priorities and responsibilities, and above all to know why what we do and if we really want to do it. In other words, we are all, we are responsible for our lives, and we should be happy with that. Basis success is everyone should be happy and control your life. Life brings a lot of compromises that we need to deal with. Almost every person is sometimes confronted with the challenge of harmonizing work and leisure in perfect proportion. There are many definitions of the work-life balance trend, because for every group of people, for every person, it can mean something different. The following list gives only some idea of the issue.

- Work-family is a term used rather in the past, today quite a concept is used work-life, but even in this case, the term perfectly describes what is happening. That is, how to divide our time between family and work.
- Work-Family conflict - a division of duties between work duties and home and family care.
- Work-life balance-view from employees. The dilemma of how much time and care dedicate work tasks and how much time you devote to your personal life.
- Work-life balance-a view from the side of the employer. The dilemma of how to create ideal working conditions.
- Work programs-programs based on employers who hire employees they allow you to share responsibility between work and family.

- Work-life initiatives, rules, and procedures established by the company that allows one hundred percent of the performance of work tasks, and in solving important private affair.
- Work culture-family-a corporate culture that accepts and respects the family responsibilities of employees and management who seek to help employees in collaboration and personal life (Lockwood, 2003).

Zucker (2017) presents strategies that can help the manager set up work-life balance is better in teams. The success of the organization is a marathon, not a sprint, speed not always the most important. The welfare of the team, the rest of the staff and the proper communication leads to excellent results. Thus, it is important to have time at work and on breaks and at some OTC events. Enough staff and time to relax. People should be able to be sick, take care of sick children or have the opportunity to take a vacation. Therefore, it is important to have enough employees to idle one person did not threaten the team and the other members were not under stress. They are all just people and they have their limits. Excessive work and chores can lead to drowsiness or deprivation, leading to health problems and adversely affecting brain function. Redistribution of work, if the Manager delegates part of his duties to persons who were able to perform activities responsibly, you will have more time to address important team problems. Setting your own boundaries, it is important to clearly set limits and boundaries you cannot cross at work. You also need to think about it, meaningful work, pleasure, and objectives clear to all.

### **3.3 Valuation Firm of the year: equal opportunities**

Equal opportunities, career growth of women and work-life balance in the environment companies operating in the Czech Republic also apply to the competition Company of the year: Straight opportunities. The since 2004 selects and acknowledges companies that are characterized by the best results in these three areas in practice. The expert committee composed of representatives of the Gender Studies 5 and several other experts, examining also the quality of the employee policies and programs of individual companies. Each participating company in addition, regardless of whether ranking on the top positions, will receive after the completion of the competition a set of recommendations for improvement. The competition not only appreciates the best ones but at the same time, also spread a kind of knowledge. In recent years, among the top-ranked companies

Moneta Bank, Česká spořitelna, T-Mobile Czech Republic, Allianz insurance, KBC or the IBM CZECH Republic.

### **3.4 The benefits of gender diversity management**

1) Wider personnel reserve companies that do not seek to hire women are deprived of the talents and abilities of half of the population. Employment for women can make a huge difference to company productivity and profits.

#### 2) Different perspectives

Having both women and men in the team means that the company benefits from different perspectives and approaches based on different life experiences.

A variety of perspectives can trigger creativity and innovation, as well as help organizations identify and use new opportunities. It may also encourage organizations to challenge gender stereotypes.

#### 3). Extended collaboration

Women's participation in a team can help improve team processes and stimulate group collaboration. The researchers point out that women have stronger reading skills and non-verbal cues. Scientists also conclude that groups with a large number of women speak better in turns, which helps them maximize the use of team knowledge and skills. This will benefit teams when they work on projects face to face.

#### 4). Improving staff retention

Having an inclusive culture in the workplace increases morale and opportunity. Inclusive jobs tend to have lower outflow rates - which represents greater savings in terms of time and money spent on recruitment.

#### 5). A better reflection of your customers

Clients come from all lifestyles. The more the company structure reflects the customers, the more likely it is to communicate effectively with them.

