Tomasz Czapran[1]

Gender Diversity in Selected Czech IT Companies
Różnorodność płciowa w wybranych czeskich firmach z branży IT

Summary: In the presented text, attention is focused on one specific professional term – "gender". Its concept will first be defined in the theoretical part of this article, and then, based on a review of relevant sources, the first half of the document will outline findings related to gender issues in the workplace, with an emphasis on the possible positives (benefits) of this type of diversity in a person's working life – i.e. within the performance of professional duties in an enterprise, company or generally an organisation in which people are employed. Subsequently, the practical part of this article will build on the theoretical findings in its first half, specifically through the empirical work of the author. This will take the form of a survey carried out on the employees of a total of four different companies, where survey respondents will be asked individual questions (survey items) how (or if at all) gender diversity is supported and used in their workplaces (how it is manifested, etc.). The aim of the document is to present the concept of gender in relation to a person's working life and describe the current situation in companies operating in the Czech Republic in the area of gender diversity. In addition to the described general objective of the entire article, goals related to the author's own exploratory investigation will be defined in its empirical part. On the basis of the aforementioned survey, data from a selected sample of involved respondents will be processed. The results expressed on the basis of this data will complement the first half of the text, which will deal mainly with the knowledge, opinions and findings of other people, professionals in various fields, in whom it is possible to observe an interest in gender issues either in general, or taking into account the professional life of the adult population or directly in relation to the already mentioned gender diversity. For the theoretical part of the document, publications obtained during

[1] Dr inż. PRIGO University, Vítězslava Nezvala 801/1, 736 01 Havířov, Czech Republic.

the author's research on the basis of the chosen keywords (these include gender, gender diversity, gender stereotyping, discrimination and others) will be utilised.

Strzeszczenie: Niniejszy artykuł koncentruje się wokół jednego fachowego terminu, a mianowicie – „gender". Termin ten zostanie najpierw zdefiniowany w części teoretycznej artykułu, a następnie, w oparciu o przegląd odpowiednich źródeł literaturowych, przedstawione zostaną wyniki badań odnośnie problematyki płci w miejscu pracy, z naciskiem na możliwe korzyści płynące z tego rodzaju różnorodności w życiu zawodowym człowieka, czyli w ramach wykonywania obowiązków zawodowych w przedsiębiorstwie lub ogólnie w organizacji, w której ma miejsce zatrudnienie. Następnie praktyczna część tego artykułu będzie opierać się na ustaleniach z części teoretycznej oraz na badaniach empirycznych przeprowadzonych przez autora artykułu. Badania przeprowadzone zostaną za pomocą ankiety wśród pracowników łącznie czterech różnych firm z branży IT, w ramach której respondenci odpowiedzą indywidualnie na pytania, w jaki sposób (lub czy w ogóle) różnorodność płci jest wspierana i pożytkowana w ich miejscach pracy (jak się to objawia, itp.). Celem artykułu jest przedstawienie koncepcji płci w odniesieniu do życia zawodowego danej osoby oraz opisanie aktualnej sytuacji w firmach działających w obszarze różnorodności płci na terenie Republiki Czeskiej. Oprócz tak sformułowanego powyżej celu artykułu, w jego części empirycznej zostaną określone cele związane z badaniami eksploracyjnymi przeprowadzonymi przez autora. Na podstawie wyżej wymienionej ankiety przetwarzane będą dane z wylosowanej próby respondentów. Wyniki wyrażone w oparciu o te dane będą stanowiły uzupełnienie dla części teoretycznej artykułu, która będzie dotyczyła głównie wiedzy, opinii i wyników badań innych osób, profesjonalistów z różnych dziedzin, którzy interesują się problematyką płci ogólnie lub z uwzględnieniem życia zawodowego dorosłej populacji lub bezpośrednio w odniesieniu do wspomnianej już różnorodności płciowej. W części teoretycznej artykułu wykorzystane zostaną publikacje, z których korzystał autor w trakcie prowadzonych badań na podstawie wybranych słów kluczowych (m.in. płeć, różnorodność płciowa, stereotypy płciowe, dyskryminacja i inne).

Keywords: diversity, gender diversity, management and implementation of gender diversity, IT companies, Czech workplaces.

THEORETICAL PART

The theoretical part of this article consists of a total of three chapters. These are gradually devoted first to the outline (definition) of the concept of gender itself. Furthermore, gender is related to the workplace and subsequently the possible positives of gender diversity are pointed out if it exists (is officially enabled, supported) in the workplaces. In addition to the described general objective of the entire article, goals related to the author's own exploratory investigation will be defined in its empirical part.

Gender – basic definition of the term

Gender as a word comes from Greek, where gender can be translated to English as "genus" (Kedron, 2014, p. 32). The fact that "gender" does not mean "sex" but "genus" is very important for the term gender studies (Kedron, 2014, p. 32). This fact will also be reflected in other parts of the presented article.

Průcha and Veteška (2014, p. 117) then point out the connection of gender with the Latin word genus (which also refers to the grammatical gender). For the biological sex of a person – in contrast to gender – the English term sex is rather used (cf. Vodáčková, 2012, p. 247).

According to Kubátová (2010, p. 229), the term gender is used in order to distinguish a person's sex (his biological character, where in the vast majority of cases it is possible to talk about the fact that a specific person is female, or male) from his "masculinity" or her "femininity", as these are formed through cultural and social norms – similar norms are both created and passed on by culture.

The distinction between sexes on a biological level is considered on the basis of differences between men and women (cf. Koldinská, 2010, p. 21). Daneš (2009, p. 56) comments on this fact by saying that it is basically the social aspects of the biological difference between persons of different sexes. The authoress Svobodová (2015, p. 106) clearly states that gender is a designation for "social sex". For example, the authoress Baštecká (2013, p. 69) also talks about gender as a social sex in her publication.

The author Butler (1993, p. 9) In McRobbie (2006, p. 107) state that gender in its essence represents a certain regulatory ideal, which is not only recognized, but at the same time is also enforced in society. Therefore, if a specific gender is associated with an expectation of a certain specific behaviour, in general actions of the manifestations of its bearers, then failure to adhere to the given idea (its violation) can be expected to result in conflicts, problems arising from the violation of a certain "precept" of how these individuals should express themselves.

Gender is closely related to social expectations, with which people are confronted during their lives (cf. Koldinská, 2010, p. 21).

As will be illustrated in more detail in the following chapters of this document, the above-mentioned issues are reflected (along with other levels of human life) also in the field of work functioning of human individuals.

In connection with the above-described difference between a person's sex and his gender, it is possible to see the problem at the moment when the regulatory ideal of "masculinity" is not in accordance with how a person who is biologically male, in reality, expresses himself (of course the same also applies for "femininity" and biologically female sex). Gender must be understood as a social construct (Fafejta, 2004 In Orel, Oberingerů & Mentel, 2016, p. 87).

The already mentioned information can then be followed up by stating that while biological sex is in most cases unchangeable, gender represents a social component of sex that can be manipulated and this also happens (the respective component is manipulated and therefore manipulable) (Svobodová, 2015, p. 106).

In his publication, Orel (2020, p. 269) talks about the so-called gender model, which is based on the premise that: "gender is represented in each individual as an individual amount of masculinity qualities ("masculinity/manhood", from Latin māsculīnus – masculine) and femininity ("femininity/womanhood", femininus/femineus – female), or both."

The stated fact is essential because it is impossible to expect that one person with a certain biological sex would have only and purely the characteristics corresponding to this sex, each human individual usually combines feminine and masculine characteristics, even though these can be present in different ratios (Orel, 2020, p. 269).

On the basis of the view of gender presented in this way, Orel (2020, p. 269) states that it is essentially the result of socio-cultural influences to which a specific individual of a certain gender is exposed, which affects him/her.

In contrast to biological sex, we can therefore speak of gender not as an objectively – physically – present fact, but rather as a construct. A human individ-

ual is born with a specific sex, but he is not born with a specific gender, this is created and modelled during his/her interactions with the surrounding society.

Given the social character (conditionality) of "gender", it is also appropriate to point out that it is connected with what is known as "gender roles". However, gender roles undergo changes (of various specific forms) throughout human history, as well as across different socio-cultural contexts in which they are recognized (expected) (Orel, Oberingerů & Mentel, 2016, p. 89).

Janošová (2008, p. 42) states in her monograph that: "The manifestation of a gender role therefore does not result only from experiencing oneself as a man or a woman, but in a certain way expresses also the degree of conformity of the bearer with his/her environment." The social environment – the society that surrounds a person – creates gender roles (a view of the roles that men and women should play) and subsequently "presses" individuals to adopt these roles (i.e. the general idea of how they should behave) as their own. If a particular individual is more of a conformist person, they adopt gender roles quickly and to a high degree.

It is also appropriate to mention the concept of "gender stereotypy", which is considered across disciplines as a phenomenon that can cause many undesirable effects on individuals, i.e. as something that is evaluated negatively (cf. e.g. Smetáčková In Ptáček & Bartůněk, 2011, p. 353). Gender stereotyping is the process of: "normalizing socially prescribed roles as essentially male or female expressions." (Gjuričová & Kubička, 2009, p. 54).

Gender issues in workplaces

Following on from the basic information about what gender is and how it can be considered, in chapter number 2 of the presented text, space will be devoted to the topic of gender in the workplace. From the findings already presented, it is possible to understand that gender issues in the workplace can represent a fundamental phenomenon that needs to be addressed and given sufficient attention.

In the following paragraphs, gender will be related to working life and the environment and functioning of adults.

At the beginning of the chapter, it is possible to mention the following comment by the authoress Kubátová (2010, p. 229): "The fact that women and men perceive and experience the world differently, that they have different ways of behaving, is a rather banal statement nowadays. Almost everyone agrees that there are differences." It is therefore impossible to assume or even

claim that women and men are the same – their difference is evident both biologically and on a psychological and social level.

Although men and women are not the same, they should not be discriminated against due to their differences (be it their biological or social sex).

Gender helps to express the differences between women and men that do not arise from their biology, but their essence lies in social and cultural patterns of behaviour (Janošová, 2008, p. 40). As Koldinská (2010, p. 21) points out in her publication: "the concept of gender makes sense from the point of view of establishing equality between men and women and the prohibition of discrimination on the basis of sex."

Discrimination in the field of a person's working life is one of the discussed topics. This can be seen for example in Hubinková (2008, p. 210). For example, Koubek (2013, p. 89) or Koldinská (2010, p. 21) talk about gender discrimination (discrimination based on gender).

At the same time, Koldinská (2010, p. 21) adds information about what can be imagined under the term "discrimination on the basis of gender" within the framework of viewing it through "gender" (that is, through "social gender"), when she points out that: "What is (...) needs to be classified as discrimination on the basis of gender, is a disadvantage to a man or a woman due to the fact that something is socially expected from this or that (…) and in connection with these expectations certain behaviour is assumed, which can influence, for example, the employer's decision-making about who of the applicants should be accepted for a vacant position."

Regarding the specific points of the mentioned possible expectations, the author gives as an example in the field of employment of adults the assumption that it is a woman (i.e. as an employee/potential employee) who will always take care of dependent family members in the event that such care is needed (Koldinská, 2010, p. 21).

Discrimination on the basis of gender can therefore be considered in the professional environment when the expected ways of behaviour are superior to the objective state of expertise (abilities) of a specific person (Koldinská, 2010, p. 21). So when the employer applies certain stereotypical prejudices, on the basis of which the employee is harmed (a woman-mother does not get a job because the employer is afraid that she will be absent from work often, because she will have to take care of her children at home, etc.).

The above-mentioned procedures in practice mean the implementation of discriminatory procedures based on gender, not on a person's biological sex (Koldinská, 2010, p. 21).

