

Gender Roles among Managers

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Vymezte pojmy z oblasti genderu.
Zpracujte teoretické poznatky týkající se manažerů ženského a mužského pohlaví.
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ABSTRAKT

Hlavním cílem této bakalářské práce je upozornit na rozdíly mužů a žen, které jim zabraňují ucházet se o stejnou pracovní pozici. V teoretické části jsou definovány pojmy související s genderem a je zobrazen náhled dnešní společnosti, kde se mužům a ženám nedostává stejných pracovních podmínek. Mimo jiné je poukázáno na skutečnost, jak se Evropská komise snaží problémy genderové nerovnosti řešit.

V praktické části jsou představeny výsledky dotazníkového šetření, které bylo provedeno na základě získaných teoretických poznatků. Úkolem šetření je zjistit, do jaké míry lidé v manažerských pozicích a studenti manažerských programů pocítují genderové znevýhodňování, a které problémy týkající se nerovnosti mužů a žen považují za prioritní.

Klíčová slova: gender, manažer, diskriminace, muž, žena, rovnost

ABSTRACT

The main goal of this bachelor thesis is to point out the gender differences of male and female, which restrain them from applying for the same work position. In the theoretical part of the thesis the gender terminology is defined and an image of today's society where male and female do not get equal work opportunities is portrayed. An effort of the European Union to solve gender inequality is also mentioned.

The practical part introduces results of the research, which is based on theoretical knowledge. The aim of the research is to find out to what extent people in managerial positions and students of business programs feel gender discrimination and which problems regarding inequality of men and women consider as a priority.

Keywords: gender, manager, discrimination, male, female, equality

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INTRODUCTION

Women generally do not have the same work opportunities as men. It does not happen out of nothing, genders are raised up differently either at home or at school. However, when different behaviour is used at workplace, it is considered as discrimination. There are a lot of factors which could be taken into account while hiring somebody, but gender should not be one of them.

The aim of my thesis is to find out to what extent women are discriminated, especially in the area of management. To question what would have happened if women were given exactly the same conditions as men is irrelevant for now, because even though the European Union is trying to take steps towards equality, it is a really slow process. In 2010 European Commission adopted the Strategy for Equality between Women and Men, which consists of 5 priority areas. The employment rate of women should be increased and the gender pay gap proves the problem of women earning less than men, especially in managerial positions. Women are not often involved in decision making processes and have to face gender-based violence, as is sexual harassment. All these issues are relevant and member states including Czech Republic should be focused on solving them. The gender pay gap of Czech Republic is higher in comparison to the EU and the employment rate of male is significantly higher than the employment rate of female either in Czech Republic or in the European Union.

A female manager could be a good business leader; however, women have to face difficulties such as a glass ceiling or discrimination of them as mothers or caretakers. Each gender has its own specifics and it is hard to say what the best attributes are for being a good manager. Every company has its own unwritten rules where certain traits are welcomed but it is not always the issue of whether one is feminine or masculine. It is recommended to make up a team of people of various nature and also gender.

The theoretical part of the thesis consists of explanations on basic terms, which could be misunderstood. It deals with issues regarding genders not only from the point of view of European Commission. The European Union is taken to show how various gender problems can be in individual states. The comparison of 27 member states is useful for understanding the seriousness of gender inequality in Czech Republic.

The information in the theoretical part is used for practical analysis. The questionnaire focuses on the respondents' feelings about gender inequality. The managers and the students from the business programme were asked to complete the questionnaire.

I. THEORY

1 BASIC TERMINOLOGY

1.1 Gender

“Gender refers to the varied and complex arrangements between women and men, encompassing the organization of reproduction, the sexual division of labour and culture definitions of femininity and masculinity.” (Bradley 1996, 203)

1.2 Gender roles

“Gender roles are the traditional and stereotypical behaviours, attitudes, and personality traits that parents, peers and society expect us to have because we are male or female.” (Plotnik and Kouyoumdjian 2011, 395)

1.3 Gender equality

“Gender equality is the result of the absence of discrimination on the basis of a person’s sex in opportunities and the allocation of resources or benefits or in access to services.” (European Commission 2011, 38)

1.4 Gender equity

“Gender equity entails the provision of fairness and justice in the distribution of benefits and responsibilities between women and men. The concept recognizes that women and men have different needs and power and that these differences should be identified and addressed in a manner that rectifies the imbalances between the sexes.” (European Commission 2011, 38)

1.5 Gender pay gap

“The gender pay gap (in unadjusted form) is measured as the difference between male and female earnings expressed as a percentage of male earnings. The extent of the gap varies with the position of men and women taken as reference in the distribution of earnings.” (OECD 2011)

2 THE SOCIETY AND THE GENDER ROLES

Even before a child is born, a lot of parents guess whether the little thing inside is going to be a boy or a girl. This is the first suggestion of gender inequality. When the child is born, it starts a long process called socialization, which sticks with the baby the whole life.

2.1 Socialization

A person is taught and acquires specific patterns, which can differ in various cultures. While sex is of a biological and congenital character, gender is a construction of behaviour which women and men learn in certain society. (Křížková and Pavlica 2004, 13–19)

“Socialization is the process by which individuals learn their culture and learn to live according to the norms of a particular society. It is how we learn to perceive our world, gain a sense of our own identity and interact appropriately with others. It also tells us what we should and should not do across a range of situations. Through socialization we learn the social expectations that go with our social class, racial or ethnic group, and gender.” (Newman 2008, 155)

A girl is supposed to be nice and pure, something like an innocent angel. On the contrary, society thinks of a boy as a strong individual who is born to be in charge. Parents have the expectations which are based on gender. The whole family and relatives differ in their behaviour towards girls and boys; they act with them in a different way. (Renzetti and Curran 2003, 93-94)

2.2 Female or male

Clothes and toys are used to distinguish gender. “Wearing of gender differentiated dress perpetuates social beliefs and expectations about gender, whether the wearer endorses such beliefs or not.” (Bolich 2006, 49)

Mothers want to have their daughters cute, so they choose pink or colourful dresses. Shopping is fun for them, finding that everything with flowers or hearts is adorable. Even the girl herself wants to decide what she wears at very young age. Boys are clothed in darker colours, either as a sign of stronger gender or as a sign of practicality, because they have no problem to jump into a puddle or to play with mud. They usually do not care about what they wear at all.

3 DIVERSITY OF THE SOCIETY

Despite the process of socialization every person should be treated in the same way, no matter their age, gender or origin. Even those, who are not the same and are not so lucky to have a high life standard, are equal and the society is obliged to assure them the same care. It is not a bad thing that everybody is different. In fact society should be grateful for this diversity. However, people are usually not treated as equals and some of them have benefits which others can just dream of. Discrimination is not just about money or property. Even if you have the same amount of money, your rights may not be the same, because you are of different origin or gender.

Discrimination is restriction and disadvantaging of certain group of people, who are different by race, nation or gender. Talking about discrimination of women generally, it is called sexism. Unequal opportunities for career development and lower payment exist in modern society. (Mikuláščík 2008, 192)

The meaning of the term discrimination has changed. What, 30 years ago, was considered as normal (women getting less salary than men for the same job) is nowadays a strong demonstration of discrimination. (Mikuláščík 2006, 36)

3.1 Creating equal society

Regarding the term equality, many events caused a huge progress for creating an equal society. In the 19th century slavery was abolished and in the 20th century women got the right to vote in Europe. Title IX of 1972 Education Amendments contains important provisions regarding the discrimination of women. (Fialová and Skálová 2010, 11)

It is quite a widespread belief that gender discrimination is now gone thanks to the Title IX; however it is not entirely true. It helped to eliminate the most visible strategies of discrimination, but those who are not so obvious are still out there. So called micro-inequities are visible as separation and the overlooking of women and disrespecting their work or thoughts. Men also tend to belittle women's intellectual powers by comments like "For you, girls, it will not be so easy to understand." (Renzetti and Curran 2003, 153-54)

Mr. Mosé Tjitendero, Chair of the IPU Gender Partnership Group (2000-2002) and Speaker of the National Assembly of Namibia (1990-2004), states, "We believe that true equality between the sexes can only be achieved if both women and men pull forces together to break the barriers of age-old belief that women and men have an unequal stand in society... A man of quality should not fear women who seek equality." (Inter-Parliamentary Union 2008, 5)

The last sentence of the thoughts of Mr. Mosé Tjitendero is my favourite one. It is suggested that men do not let women have the same rights, because they are afraid their position could be threatened. Taking this into consideration I am lead to believe that the problem of gender equality is not even close to being solved. Some men are able to admit that female colleagues are equal to them, but I have never heard male-manager admit that they are better.

3.2 Equality of the 21st century

In the 21st century women now have the right to vote and people are aware of slavery only theoretically, from the history books. The world is changing and democracy and freedom are emphasized. Let's take the United States of America as an example. It is a land of freedom and opportunity, but only for certain group of people. If you are a white man and Christian, it is a land of freedom and opportunity, but if you are non-white or non-Christian or immigrants, it is not. So we live in a democratic society which is supposed to be equal, we have laws on equality, but, still, there is discrimination. One of the examples is a double standard between men and women: usually women make less than man, even though they have the same education or the same kind of job.

Looking at stereotypes all around, you find out that being a professional rock star is not what women want. Being really good at a job is not a common priority for women, because they are not raised up in the way that being top-managers will satisfy them. Incidentally romantic films also do not help in overcoming gender stereotypes at work. It is always the same – a young woman is trying to find love. It often starts with a woman, who is really good at her job. She is fully focused on her job until a man shows up and turns everything upside down. And later on she finds out that the work can never replace the man. Thanks to the movies the young women believe that they can be quite successful at their jobs and at the same time have a perfect relationship with man. TV tells them that it is possible to make this fairytale happen. (Powel 2011, x)

“And if they do not get it all – well, they have only themselves to blame. We rarely witness their male counterparts grappling with these issues. The myth of equity persists and permeates our expectations of ourselves and of others.” (Powell 2011, x)

3.3 The myth of equality

The myth that we are all equal is one of the most powerful myths. It says that we all are equal under the eyes of the law. But sometimes it is not even possible to offer the same

opportunities. Nicely dressed and physically attractive person, who speak well is in comparison to a broken person of ugly appearance with no talent for speeches the only choice for employer. (Felkins 1997)

“Every job has its own suite of physical and mental characteristics that would be useful. If you are applying for a job to wait on customers, it would seem reasonable that they require you to be female and generally attractive. On the other hand, if you are applying for a job as a helicopter operator, you will need special physical skills as well as mental skills but we do not care too much what you look like.” (Felkins 1997)

There are already too many jobs which are suitable only for one gender, so discrimination should be eliminated at least in positions where possible, as in management.