This means that there should be a different gender, ethnic and ethnic groups in the company's teams. Women have a huge influence on buying decisions - in 2018, women around the world spent about \$ 40 trillion. It is a great buying power for communication.

#### 6). Improve recruitment and reputation

Having an inclusive workplace is a powerful recruiting tool. According to a study by PwC, women Millennials are looking for employers with extensive experience in diversity, with 85% believing this is important to them. The reputation of an inclusive employer will also demonstrate the positive values of the company, which will enhance the company's reputation in the recruitment market.

#### 7). High Yield

Repeatedly, evidence supports the theory that gender diversity has a positive impact on profits. According to McKinsey&Company, companies with the greatest gender diversity are 21% more likely to experience above-average profitability. Moreover, the MSCI report shows that having women on the company's Board of Directors increases productivity (Braun,2018).

## **II Practical part**

### **4. Goal and research questions**

The practical part is devoted to the approach to managing gender diversity. The first describes the basic information about international companies and then the knowledge and information that was obtained from the questionnaire.

The work contains a questionnaire on the familiarity and satisfaction of staff with the management of gender diversity in international companies located in Brno. The work ends with a proposal for companies to improve gender diversity management.

Scientific assumptions were established on the basis of the stated objectives of the work. These assumptions are evaluated on the basis of a questionnaire answered by employees of international companies located in Brno.

Questions to the practical part:

1. Have employees of international companies in Brno experienced gender discrimination in the workplace?
2. What is the priority level of managing gender diversity for company employees?
3. Do these companies have special programs related to gender diversity management?

### **4.1 Methods**

The practical part of bachelor work is based on research. The data was collected by using a questionnaire for employees of international companies in Brno. The advantage of this questionnaire is to save time and its anonymity. The disadvantage of this questionnaire is the lack of the opportunity to ask additional questions or find out more detailed answers.

### **4.2 Companies descriptions**

The first table shows the information about these companies, the number of employees working in them and the year when the company opened its branch in Brno.

**Table 1 Basic information about companies**

<b>Company</b>	<b>Scope of the company</b>	<b>Number of employees</b>	<b>Year of opening a branch office in Brno</b>
A	The company provides business consulting, technology, engineering and outsourcing services to help clients in over 30 countries build tomorrow's enterprise.	600	2002
B	Provides support to banks and insurance companies.	700	2011
C	A global leader in the area of IT services, including consulting.	1500	2001
D	Provides services in accounting, human resources, education and development, and IT for company branches within EMEA.	500	2005
E	Provides tax consulting	220	2017

Source: own elaboration

### **4.3 Questionnaire structure**

There were 13 questions in the questionnaire, 135 company employees answered the questionnaire. The questionnaire was answered by employees from 5 companies. These companies chose to remain anonymous. I worked on the questionnaire for several months. The questionnaire was completely anonymous. The goal of the questionnaire was to find out how well gender management of diversity is developed in companies, whether employees feel gender-based discrimination in the workplace and how well employees know about programs that support gender-diverse management.

## 5. Results

The following subchapters summarize the individual results of the questionnaire survey including the graphical overview of the results.

### 5.1 Research sample

The sample can be described by six socio-demographic, resp. organization-related categories: gender, age, nationality, level of education, type of work and length of employment in the selected companies.

Question 1 and question 2 focused on basic identification data. Question 1 concerned the gender of the respondents, where 54,8% of the respondents chose the female and 45,2% of the male (see table 2).

Question 2 focused on the age of the employees. It shows that international companies employ all age categories, most employees in the category of 23-26 years and 27-35 years, in the category of 36 years and more, too, answered enough people.