From the findings of both the first and second chapters it can be concluded that we can talk about gender-typical or, on the contrary, gender-atypical occupations (cf. e.g. Jarkovská, Lišková & Šmídová, 2010, p. 82). In the case of gender-typical occupations, these will be situations where women work as ballet dancers in the theatre and men work professionally, for example, as miners or hunters. Despite the fact that it is not unthinkable for the positions of ballet professionals to be filled by men. Or positions in hunting to be held by women, yet these are not quite common cases, ones that would be considered the norm in society (even from a statistical point of view). If such a "reversal of roles" occurs, then we can talk about gender-atypical occupations, similar to cases where a woman applies for the post of the fire fighter, etc.

From the point of view of gender issues, it is therefore a very fundamental phenomenon which employees (not only women, but also men) can encounter in the workplace. As a counterweight to gender stereotyping and the discrimination related to it, in chapter 3 of the presented text, gender diversity will be introduced as a possible tool (approach) to employees.

Gender diversity in the professional field

Following on from the two previous chapters of the document, its third main part will point out how it is possible to apply "gender diversity" in the professional field, i.e. within the framework of the employment of adults in various companies, at different employers.

The chapter will attempt to point out the effects of implementing approaches based on gender diversity in contrast to work environments in which gender stereotyping is applied.

In Jarkovská. Lišková and Šmídová (2014, p. 82) it is possible to read that, based on experience from abroad, positive effects on gender stereotyping can be confirmed, for example, through interviews (discussions) with persons who work in gender-atypical professions. Excursions to companies that try (make the effort) to achieve gender diversity have a similar effect.

Positive benefits

Diversity as such (not only in relation to the topic of gender) can be considered beneficial – this can be seen, for example, in Jarkovská (2015, p. 183).

Gender diversity represents (in addition to age and ethnic diversity) in the corporate environment one of the three possibilities (perspectives) of ensur-

ing organisational diversity (Horváthová, Bláha & Čopíková, 2016, p. 176). Similarly, as is the case with the employment of people of different ages or ethnic origins, the gender difference represented in the workplace can also have its positive effects.

It is possible to legitimately expect that in workplaces where younger and older people, Czechs and foreigners, as well as men and women will be present, there is a greater prerequisite for divergent ways of thinking, as different points of view on certain steps, problems, etc., arising from the fact that individuals differ from each other – innovations occur here (cf. e.g. Tenglerová, Šimandlová, Šebestová, Dvořáčková & Linková, 2018, p. 13).

Furthermore, based on the promotion of gender equality, there is a limitation of the effect of possible discriminatory pressures that may be exerted on women (but in certain cases also on men) – the support of equality in society can thus be cited as a positive.

Possible obstacles and their consequences

Taking into account the knowledge that has already been stated on the gender issue in the previous chapters of the presented article, it is possible to consider the reluctance to take similar steps, which can manifest itself at different levels of management, to be an obstacle in the effort to promote gender diversity in the workplace.

The most significant effects of hindering gender diversity are both the loss of a considerable amount of potential for innovation (see subsection 3.1. of the document) and the confirmation of employees in the belief that a similar situation is desirable. Thus, gender stereotyping is reinforced in a similar way. At the individual level, employees can then be deprived of the experience of daily interaction with the opposite sex, not on a family and intimate level, but on a professional level.

PRACTICAL PART

In the practical half of the text, information will be presented about the author's planned and subsequently conducted exploratory investigation regarding the issue of gender diversity at workplaces (in companies). For this purpose, the objective of the investigation (its subject) and the method of data collection of the empirical investigation, which was chosen for the respective activity, will first be defined, together with brief information about

the sample of respondents who took part in the survey. Subsequently, the results of the conducted investigation and their summary will be presented. In the practical part, (with minor exceptions) professional sources will not be used, knowledge and ideas of foreign authors will not be presented, but this section will be based on the work of the author of this article.

Methodology of the author's empirical work

The methodological part of the practical half of the text contains information related to the objective of the author's investigation, the data collection method chosen by him, as well as the sample of respondents involved in the survey.

Objective of empirical investigation

The aim of the empirical investigation is to describe the state of Czech workplaces employing persons working in the fields of information technology, in terms of the approach of these workplaces and their individual employees to implement gender diversity in contrast (comparison) with gender stereotyping.

A partial goal is then an insight into the possible positives that gender diversity brings for the mentioned workplaces according to the employees themselves (if support for gender diversity is detected among the persons in question).

Chosen method of data collection

The author chose the survey method to collect the necessary data. As the authoress Kutnohorská (2009, p. 42) states, a survey represents: *"the simplest research technique that is very often used in survey investigations."* As such, the survey is based on the principle of a questionnaire (Tahal, 2017, p. 48). Surveys are usually carried out in a way where the interviewed persons answer individual questions (respondents choose one of the variants of statements, between questionnaire items "Yes" and "No" (cf. e.g. Jansa et al., 2018, p. 68).

In the form characterized above, the survey is designed and subsequently administered also in the author's investigation, which is presented here (it is the content of the practical part of the text).

Here, respondents answer a total of 12 survey items related to the chosen issue (the set goal of the survey), where each of the survey items allows the person interviewed to respond to this item by leaning towards the response "Yes" or, on the contrary, by choosing the response "No".

The survey here is therefore created as a questionnaire with a forced choice of answer, where each of the included items offers exactly two possible, different, reactions. Respondents cannot choose another option (for example, it is not possible to express one's own opinion that does not exactly match at least one of the responses offered). The author of all items of the survey is the author of the presented document – the content of the survey was created directly for the purposes of the planned survey.

The full wording of the survey is given in the text as part of its appendix.

Research sample

The research sample for the planned survey consists of 208 persons. These are respondents from a total of four different companies that were approached by the author. All these companies are active in the computer technology (IT) market. Specifically, there are 50 respondents from company number 1, 54 respondents from company number 2, 53 respondents from company number 3 and 49 respondents from company number 4.

Survey results

The fifth chapter presents the results of a survey conducted by the author of the article.

These are presented with regard to each individual survey item – for these, the results are given with regard to the frequency of the respondents' statements, their choice of one of the two possible responses. This frequency is expressed both in absolute terms and in percentages. In addition to the numerical expression of occurrences of "yes" or "no" reactions (which are converted into a brief table for each item), there is also a verbal comment summarizing the facts found for each of the survey items.

Are women employed in the company you work for?

Table 1: Reaction of interviewed respondents from the IT sector to the first item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	50	0	53	1	53	0	49	0
%	*100*	*0*	*98*	*2*	*100*	*0*	*100*	*0*

Source: *author's own investigation.*

In the first of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that women are employed in the companies in which the survey was administered in an average of 99.5% of cases. In all four participating companies, the presence of women as company employees was confirmed (out of a total of 108 respondents, only 2 stated that this was not the case).

Are women employed at your specific workplace?

Table 2: Reaction of interviewed respondents from the IT sector to the second item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	27	23	16	38	22	31	36	13
%	*54*	*46*	*30*	*70*	*52*	*58*	*73*	*27*

Source: *author's own investigation.*

In the second of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that women are employed at the workplaces from which the interviewed employees come in an average of 52.3% of cases. In all four involved companies, the presence of women as employees working at the respondents' workplaces was confirmed,

but in different percentages. The reported average shows that in almost 48% of cases, women are not present at the workplaces in question. For the remaining share, it is possible to speak of an interval of 30-73% confirmation of the stated fact.

The highest share of agreement with the item was expressed by employees of company number 4 (73%), and the lowest was found among employees of company number 2 (30%).

<u>Are women and men represented in your workplace (at least approximately) in the same proportion?</u>

Table 3: Reaction of interviewed respondents from the IT sector to the third item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	15	35	12	42	23	30	24	25
%	30	70	22	78	43	57	49	51

Source: *author's own investigation.*

In the third of twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that an approximately equal ratio of men and women in the workplace in which the respondents themselves work is confirmed by an average of 36% of respondents across all companies included in the survey. A certain degree of this equality was confirmed in all four involved companies, although again in different percentages. From the stated average, it follows that in 64% of cases, according to respondents, women are not equally represented in companies compared to men. For the remaining share, it is possible to talk about an interval of 22-49% confirmation of the stated fact.

The lowest share of agreement with the item was expressed by employees of company number 2 (22%), and the highest was found among employees of company number 4 (49%).

Are there sanitary facilities (toilets, showers, bathrooms, etc.) in your company in equal numbers for women and men?

Table 4: Reaction of interviewed respondents from the IT sector to the fourth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	40	10	17	37	50	3	49	0
%	80	20	31	69	94	6	100	0

Source: *author's own investigation.*

In the fourth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that the equal ratio of sanitary facilities available for men and women in the companies in which the respondents work is confirmed by an average of 76.25% of the respondents across all the companies included in the survey. Some degree of this manifestation of gender equality was confirmed in all four participating companies, but again in different percentages. It follows from the stated average that, according to the respondents, this fact does not apply to companies in just under 24% of cases. For the remaining share, it is possible to talk about an interval of 31 – 100% confirmation of the stated fact.

The highest proportion of agreement with the item was expressed by employees of company number 4 (here positive reactions were obtained from 100% of the employees involved in the survey), and the lowest was found among employees of company number 2 (31%).

Do you think that women are capable of performing your profession at least as well (or even better) than men?

Table 5: Reaction of interviewed respondents from the IT sector to the fifth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	22	28	16	38	20	33	29	20
%	44	56	29	70	38	61	59	41

Source: *author's own investigation.*

In the fifth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that the interviewed respondents believe that women are capable of performing the duties associated with the performance of the profession of the interviewees with at least the same quality across all companies included in the survey, confirmed by on average 42.5% of respondents. Also, in the case of the fifth item of the questionnaire, the inquired facts were confirmed in all four involved companies. From the stated average, it follows that in almost 58% of cases, women in companies, according to the respondents, are not able to handle the demands of the respondents' professions in the field of IT. For the remaining share, it is possible to speak of an interval of 29-59% confirmation of the stated fact.

The lowest percentage of agreement with the item was expressed by employees of company number 2 (29%), while the highest was found among employees of company number 4 (59%).

Does your employer make an active effort to involve women in your work collective?

Table 6: Reaction of interviewed respondents from the IT sector to the sixth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	17	33	31	23	13	40	40	9
%	34	66	57	43	25	75	82	18

Source: *author's own investigation.*

In the sixth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that an active effort to involve women in the work team by their employer is perceived by almost half of the respondents across all the companies included in the survey (this is 49.5% of respondents). In all four involved companies, some level of the monitored effort was confirmed, with a different specific percentage expression (representation). From the stated average, it follows that in 50.5% of cases (i.e. again in approximately half), employers in companies do not strive for active employment of women. For the remaining share, it is possible to talk about an interval of 25-82% confirmation of the stated fact.

The highest share of agreement with the item was expressed by employees of company number 4 (82%), and the lowest was found among employees of company number 3 (25%).

Do men and women working in your company in the same positions have the same salary conditions (including bonuses, etc.)?

Table 7: Reaction of interviewed respondents from the IT sector to the seventh item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	30	20	20	34	25	28	38	11
%	60	40	37	63	47	53	78	22

Source: *author's own investigation.*

In the seventh of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that equal salary conditions for employees of both sexes in the same positions in the companies in which the respondents work are confirmed by an average of 55.5 % of respondents across all companies included in the survey. In each of the four companies, some of the employees confirmed the stated fact, but even in this case, it is true that the percentage representation of the expression of approval is different for the individual companies. From the stated average, it follows that in 44.5% of cases, in the opinion of the respondents, women in companies do not receive the same salary as men for the performance of the same job duties. For the remaining share, it is possible to talk about an interval of 37-78% confirmation of the given fact (expression of the consent).