3.4 The myth of equity

It is believed that gender stereotypes do not exist today or that their existence is insignificant. The myth of equity is used to describe the situation where people are deceived by telling them that discrimination is no longer a problem. The target group that suffers the most are women of all ages. These women want gender equity but they are often met with sexism and manifestation of gender discrimination in various forms not only at workplace. (Powell 2011, x)

“Today, only one out of ten members of the management boards of a large publicly listed EU companies is a woman. The European Commission will work together with the private sector to raise the number of women in economic decision-making positions – either through self-regulation or an EU initiative.” (European Commission 2011, 3)

The division of male and female roles occurs in our private life. When we look at the relationships we have with all our relatives or schoolmates of the opposite gender, and especially the relationships we have with partners, women and men are not equal. There are too ways in which men differ in their behaviour towards women (which can be deemed good or bad). The good one consists of flattering and being gentleman, even though it is ambiguous. Innocent flattering can change inconspicuously into sexual harassment. Inappropriate behaviour is considered, for example, to underestimate women and their intelligence or sexual harassment. With men who think that they have the answers to everything we meet in everyday life, either at home or at work. Women do not usually have the opportunity to prove that their solution is a better one, because men do not give up easily.

4 PRIORITY AREAS IN STRATEGY FOR EQUALITY

In 2010 European Commission adopted the Strategy for Equality between Women and Men which should improve situation of women in the market and their position in society.

“The newly appointed Commission adopted a Women’s Charter in which it pledged to strengthen the gender perspective in all policies introduced during its term of office and to bring forward specific measures to promote gender equality. The Charter established five principles of equality to underpin all Union action.” (House of Commons 2010, 72)

An equal economic independence is closely related to the employment rate and the impact of parenthood on it, equal pay for equal work and work of equal value is related to gender pay gap. Equality in decision making addresses with women’s leadership, dignity, integrity and end to gender-based violence involves sexual harassment and fifth principle is gender equality beyond the Union.

4.1 Equal economic independence

Women will not be equal to men until they get the same salary and they do not get the same income if they are unemployed. Even if the female employment rate was the same, it would not mean that all problems regarding gender inequality disappear. There are too many steps needed before creating real gender equality; however equal economic independence would be a good start.

For most people, family and work represent the most important life values. After starting a family, children become number one. Change of importance between work and family may apply for both gender, however, there is a difference. Women usually prioritize family, meanwhile men tend to divide time equally between work and family and rarely the family wins. Women are encouraged to combine work and personal life. For man family is not obstacle for doing his work. (Sirovátka and Hora 2008, 42-52)

“A major reason for women’s low employment rates is the challenge of reconciling work, family and private life. The impact of parenthood on the female employment rate is limited in Portugal and Slovenia but is high in Estonia, Hungary, Slovakia and Czech Republic. In Germany, new legislation offers parents flexibility in training assistance: they are free to decide when they wish to raise children, undergo training or work. In Sweden, equality bonuses are paid to encourage mothers and fathers to share their parental leave more equally. Providing a sufficient number of high-quality, affordable and accessible childcare is a vital step in offering parents, and especially women, a genuine choice to work.” (European Commission 2011, 6)

Following figure was created to designate employment rate of male and female in Czech Republic with comparison to European Union.

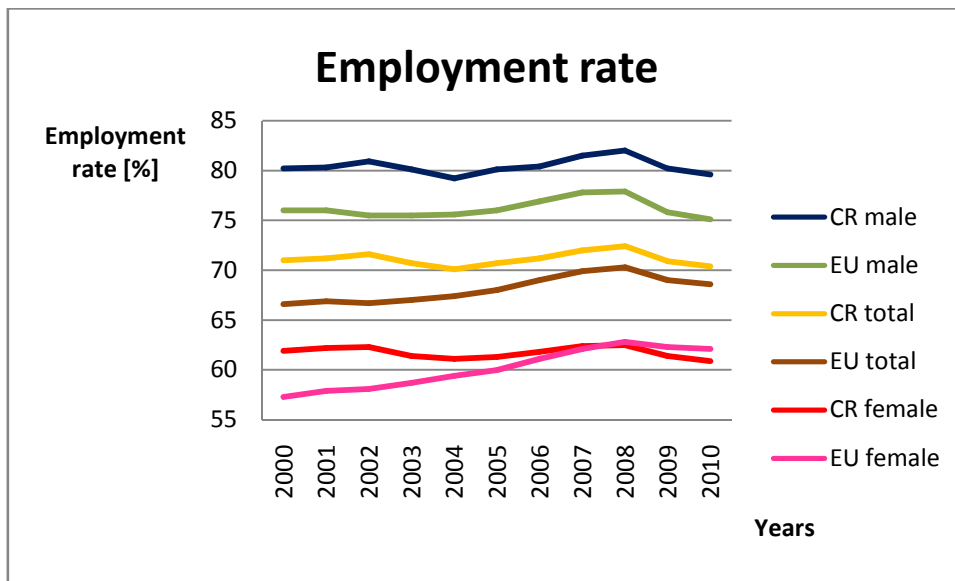


Figure 1. Employment rate by gender in the EU and Czech Republic 2000 – 2010 (Eurostat 2012)

The most positive employment rate was visible in the year 2008, either for male or female (CR male 82%; EU male 77.9%; CR female 62.5%; EU female 62.8%). The total employment rate in 2010 was 68.6% in the European Union and 70.4% in Czech Republic. The EU target including Czech Republic is to get to 75% of total employment.

After 2008 the total employment rate shows a descending trend. Taking into consideration the European Union, the male employment rate was in 2008 77.9% and in 2010 75.1%. The female employment rate in 2008 was 62.8 % and in 2010 62.1%. The gender differences seem to be less visible since it narrowed from 15.1% in 2008 to 13% in 2010. The differences can be calculated by looking at the employment rate of male against the employment rate of women. Even though the difference between the female and male employment rates narrowed, the problem of low employment amongst women is still far from being resolved.

“Actions to promote equal economic independence include increasing women’s participation in the labour market, promoting female entrepreneurship and self-employment, assessing any remaining gaps in entitlement to family-related leave, providing child-care facilities to help reduce the impact of parenthood on rates of female employment and promoting gender equality in EU initiatives concerning immigration.” (House of Commons 2010, 72)

4.2 Equal pay for equal work and work of equal value

Across the European Union, women earn less than men. In spite of the increasing number of European and national laws regarding equal pay, the gender pay differential is increasing in some nations. (Joanne Deschenaux 2009)

Women are underrepresented especially in higher positions, including a managerial position. Even if women are in higher positions, they may have less responsibility. The higher position it is, the higher is the salary difference. (Sirovátka and Hora 2008, 179–80)

One of the ways to promote the equalization process is not just in education but in families and schools. Organizations should be encouraged to provide equal opportunities for men and women. (Mikuláščík 2006, 35)

“Women get a lower average income than men with the same job description and the same wage group, also when they are employed full-time. Even on entry into the professional positions there are differences in earnings, although they have the same qualification level.” (Laboureconomics’s Weblog 2011)

4.2.1 Gender pay gap in the EU

The average gender pay gap within the EU is slightly improved each year – from 17.7% in 2006 to 16.4% in 2010. For 2010 it means that men are paid 16.4% more than women (16.4% is provisional number). Czech Republic has second highest gender pay gap after Estonia and together with Austria. Following table shows 13 member states of the European Union whose gender pay gap is above the EU average of 16.4% in 2010.

Table 1. Gender pay gap over 16.4% in 2010 [%]

Estonia	Czech Republic	Austria	Germany	Greece	Slovakia	
27,6	25,5	25,5	23,1	22	20,7	
Cyprus	UK	Finland	Netherlands	Hungary	Latvia	Spain
21	19,5	19,4	18,5	17,6	17,6	16,7

(Eurostat 2012)

All numbers were collected from the database Eurostat and they are valid for the year 2010, although there are some extraordinary facts worth mentioning. In Estonia and Greece the data was not collected (from 2008) and for Austria, Cyprus and Spain the data in 2010 is only provisional. It is interesting to look at gender pay gap of the countries surrounding Czech Republic. Austria, Germany and Slovakia all have gender pay gap higher than 20%. Poland, as the fourth neighbour, has the lowest pay gap of 9.8%, even though this figure is from year 2009 as data was not collected in Poland in 2010. Following table indicates 14 states whose average is positive in comparison to the EU.

Table 2. Gender pay gap below 16.4% in 2010 [%]

Denmark	France	Sweden	Bulgaria	Lithuania	Portugal	Ireland
16	16	15.8	15.7	14.6	12.8	12.6
Romania	Luxembourg	Poland	Belgium	Malta	Italy	Slovenia
12.5	12	9.8	8.6	6.1	5.5	4.4

(Eurostat 2012)

Denmark, France, Sweden and Bulgaria are the closest to the EU average. Lithuania, Portugal, Ireland, Romania and Luxembourg are between 15 – 12 % and the least visible differences are in Poland, Belgium, Malta, Italy and Slovenia - less than 10 %. In France, Ireland and Italy data for year 2010 are provisional and as was mentioned earlier data in Poland was not collected in 2010 so the number is from year 2009.

Following two figures (*figure 2* and *figure 3*) was created as an illustration of changeable gender pay gap in individual states. Czech Republic is compared with EU-27 and with states whose gender pay gap has the most interesting development.