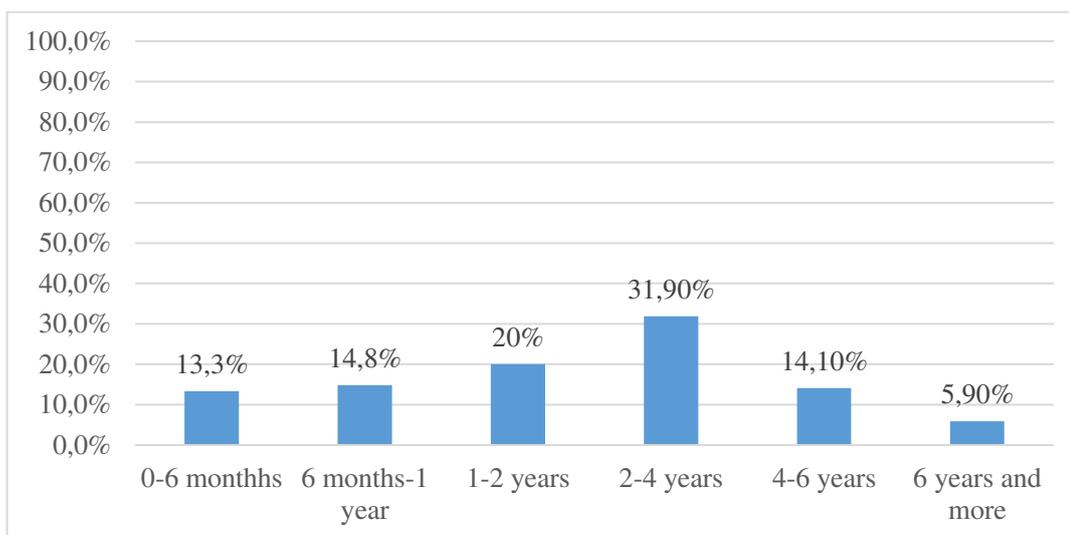
**Table 2 Structure of gender and age**

	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Male	61	54,8%
	Female	74	45,2%
<b>Age</b>	18-22 years	28	20,7%
	23-26 years	50	37%
	27-35 years	47	34,8%
	36 and more	10	7,4%

Source: own elaboration

Question 3 was to find out how long the employees worked in their international companies, and the most common answer was 2-4 years, which is quite a lot. This suggests that employees are satisfied with their workplace and the privileges offered by the company.

**Graph 1 How long have employees been at the company**



Source: own elaboration

Question 4 was to find out what nationality employees were, to find out how diversity management developed in international companies in Brno. The table shows how many different nationalities answered my questions and came to the conclusion that companies are happy to hire foreigners. Employees from different countries can bring their ideas and language skills to the company, which help in the development of the company.

**Table 3 The nationality of the workers**

Nationality	Absolute frequency	Percentage
Czech	73	54%
Slovakia	16	12%
Poland	4	3%
German	3	2%
American	4	3%
Indian	3	2%
Russian	8	6%
Romanian	4	3%
Serbian	3	2%
Italian	4	3%
Israel	3	2%
Ukrainian	8	6%
Slovenian	2	2%
SUM	135	100%

Source: own elaboration

The purpose of question 5 is to find out the level of education of employees working in international companies. Most of the workers who answered the questionnaire have a higher education level of bachelor's or master's degree. This proves that the workers took on jobs based on their knowledge and experience, and not on gender signs.

The last identification question 6 to be mentioned here was whether the employee was working full – time or part-time. The following table shows a view of each employee category.

**Table 4 Type of job and education level**

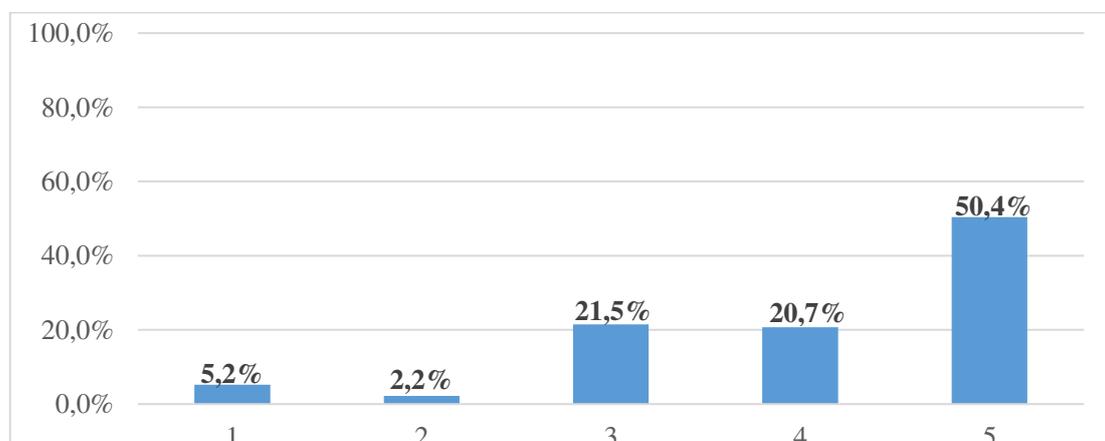
Type of job	Category	Frequency	Percentage
	Full-time	106	78,5%
Part-time	29	21,5%	
Education level	PhD	3	2,2%
	Master	44	32,6%
	Bachelor	64	47,4%
	Secondary school	24	17,8%