The highest percentage of agreement with the item was expressed by employees of company number 4 (78%), and the lowest was found among employees of company number 2 (37%).

Are women in your company more often than men involved in tasks such as making coffee, organising events, etc.?

Table 8: Reaction of interviewed respondents from the IT sector to the eight item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	44	6	36	18	35	18	4	45
%	88	12	67	33	66	34	8	92

Source: *author's own investigation.*

In the eighth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that in the companies in which the respondents are employed, women are often tasked with making coffee or arranging the organisation's extra-work events, etc., confirmed on average by 57.25% of respondents across the companies included in the survey. Some degree of this fact was found in all four involved companies, but to a different extent in each. From the stated average, it follows that in only 42.75% of cases, women are not encouraged to perform such tasks. For the remaining share, it is possible to talk about an interval of 8 – 88% confirmation of the stated fact (expression of agreement with the item).

The highest percentage of agreement with the item was expressed by employees of company number 1 (88%), the lowest was found among employees of company number 4 (8%).

<u>Does your direct supervisor frequently use the terms "guys", "gentlemen" or similar when trying to address employees?</u>

Table 9: Reaction of interviewed respondents from the IT sector to the ninth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	42	8	39	15	23	30	7	42
%	84	15	72	28	43	57	14	86

Source: *author's own investigation.*

In the ninth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that male-typical addressing is used by the superiors of the interviewed employees when trying to address the work collective that is subordinate to them, across all companies included in the survey, on average according to 53.25% of respondents. This fact could also be documented in all the companies included in the sample. From the stated average, it follows that in only 46.75% of all cases, managers do not resort to similar addressing of the work collective. For the remaining share, it is possible to talk about an interval of 14 – 84% confirmation of the stated fact (expression of agreement with the survey item).

The highest share of agreement with the item was expressed by employees of company number 1 (84%), while the lowest was found among employees of company number 4 (14%).

<u>Is it possible to encounter communication in your workplace that includes inappropriate comments directed at women (all kinds of "saucy" jokes, stereotyping – e.g. women spend, talk too much, are moody, etc.)?</u>

Table 10: Reaction of interviewed respondents from the IT sector to the tenth item of the administered survey

	1st comp. (Yes)	*1st comp. (No)*	*2nd comp. (Yes)*	*2nd comp. (No)*	*3rd comp. (Yes)*	*3rd comp. (No)*	*4th comp. (Yes)*	*4th comp. (No)*
Absolute frequency	39	11	32	22	39	14	2	47
%	*78*	*22*	*59*	*41*	*74*	*26*	*4*	*96*

Source: *author's own investigation.*

In the tenth out of twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that inappropriate remarks addressed at women in the workplaces in which the respondents are present are confirmed by an average of 53.75% of respondents across all companies included in the survey. In all four participating companies, based on the opinions of individual respondents, some degree of this fact was confirmed, albeit in different percentages. It follows from the stated average that only in 46.25% of cases this phenomenon does not occur in workplaces, and women are not the target of inappropriate comments there.

For the remaining share, it is possible to talk about an interval of 4 – 78% confirmation of the stated fact.

The highest share of agreement with the item was expressed by employees of company number 1 (78%), and the lowest was found among employees of company number 4 (4%).

<u>Do you feel that your workplace is an environment in which female employees would feel comfortable?</u>

Table 11: Reaction of interviewed respondents from the IT sector to the eleventh item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	21	29	25	29	27	26	45	4
%	42	58	46	54	51	49	92	8

Source: *author's own investigation.*

In the eleventh out of twelve items in the survey carried out on a total of 208 respondents employed in the IT industry, it was found that the possibility that women could feel comfortable in their workplace was confirmed by an average of 57.75% of respondents across all companies included in the survey. A certain degree of this possibility was confirmed in all four involved companies, although again in different percentages. From the stated average, it follows that in 42.25% of cases women could feel comfortable in companies according to the respondents. For the remaining share, it is possible to talk about an interval of 42-92% confirmation of the stated fact.

The highest percentage of agreement with the item was expressed by employees of company number 4 (92%), and the lowest was found among employees of company number 1 (42%).

<u>Do you think that gender equality is supported in your workplace?</u>

Table 12: Reaction of interviewed respondents from the IT sector to the twelfth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	23	27	22	32	26	27	49	0
%	46	54	41	59	49	51	100	0

Source: *author's own investigation.*

In the twelfth out of twelve items of the survey carried out on a total of 208 respondents employed in the IT industry, it was found that gender equality as a phenomenon promoted in the workplace where the respondents work is confirmed by an average of 59% of respondents across all companies included in the survey. In all four involved companies, the stated option was confirmed, but only in one of the companies in 100% of cases, i.e. by all surveyed respondents working there. The average shows that in 41% of cases, the interviewees confirm that gender equality is not promoted in their workplaces. For the remaining share, it is possible to talk about an interval of 41 – 100% confirmation of the stated fact.

The highest share of agreement with the item was expressed by employees of company number 4 (100%), and the lowest was found among employees of company number 2 (41%).

CONCLUSION

On the basis of data obtained by the survey presented in chapter 5 of this document, it is possible to describe the state of Czech workplaces employing persons working in the fields of information technology in terms of the approach of these workplaces and their individual employees to the implementation of gender diversity in contrast (comparison) with gender stereotyping.

The vast majority of IT companies employ women, but only a slight majority come into contact directly with the interviewed respondents. Only about a third of the respondents then confirmed that women and men are present in their workplace in at least approximately the same ratio.

From an organisational point of view, only three-fourth of the respondents confirmed the fact that their company establishes an equal number of sanitary facilities for women and men in their workplaces (sanitary facilities for men prevail in the workplaces).

Not even half of the respondents believe that women are able to handle the work they perform at least at the same professional level. The respondents expressed a slightly higher level of agreement with the fact that their superiors actively try to involve women in the functioning of their workplaces (however, even here, the agreement did not exceed the fifty percent response threshold).

Men and women in the same job positions have the same salaries in companies in a slight majority of the cases. However, to an even higher extent (less than 60 percent), women in these workplaces are ordered tasks not directly related to their work (for example, making coffee).

More than half of the interviewed respondents' superiors use masculine addressing in communication with the work team of subordinates. To the same extent, the fact that unflattering remarks about women are made at workplaces during communication was confirmed.

Despite the facts stated above, almost sixty percent of respondents believe that women feel comfortable in their workplaces, and a similar proportion of respondents states that gender equality is promoted in their workplace.

The facts found are somewhat contradictory at some points. It can therefore be estimated that the interviewees are not sufficiently familiar with what gender equality actually means and how, on the contrary, inequality in the specified area of enquiry can manifest itself in practice, and what manifestations can be categorized as gender stereotyping.

It is also important to note that the positive resulting average for the vast majority of questions in the survey was significantly fuelled especially by respondents from the fourth IT company involved in the survey. In this company, it is also possible to observe the fact that the promotion of gender equality, if this is not only of a theoretical nature but is actually fulfilled, can lead to a higher degree of involvement of women in the functioning of the workplace, equal working conditions for both sexes (see social facilities and their numbers), and a higher level of confidence in the abilities of women compared to their male counterparts and, conversely, a lower incidence of the promotion of masculine characteristics, or a lower rate of inappropriate remarks given to women in the work environment.

List of sources

1. Baštecká, B. (2013). *Psychosociální krizová spolupráce.* Praha: Grada.
2. Daneš, F. (2009). *Kultura a struktura českého jazyka.* Praha: Karolinum.
3. Gjuričová, Š; & Kubička, J. (2009). *Rodinná terapie: systemické a narativní přístupy.* 2nd ed. Praha: Grada.
4. Horváthová, P.; Bláha, J.; & Čopíková, A. (2016). *Řízení lidských zdrojů: nové trendy.* Praha: Management Press.
5. Hubinková, Z. (2008) *Psychologie a sociologie ekonomického chování.* 3rd ed. Praha: Grada.
6. Janošová, P. (2008). *Dívčí a chlapecká identita: vývoj a úskalí.* Praha: Grada.
7. Jansa, P. et al. (2018). *Pedagogika sportu.* 2nd ed. Praha: Univerzita Karlova.

w Ukrainie – wymagają rozważenia nowego paradygmatu organizacji, który na potrzeby pracy został nazwany transcendentalnym fioletem. Model ten powstał w oparciu o założenia psychologii egzystencjalnej[1] Victora Fankla oraz filozofii personalistycznej, a w nazwie opiera się na teorii rozwoju integralnego człowieka według koncepcji Kena Wilbera.

W konkluzji Autor wyraża przekonanie, że wszystkie modele organizacji będą nadal aktualne i wybierane przez założycieli firm zgodnie z ich przekonaniami, w duchu wolności.

Agnieszka Rachwał – Mueller w artykule pt. „Correlation between cultural dimensions and their impact on preference of conflict styles" analizuje zachowanie jednostki w międzykulturowej sytuacji konfliktowej. Autorka zauważa, że nie można zrozumieć zachowania człowieka, odrywając je od kontekstu kulturowego i kulturowego uczenia się. Zwraca szczególną uwagę na badania G. Hofstede, który wyróżnił pięć przeciwstawnych wymiarów kultury: indywidualizm vs. kolektywizm; męskość vs. kobiecość; unikanie niepewności (wysoka tolerancja vs. niska tolerancja niepewności); wysoki dystans władzy vs. niski dystans władzy; orientacja krótkoterminowa vs. długoterminowa. Tym wymiarom odpowiadają podejścia do zarządzania konfliktem: rozwiązywanie problemów, łagodzenie, wymuszanie, wycofywanie się i dzielenie się. Następnie Autorka bezpośrednio nawiązuje do ekonomii, zwracając uwagę, że sytuacje konfliktowe często wynikają z rywalizacji o zasoby. W konkluzji, Autorka przytacza wnioski z badań innych autorów, że jednostki stosują style rozwiązywania konfliktów, które są zgodne z ich wartościami kulturowymi. W zakończeniu podkreślono znaczenie wyników badań dla menedżerów zespołów międzynarodowych, w tym zwiększenia świadomości zarządzania rozwiązywaniem konfliktów w projektach wielokulturowych.

Redakcja
Kraków, grudzień 2022

---

[1] Należy zauważyć, że światopogląd egzystencjalny jest z założenia pesymistyczny; człowiek żyje w „świecie bez drogowskazów", a „wolność jest za karę". Takie podejście jest naturalne w czasach wojny, zarazy i szalejącej inflacji (przypis redakcji).

Tomasz Czapran[1]

Gender Diversity in Selected Czech IT Companies Różnorodność płciowa w wybranych czeskich firmach z branży IT

Summary: In the presented text, attention is focused on one specific professional term – "gender". Its concept will first be defined in the theoretical part of this article, and then, based on a review of relevant sources, the first half of the document will outline findings related to gender issues in the workplace, with an emphasis on the possible positives (benefits) of this type of diversity in a person's working life – i.e. within the performance of professional duties in an enterprise, company or generally an organisation in which people are employed. Subsequently, the practical part of this article will build on the theoretical findings in its first half, specifically through the empirical work of the author. This will take the form of a survey carried out on the employees of a total of four different companies, where survey respondents will be asked individual questions (survey items) how (or if at all) gender diversity is supported and used in their workplaces (how it is manifested, etc.). The aim of the document is to present the concept of gender in relation to a person's working life and describe the current situation in companies operating in the Czech Republic in the area of gender diversity. In addition to the described general objective of the entire article, goals related to the author's own exploratory investigation will be defined in its empirical part. On the basis of the aforementioned survey, data from a selected sample of involved respondents will be processed. The results expressed on the basis of this data will complement the first half of the text, which will deal mainly with the knowledge, opinions and findings of other people, professionals in various fields, in whom it is possible to observe an interest in gender issues either in general, or taking into account the professional life of the adult population or directly in relation to the already mentioned gender diversity. For the theoretical part of the document, publications obtained during

[1] Dr inż. PRIGO University, Vítězslava Nezvala 801/1, 736 01 Havířov, Czech Republic.

the author's research on the basis of the chosen keywords (these include gender, gender diversity, gender stereotyping, discrimination and others) will be utilised.