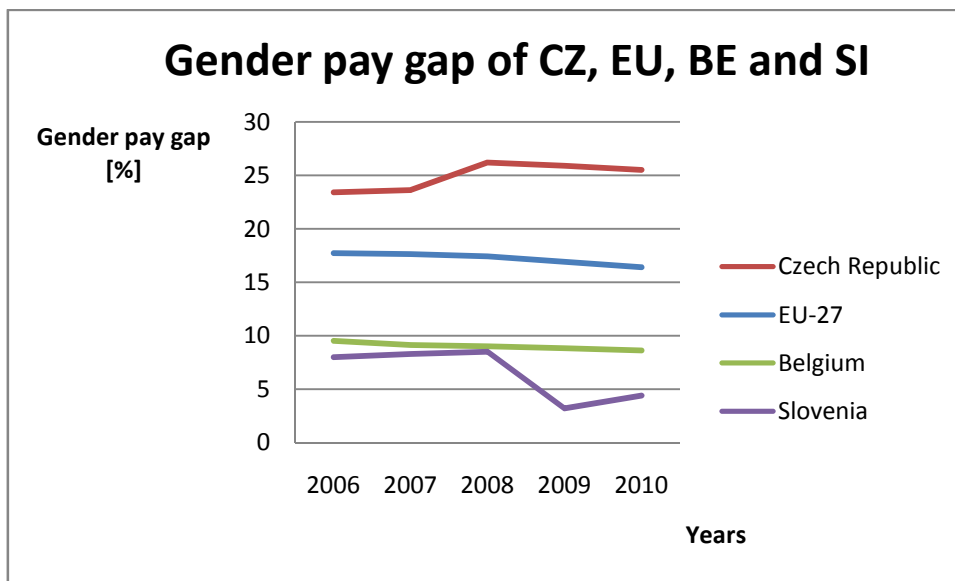


Figure 2. Gender pay gap of Czech Republic, EU, Belgium and Slovenia 2006 - 2010

(Eurostat 2012)

Regarding 2010 Czech Republic (25.5%) has the second highest gender pay gap in whole European Union right behind Estonia (27.6%). From 2006 to 2008 gender pay gap of Czech Republic increased (from 23.4% to 26.2%), however since 2009 seems to be slightly decreasing (from 25.9% in 2009 to 25.5% in 2010. In *figure 2* the difference between Czech Republic and the European Union is clearly pointed out and it is obvious that Czech Republic should solve the problem of high gender pay gap radically.

Belgium can be taken as a model sample. The gender pay gap has never been too high and still has fluent decreasing character, so strategies for reducing gender pay gap

apparently meet the purpose, but are not necessarily aggressive. Slovenia, despite the instability of its gender pay gap, remains a member state with the lowest gender pay gap. It was significantly reduced from 8.5% in 2008 to 3.2% in 2009 and in 2010 it went up to 4.4%.

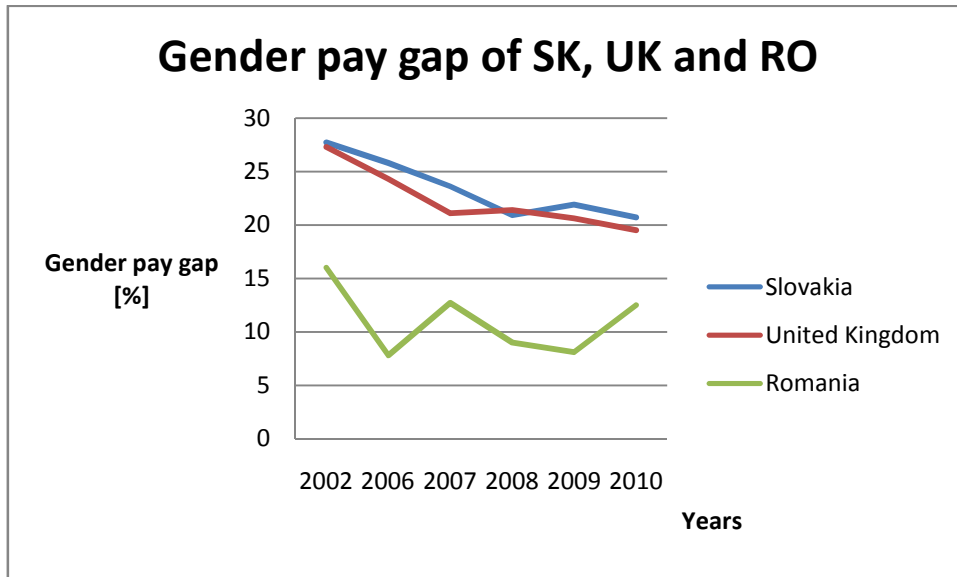


Figure 3. Gender pay gap of Slovakia, United Kingdom and Romania 2002 – 2010 (Eurostat 2012)

As seen in *Figure 3* the gender pay gap of Slovakia and the United Kingdom has generally decreased. Slovakia started at 27.7% in 2002 and the gender pay gap was successfully reduced to 20.7%. The result is quite interesting if we take into account Czech Republic, which should not differ from Slovakia greatly as they were one state. Romania managed to lower their gender pay gap by half in the period of 2002 to 2009, however in the year 2010 it went up from 8.1% to 12.5%.

The gender pay gap reflects the gender discrimination which is also linked to education, the unequal distribution of family responsibilities and similar issues. Inspired by many member states which have successfully established days to increase awareness of how much longer women need to work than men to earn the same amount, the Commission introduced the first European Equal Pay Day in 5 March 2011. (European Commission 2011, 1-9)

“Actions to secure equal pay for equal work of equal value include exploring the impact of atypical working arrangements, such as part-time work, on equal pay; career development and promotion; supporting equal pay initiatives within the workplace, such as the use of analytical tools to identify gender pay gaps; introducing an annual European Equal Pay Day to raise awareness about how much longer women need to work than men

to earn the same; and encouraging women to pursue non-traditional career paths.” (House of Commons 2010, 72-73)

How is it possible to close the gender pay gap? This is widely discussed nowadays. As mentioned, the European Union is trying to face up to the problem, but it is not easy to do something in a small time frame.

4.3 Equality in decision-making

Women achieve results differently than men, which should be taken as an advantage for companies. Women bring new ideas and innovations. Leadership from a woman’s perspective is more intuitive, but does not exclude rationality. Their way of leadership considers people’s needs and emotions. It is based on building relationship with a listening ear. Female leaders are critical for business, and leadership qualities should be appreciated. They become more and more invaluable as organizations become less hierarchical. (Wittenberg-Cox and Maitland 2009, 8)

“Despite making up nearly half of the workforce and accounting for 60% of new university graduates in the EU, women continue to be under-represented in economic decision-making positions, in particular at the top. It is widely argued that women’s advancement in the world of work brings benefits for businesses, while the under-utilization of women’s skills is a loss for the economy.” (European Commission 2011, 51)

“Women make up 32.8% of business leaders. The disparity has not narrowed significantly over time: the percentage of female business leaders rose from 30.7% in 2000 to 32.8% in 2009. In 97% of recorded cases the board was chaired by a man. In 2010, women accounted for just below 12% of board members in the largest publicly listed companies in the EU and for only just over 3% of board chairs. Women continue to be significantly underrepresented in leadership and decision-making positions in the corporate sector. Aside from a few countries, progress is very slow. In Norway women make up nearly 40% of the board members of the largest companies. There is one woman member for every three men in Sweden and Finland (26% women), while in Malta, Luxembourg, Cyprus and Italy, fewer than 5% of board members are women. Czech Republic is close to average of EU – about 12% of board members are women.” (European Commission 2011, 53-60)

Men usually dominate companies that were created by men, so it is natural that the work life was, and in the majority of cases still is, created in accordance to values that

correspond with the model of masculine behaviour. The masculine model proves that most of the organizations are managed and controlled by men. (Křížková and Pavlica 2004, 30)

It is interesting to compare share of women as a board members and the gender pay gap in member states of EU. In Finland in 2010 men are paid by 19.4% more than women, it means the situation is worse comparing EU average of 16.4%. However, the share of women as board members is 26%, which is positive outcome. Opposite paradox is in Malta and Italy, where gender pay gap is 6.1% and 5.5% and the share of women as board members is fewer than 5%.

“Actions to improve equality in decision-making include setting and monitoring targets to improve the gender balance in decision-making; monitoring progress towards attaining 40% female participation in Commission committees and expert groups; and supporting efforts to increase the participation of women in EP elections.” (House of Commons 2010, 72-73)

Presently, women generally do not have the same power in decision-making process as men do, however it seems to be improving thanks to EU actions which promote equality in decision-making.

4.4 Dignity, integrity and an end to gender-based violence

Unfortunately, violence is an integral part of people's lives. We witness crime almost every day via the media. Criminality has always had a place in the world, and it is not changing now. Prisons are full and the law system is not nearly perfect. There are thousands of examples. One which comes to mind is in the case of a mother who killed her 4 children in one day with no apparent reason. It shows not only the cruelty, but also an injustice of the world, where an innocent child suffers because of the mistakes or mental instability of the stronger ones. As the children who have no power to defend themselves from their mothers; women who face gender-based violence are powerless in a similar way. The stronger gender tries to hurt them and they do not have support to prevent it.

There are different levels of violence which women experience. Domestic violence, sexual harassment and rape are probably the most common ones. Other exceptions include forced marriages or honour crimes and probably the most damaging is female genital mutilation. It is estimated that about one third of working women have experienced some kind of violence at least once. (Kelly 2003, 18-124)

“Fighting against all forms of violence against women is one of the top priorities of the European Commission but there is still a lack of timely, reliable, accurate and

comparable data at both national and EU level. There are several reasons why data are hard to find. First, the phenomena are, by definition, hidden; second, only a few member states collect these data; and lastly, there are disparities in data collection methodology across the EU.” (European Commission 2011, 14)

4.4.1 Sexual harassment

Sexual treatment at work is a civil right under federal and state laws. Sexual harassment is a type of sex discrimination involving unwelcome sexual conduct or pressure in the workplace. The laws say that no one has the right to sexually bully another person at work. The laws apply to either sex, as both men and women can be harassers or harassed. Women do not complain about this unlawful act, because they fear of losing their jobs. (Boland 2005, x)

Even if sexual harassment does not belong at the workplace, it is there. This inappropriate ways of behaviour are usually in the form of aggression, which is more common with men. The studies show that women can be in certain situations as aggressive as men, especially when they are rewarded for that, or when they think that nobody can see them. The scientists suggest that women probably deny aggression because of society, which expects the behaviour of lady from them. (Renzetti and Curran 2003, 83)

People who experience sexual harassment sometimes leave their jobs out of embarrassment or fear. Many of them are left with a nagging guilt that they did something to encourage the behaviour. (Howard 2007, 8)

“Action to promote dignity, integrity and an end to gender-based violence include adoption of a new EU-wide strategy to combat violence against women; possible legislative action on victim’s rights; and launch of an EU-wide awareness-raising campaign on gender-based violence.” (House of Commons 2010, 72-73)

We can only hope for a better future in which the EU will be successful in reducing violence against women. It is problematic to stop the spread of violence since we live in a modern society with computer games based on the destruction of nations simply by pressing one button.

4.5 Gender equality beyond the Union

The last principle of equality is called gender equality beyond the Union. The European Union made an effort to cooperate with the United Nations. As the term, beyond the

Union, suggests, non-member states are taken into consideration while trying to promote gender equality.