Source: own elaboration

## 5.2 Analysis of gender diversity in companies

In question 7, it was suggested to assess from 1 (very poor) to 5(excellent) what level of priority gender diversity represents for the employee .68 put 5 this means that for most employees of international companies, gender diversity is very important .29 employees responded 3 that's fine too, but it's not a priority for them.

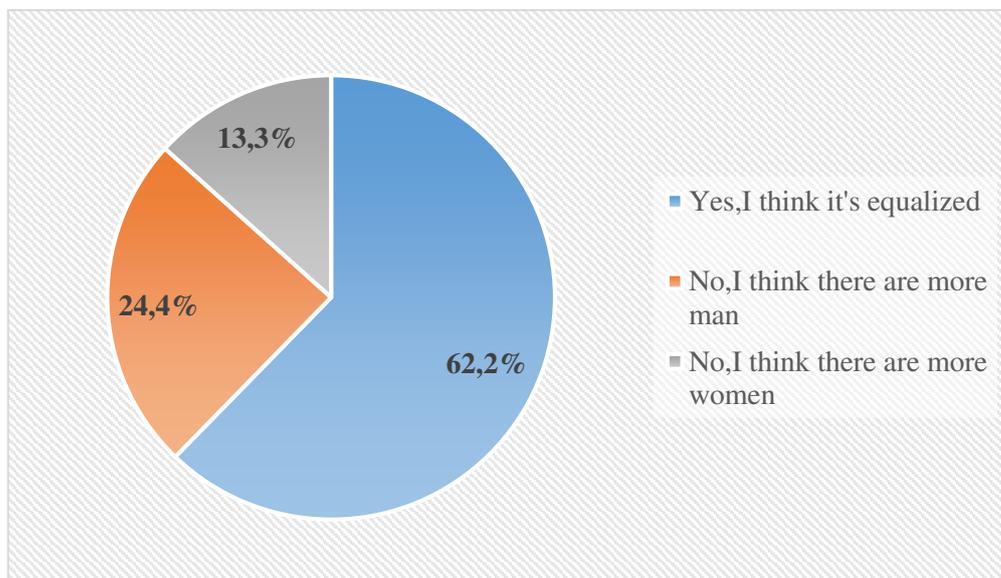
**Graph 2 Level of priority gender diversity for employee**



Source: own elaboration

Question 8 asks if company employees believe that the number of women and men is equal in their companies. 84 (62.2%) employees answered that they found that the same number of men and women. 33 (24.4%) employees answered that the majority of men work in the company, most often the majority of men in the company can be met if this company is connected with the IT industry.