Strzeszczenie: Niniejszy artykuł koncentruje się wokół jednego fachowego terminu, a mianowicie – „gender". Termin ten zostanie najpierw zdefiniowany w części teoretycznej artykułu, a następnie, w oparciu o przegląd odpowiednich źródeł literaturowych, przedstawione zostaną wyniki badań odnośnie problematyki płci w miejscu pracy, z naciskiem na możliwe korzyści płynące z tego rodzaju różnorodności w życiu zawodowym człowieka, czyli w ramach wykonywania obowiązków zawodowych w przedsiębiorstwie lub ogólnie w organizacji, w której ma miejsce zatrudnienie. Następnie praktyczna część tego artykułu będzie opierać się na ustaleniach z części teoretycznej oraz na badaniach empirycznych przeprowadzonych przez autora artykułu. Badania przeprowadzone zostaną za pomocą ankiety wśród pracowników łącznie czterech różnych firm z branży IT, w ramach której respondenci odpowiedzą indywidualnie na pytania, w jaki sposób (lub czy w ogóle) różnorodność płci jest wspierana i pożytkowana w ich miejscach pracy (jak się to objawia, itp.). Celem artykułu jest przedstawienie koncepcji płci w odniesieniu do życia zawodowego danej osoby oraz opisanie aktualnej sytuacji w firmach działających w obszarze różnorodności płci na terenie Republiki Czeskiej. Oprócz tak sformułowanego powyżej celu artykułu, w jego części empirycznej zostaną określone cele związane z badaniami eksploracyjnymi przeprowadzonymi przez autora. Na podstawie wyżej wymienionej ankiety przetwarzane będą dane z wylosowanej próby respondentów. Wyniki wyrażone w oparciu o te dane będą stanowiły uzupełnienie dla części teoretycznej artykułu, która będzie dotyczyła głównie wiedzy, opinii i wyników badań innych osób, profesjonalistów z różnych dziedzin, którzy interesują się problematyką płci ogólnie lub z uwzględnieniem życia zawodowego dorosłej populacji lub bezpośrednio w odniesieniu do wspomnianej już różnorodności płciowej. W części teoretycznej artykułu wykorzystane zostaną publikacje, z których korzystał autor w trakcie prowadzonych badań na podstawie wybranych słów kluczowych (m.in. płeć, różnorodność płciowa, stereotypy płciowe, dyskryminacja i inne).

Keywords: diversity, gender diversity, management and implementation of gender diversity, IT companies, Czech workplaces.

THEORETICAL PART

The theoretical part of this article consists of a total of three chapters. These are gradually devoted first to the outline (definition) of the concept of gender itself. Furthermore, gender is related to the workplace and subsequently the possible positives of gender diversity are pointed out if it exists (is officially enabled, supported) in the workplaces. In addition to the described general objective of the entire article, goals related to the author's own exploratory investigation will be defined in its empirical part.

Gender – basic definition of the term

Gender as a word comes from Greek, where gender can be translated to English as "genus" (Kedron, 2014, p. 32). The fact that "gender" does not mean "sex" but "genus" is very important for the term gender studies (Kedron, 2014, p. 32). This fact will also be reflected in other parts of the presented article.

Průcha and Veteška (2014, p. 117) then point out the connection of gender with the Latin word genus (which also refers to the grammatical gender). For the biological sex of a person – in contrast to gender – the English term sex is rather used (cf. Vodáčková, 2012, p. 247).

According to Kubátová (2010, p. 229), the term gender is used in order to distinguish a person's sex (his biological character, where in the vast majority of cases it is possible to talk about the fact that a specific person is female, or male) from his "masculinity" or her "femininity", as these are formed through cultural and social norms – similar norms are both created and passed on by culture.

The distinction between sexes on a biological level is considered on the basis of differences between men and women (cf. Koldinská, 2010, p. 21). Daneš (2009, p. 56) comments on this fact by saying that it is basically the social aspects of the biological difference between persons of different sexes. The authoress Svobodová (2015, p. 106) clearly states that gender is a designation for "social sex". For example, the authoress Baštecká (2013, p. 69) also talks about gender as a social sex in her publication.

The author Butler (1993, p. 9) In McRobbie (2006, p. 107) state that gender in its essence represents a certain regulatory ideal, which is not only recognized, but at the same time is also enforced in society. Therefore, if a specific gender is associated with an expectation of a certain specific behaviour, in general actions of the manifestations of its bearers, then failure to adhere to the given idea (its violation) can be expected to result in conflicts, problems arising from the violation of a certain "precept" of how these individuals should express themselves.

Gender is closely related to social expectations, with which people are confronted during their lives (cf. Koldinská, 2010, p. 21).

As will be illustrated in more detail in the following chapters of this document, the above-mentioned issues are reflected (along with other levels of human life) also in the field of work functioning of human individuals.

In connection with the above-described difference between a person's sex and his gender, it is possible to see the problem at the moment when the regulatory ideal of "masculinity" is not in accordance with how a person who is biologically male, in reality, expresses himself (of course the same also applies for "femininity" and biologically female sex). Gender must be understood as a social construct (Fafejta, 2004 In Orel, Oberingerů & Mentel, 2016, p. 87).

The already mentioned information can then be followed up by stating that while biological sex is in most cases unchangeable, gender represents a social component of sex that can be manipulated and this also happens (the respective component is manipulated and therefore manipulable) (Svobodová, 2015, p. 106).

In his publication, Orel (2020, p. 269) talks about the so-called gender model, which is based on the premise that: "gender is represented in each individual as an individual amount of masculinity qualities ("masculinity/manhood", from Latin māsculīnus – masculine) and femininity ("femininity/womanhood", femininus/femineus – female), or both."

The stated fact is essential because it is impossible to expect that one person with a certain biological sex would have only and purely the characteristics corresponding to this sex, each human individual usually combines feminine and masculine characteristics, even though these can be present in different ratios (Orel, 2020, p. 269).

On the basis of the view of gender presented in this way, Orel (2020, p. 269) states that it is essentially the result of socio-cultural influences to which a specific individual of a certain gender is exposed, which affects him/her.

In contrast to biological sex, we can therefore speak of gender not as an objectively – physically – present fact, but rather as a construct. A human individ-

ual is born with a specific sex, but he is not born with a specific gender, this is created and modelled during his/her interactions with the surrounding society.

Given the social character (conditionality) of "gender", it is also appropriate to point out that it is connected with what is known as "gender roles". However, gender roles undergo changes (of various specific forms) throughout human history, as well as across different socio-cultural contexts in which they are recognized (expected) (Orel, Oberingerů & Mentel, 2016, p. 89).

Janošová (2008, p. 42) states in her monograph that: "The manifestation of a gender role therefore does not result only from experiencing oneself as a man or a woman, but in a certain way expresses also the degree of conformity of the bearer with his/her environment." The social environment – the society that surrounds a person – creates gender roles (a view of the roles that men and women should play) and subsequently "presses" individuals to adopt these roles (i.e. the general idea of how they should behave) as their own. If a particular individual is more of a conformist person, they adopt gender roles quickly and to a high degree.

It is also appropriate to mention the concept of "gender stereotypy", which is considered across disciplines as a phenomenon that can cause many undesirable effects on individuals, i.e. as something that is evaluated negatively (cf. e.g. Smetáčková In Ptáček & Bartůněk, 2011, p. 353). Gender stereotyping is the process of: "normalizing socially prescribed roles as essentially male or female expressions." (Gjuričová & Kubička, 2009, p. 54).

Gender issues in workplaces

Following on from the basic information about what gender is and how it can be considered, in chapter number 2 of the presented text, space will be devoted to the topic of gender in the workplace. From the findings already presented, it is possible to understand that gender issues in the workplace can represent a fundamental phenomenon that needs to be addressed and given sufficient attention.

In the following paragraphs, gender will be related to working life and the environment and functioning of adults.

At the beginning of the chapter, it is possible to mention the following comment by the authoress Kubátová (2010, p. 229): "The fact that women and men perceive and experience the world differently, that they have different ways of behaving, is a rather banal statement nowadays. Almost everyone agrees that there are differences." It is therefore impossible to assume or even

claim that women and men are the same – their difference is evident both biologically and on a psychological and social level.

Although men and women are not the same, they should not be discriminated against due to their differences (be it their biological or social sex).

Gender helps to express the differences between women and men that do not arise from their biology, but their essence lies in social and cultural patterns of behaviour (Janošová, 2008, p. 40). As Koldinská (2010, p. 21) points out in her publication: "the concept of gender makes sense from the point of view of establishing equality between men and women and the prohibition of discrimination on the basis of sex."

Discrimination in the field of a person's working life is one of the discussed topics. This can be seen for example in Hubinková (2008, p. 210). For example, Koubek (2013, p. 89) or Koldinská (2010, p. 21) talk about gender discrimination (discrimination based on gender).

At the same time, Koldinská (2010, p. 21) adds information about what can be imagined under the term "discrimination on the basis of gender" within the framework of viewing it through "gender" (that is, through "social gender"), when she points out that: "What is (...) needs to be classified as discrimination on the basis of gender, is a disadvantage to a man or a woman due to the fact that something is socially expected from this or that (…) and in connection with these expectations certain behaviour is assumed, which can influence, for example, the employer's decision-making about who of the applicants should be accepted for a vacant position."

Regarding the specific points of the mentioned possible expectations, the author gives as an example in the field of employment of adults the assumption that it is a woman (i.e. as an employee/potential employee) who will always take care of dependent family members in the event that such care is needed (Koldinská, 2010, p. 21).

Discrimination on the basis of gender can therefore be considered in the professional environment when the expected ways of behaviour are superior to the objective state of expertise (abilities) of a specific person (Koldinská, 2010, p. 21). So when the employer applies certain stereotypical prejudices, on the basis of which the employee is harmed (a woman-mother does not get a job because the employer is afraid that she will be absent from work often, because she will have to take care of her children at home, etc.).

The above-mentioned procedures in practice mean the implementation of discriminatory procedures based on gender, not on a person's biological sex (Koldinská, 2010, p. 21).

From the findings of both the first and second chapters it can be concluded that we can talk about gender-typical or, on the contrary, gender-atypical occupations (cf. e.g. Jarkovská, Lišková & Šmídová, 2010, p. 82). In the case of gender-typical occupations, these will be situations where women work as ballet dancers in the theatre and men work professionally, for example, as miners or hunters. Despite the fact that it is not unthinkable for the positions of ballet professionals to be filled by men. Or positions in hunting to be held by women, yet these are not quite common cases, ones that would be considered the norm in society (even from a statistical point of view). If such a "reversal of roles" occurs, then we can talk about gender-atypical occupations, similar to cases where a woman applies for the post of the fire fighter, etc.

From the point of view of gender issues, it is therefore a very fundamental phenomenon which employees (not only women, but also men) can encounter in the workplace. As a counterweight to gender stereotyping and the discrimination related to it, in chapter 3 of the presented text, gender diversity will be introduced as a possible tool (approach) to employees.

Gender diversity in the professional field

Following on from the two previous chapters of the document, its third main part will point out how it is possible to apply "gender diversity" in the professional field, i.e. within the framework of the employment of adults in various companies, at different employers.

The chapter will attempt to point out the effects of implementing approaches based on gender diversity in contrast to work environments in which gender stereotyping is applied.