“The Commission continues to monitor the transposition, implementation and enforcement of EU legislation in the gender equality area in the candidate countries. In 2010, more than 130 EU delegations in non-EU countries were actively involved in the implementation of the 2008 Guidelines on violence against women and girls and the combating of all forms of discrimination against them. Cooperation between the EU and United Nations Women boosts the promotion of gender equality outside the Union.” (European Commission 2011, 15)

“Actions on gender equality beyond the Union include encouraging partner countries within the EU’s European Neighbourhood Policy to promote gender equality; and ensuring that consideration of gender issues is an integral part of EU humanitarian aid.” (House of Commons 2010, 73-74)

The approach that advocates that the more we try, the more we can do is a good one. The European Union itself does its best to reach equality. More people mean more power and in this case more states mean more power.

5 PROBLEMS OF WOMEN TO GET TO THE TOP MANAGEMENT

Top managers choose from the people applying for job such applicants, who are not significantly different from themselves, it means that when majority of top managers are men, the chance for a female applicant is smaller than for a male applicant. Gender stereotypes are grounded in the assumption that women are unreliable and inappropriate for a leadership. (Vlach, Šnajdrová, Kozelský and Musil 2008, 10)

“Men are in the majority among managers, top executives, and the higher levels of professional workers whilst women are still concentrated in the lower categories of managerial positions. Both visible and invisible rules have been constructed around the male norm, which women sometimes find difficult to accommodate. Male and female colleagues and customers do not automatically see women as equal to men, women tend to work much harder than men to prove themselves, and sometimes they have to adapt to “male” working styles and attitudes more than necessary.” (Wirth 2004, 2)

There are organizations and companies which do not support active promotion of principles of gender equality and women especially have to deal with a lot of problems and barriers. The carriers of women may be blocked by so called glass ceiling and they also have to face the problems as caretakers of the family.

5.1 Glass ceiling

Glass ceiling is so called vertical segregation – regarding gender it means that women dominate in lower positions, while the top management is occupied by men. Women often have no opportunity to be promoted to the highest positions so they face to the glass ceiling. It is crucial to realize that women’s carriers are limited by glass ceiling effect. (Rosser 2004, 61)

“The glass ceiling is one of the most controversial and emotive aspects of employment in organizations. When setting up the Glass Ceiling Commission in 1991 the US Department of Labour defined the concept as those artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward in their organizations into management-level positions.” (Grout, Park and Sonderegger 2011, 1)

In 1988 gender discrimination was spreading in a way that was difficult to control and the glass ceiling was almost unbreakable. Over 20 years later, it appears that the glass ceiling is made of kryptonite. Even though women are ready to join the workforce, they increasingly meet harassment and discrimination in workplaces. (Powell 2011, ix-x)

5.2 Being a mother

Employers, when hiring, prefer safe employees who are not “risky” and are not considering interrupting their careers. The role model of a woman is not about what companies want. Interrupted careers usually do not allow a better position and a frequent change of job positions implies a disloyalty to the concrete company. The reason for this behaviour is not based on gender, but on the proclamations they have to meet – taking care of the family and home and preferring the career development of their husband. (Vlach, Šnajdrová, Kozelský and Musil 2008, 11)

“The problem is compounded by employers’ assumption that women, unlike men, are not able to devote their full time and energy to work because of their family responsibilities. Consequently, women are not given as many opportunities to do the more demanding responsible jobs, which would advance their careers. However, there is an evidence to show that once women attain the upper levels of management, attitudes towards them are not much different to those towards men.” (Wirth 2004, 2)

There are two ways to solve this situation. First one should assume that women give up their ambitions with regards to work, and by taking care of the family it enables men to develop their careers. The second one is based on the mutual substitutability of male and female roles. If both parents want to build a career and, at the same time, raise children together, they have the opportunity to divide their obligation at the same part. The adaptation of work is necessary, but it eliminates stereotyped expectations connected with men and women. Employer will not prefer male-father to female-mother, because they both participate with duties. It is all about the communication level between partners. Women usually aspire to the division of being a parent and manager at the same time, meanwhile men will not compromise the traditional role as a breadwinner. (Sirovátka and Hora 2008, 54 – 55)

6 FEMALE MANAGER OR MALE MANAGER

Male managers do not have to fight for gender equality as women do. The priority to build a career is expected from men, so the opportunities are created for them. Women in top management are rare, and if so, there is a tendency to think that this one woman represents all women. If she fails, all women fail, because it is example of how women handle challenging roles. On the other hand, if she succeeds, all women in the company feel more relaxed, because they do not need to adapt to the men's style. The success of female manager also depends on her image. Not only that men act with women differently according their appearance, but women tend to be often dissatisfied with their bodies, which highlights stress as a factor. (Mikuláščík 2006, 24-27)

6.1 The characteristic of men and women

Men apply logic and are good at mathematic figures. They do not rely on feelings, and they are more aware what life is really like and they accept it. Men usually solve problems and tasks with the left hemisphere, which is more analytic and focused on algorithmic solutions. Women have a tendency to use both hemispheres. Thanks to this, problems are solved more creatively and feelings and communication are involved. Both genders find the solution by the way which is comfortable for them. (Renzetti and Curran 2003, 76)

Women are sensitive beings with something called a sixth sense. That is why they wake up every time their baby cries. Women are more careful, creative and sensitive. They do not want to hurt other's feelings and have a better imagination and fantasy. Their reaction to stress is different to men. A men's reaction is in the form of attack or run. Women try to avoid the stress by gaining friends or information. (Hanzlovský 2010)

A woman is not sure whether she should be herself or adapt, reveal feelings or not, be dependent or independent. The majority of women do not believe in themselves, are afraid of risks and have a tendency to underestimate their own powers. Men usually have no problem with self-confidence, so they achieve their goals easier. (Mikuláščík 2006, 57)

6.2 Different job, different income

Certain kinds of job are more suitable for women and others for men. It is obvious that women are more suitable for work, where it is not necessary to lift heavy things and where the capability to communicate is beneficial, because women like talking. It is natural that man is a stronger gender and it is the way it is supposed to be. Women do not require the same strength as men. However strength is not needed to be a good manager. Despite this

fact, men are seen as better candidates for the work in management. And even though a woman is employed as a manager, she will also have to deal with discrimination not only in the form of lower salary. There is no way out of the situation until labour market appreciates men and women fairly and evenly. Getting an equal salary for the same job would be the first step toward male and female being treated equally.

6.3 Team of men and women

Male managers usually prefer to work with men rather than women. It is quite logical, because each gender has its own way of solving problems. Trying to force her or his way to opposite gender is not a good idea, because he or she can be confused.

The way of leadership and communication of genders is different. Women are more orientated towards relationships, and have an ability to listen and understand the problems of individuals. Women in higher positions do not use the authoritative approach as much as men do. Men do not feel comfortable when their supervisor is a woman while the other way round is natural. (Mikuláščík 2008, 98)

Communication is an interactive process, which is influenced by many factors and gender is one of them. People from various cultures have their own dialects and it is the same with genderlect. Women talk with tongues of confidentiality and relationships and they get this language back, meanwhile men talk by tongue of status and independence. When people from different cultures talk, it can cause a lot of misunderstandings, the same as when men talk to women. (Renzetti and Curran 2003, 180-81)

If I had a company, I would try to divide my employees into 3 teams if possible. One team would consist only of women, the second of men and the third would be equally mixed. All the teams would be given the same task and I would see which solves it best. Since I do not have the opportunity to make up teams, I can only express my opinion. In a mixed team there would probably be some misunderstandings between the genders. Women could face typical problems like overlooking, but if they all tried to cooperate, this team would eventually do the best job.

The solution is quite easy – overcoming stereotypes that women are not able to be as good as men. A team consisting of one gender only would not be bad, but the company would definitely use a different perspective on problem solving which women and men may offer.

II. ANALYSIS

7 ANALYSIS – GENDER ROLES OF MANAGERS

The questionnaire, which consists of 17 questions, was distributed to create the practical part of the thesis. First five questions identify the respondents and the rest of them are aimed at confirming the theoretical part.

7.1 The aim of analysis

The main goal of the practical part is to find out how managers and potential managers feel about division of male and female roles in management. 12 questions were asked to prove if the reality corresponded with the theory.

7.2 Distribution of questionnaire

Four companies from the Zlín region were asked to distribute the questionnaire throughout their management departments. Managers of HP Tronic, Lukromtel, Eltisk, s.r.o. and CA Dalima were willing to complete the questionnaire as well as the students of English for Business Administration bachelor programme at Tomas Bata University. These students all have attended obligatory practical training during their studies and most of them have working experience. All the questions were chosen carefully so as to be accurate and relate to the topic. I have no doubts about the reliability of the respondents and I dare say that they did their best so the results could be objective. I also gave them instructions and they had an opportunity to contact me if there was any ambiguous question. They had enough time to complete the questionnaire.

7.3 The characteristic of respondents

The questionnaire was sent to managers and to students of different gender, marital status, age and occupation. All personal features are analyzed in following figures (*figure 4* and *figure 5*). About 80 people were asked to participate in my research and 51 of them answered. All the respondents are of Czech nationality. Given the topic of my thesis it was important for me to gain the opinions of men and women. This mission was completed since 26 women and 25 men are involved in the research.

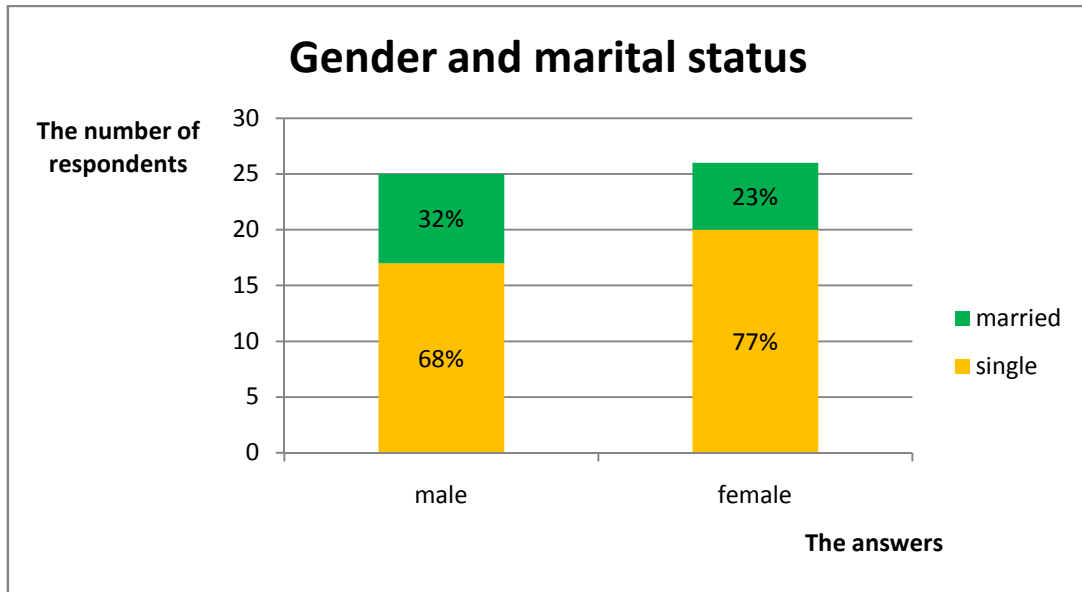


Figure 4. Gender and marital status of respondents

As I mentioned before, 49% of the respondents are men and 51% women. The majority of them are single, which is partially caused by the fact, that almost half of the respondents are students on the bachelor programme. The age of the respondents vary in the same way as their occupation. It is the result of two different target groups.