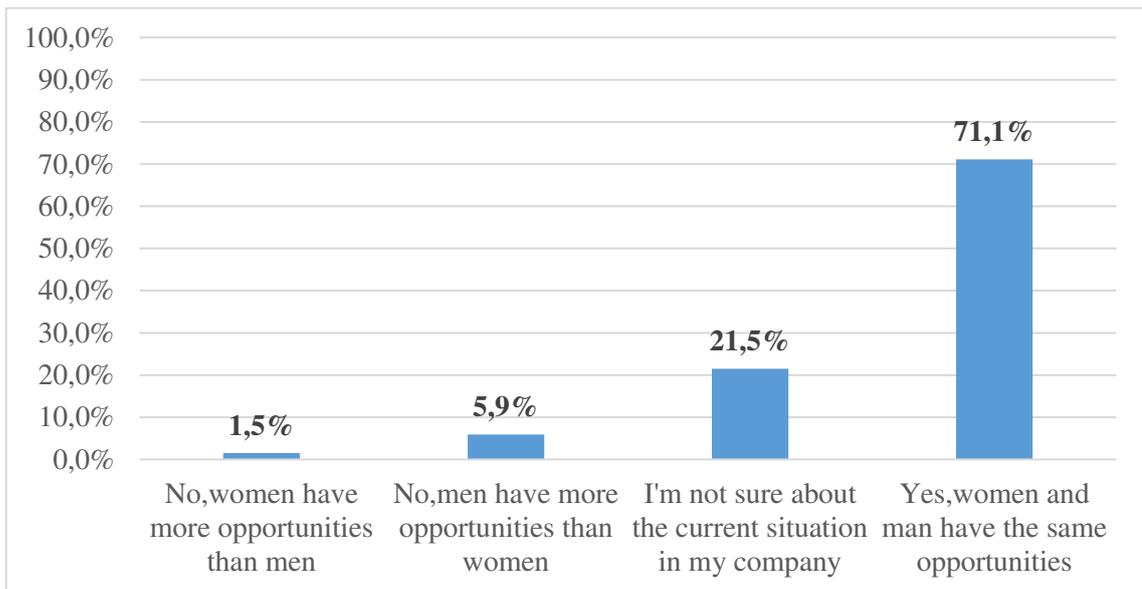
**Graph 3 The opinion of employees on the gender number of employees in the company**



Source: own elaboration

Question 9 was whether the employees felt that in their company women and men had the same career opportunities. 96 (71,1%) employees replied that they believe that men and women have the same career opportunities. In addition, 29 (21,5%) employees said that they are not sure about the current situation in the company. Judging by the responses of employees, international companies in Brno do not look at the gender of employees, but only pay attention to their skills and experience.

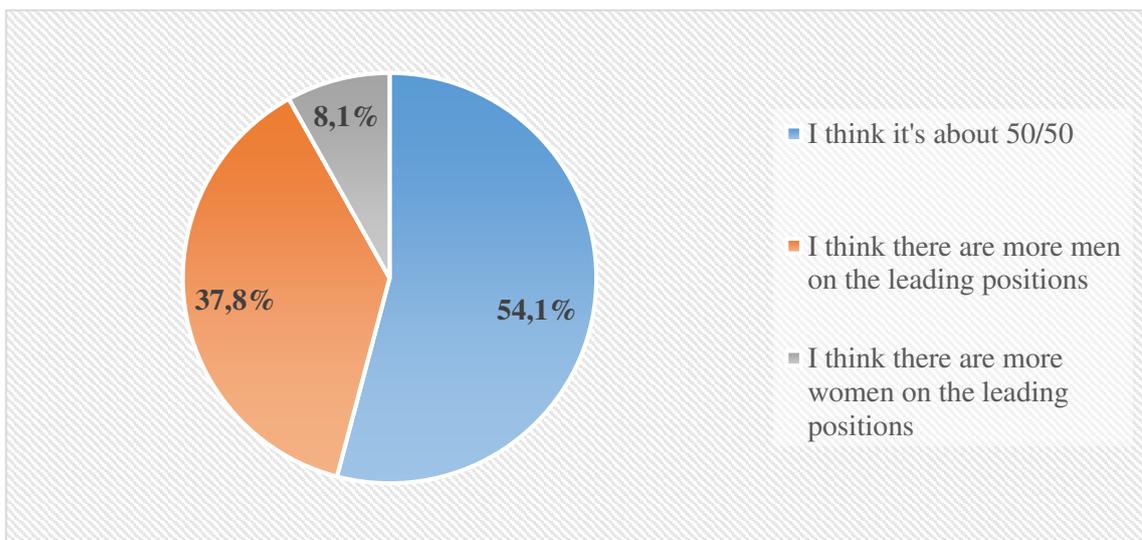
**Graph 4 Opportunities for men and women in the company**



Source: own elaboration

Question 10 helped to find out the opinions of employees of international companies about the proportion of women and men in senior positions. Most of the workers answered that the same number of women and men are in senior positions. In addition, 37,8% of employees answered that most men in senior positions are in most cases that women go on maternity leave and can no longer work or continue to work part-time.