In Jarkovská. Lišková and Šmídová (2014, p. 82) it is possible to read that, based on experience from abroad, positive effects on gender stereotyping can be confirmed, for example, through interviews (discussions) with persons who work in gender-atypical professions. Excursions to companies that try (make the effort) to achieve gender diversity have a similar effect.

Positive benefits

Diversity as such (not only in relation to the topic of gender) can be considered beneficial – this can be seen, for example, in Jarkovská (2015, p. 183).

Gender diversity represents (in addition to age and ethnic diversity) in the corporate environment one of the three possibilities (perspectives) of ensur-

ing organisational diversity (Horváthová, Bláha & Čopíková, 2016, p. 176). Similarly, as is the case with the employment of people of different ages or ethnic origins, the gender difference represented in the workplace can also have its positive effects.

It is possible to legitimately expect that in workplaces where younger and older people, Czechs and foreigners, as well as men and women will be present, there is a greater prerequisite for divergent ways of thinking, as different points of view on certain steps, problems, etc., arising from the fact that individuals differ from each other – innovations occur here (cf. e.g. Tenglerová, Šimandlová, Šebestová, Dvořáčková & Linková, 2018, p. 13).

Furthermore, based on the promotion of gender equality, there is a limitation of the effect of possible discriminatory pressures that may be exerted on women (but in certain cases also on men) – the support of equality in society can thus be cited as a positive.

Possible obstacles and their consequences

Taking into account the knowledge that has already been stated on the gender issue in the previous chapters of the presented article, it is possible to consider the reluctance to take similar steps, which can manifest itself at different levels of management, to be an obstacle in the effort to promote gender diversity in the workplace.

The most significant effects of hindering gender diversity are both the loss of a considerable amount of potential for innovation (see subsection 3.1. of the document) and the confirmation of employees in the belief that a similar situation is desirable. Thus, gender stereotyping is reinforced in a similar way. At the individual level, employees can then be deprived of the experience of daily interaction with the opposite sex, not on a family and intimate level, but on a professional level.

PRACTICAL PART

In the practical half of the text, information will be presented about the author's planned and subsequently conducted exploratory investigation regarding the issue of gender diversity at workplaces (in companies). For this purpose, the objective of the investigation (its subject) and the method of data collection of the empirical investigation, which was chosen for the respective activity, will first be defined, together with brief information about

the sample of respondents who took part in the survey. Subsequently, the results of the conducted investigation and their summary will be presented. In the practical part, (with minor exceptions) professional sources will not be used, knowledge and ideas of foreign authors will not be presented, but this section will be based on the work of the author of this article.

Methodology of the author's empirical work

The methodological part of the practical half of the text contains information related to the objective of the author's investigation, the data collection method chosen by him, as well as the sample of respondents involved in the survey.

Objective of empirical investigation

The aim of the empirical investigation is to describe the state of Czech workplaces employing persons working in the fields of information technology, in terms of the approach of these workplaces and their individual employees to implement gender diversity in contrast (comparison) with gender stereotyping.

A partial goal is then an insight into the possible positives that gender diversity brings for the mentioned workplaces according to the employees themselves (if support for gender diversity is detected among the persons in question).

Chosen method of data collection

The author chose the survey method to collect the necessary data. As the authoress Kutnohorská (2009, p. 42) states, a survey represents: *"the simplest research technique that is very often used in survey investigations."* As such, the survey is based on the principle of a questionnaire (Tahal, 2017, p. 48). Surveys are usually carried out in a way where the interviewed persons answer individual questions (respondents choose one of the variants of statements, between questionnaire items "Yes" and "No" (cf. e.g. Jansa et al., 2018, p. 68).

In the form characterized above, the survey is designed and subsequently administered also in the author's investigation, which is presented here (it is the content of the practical part of the text).

Here, respondents answer a total of 12 survey items related to the chosen issue (the set goal of the survey), where each of the survey items allows the person interviewed to respond to this item by leaning towards the response "Yes" or, on the contrary, by choosing the response "No".

The survey here is therefore created as a questionnaire with a forced choice of answer, where each of the included items offers exactly two possible, different, reactions. Respondents cannot choose another option (for example, it is not possible to express one's own opinion that does not exactly match at least one of the responses offered). The author of all items of the survey is the author of the presented document – the content of the survey was created directly for the purposes of the planned survey.

The full wording of the survey is given in the text as part of its appendix.

Research sample

The research sample for the planned survey consists of 208 persons. These are respondents from a total of four different companies that were approached by the author. All these companies are active in the computer technology (IT) market. Specifically, there are 50 respondents from company number 1, 54 respondents from company number 2, 53 respondents from company number 3 and 49 respondents from company number 4.

Survey results

The fifth chapter presents the results of a survey conducted by the author of the article.

These are presented with regard to each individual survey item – for these, the results are given with regard to the frequency of the respondents' statements, their choice of one of the two possible responses. This frequency is expressed both in absolute terms and in percentages. In addition to the numerical expression of occurrences of "yes" or "no" reactions (which are converted into a brief table for each item), there is also a verbal comment summarizing the facts found for each of the survey items.

Are women employed in the company you work for?

Table 1: Reaction of interviewed respondents from the IT sector to the first item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	50	0	53	1	53	0	49	0
%	*100*	*0*	*98*	*2*	*100*	*0*	*100*	*0*

Source: *author's own investigation.*

In the first of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that women are employed in the companies in which the survey was administered in an average of 99.5% of cases. In all four participating companies, the presence of women as company employees was confirmed (out of a total of 108 respondents, only 2 stated that this was not the case).

Are women employed at your specific workplace?

Table 2: Reaction of interviewed respondents from the IT sector to the second item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	27	23	16	38	22	31	36	13
%	*54*	*46*	*30*	*70*	*52*	*58*	*73*	*27*

Source: *author's own investigation.*

In the second of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that women are employed at the workplaces from which the interviewed employees come in an average of 52.3% of cases. In all four involved companies, the presence of women as employees working at the respondents' workplaces was confirmed,

but in different percentages. The reported average shows that in almost 48% of cases, women are not present at the workplaces in question. For the remaining share, it is possible to speak of an interval of 30-73% confirmation of the stated fact.

The highest share of agreement with the item was expressed by employees of company number 4 (73%), and the lowest was found among employees of company number 2 (30%).

<u>Are women and men represented in your workplace (at least approximately) in the same proportion?</u>

Table 3: Reaction of interviewed respondents from the IT sector to the third item of the administered survey

	1st comp. (Yes)	*1st comp. (No)*	*2nd comp. (Yes)*	*2nd comp. (No)*	*3rd comp. (Yes)*	*3rd comp. (No)*	*4th comp. (Yes)*	*4th comp. (No)*
Absolute frequency	15	35	12	42	23	30	24	25
%	30	70	22	78	43	57	49	51

Source: *author's own investigation.*

In the third of twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that an approximately equal ratio of men and women in the workplace in which the respondents themselves work is confirmed by an average of 36% of respondents across all companies included in the survey. A certain degree of this equality was confirmed in all four involved companies, although again in different percentages. From the stated average, it follows that in 64% of cases, according to respondents, women are not equally represented in companies compared to men. For the remaining share, it is possible to talk about an interval of 22-49% confirmation of the stated fact.

The lowest share of agreement with the item was expressed by employees of company number 2 (22%), and the highest was found among employees of company number 4 (49%).

Are there sanitary facilities (toilets, showers, bathrooms, etc.) in your company in equal numbers for women and men?

Table 4: Reaction of interviewed respondents from the IT sector to the fourth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	40	10	17	37	50	3	49	0
%	80	20	31	69	94	6	100	0

Source: *author's own investigation.*

In the fourth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that the equal ratio of sanitary facilities available for men and women in the companies in which the respondents work is confirmed by an average of 76.25% of the respondents across all the companies included in the survey. Some degree of this manifestation of gender equality was confirmed in all four participating companies, but again in different percentages. It follows from the stated average that, according to the respondents, this fact does not apply to companies in just under 24% of cases. For the remaining share, it is possible to talk about an interval of 31 – 100% confirmation of the stated fact.

The highest proportion of agreement with the item was expressed by employees of company number 4 (here positive reactions were obtained from 100% of the employees involved in the survey), and the lowest was found among employees of company number 2 (31%).

Do you think that women are capable of performing your profession at least as well (or even better) than men?

Table 5: Reaction of interviewed respondents from the IT sector to the fifth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	22	28	16	38	20	33	29	20
%	*44*	*56*	*29*	*70*	*38*	*61*	*59*	*41*

Source: *author's own investigation.*

In the fifth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that the interviewed respondents believe that women are capable of performing the duties associated with the performance of the profession of the interviewees with at least the same quality across all companies included in the survey, confirmed by on average 42.5% of respondents. Also, in the case of the fifth item of the questionnaire, the inquired facts were confirmed in all four involved companies. From the stated average, it follows that in almost 58% of cases, women in companies, according to the respondents, are not able to handle the demands of the respondents' professions in the field of IT. For the remaining share, it is possible to speak of an interval of 29-59% confirmation of the stated fact.

The lowest percentage of agreement with the item was expressed by employees of company number 2 (29%), while the highest was found among employees of company number 4 (59%).

Does your employer make an active effort to involve women in your work collective?

Table 6: Reaction of interviewed respondents from the IT sector to the sixth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	17	33	31	23	13	40	40	9
%	34	66	57	43	25	75	82	18

Source: *author's own investigation.*

In the sixth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that an active effort to involve women in the work team by their employer is perceived by almost half of the respondents across all the companies included in the survey (this is 49.5% of respondents). In all four involved companies, some level of the monitored effort was confirmed, with a different specific percentage expression (representation). From the stated average, it follows that in 50.5% of cases (i.e. again in approximately half), employers in companies do not strive for active employment of women. For the remaining share, it is possible to talk about an interval of 25-82% confirmation of the stated fact.

The highest share of agreement with the item was expressed by employees of company number 4 (82%), and the lowest was found among employees of company number 3 (25%).

Do men and women working in your company in the same positions have the same salary conditions (including bonuses, etc.)?

Table 7: Reaction of interviewed respondents from the IT sector to the seventh item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	30	20	20	34	25	28	38	11
%	60	40	37	63	47	53	78	22

Source: *author's own investigation.*

In the seventh of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that equal salary conditions for employees of both sexes in the same positions in the companies in which the respondents work are confirmed by an average of 55.5 % of respondents across all companies included in the survey. In each of the four companies, some of the employees confirmed the stated fact, but even in this case, it is true that the percentage representation of the expression of approval is different for the individual companies. From the stated average, it follows that in 44.5% of cases, in the opinion of the respondents, women in companies do not receive the same salary as men for the performance of the same job duties. For the remaining share, it is possible to talk about an interval of 37-78% confirmation of the given fact (expression of the consent).

The highest percentage of agreement with the item was expressed by employees of company number 4 (78%), and the lowest was found among employees of company number 2 (37%).

Are women in your company more often than men involved in tasks such as making coffee, organising events, etc.?

Table 8: Reaction of interviewed respondents from the IT sector to the eight item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	44	6	36	18	35	18	4	45
%	88	12	67	33	66	34	8	92

Source: *author's own investigation.*

In the eighth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that in the companies in which the respondents are employed, women are often tasked with making coffee or arranging the organisation's extra-work events, etc., confirmed on average by 57.25% of respondents across the companies included in the survey. Some degree of this fact was found in all four involved companies, but to a different extent in each. From the stated average, it follows that in only 42.75% of cases, women are not encouraged to perform such tasks. For the remaining share, it is possible to talk about an interval of 8 – 88% confirmation of the stated fact (expression of agreement with the item).