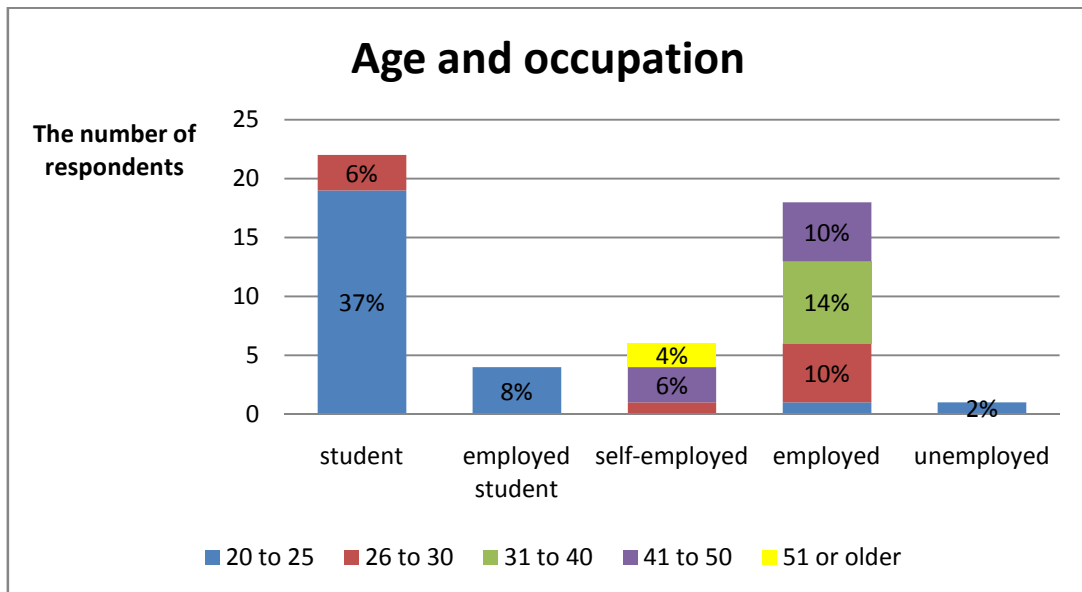


Figure 5. Age and occupation of respondents

The half of respondents belongs to the category of student or employed student between the age of 20 and 30. The second addressed group were managers on different levels of management. The majority of them are between the age of 26 to 50 and they are either self-employed or employed.

8 RESULTS

The result of the research is shown in the form of figures and tables, which shows the variety of answers. Managers and potential managers were asked questions about gender discrimination especially at workplace.

8.1 Division between male and female roles

The aim of the question was to find out whether the model of woman as a babysitter and cleaner and the model of man as a breadwinner are still valid in modern society.

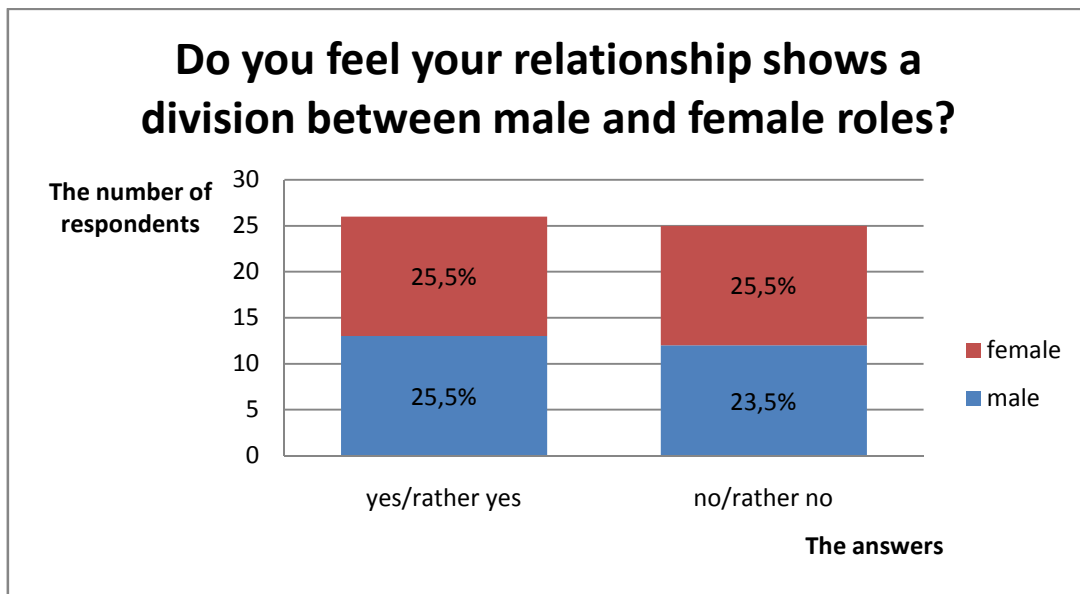


Figure 6. Feelings of respondents about division between male and female roles

The fact that almost half the respondents do not feel the division between male and female roles is promising. A century ago the term equality did not even exist, so it is a step forward. 6% of males and 2% of females, whose answer was positive, and 10% of males and 10% of females, whose answer was negative, are married usually in the age range 41 to 50. It means that married respondents rather do not feel a division between male and female roles.

Most of the single respondents of a young age picked up yes or rather yes as an answer. This fact may be caused by the independence and autonomy of young people. The young women want to be in charge equally as men do. That is why there is a high number of divorces. It is not possible to keep a healthy relationship assuming both partners want to be in charge. If we want to avoid the division of gender roles in relationship, we can try to share duties and to find a compromise, which is convenient for both partners.

The division of male and female roles in relationships definitely influences the role of a woman as a manager. If men are seen as breadwinners, they are supposed to get to a better position at work.

8.2 Gender discrimination at workplace

The question about gender discrimination at workplace / practical training or temporary job was analyzed from the perspective of respondent’s gender.

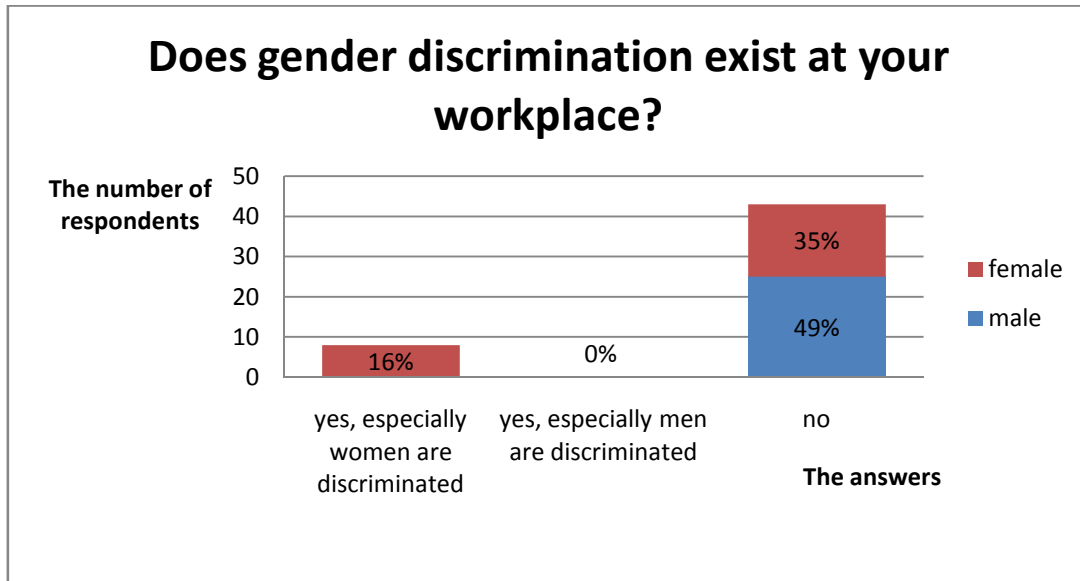


Figure 7. Gender discrimination at workplace

In my opinion it is not surprising that men are not discriminated at all. 16% of all respondents answered that they encountered discrimination at workplace and all of them were women. With the help of supplementary question, I asked them to give an example to see if gender discrimination existed at their workplace. Five of them answered that they meet with discrimination in the form of unequal financial evaluation and three of them in the form of being offered different job positions.

8.3 Gender inequality

Respondents were asked to order five problems of gender inequality with 1 as the biggest problem going down to 5 as the lesser of the problems.

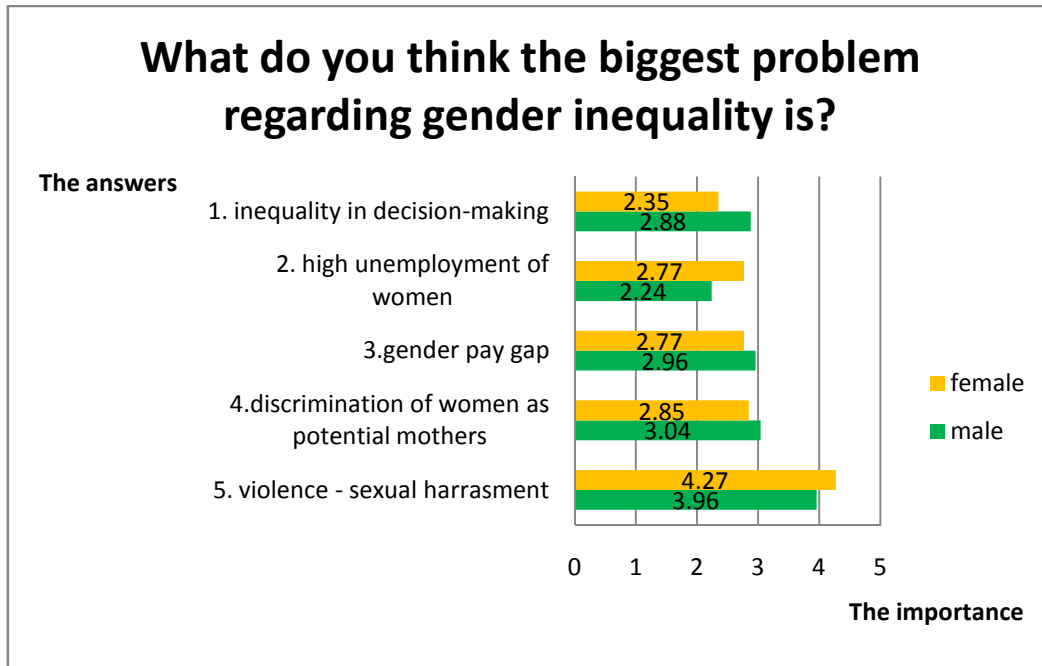


Figure 8. Seriousness of problems of gender inequality

The inequality in decision-making is chosen as the most important by female respondents while male respondents chose the priority to be the high unemployment of women. It was the only difference between opinions of women and men regarding sequence. The remaining three points have similar significance for both genders. Sexual harassment does not seem to be a priority for this research.