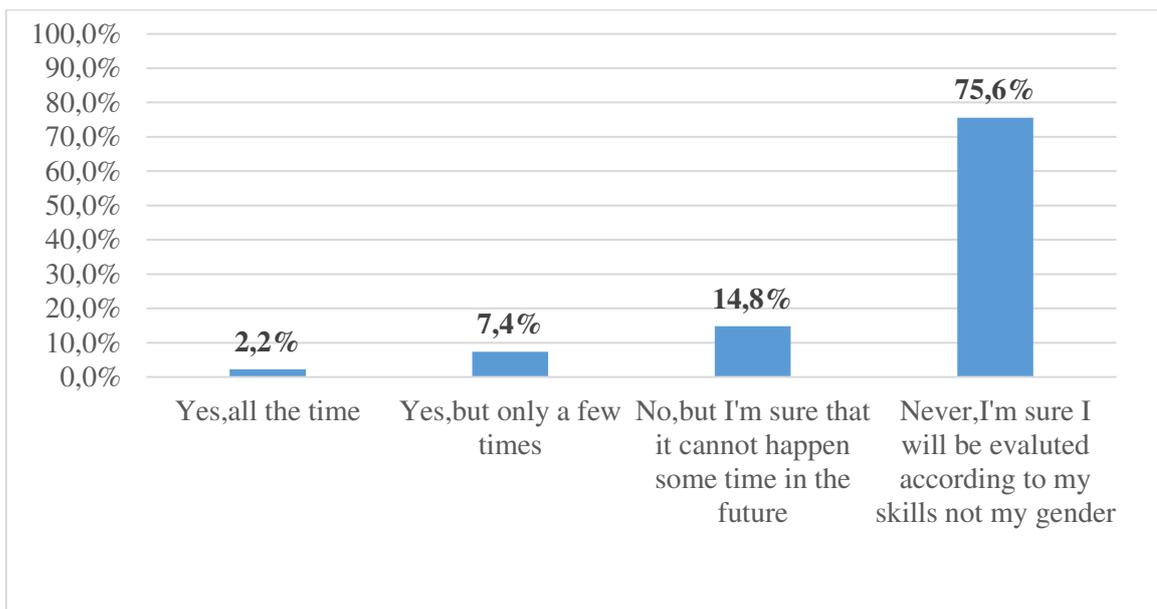
**Graph 5 Proportion of women and men in senior positions**



Source: own elaboration

Question 11 was if workers had ever been discriminated against based on gender in the workplace. 102 workers responded that there is no, and they are confident that the employer assesses in accordance with skills and not on gender. Also, 20 employees answered that no, but are sure that it can happen to them in the future, which suggests that some companies are not sufficiently developed gender diversity and employees do not feel protected from gender discrimination.

**Graph 6: Discrimination in the workplace on the basis of gender**



Source: own elaboration

Question 12 was to find out if employees of companies know any programs that are related to gender diversity management in their workplace. 5 people responding to the questionnaire wrote the names of these programs. Name and description of these programs:

### **1. Project “Goldfish”**

In a company B goldfish is a professional club for women in leadership positions, members of this program are offered assistance in not only the personal development and self-improvement of management skills, as well as the harmonization of labor and family life. During the two years of its existence, the club has welcomed 68 managers from different departments from all over company B. During the year, internal seminars, individual trainers and regular meetings of club members are held, among other things,

with women managers from other companies to share experiences that lead to personal and career growth.