The highest percentage of agreement with the item was expressed by employees of company number 1 (88%), the lowest was found among employees of company number 4 (8%).

Does your direct supervisor frequently use the terms "guys", "gentlemen" or similar when trying to address employees?

Table 9: Reaction of interviewed respondents from the IT sector to the ninth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	42	8	39	15	23	30	7	42
%	84	15	72	28	43	57	14	86

Source: *author's own investigation.*

In the ninth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that male-typical addressing is used by the superiors of the interviewed employees when trying to address the work collective that is subordinate to them, across all companies included in the survey, on average according to 53.25% of respondents. This fact could also be documented in all the companies included in the sample. From the stated average, it follows that in only 46.75% of all cases, managers do not resort to similar addressing of the work collective. For the remaining share, it is possible to talk about an interval of 14 – 84% confirmation of the stated fact (expression of agreement with the survey item).

The highest share of agreement with the item was expressed by employees of company number 1 (84%), while the lowest was found among employees of company number 4 (14%).

Is it possible to encounter communication in your workplace that includes inappropriate comments directed at women (all kinds of "saucy" jokes, stereotyping – e.g. women spend, talk too much, are moody, etc.)?

Table 10: Reaction of interviewed respondents from the IT sector to the tenth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	39	11	32	22	39	14	2	47
%	78	22	59	41	74	26	4	96

Source: *author's own investigation.*

In the tenth out of twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that inappropriate remarks addressed at women in the workplaces in which the respondents are present are confirmed by an average of 53.75% of respondents across all companies included in the survey. In all four participating companies, based on the opinions of individual respondents, some degree of this fact was confirmed, albeit in different percentages. It follows from the stated average that only in 46.25% of cases this phenomenon does not occur in workplaces, and women are not the target of inappropriate comments there.

For the remaining share, it is possible to talk about an interval of 4 – 78% confirmation of the stated fact.

The highest share of agreement with the item was expressed by employees of company number 1 (78%), and the lowest was found among employees of company number 4 (4%).

Do you feel that your workplace is an environment in which female employees would feel comfortable?

Table 11: Reaction of interviewed respondents from the IT sector to the eleventh item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	21	29	25	29	27	26	45	4
%	42	58	46	54	51	49	92	8

Source: *author's own investigation.*

In the eleventh out of twelve items in the survey carried out on a total of 208 respondents employed in the IT industry, it was found that the possibility that women could feel comfortable in their workplace was confirmed by an average of 57.75% of respondents across all companies included in the survey. A certain degree of this possibility was confirmed in all four involved companies, although again in different percentages. From the stated average, it follows that in 42.25% of cases women could feel comfortable in companies according to the respondents. For the remaining share, it is possible to talk about an interval of 42-92% confirmation of the stated fact.

The highest percentage of agreement with the item was expressed by employees of company number 4 (92%), and the lowest was found among employees of company number 1 (42%).

Do you think that gender equality is supported in your workplace?

Table 12: Reaction of interviewed respondents from the IT sector to the twelfth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	23	27	22	32	26	27	49	0
%	46	54	41	59	49	51	100	0

Source: *author's own investigation.*

In the twelfth out of twelve items of the survey carried out on a total of 208 respondents employed in the IT industry, it was found that gender equality as a phenomenon promoted in the workplace where the respondents work is confirmed by an average of 59% of respondents across all companies included in the survey. In all four involved companies, the stated option was confirmed, but only in one of the companies in 100% of cases, i.e. by all surveyed respondents working there. The average shows that in 41% of cases, the interviewees confirm that gender equality is not promoted in their workplaces. For the remaining share, it is possible to talk about an interval of 41 – 100% confirmation of the stated fact.

The highest share of agreement with the item was expressed by employees of company number 4 (100%), and the lowest was found among employees of company number 2 (41%).

CONCLUSION

On the basis of data obtained by the survey presented in chapter 5 of this document, it is possible to describe the state of Czech workplaces employing persons working in the fields of information technology in terms of the approach of these workplaces and their individual employees to the implementation of gender diversity in contrast (comparison) with gender stereotyping.

The vast majority of IT companies employ women, but only a slight majority come into contact directly with the interviewed respondents. Only about a third of the respondents then confirmed that women and men are present in their workplace in at least approximately the same ratio.

From an organisational point of view, only three-fourth of the respondents confirmed the fact that their company establishes an equal number of sanitary facilities for women and men in their workplaces (sanitary facilities for men prevail in the workplaces).

Not even half of the respondents believe that women are able to handle the work they perform at least at the same professional level. The respondents expressed a slightly higher level of agreement with the fact that their superiors actively try to involve women in the functioning of their workplaces (however, even here, the agreement did not exceed the fifty percent response threshold).

Men and women in the same job positions have the same salaries in companies in a slight majority of the cases. However, to an even higher extent (less than 60 percent), women in these workplaces are ordered tasks not directly related to their work (for example, making coffee).

More than half of the interviewed respondents' superiors use masculine addressing in communication with the work team of subordinates. To the same extent, the fact that unflattering remarks about women are made at workplaces during communication was confirmed.

Despite the facts stated above, almost sixty percent of respondents believe that women feel comfortable in their workplaces, and a similar proportion of respondents states that gender equality is promoted in their workplace.

The facts found are somewhat contradictory at some points. It can therefore be estimated that the interviewees are not sufficiently familiar with what gender equality actually means and how, on the contrary, inequality in the specified area of enquiry can manifest itself in practice, and what manifestations can be categorized as gender stereotyping.

It is also important to note that the positive resulting average for the vast majority of questions in the survey was significantly fuelled especially by respondents from the fourth IT company involved in the survey. In this company, it is also possible to observe the fact that the promotion of gender equality, if this is not only of a theoretical nature but is actually fulfilled, can lead to a higher degree of involvement of women in the functioning of the workplace, equal working conditions for both sexes (see social facilities and their numbers), and a higher level of confidence in the abilities of women compared to their male counterparts and, conversely, a lower incidence of the promotion of masculine characteristics, or a lower rate of inappropriate remarks given to women in the work environment.

List of sources

1. Baštecká, B. (2013). *Psychosociální krizová spolupráce*. Praha: Grada.
2. Daneš, F. (2009). *Kultura a struktura českého jazyka*. Praha: Karolinum.
3. Gjuričová, Š; & Kubička, J. (2009). *Rodinná terapie: systemické a narativní přístupy.* 2nd ed. Praha: Grada.
4. Horváthová, P.; Bláha, J.; & Čopíková, A. (2016). *Řízení lidských zdrojů: nové trendy.* Praha: Management Press.
5. Hubinková, Z. (2008) *Psychologie a sociologie ekonomického chování.* 3rd ed. Praha: Grada.
6. Janošová, P. (2008). *Dívčí a chlapecká identita: vývoj a úskalí.* Praha: Grada.
7. Jansa, P. et al. (2018). *Pedagogika sportu.* 2nd ed. Praha: Univerzita Karlova.

8. Jarkovská, L. (2015). *Etnická rozmanitost ve škole: stejnost v různosti.* Praha: Portál.

9. Jarkovská, L.; Lišková, K.; & Šmídová, I. (2010). *S genderem na trh: rozhodování o dalším vzdělání patnáctiletých.* Praha: Sociologické nakladatelství (SLON).

10. Kedron, K. (2014). *Genderové aspekty ve slovanské frazeologii: na materiálu běloruštiny, polštiny a češtiny.* Praha: Karolinum.

11. Koldiská, K. (2010). *Gender a sociální právo: rovnost mezi muži a ženami v sociálněprávních souvislostech.* Praha: C.H. Beck.

12. Koubek, M. (2013). *Zápas o uvozovky: interpretační rámce a repertoár jednání pro-romského hnutí v letech 1989-2007.* Brno: Masarykova univerzita.

13. Kubátová, H. (2010). *Sociologie životního způsobu.* Praha: Grada.

14. Kutnohorská, J. (2009). *Výzkum v ošetřovatelství.* Praha: Grada.

15. McRobbie, A. (206). *Aktuální témata kulturálních studií.* Praha: Portál.

16. Orel, M. (2020). *Psychopatologie: nauka o nemocech duše.* 3rd ed. Praha: Grada.

17. Orel, M.; Oberingerů, R.; & Mentel, A. (2016). *Vybrané aspekty sebepojetí dětí a adolescentů*. Olomouc: Univerzita Palackého v Olomouci.

18. Průcha, J.; & VETEŠKA, J. (2014). *Andragogický slovník.* 2nd ed. Praha: Grada.

19. Ptáček, R.; & Bartůněk, P. (2011). *Etika a komunikace v medicíně.* Praha: Grada.

20. Stixrud, W.; & Johnson, N. (2019) *Dítě na vlastní pohon: proč svěřit svým potomkům více kontroly nad životem.* V Brně: Jan Melvil Publishing.

21. Svobodová, D. (2015). *Profesní poradenství: vybrané kapitoly.* Praha: Grada.

22. Tahal, R. (2017). *Marketingový výzkum: postupy, metody, trendy.* Praha: Grada Publishing.

23. Tenglerová, H.; Šimandlová, K.; Šebestová, E.; Dvořáčková, J.; & Linková, M. (2018). *Genderová rovnost ve vědě a na vysokých školách: příklady praxe.* Praha: Sociologický ústav AV ČR, v. v. i.

24. Vodáčková, D. (2012) *Krizová intervence.* 3rd ed. Praha: Portál.BASL, Josef a Roman BLAŽÍČEK. *Podnikové informační systémy: podnik v informační společnosti.* 2nd, significantly revised and expanded issue. Prague: Grada, 2008. Management v informační společnosti. ISBN 978-80-247-2279-5.

w Ukrainie – wymagają rozważenia nowego paradygmatu organizacji, który na potrzeby pracy został nazwany transcendentalnym fioletem. Model ten powstał w oparciu o założenia psychologii egzystencjalnej[1] Victora Fankla oraz filozofii personalistycznej, a w nazwie opiera się na teorii rozwoju integralnego człowieka według koncepcji Kena Wilbera.

W konkluzji Autor wyraża przekonanie, że wszystkie modele organizacji będą nadal aktualne i wybierane przez założycieli firm zgodnie z ich przekonaniami, w duchu wolności.

Agnieszka Rachwał – Mueller w artykule pt. „Correlation between cultural dimensions and their impact on preference of conflict styles" analizuje zachowanie jednostki w międzykulturowej sytuacji konfliktowej. Autorka zauważa, że nie można zrozumieć zachowania człowieka, odrywając je od kontekstu kulturowego i kulturowego uczenia się. Zwraca szczególną uwagę na badania G. Hofstede, który wyróżnił pięć przeciwstawnych wymiarów kultury: indywidualizm vs. kolektywizm; męskość vs. kobiecość; unikanie niepewności (wysoka tolerancja vs. niska tolerancja niepewności); wysoki dystans władzy vs. niski dystans władzy; orientacja krótkoterminowa vs. długoterminowa. Tym wymiarom odpowiadają podejścia do zarządzania konfliktem: rozwiązywanie problemów, łagodzenie, wymuszanie, wycofywanie się i dzielenie się. Następnie Autorka bezpośrednio nawiązuje do ekonomii, zwracając uwagę, że sytuacje konfliktowe często wynikają z rywalizacji o zasoby. W konkluzji, Autorka przytacza wnioski z badań innych autorów, że jednostki stosują style rozwiązywania konfliktów, które są zgodne z ich wartościami kulturowymi. W zakończeniu podkreślono znaczenie wyników badań dla menedżerów zespołów międzynarodowych, w tym zwiększenia świadomości zarządzania rozwiązywaniem konfliktów w projektach wielokulturowych.