8.4 Suitability of managerial position

The aim of the question, whether respondents feel managerial position more suitable for women or men, was to find out if gender stereotypes appear in the area of management.

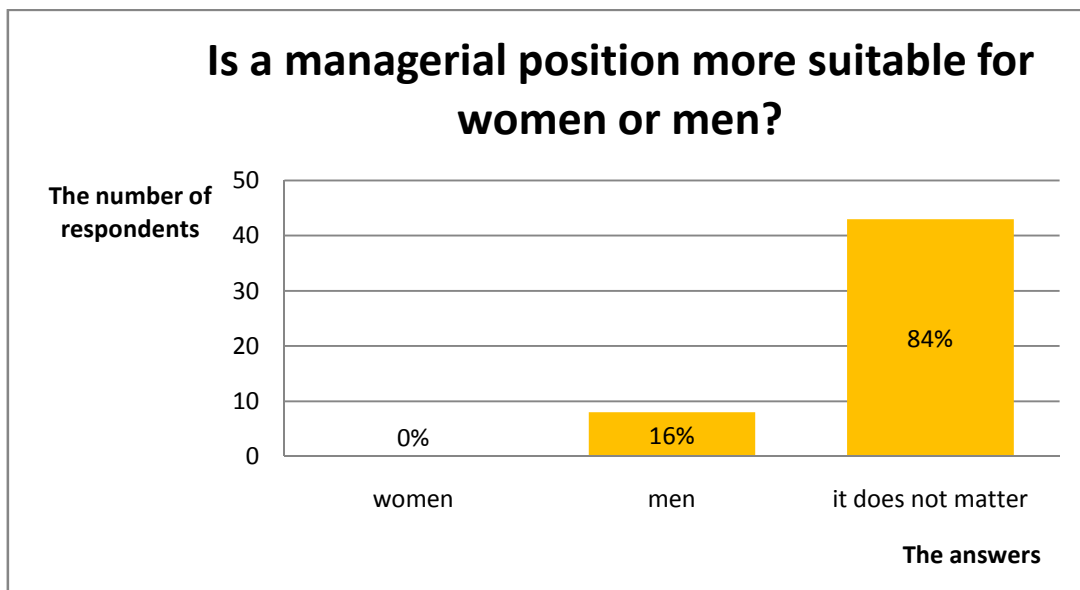


Figure 9. Suitability of managerial position for women and men

The majority of respondents do not feel that being a manager is a job position intended primarily for women or men. However, 16% of respondents agreed, that men are more suitable to work as a manager. Surprisingly, it is not just a male opinion. 6% from 16%, who chose men for managerial position, are women.

There are two ways in which we look at the result of the question. The first one is an optimistic one, which tells us, that majority of respondents do not see the difference between male and female manager. The second one is a pessimistic one, focusing on the fact that no respondent viewed women as better candidates for managerial positions.

8.5 Woman as a mother and manager

Some sources claim that women have to sacrifice having children in order to be successful managers and I wanted to know if respondents agree with this opinion.

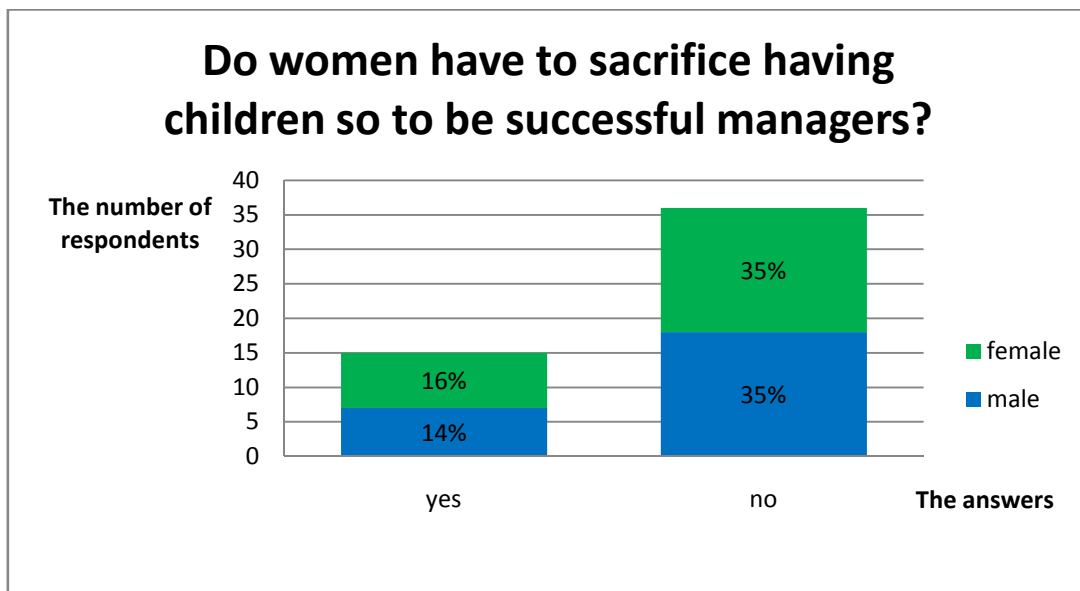


Figure 10. The need of sacrificing children in order to be a successful manager

30% of respondents agree with the opinion that women have to sacrifice having and bringing up children in order to be successful managers. Almost half of these respondents are men, who also realize that women cannot handle children and work at the same time. Those who agreed with the statement are of the age range from 20 to 60 and also of different marital status. Women usually take all responsibility for family except making money. Even though it is not always women's choice to be at home with children, in most cases, women prefer to be successful mothers rather than managers.

8.6 Working or studying with the same gender

The majority of schools and companies are mixed, it means not divided according to gender. The aim of the question was to find out whether students and managers are satisfied with working or studying with people of the same gender.

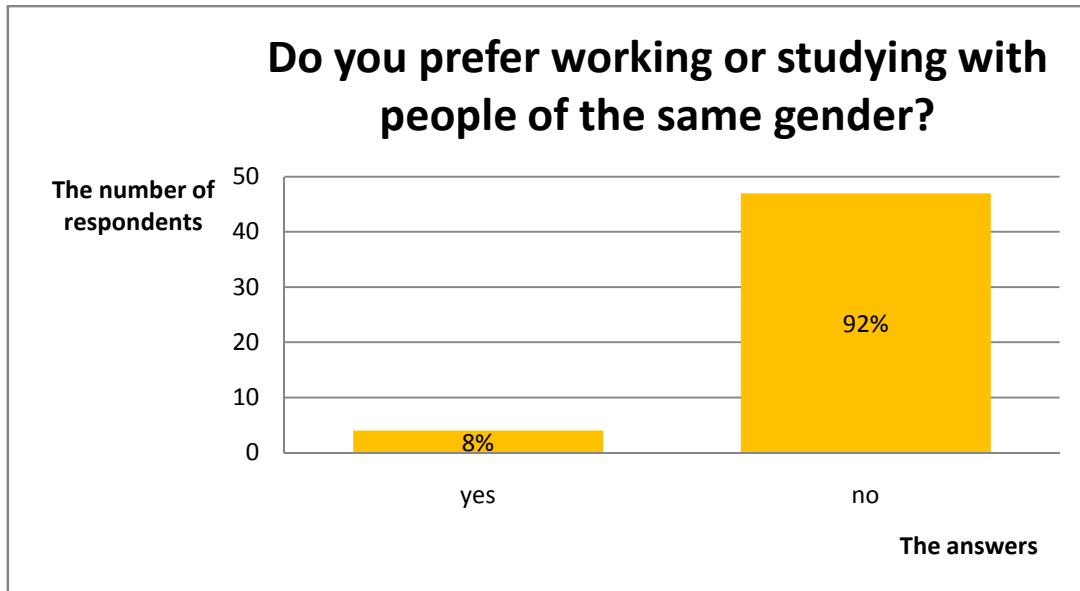


Figure 11. Preference of working or studying with people of the same gender

Only 8% of respondents have preference of working with the same gender, half to half men and women. The result shows that there is almost no need for one gender to work with the same gender. It means that the problems mentioned in *figure 8* are probably not rooted in an unwillingness to cooperate with the opposite gender. The high unemployment of women, gender pay gap and the discrimination of women as potential mothers has nothing to do with the cooperation among genders at workplace or study place. However, remaining two problems can be partially influenced by colleagues. First one, inequality in decision making, can be definitely caused by depreciation of a certain member of a working or study group. The second one, sexual harassment of women, can happen among the colleagues too. From *figure 11* we can see that the employees participating in the research are not trying to avoid working with the opposite gender. Less probable explanation is that they are scared to express their own opinion on such sensitive topic.

8.7 Team of managers

The question “How should an ideal team of managers look like? (In terms of gender make-up)” was asked and 100% of managers agreed on one answer. Neither “male members only” nor “female members only” were selected. All respondents picked up “mix of male and female”. It points out that even though the companies are not ready to appreciate

woman in management as equal to man, they are aware of female good characteristics which can enrich the company.

8.8 Supervisor

Employees usually do not participate in selecting their supervisors. However, I was interested in the preference of females and males if they could choose a man or a woman as their supervisor.