Topics that most interest women managers participating in the Golden Fish program:

- Reconciliation of family and working life - to be a good manager, mother, friend, and to develop personally
- How to work with the male ego, how not to lose yourself, control of emotions
- How to delegate work and not lose face
- How to lead others, motivate to the necessary goal (Csob.cz, 2016)

## **2. Project “Womentoring”**

In 2015 company E opened a new developing project Womentoring, the essence of the project is that during the year women managers had mentors from the Board of Directors who shared their knowledge and experience. Thus, women managers got a better idea of the top positions in the company and had the opportunity to imagine how to move further up the career ladder. Nine women were participants in the program. (Csob.cz, 2016)

## **3. Colored Company**

Sodexo the Czech Republic has launched an internal network program Color Sodexo, which should bring employees closer to why diversity or diversity is important to the company. Mentoring programs and workshops will be targeted at both women and men. While women through workshops and mentoring will learn how to overcome their fears to assert themselves, for men are programs aimed at emotional intelligence, it will be a lot about how to work with people in a team.

The company cooperates with established mentoring programs in the Czech Republic. For women in senior positions, project Odyssey uses Ekipu Vodafone Muriel Anton. For young novice women chose Junior Lean In clubs platform Business Leaders Forum, men will again offer the project as a man, which launches the company Atairu. (Odpovednefirmy.cz,2018)

## **4. Gender Balance Program**

In 2011, the bank launched a project Gender Balance Program. The goal of this project is to create and maintain sensible and respectful jobs for our colleagues, in which both women and men are recognized according to their respective individual work, regardless

of their gender. Major program areas include raising awareness of the importance of gender equality, supporting the development and career development plans, and continuously monitoring relevant trends and events. (Unicreditbank.com/cz, 2011)

## **5. Initiatives for balanced diversity**

Improving women's participation in the company's executive management is an important goal of the company's corporate scorecard. To do this, the company has a number of initiatives aimed at developing leadership qualities and mentoring, strengthening the presence of talented professionals in leadership positions, the increased participation of women in technology, and the increase in the rates of women's return to work after childbirth. (Infosys.com,2018)

Question 13 helped to find out whether employees of companies want to be informed about new programs that are related to gender diversity. 112 (83%) employees answered that they want to be interested in receiving information so that they can use these programs to get privileges or to participate in these programs that will help employees understand how to further move up the career ladder.

### **5.3 Summary of the results**

The questionnaire provided answers to research questions .The first question was if employees of companies faced gender-based discrimination in the workplace.

75.6% of employees answered that they had never encountered such a problem at work. The company employees are sure that they are evaluated not by gender, but by working skills. 14.8% of employees answered that they had not yet encountered this problem, but they are sure that this may occur in the future.7.4% of employees responded that they faced gender discrimination a couple of times at work ..2.2% of employees responded that they faced this type of discrimination constantly. Based on the responses to the questionnaire, it can be assumed that in most cases, workers are protected from discrimination based on gender in the workplace.

The second question was that employees from 1 (generally not important) to 5 (very important) rate the priority level of managing gender diversity in a company for

themselves. 50.4% of employees answered 5 (very important) .20.7% answered 4 (this important, but not in priority) .21.5% answered 3 (almost unimportant) .2.2% answered 2 (not important at all) .5.2% answered 1 (not at all concerned with this topic). Based on the answers, it became clear that for most employees, the topic of gender diversity in the workplace is a priority.

The third research question concerned the existence of special programs related to gender diversity management in companies. Based on the answers, only 5 participants answered this question and named programs that exist in companies. From these answers, it can be concluded that most employees are not aware of the existence of these programs in companies and can not sat their members.

## **5.4 Recommendations**

Based on the results of the survey, recommendations were developed to improve the application of gender diversity management in companies. These recommendations will help managers better understand the importance of managing gender diversity and thereby increase the competitiveness of companies.

Relying on the question of the ratio of men and women in senior positions, column number 5 makes it clear that in international companies where a survey of 50/50 men and women were held in leadership positions. 37.8% of company employees answered that more men occupy leadership positions. Most often this happens because women go on maternity leave, leaving their leadership positions. For companies it is recommended to make it more flexible working conditions for women with children. For example, a company can make a kindergarten for children from a company. A company can also make financial privileges for women that come out of a decree earlier, such as a pay rise. Thus, the company will eliminate staff turnover and not lose a valuable employee in a management position.