Redakcja
Kraków, grudzień 2022

---

[1] Należy zauważyć, że światopogląd egzystencjalny jest z założenia pesymistyczny; człowiek żyje w „świecie bez drogowskazów", a „wolność jest za karę". Takie podejście jest naturalne w czasach wojny, zarazy i szalejącej inflacji (przypis redakcji).

Tomasz Czapran[1]

Gender Diversity in Selected Czech IT Companies Różnorodność płciowa w wybranych czeskich firmach z branży IT

Summary: In the presented text, attention is focused on one specific professional term – "gender". Its concept will first be defined in the theoretical part of this article, and then, based on a review of relevant sources, the first half of the document will outline findings related to gender issues in the workplace, with an emphasis on the possible positives (benefits) of this type of diversity in a person's working life – i.e. within the performance of professional duties in an enterprise, company or generally an organisation in which people are employed. Subsequently, the practical part of this article will build on the theoretical findings in its first half, specifically through the empirical work of the author. This will take the form of a survey carried out on the employees of a total of four different companies, where survey respondents will be asked individual questions (survey items) how (or if at all) gender diversity is supported and used in their workplaces (how it is manifested, etc.). The aim of the document is to present the concept of gender in relation to a person's working life and describe the current situation in companies operating in the Czech Republic in the area of gender diversity. In addition to the described general objective of the entire article, goals related to the author's own exploratory investigation will be defined in its empirical part. On the basis of the aforementioned survey, data from a selected sample of involved respondents will be processed. The results expressed on the basis of this data will complement the first half of the text, which will deal mainly with the knowledge, opinions and findings of other people, professionals in various fields, in whom it is possible to observe an interest in gender issues either in general, or taking into account the professional life of the adult population or directly in relation to the already mentioned gender diversity. For the theoretical part of the document, publications obtained during

---

[1] Dr inż. PRIGO University, Vítězslava Nezvala 801/1, 736 01 Havířov, Czech Republic.

the author's research on the basis of the chosen keywords (these include gender, gender diversity, gender stereotyping, discrimination and others) will be utilised.

Strzeszczenie: Niniejszy artykuł koncentruje się wokół jednego fachowego terminu, a mianowicie – „gender". Termin ten zostanie najpierw zdefiniowany w części teoretycznej artykułu, a następnie, w oparciu o przegląd odpowiednich źródeł literaturowych, przedstawione zostaną wyniki badań odnośnie problematyki płci w miejscu pracy, z naciskiem na możliwe korzyści płynące z tego rodzaju różnorodności w życiu zawodowym człowieka, czyli w ramach wykonywania obowiązków zawodowych w przedsiębiorstwie lub ogólnie w organizacji, w której ma miejsce zatrudnienie. Następnie praktyczna część tego artykułu będzie opierać się na ustaleniach z części teoretycznej oraz na badaniach empirycznych przeprowadzonych przez autora artykułu. Badania przeprowadzone zostaną za pomocą ankiety wśród pracowników łącznie czterech różnych firm z branży IT, w ramach której respondenci odpowiedzą indywidualnie na pytania, w jaki sposób (lub czy w ogóle) różnorodność płci jest wspierana i pożytkowana w ich miejscach pracy (jak się to objawia, itp.). Celem artykułu jest przedstawienie koncepcji płci w odniesieniu do życia zawodowego danej osoby oraz opisanie aktualnej sytuacji w firmach działających w obszarze różnorodności płci na terenie Republiki Czeskiej. Oprócz tak sformułowanego powyżej celu artykułu, w jego części empirycznej zostaną określone cele związane z badaniami eksploracyjnymi przeprowadzonymi przez autora. Na podstawie wyżej wymienionej ankiety przetwarzane będą dane z wylosowanej próby respondentów. Wyniki wyrażone w oparciu o te dane będą stanowiły uzupełnienie dla części teoretycznej artykułu, która będzie dotyczyła głównie wiedzy, opinii i wyników badań innych osób, profesjonalistów z różnych dziedzin, którzy interesują się problematyką płci ogólnie lub z uwzględnieniem życia zawodowego dorosłej populacji lub bezpośrednio w odniesieniu do wspomnianej już różnorodności płciowej. W części teoretycznej artykułu wykorzystane zostaną publikacje, z których korzystał autor w trakcie prowadzonych badań na podstawie wybranych słów kluczowych (m.in. płeć, różnorodność płciowa, stereotypy płciowe, dyskryminacja i inne).

Keywords: diversity, gender diversity, management and implementation of gender diversity, IT companies, Czech workplaces.

THEORETICAL PART

The theoretical part of this article consists of a total of three chapters. These are gradually devoted first to the outline (definition) of the concept of gender itself. Furthermore, gender is related to the workplace and subsequently the possible positives of gender diversity are pointed out if it exists (is officially enabled, supported) in the workplaces. In addition to the described general objective of the entire article, goals related to the author's own exploratory investigation will be defined in its empirical part.

Gender – basic definition of the term

Gender as a word comes from Greek, where gender can be translated to English as "genus" (Kedron, 2014, p. 32). The fact that "gender" does not mean "sex" but "genus" is very important for the term gender studies (Kedron, 2014, p. 32). This fact will also be reflected in other parts of the presented article.

Průcha and Veteška (2014, p. 117) then point out the connection of gender with the Latin word genus (which also refers to the grammatical gender). For the biological sex of a person – in contrast to gender – the English term sex is rather used (cf. Vodáčková, 2012, p. 247).

According to Kubátová (2010, p. 229), the term gender is used in order to distinguish a person's sex (his biological character, where in the vast majority of cases it is possible to talk about the fact that a specific person is female, or male) from his "masculinity" or her "femininity", as these are formed through cultural and social norms – similar norms are both created and passed on by culture.

The distinction between sexes on a biological level is considered on the basis of differences between men and women (cf. Koldinská, 2010, p. 21). Daneš (2009, p. 56) comments on this fact by saying that it is basically the social aspects of the biological difference between persons of different sexes. The authoress Svobodová (2015, p. 106) clearly states that gender is a designation for "social sex". For example, the authoress Baštecká (2013, p. 69) also talks about gender as a social sex in her publication.

The author Butler (1993, p. 9) In McRobbie (2006, p. 107) state that gender in its essence represents a certain regulatory ideal, which is not only recognized, but at the same time is also enforced in society. Therefore, if a specific gender is associated with an expectation of a certain specific behaviour, in general actions of the manifestations of its bearers, then failure to adhere to the given idea (its violation) can be expected to result in conflicts, problems arising from the violation of a certain "precept" of how these individuals should express themselves.

Gender is closely related to social expectations, with which people are confronted during their lives (cf. Koldinská, 2010, p. 21).

As will be illustrated in more detail in the following chapters of this document, the above-mentioned issues are reflected (along with other levels of human life) also in the field of work functioning of human individuals.

In connection with the above-described difference between a person's sex and his gender, it is possible to see the problem at the moment when the regulatory ideal of "masculinity" is not in accordance with how a person who is biologically male, in reality, expresses himself (of course the same also applies for "femininity" and biologically female sex). Gender must be understood as a social construct (Fafejta, 2004 In Orel, Oberingerů & Mentel, 2016, p. 87).

The already mentioned information can then be followed up by stating that while biological sex is in most cases unchangeable, gender represents a social component of sex that can be manipulated and this also happens (the respective component is manipulated and therefore manipulable) (Svobodová, 2015, p. 106).

In his publication, Orel (2020, p. 269) talks about the so-called gender model, which is based on the premise that: "gender is represented in each individual as an individual amount of masculinity qualities ("masculinity/manhood", from Latin māsculīnus – masculine) and femininity ("femininity/womanhood", femininus/femineus – female), or both."

The stated fact is essential because it is impossible to expect that one person with a certain biological sex would have only and purely the characteristics corresponding to this sex, each human individual usually combines feminine and masculine characteristics, even though these can be present in different ratios (Orel, 2020, p. 269).

On the basis of the view of gender presented in this way, Orel (2020, p. 269) states that it is essentially the result of socio-cultural influences to which a specific individual of a certain gender is exposed, which affects him/her.

In contrast to biological sex, we can therefore speak of gender not as an objectively – physically – present fact, but rather as a construct. A human individ-

ual is born with a specific sex, but he is not born with a specific gender, this is created and modelled during his/her interactions with the surrounding society.

Given the social character (conditionality) of "gender", it is also appropriate to point out that it is connected with what is known as "gender roles". However, gender roles undergo changes (of various specific forms) throughout human history, as well as across different socio-cultural contexts in which they are recognized (expected) (Orel, Oberingerů & Mentel, 2016, p. 89).

Janošová (2008, p. 42) states in her monograph that: "The manifestation of a gender role therefore does not result only from experiencing oneself as a man or a woman, but in a certain way expresses also the degree of conformity of the bearer with his/her environment." The social environment – the society that surrounds a person – creates gender roles (a view of the roles that men and women should play) and subsequently "presses" individuals to adopt these roles (i.e. the general idea of how they should behave) as their own. If a particular individual is more of a conformist person, they adopt gender roles quickly and to a high degree.

It is also appropriate to mention the concept of "gender stereotypy", which is considered across disciplines as a phenomenon that can cause many undesirable effects on individuals, i.e. as something that is evaluated negatively (cf. e.g. Smetáčková In Ptáček & Bartůněk, 2011, p. 353). Gender stereotyping is the process of: "normalizing socially prescribed roles as essentially male or female expressions." (Gjuričová & Kubička, 2009, p. 54).

Gender issues in workplaces

Following on from the basic information about what gender is and how it can be considered, in chapter number 2 of the presented text, space will be devoted to the topic of gender in the workplace. From the findings already presented, it is possible to understand that gender issues in the workplace can represent a fundamental phenomenon that needs to be addressed and given sufficient attention.

In the following paragraphs, gender will be related to working life and the environment and functioning of adults.

At the beginning of the chapter, it is possible to mention the following comment by the authoress Kubátová (2010, p. 229): "The fact that women and men perceive and experience the world differently, that they have different ways of behaving, is a rather banal statement nowadays. Almost everyone agrees that there are differences." It is therefore impossible to assume or even

claim that women and men are the same – their difference is evident both biologically and on a psychological and social level.

Although men and women are not the same, they should not be discriminated against due to their differences (be it their biological or social sex).

Gender helps to express the differences between women and men that do not arise from their biology, but their essence lies in social and cultural patterns of behaviour (Janošová, 2008, p. 40). As Koldinská (2010, p. 21) points out in her publication: "the concept of gender makes sense from the point of view of establishing equality between men and women and the prohibition of discrimination on the basis of sex."

Discrimination in the field of a person's working life is one of the discussed topics. This can be seen for example in Hubinková (2008, p. 210). For example, Koubek (2013, p. 89) or Koldinská (2010, p. 21) talk about gender discrimination (discrimination based on gender).

At the same time, Koldinská (2010, p. 21) adds information about what can be imagined under the term "discrimination on the basis of gender" within the framework of viewing it through "gender" (that is, through "social gender"), when she points out that: "What is (...) needs to be classified as discrimination on the basis of gender, is a disadvantage to a man or a woman due to the fact that something is socially expected from this or that (…) and in connection with these expectations certain behaviour is assumed, which can influence, for example, the employer's decision-making about who of the applicants should be accepted for a vacant position."

Regarding the specific points of the mentioned possible expectations, the author gives as an example in the field of employment of adults the assumption that it is a woman (i.e. as an employee/potential employee) who will always take care of dependent family members in the event that such care is needed (Koldinská, 2010, p. 21).

Discrimination on the basis of gender can therefore be considered in the professional environment when the expected ways of behaviour are superior to the objective state of expertise (abilities) of a specific person (Koldinská, 2010, p. 21). So when the employer applies certain stereotypical prejudices, on the basis of which the employee is harmed (a woman-mother does not get a job because the employer is afraid that she will be absent from work often, because she will have to take care of her children at home, etc.).