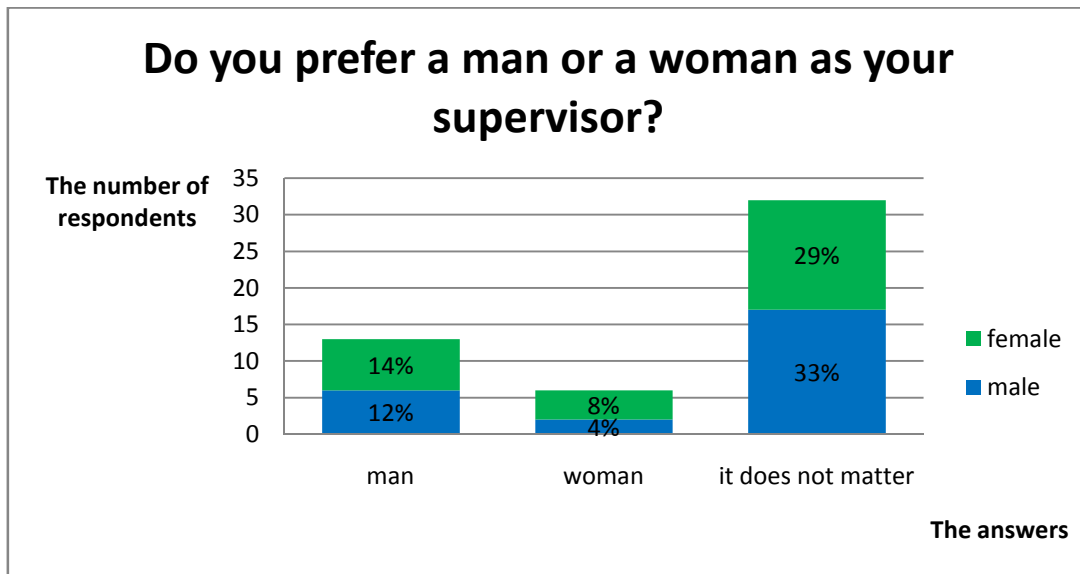


Figure 12. Preference of male or female supervisor

As was mentioned women make up the minority of business leaders. In this research a male in the role of supervisor was chosen by 26% of all respondents. However, a woman is chosen by 12% of all respondents, which is not a bad outcome. The remaining 62% of respondents do not prefer either one gender over another, which, for me, is the most appropriate answer. In the theoretical part it was said that men do not feel comfortable when their supervisor is a woman while the other way round is natural. Results of this research kind of challenge the claim. Supervisors should not be evaluated on their gender, but according to their leadership skills.

8.9 Employment rate of the EU

The total employment rate of the European Union in 2010 was 68.6%. Members of European Parliament want the employment rate in the EU to be increased to 75% by 2020. The aim of the question was to find out whether respondents consider the target realistic.

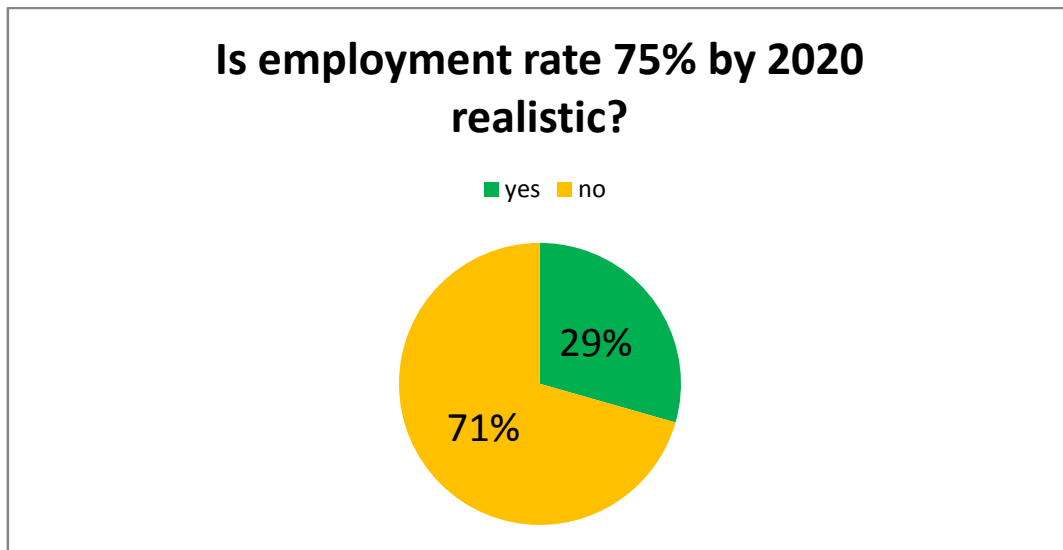


Figure 13. Feasibility of increasing the employment rate of EU to 75% by 2020

Table 3. Total employment rate of EU 2000 – 2010 [%]

2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
66.6	66.9	66.7	67	67.4	68	69	69.9	70.3	69	68.6

(Eurostat 2012)

The employment rate of the European Union did not make a significant progress in the period from 2000 to 2010. It increased from 66.6% to 68.6%. If we take into account that in the 10 year period the progress was only 2%, improvement of more than 6% is not probable in the next 10 years. This pessimistic point of view is supported by the fact that the employment rate is not getting better since 2008.

On the other hand, the employment rate in 2008 was optimistic. Assuming that the crisis is “over”, we should be able to at least get back to an employment rate of 70.3% which was valid for year 2008 and continue to improve employment rates by 2020. So from a more optimistic point of view we can say that under certain circumstances it is possible to reach the target.

Respondents have had no possibility of seeing the development of the employment rate in the previous years. Despite this, they do not seem to be optimistic about increasing the employment rates to 75% within 10 years.

8.10 Plans of students after graduation

The aim of the question was to find out whether the students studying the English for Business Administration bachelor programme are planning their future. It is important to mention that 53% of all respondents are not students and *figure 14* is consisted from

remaining 47% of respondents who are currently studying. These students had the opportunity to pick out from 7 answers, from which 3 were not picked at all.

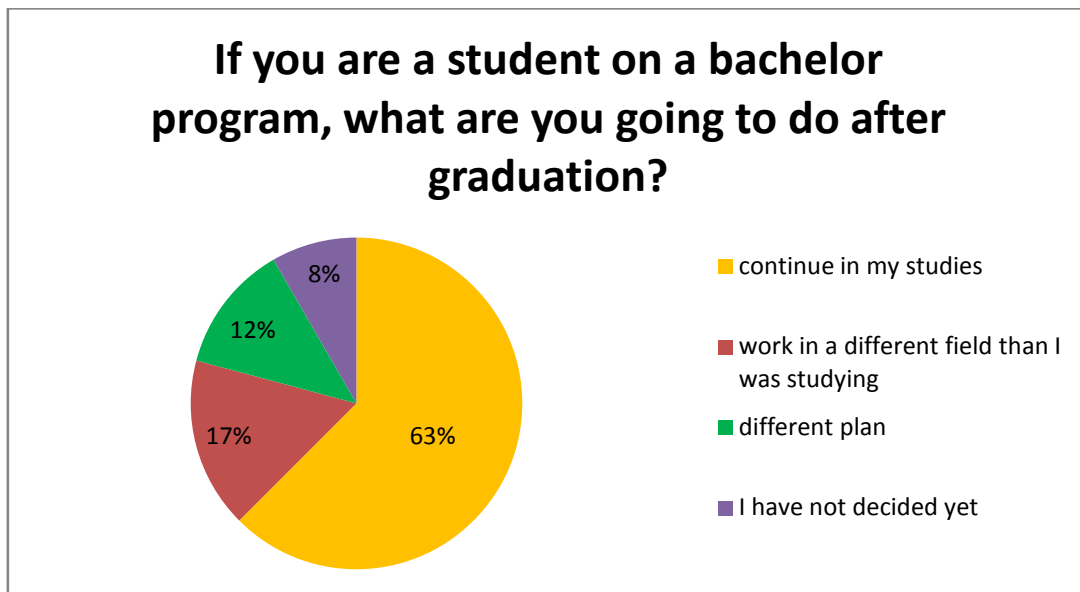


Figure 14. Plans after graduation conditioned by being student

63% of students are planning to continue studying, which highlights the ambition of young people and their knowledge of the importance of education. 17% decided to work in a field completely different to their studies. 12% was not able to choose from the options and they expressed their own plans. 2/3 of them chose combined study mode and working simultaneously and 1/3 do not believe in passing the tests for Master studies so the plan is to find a temporal job and apply for the Masters next year. 8% of the current students have not decided yet what they plan to do after graduation.

As mentioned before, 3 out of 7 answers were not chosen. The other options were working as a manager, going abroad or starting a family. I expected that going abroad and working as a manager would be a preference for at least some students regarding the program they are studying. The Business English Administration bachelor program is focused on improvement one's English and on managerial education. These two areas are balanced and it is assumed that students, after graduation, will look for a job in management where their knowledge of the language is required. Even if he or she does not like the combination of management and language, there is a probability to find a job related with at least one of these things – either management or language. Some of the respondents were on Erasmus during their studies so I am surprised that neither one of them chose to go abroad.

The fact that none of the students want to start a family right after graduation is not surprising at all. It is a smart move, because it really is hard to find a job without practical

training and it has to be even harder after parental leave. On the other hand, the trend to have children later is not something I agree with. 20 years ago married couple started a family really early and woman usually did not have to face the problem of being unemployed. So it is a problem of modern times when we have to decide between being a parent and having a job.

8.11 Male and female occupations

Respondents were asked if they know any profession or occupation which they feel is intended primarily for men. 18% said that they did not know or cannot remember any, 82% put their comment on the spaces provided. I have created a table with the most frequent answers. The most common answer was a miner and the most surprising one for me was a father since I asked for occupation.

Number of answers	Occupations for men
16x	miner
14x	bricklayer
8x	manual worker
4x	dustman, car mechanic, repair man, security guard
3x	IT technician, plumber, house painter, electrician
2x	lumberjack, transvestite, father, driver, policeman
1x	surgeon, broker, butcher, soldier, fireman, pope

Table 4. Occupations intended primarily for men

Respondents were also asked if they know any profession or occupation which they feel is intended primarily for women. 29% said that they did not know of any. A higher number of “no answers” in comparison with male occupations can be caused by the fact that there are typically more male occupations than female ones. A table with the most frequent answers was created and a mother as an occupation is a part of it similar as a father as a male occupation.