When asked whether employees know about any gender diversity program in the company, out of 135 employees wrote only 5 names of these programs. From this it follows that the companies in which the research was conducted do not conduct seminars on the topic of managing gender diversity in companies, and employees are not aware of them, respectively, cannot participate in these programs.

Based on the answers to this question, companies can be invited to hold special seminars on the topic of managing gender diversity and provide more information on companies' websites on programs on managing gender diversity and how to participate in them.

## **Conclusion**

The aim of the thesis is to review the theory and analysis of the practice of managing gender diversity in companies and formulate proposals for improving the management of diversity in them.

The purpose of the theoretical part was to find and summarize the available information and literature on the topic of diversity management and gender diversity management. Then, the methodology was described and the basic information of the companies where the survey was conducted. Then the questionnaire-based analysis followed. The main goal was to find out whether there is gender-based discrimination in Brno international companies. Data was collected using a questionnaire to which 135 employees responded.

The results showed that gender-based discrimination is very rare in international companies in Brno and that the employer looks primarily at the knowledge and skills of the employee, not at his gender. In addition, the analysis of the questionnaire showed that most of the employees of international companies are confident that the company has the same number of men and women. Some employees also know programs related to managing gender diversity. These programs are publicly available and everyone can participate in them.

In the end, suggestions and recommendations are provided. The proposed changes and recommendations can help avoid gender-based discrimination in the workplace and increase company competitiveness through new programs that are linked to gender diversity from discrimination.

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## List of Tables and Figures

### Tables

1. Table 1: Basic information about companies .....	29
2. Table 2: Structure of gender and age .....	30
3. Table 3: The nationality of the workers .....	31
4. Table 4: Type of job and education level .....	31

### Graphs

1. Graph 1: How long have employees been at the company .....	31
2. Graph 2: Level of priority gender diversity for employee .....	32
3. Graph 3: The opinion of employees on the gender number of employees in the company .....	33
4. Graph 4: Opportunities for men and women in the company .....	34
5. Graph 5: Proportion of women and men in senior positions .....	34
6. Graph 6: Discrimination in the workplace on the basis of gender .....	35

## **Additions: Questionnaire**

1) Gender

A) Male

B) Female

2) Age

A) 18-22

B) 23-26

C) 27-35

D) 36 and more

3) Your Nationality(open question)

4) What type of job do you have?

A) Full-time

B) Part-time

5) How long have you been working for the company?

A) 0-6 months

B) 6 month-1 year

C) 1-2 years

D) 2-4 years

E) 4-6 years

F) 6 years and more

6) What is your education level (highest degree achieved)?

A) PhD

B) Master

C) Bachelor

D) Secondary school

E) Other

7) Please, evaluate from 1 to 5 what level of priority gender diversity represents for yourself (where 1 is the lowest and 5 is the highest)?

A) 1

B) 2

C) 3

D) 4

E) 5

8) Have you ever felt discriminated in the current workplace based on your gender?

A) Yes, all the time

B) Yes, but only a few times

C) No, but I'm not sure that it cannot happen sometime in the future

D) Never, I'm sure I will be evaluated according to my skills, not my gender

9) In your organization, do you think that women and men have the same career opportunities?

A) No, women have more opportunities than men

B) No, men have more opportunities than women

C) Yes, women and man have the same opportunities

D) I'm not sure about the current situation in my company

10) Do you feel like the number of men and women working in your company is the same?

A) Yes, I think it's equalized

B) No, I think there are more men

C) No, I think there are more women

11) How do you estimate the proportion of women and men on the managerial positions in your company (team leaders, managers, domain managers, experts and so on)?

A) I think it's about 50/50

B) I think there are more men in the leading positions

C) I think there are more women in the leading positions

12) Do you know of any gender diversity program or any benefits in this sphere provided by your employer? If yes, please, name them

A) Yes \_\_\_\_\_

B) No

13) Would you like to be more informed about the gender diversity programs in your company?

A) Yes

B) No