Number of answers	Occupations for women
10x	nurse
6x	babysitter, secretary, cleaning woman
5x	kindergarten teacher, worker in cosmetic industry
4x	dressmaker / working in fashion industry
3x	prostitute, teacher
2x	midwife, florist, chambermaid, dancer, mother
1x	hair-dresser, telephone girl, stewardess

Table 5. Occupations intended primarily for women

The answers corresponded with the theory that says that there are occupations, which are better suited to women and men. Occupations suitable for women are the ones where their communication capability is beneficial and where empathy is needed. Men often use their strength to complete a task. No answer was regarded as a managerial position suitable primarily for one gender, which confirms the theory that in management there is no need to differentiate between candidates according to their gender.

9 RECOMMENDATION

Even though the number of male and female respondents who noted the division between male and female roles in a relationship is balanced, the gender discrimination at work is felt especially by women. 16% of women agreed on the existence of discrimination against them. The number is not alarming, but it does not mean companies should not pay attention to this problem. Since respondents were willing to provide examples, such as unequal financial evaluations and different job positions on offer, companies can learn from the mistakes.

As two most serious problems of gender inequality were chosen inequality in decision making and high unemployment of women with different preference for men and women. Companies should delegate more responsibility to women. This solves the problem of inequality in decision making. They should not pick applicants according to their gender. This solves the second problem. I would also like to add a warning - gender specification must not be mentioned in job advertisements. It is a good time to appreciate the policy of companies regarding gender-based violence since respondents agreed it was the least of their concerns.

30% of respondents agreed on the opinion that woman has to sacrifice having children so to be a successful manager. These respondents have probably experienced the impossibility of career development when they have a family to care about. Company could enable female manager part time jobs with a possibility of career development. If company offers a nursery as a perk, it may solve the problem. However, this system is new in Czech Republic and I am not convinced all mothers would appreciate it.

All respondents prefer team consisted of male and female members, which means that companies can effectively get the best from their staff. Generally the results are positive and the fact that it is about to get even better thanks to the EU strategies is more than promising.

CONCLUSION

The topic of this bachelor thesis is on the Gender Roles among Managers and I focused on the development of gender differences from the start. The process called socialization is the cause behind children's behaviour depending on their gender. There are some occupations which are intended primarily for women or men, and I dealt with the fact that a manager can be either. The differences between male and female managers are obvious. They have a different approach to problem solving, which should be appreciated. However, this is not appreciated. Assuming we have female and male of the same managerial skills, men usually win, because they are of stronger gender. Women's intellectual powers tend to be belittled the same as their leadership skills.

Women do not have an equal economic independence since they do not have the same opportunities for work. Differences between employment rate of women and employment rate of men are alarming, either in the European Union or in most individual states. The total employment rate within the EU in 2010 was 68.6% and the target is to increase the employment rate to 75% by 2020. 71% of respondents do not believe this will happen.

Assumingly the female candidates for job position are preferred to male ones; there is a high probability, that female ones do not get equal pay for equal work and work of equal value. The gender pay gap refuses the assumption that men deal with gender discrimination in any way. Other problems women have to deal with are inequality in decision making and gender-based violence. The first one was marked as the biggest problem and the second one as the least significant problem in the research.

The division between male and female roles begin in personal relationships and gender stereotypes are easily transferred at work too. If gender discrimination at work exists, especially women are discriminated as was confirmed in practical part. Despite all suggestions of discrimination, companies need female managers to bring new energy and innovative ideas. Not only during business meeting, it is useful if male and female are both present as representatives of company since they together create an ideal team. The success of mixed teams was confirmed in the research. 100% of respondents agreed that best teams consist of a mix of males and females.

Women are indispensable for managerial companies. In companies, that consisted of male staff only, feelings and creativity are often missed. It is good to listen to the opinion of women, who usually do not depend on logical and mathematical abilities, but they have a better imagination and creativity.

Society is not prepared for female managers to be equals to males. The European Union perceives it as a problem and does its best to prevent gender discrimination not only at work. The progress is very slow, however the strategy is designed and it is the first step towards overcoming gender stereotypes and accepting gender equality.

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APPENDIX P I: THE GENDER ROLES OF MANAGERS

QUESTIONNAIRE

Dear respondents,

My name is Veronika Divoká and I am a Third year student on a bachelor programme of Tomas Bata University in Zlín. I am writing my bachelor thesis on The Gender Roles of Managers. I would like you to complete this short questionnaire which will help me to create the practical part of the thesis.

1. Gender
 - a. Male.
 - b. Female.
2. Age
 - a. Less than 20.
 - b. 20 to 25.
 - c. 26 to 30.
 - d. 31 to 40.
 - e. 41 to 50.
 - f. 51 or older.
3. Marital status
 - a. Single.
 - b. Married.
4. Nationality
 - a. Czech.
 - b. Other:
5. Occupation
 - a. Employed.
 - b. Unemployed.
 - c. Student.
 - d. Employed student.
 - e. Self-employed.
6. Do you feel your relationship (with your partner) shows a division between male and female roles? For example that woman should babysit and clean and the man should go to work to earn a living?
 - a. Yes.
 - b. Rather yes.

- c. Rather no.
 - d. No.
7. Does gender discrimination exist at your workplace / practical training / temporary job?
- a. Yes, especially women are discriminated.
 - b. Yes, especially men are discriminated.
 - c. No.

If gender discrimination exists at your workplace / practical training / temporary job, give an example.

.....

8. What do you think the biggest problem regarding gender inequality is with 1 as the biggest problem going down to 5 as the lesser of the problems?
- a. High unemployment of women.
 - b. Discrimination of women as potential mothers.
 - c. Gender pay gap – women are paid less than men for the same work.
 - d. Inequality in decision-making.
 - e. Violence – sexual harassment.
9. Is a managerial position more suitable for women or men?
- a. Women.
 - b. Men.
 - c. It does not matter.
10. Do you agree with the opinion that women have to sacrifice having / bringing up children so to be a successful manager?
- a. Yes.
 - b. No.
11. Do you prefer working or studying with people of the same gender?
- a. Yes.
 - b. No.
12. How should an ideal team of managers look like? (In terms of gender make-up)
- a. Male members only.
 - b. Female members only.
 - c. Mix of male and female.
13. Do you prefer a man or a woman as your supervisor?
- a. Man.
 - b. Woman.

- c. It does not matter.
14. The total employment rate of the European Union in 2010 was 68.6%. Members of European Parliament want the employment rate in the EU to be increased to 75% by 2020. Do you think that this target is realistic?
- a. Yes.
 - b. No.
15. If you are a student on a bachelor program, what are you going to do after graduation?
- a. I am not a student on a bachelor program.
 - b. Continue in my studies.
 - c. Work as a manager.
 - d. Work in a different field than I was studying.
 - e. Go abroad.
 - f. Start a family.
 - g. I have not decided yet.
 - h. Different plan
16. Do you know of any profession / occupation which you feel is intended primarily for men?
17. Do you know of any profession / occupation which you feel is intended primarily for women?

APPENDIX P II: ROLE MUŽŮ A ŽEN V MANAGEMENTU

QUESTIONNAIRE

Dobrý den,

mé jméno je Veronika Divoká a jsem studentkou 3. ročníku Univerzity Tomáše Bati ve Zlíně. Píši bakalářskou práci na téma Role mužů a žen v managementu. Vyplněním tohoto krátkého dotazníku přispějete k vytvoření praktické části mé bakalářské práce.

1. Pohlaví
 - a. Muž.
 - b. Že
2. Věk
 - a. Méně než 20.
 - b. 20 – 25.
 - c. 26 – 30.
 - d. 31 – 40.
 - e. 41 – 50.
 - f. 51 a více.
3. Rodinný stav
 - a. Svobodný / á.
 - b. Ženatý / vdaná.
4. Národnost
 - a. Česká.
 - b. Slovenská.
 - c. Jiná
5. Stav
 - a. Zaměstnaný.
 - b. Nezaměstnaný.
 - c. Student.
 - d. Zaměstnaný student.
 - e. OSVČ.
6. Pociťujete ve vztahu s partnerem / partnerkou určení mužských a ženských rolí? Např. že žena by měla hlídat děti a uklízet, muži chodit do práce a vydělávat.
 - a. Ano.
 - b. Spíše ano.
 - c. Spíše ne.

d. Ne.

7. Na Vaší praxi / brigádě / v práci – pocítujete znevýhodňování žen nebo mužů?

a. Ano, především žen.

b. Ano, především mužů.

c. Ne.

V případě, že máte zkušenosti se znevýhodňováním žen nebo mužů, uveďte příklad.

8. Co považujete za největší problém týkající se diskriminace / nerovnosti žen? Seřad'te podle důležitosti / závažnosti (1 nejdůležitější – mělo by se řešit prioritně, 5 – nejméně důležité)

a. Vysoká nezaměstnanost žen.

b. Diskriminace žen jako potenciálních matek.

c. Gender pay gap – že ženy dostávají menší plat než muži za stejnou práci.

d. Ženy se nepodílí na rozhodovacím procesu v takové míře jako muži.

e. Násilí – sexuální obtěžování žen.

9. Je podle Vás pozice manažer / manažerka spíše mužské nebo ženské povolání?

a. Mužské.

b. Ženské.

c. Nezáleží na pohlaví.

10. Je podle Vás pozice manažer / manažerka spíše mužské nebo ženské povolání?

a. Mužské.

b. Ženské.

c. Nezáleží na pohlaví.

11. Souhlasíte s názorem, že žena musí obětovat rodinu (nemít děti), aby se stala úspěšnou manažerkou?

a. Ano.

b. Ne.

12. Preferujete pracovat / studovat s lidmi stejného pohlaví?

a. Ano.

b. Ne.

13. Jak by podle Vás měl vypadat ideální tým manažerů?

a. Členové by měli být výhradně mužského pohlaví.

b. Členové by měli být výhradně ženského pohlaví.

c. Tým složený z mužů i žen.

14. Dáváte přednost muži nebo ženě jako nadřízenému?

- a. Muži.
- b. Ženě.
- c. Nezáleží mi na tom.

15. Míra zaměstnanosti v Evropské Unii byla v roce 2010 68,6%. Evropský parlament má za cíl do roku 2020 zvýšit tuto míru na 75%. Myslíte si, že tento cíl je reálný?

- a. Ano.
- b. Ne.

16. Jste-li student v bakalářském programu, co plánujete po získání titulu?

- a. Nejsem student v bakalářském programu.
- b. Pokračovat ve studiu.
- c. Pracovat jako manažer/ka.
- d. Pracovat v jiném oboru než studuji.
- e. Odjet do zahraničí.
- f. Mít děti.
- g. Zatím nevím.
- h. Jiný plán

17. Znáte nějaké povolání, které podle Vás je jen pro muže?

18. Znáte nějaké povolání, které podle Vás je jen pro ženy?