The above-mentioned procedures in practice mean the implementation of discriminatory procedures based on gender, not on a person's biological sex (Koldinská, 2010, p. 21).

From the findings of both the first and second chapters it can be concluded that we can talk about gender-typical or, on the contrary, gender-atypical occupations (cf. e.g. Jarkovská, Lišková & Šmídová, 2010, p. 82). In the case of gender-typical occupations, these will be situations where women work as ballet dancers in the theatre and men work professionally, for example, as miners or hunters. Despite the fact that it is not unthinkable for the positions of ballet professionals to be filled by men. Or positions in hunting to be held by women, yet these are not quite common cases, ones that would be considered the norm in society (even from a statistical point of view). If such a "reversal of roles" occurs, then we can talk about gender-atypical occupations, similar to cases where a woman applies for the post of the fire fighter, etc.

From the point of view of gender issues, it is therefore a very fundamental phenomenon which employees (not only women, but also men) can encounter in the workplace. As a counterweight to gender stereotyping and the discrimination related to it, in chapter 3 of the presented text, gender diversity will be introduced as a possible tool (approach) to employees.

Gender diversity in the professional field

Following on from the two previous chapters of the document, its third main part will point out how it is possible to apply "gender diversity" in the professional field, i.e. within the framework of the employment of adults in various companies, at different employers.

The chapter will attempt to point out the effects of implementing approaches based on gender diversity in contrast to work environments in which gender stereotyping is applied.

In Jarkovská. Lišková and Šmídová (2014, p. 82) it is possible to read that, based on experience from abroad, positive effects on gender stereotyping can be confirmed, for example, through interviews (discussions) with persons who work in gender-atypical professions. Excursions to companies that try (make the effort) to achieve gender diversity have a similar effect.

Positive benefits

Diversity as such (not only in relation to the topic of gender) can be considered beneficial – this can be seen, for example, in Jarkovská (2015, p. 183).

Gender diversity represents (in addition to age and ethnic diversity) in the corporate environment one of the three possibilities (perspectives) of ensur-

ing organisational diversity (Horváthová, Bláha & Čopíková, 2016, p. 176). Similarly, as is the case with the employment of people of different ages or ethnic origins, the gender difference represented in the workplace can also have its positive effects.

It is possible to legitimately expect that in workplaces where younger and older people, Czechs and foreigners, as well as men and women will be present, there is a greater prerequisite for divergent ways of thinking, as different points of view on certain steps, problems, etc., arising from the fact that individuals differ from each other – innovations occur here (cf. e.g. Tenglerová, Šimandlová, Šebestová, Dvořáčková & Linková, 2018, p. 13).

Furthermore, based on the promotion of gender equality, there is a limitation of the effect of possible discriminatory pressures that may be exerted on women (but in certain cases also on men) – the support of equality in society can thus be cited as a positive.

Possible obstacles and their consequences

Taking into account the knowledge that has already been stated on the gender issue in the previous chapters of the presented article, it is possible to consider the reluctance to take similar steps, which can manifest itself at different levels of management, to be an obstacle in the effort to promote gender diversity in the workplace.

The most significant effects of hindering gender diversity are both the loss of a considerable amount of potential for innovation (see subsection 3.1. of the document) and the confirmation of employees in the belief that a similar situation is desirable. Thus, gender stereotyping is reinforced in a similar way. At the individual level, employees can then be deprived of the experience of daily interaction with the opposite sex, not on a family and intimate level, but on a professional level.

PRACTICAL PART

In the practical half of the text, information will be presented about the author's planned and subsequently conducted exploratory investigation regarding the issue of gender diversity at workplaces (in companies). For this purpose, the objective of the investigation (its subject) and the method of data collection of the empirical investigation, which was chosen for the respective activity, will first be defined, together with brief information about

the sample of respondents who took part in the survey. Subsequently, the results of the conducted investigation and their summary will be presented. In the practical part, (with minor exceptions) professional sources will not be used, knowledge and ideas of foreign authors will not be presented, but this section will be based on the work of the author of this article.

Methodology of the author's empirical work

The methodological part of the practical half of the text contains information related to the objective of the author's investigation, the data collection method chosen by him, as well as the sample of respondents involved in the survey.

Objective of empirical investigation

The aim of the empirical investigation is to describe the state of Czech workplaces employing persons working in the fields of information technology, in terms of the approach of these workplaces and their individual employees to implement gender diversity in contrast (comparison) with gender stereotyping.

A partial goal is then an insight into the possible positives that gender diversity brings for the mentioned workplaces according to the employees themselves (if support for gender diversity is detected among the persons in question).

Chosen method of data collection

The author chose the survey method to collect the necessary data. As the authoress Kutnohorská (2009, p. 42) states, a survey represents: *"the simplest research technique that is very often used in survey investigations."* As such, the survey is based on the principle of a questionnaire (Tahal, 2017, p. 48). Surveys are usually carried out in a way where the interviewed persons answer individual questions (respondents choose one of the variants of statements, between questionnaire items "Yes" and "No" (cf. e.g. Jansa et al., 2018, p. 68).

In the form characterized above, the survey is designed and subsequently administered also in the author's investigation, which is presented here (it is the content of the practical part of the text).

Here, respondents answer a total of 12 survey items related to the chosen issue (the set goal of the survey), where each of the survey items allows the person interviewed to respond to this item by leaning towards the response "Yes" or, on the contrary, by choosing the response "No".

The survey here is therefore created as a questionnaire with a forced choice of answer, where each of the included items offers exactly two possible, different, reactions. Respondents cannot choose another option (for example, it is not possible to express one's own opinion that does not exactly match at least one of the responses offered). The author of all items of the survey is the author of the presented document – the content of the survey was created directly for the purposes of the planned survey.

The full wording of the survey is given in the text as part of its appendix.

Research sample

The research sample for the planned survey consists of 208 persons. These are respondents from a total of four different companies that were approached by the author. All these companies are active in the computer technology (IT) market. Specifically, there are 50 respondents from company number 1, 54 respondents from company number 2, 53 respondents from company number 3 and 49 respondents from company number 4.

Survey results

The fifth chapter presents the results of a survey conducted by the author of the article.

These are presented with regard to each individual survey item – for these, the results are given with regard to the frequency of the respondents' statements, their choice of one of the two possible responses. This frequency is expressed both in absolute terms and in percentages. In addition to the numerical expression of occurrences of "yes" or "no" reactions (which are converted into a brief table for each item), there is also a verbal comment summarizing the facts found for each of the survey items.

Are women employed in the company you work for?

Table 1: Reaction of interviewed respondents from the IT sector to the first item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	50	0	53	1	53	0	49	0
%	100	0	98	2	100	0	100	0

Source: *author's own investigation.*

In the first of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that women are employed in the companies in which the survey was administered in an average of 99.5% of cases. In all four participating companies, the presence of women as company employees was confirmed (out of a total of 108 respondents, only 2 stated that this was not the case).

Are women employed at your specific workplace?

Table 2: Reaction of interviewed respondents from the IT sector to the second item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	27	23	16	38	22	31	36	13
%	54	46	30	70	52	58	73	27

Source: *author's own investigation.*

In the second of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that women are employed at the workplaces from which the interviewed employees come in an average of 52.3% of cases. In all four involved companies, the presence of women as employees working at the respondents' workplaces was confirmed,

but in different percentages. The reported average shows that in almost 48% of cases, women are not present at the workplaces in question. For the remaining share, it is possible to speak of an interval of 30-73% confirmation of the stated fact.

The highest share of agreement with the item was expressed by employees of company number 4 (73%), and the lowest was found among employees of company number 2 (30%).

Are women and men represented in your workplace (at least approximately) in the same proportion?

Table 3: Reaction of interviewed respondents from the IT sector to the third item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	15	35	12	42	23	30	24	25
%	30	70	22	78	43	57	49	51

Source: *author's own investigation.*

In the third of twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that an approximately equal ratio of men and women in the workplace in which the respondents themselves work is confirmed by an average of 36% of respondents across all companies included in the survey. A certain degree of this equality was confirmed in all four involved companies, although again in different percentages. From the stated average, it follows that in 64% of cases, according to respondents, women are not equally represented in companies compared to men. For the remaining share, it is possible to talk about an interval of 22-49% confirmation of the stated fact.

The lowest share of agreement with the item was expressed by employees of company number 2 (22%), and the highest was found among employees of company number 4 (49%).

Are there sanitary facilities (toilets, showers, bathrooms, etc.) in your company in equal numbers for women and men?

Table 4: Reaction of interviewed respondents from the IT sector to the fourth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	40	10	17	37	50	3	49	0
%	80	20	31	69	94	6	100	0

Source: *author's own investigation.*

In the fourth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that the equal ratio of sanitary facilities available for men and women in the companies in which the respondents work is confirmed by an average of 76.25% of the respondents across all the companies included in the survey. Some degree of this manifestation of gender equality was confirmed in all four participating companies, but again in different percentages. It follows from the stated average that, according to the respondents, this fact does not apply to companies in just under 24% of cases. For the remaining share, it is possible to talk about an interval of 31 – 100% confirmation of the stated fact.

The highest proportion of agreement with the item was expressed by employees of company number 4 (here positive reactions were obtained from 100% of the employees involved in the survey), and the lowest was found among employees of company number 2 (31%).

<u>Do you think that women are capable of performing your profession at least as well (or even better) than men?</u>

Table 5: Reaction of interviewed respondents from the IT sector to the fifth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	22	28	16	38	20	33	29	20
%	*44*	*56*	*29*	*70*	*38*	*61*	*59*	*41*

Source: *author's own investigation.*

In the fifth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that the interviewed respondents believe that women are capable of performing the duties associated with the performance of the profession of the interviewees with at least the same quality across all companies included in the survey, confirmed by on average 42.5% of respondents. Also, in the case of the fifth item of the questionnaire, the inquired facts were confirmed in all four involved companies. From the stated average, it follows that in almost 58% of cases, women in companies, according to the respondents, are not able to handle the demands of the respondents' professions in the field of IT. For the remaining share, it is possible to speak of an interval of 29-59% confirmation of the stated fact.

The lowest percentage of agreement with the item was expressed by employees of company number 2 (29%), while the highest was found among employees of company number 4 (59%).

Does your employer make an active effort to involve women in your work collective?

Table 6: Reaction of interviewed respondents from the IT sector to the sixth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	17	33	31	23	13	40	40	9
%	34	66	57	43	25	75	82	18

Source: *author's own investigation.*

In the sixth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that an active effort to involve women in the work team by their employer is perceived by almost half of the respondents across all the companies included in the survey (this is 49.5% of respondents). In all four involved companies, some level of the monitored effort was confirmed, with a different specific percentage expression (representation). From the stated average, it follows that in 50.5% of cases (i.e. again in approximately half), employers in companies do not strive for active employment of women. For the remaining share, it is possible to talk about an interval of 25-82% confirmation of the stated fact.

The highest share of agreement with the item was expressed by employees of company number 4 (82%), and the lowest was found among employees of company number 3 (25%).

<u>Do men and women working in your company in the same positions have the same salary conditions (including bonuses, etc.)?</u>

Table 7: Reaction of interviewed respondents from the IT sector to the seventh item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	30	20	20	34	25	28	38	11
%	60	40	37	63	47	53	78	22

Source: *author's own investigation.*

In the seventh of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that equal salary conditions for employees of both sexes in the same positions in the companies in which the respondents work are confirmed by an average of 55.5 % of respondents across all companies included in the survey. In each of the four companies, some of the employees confirmed the stated fact, but even in this case, it is true that the percentage representation of the expression of approval is different for the individual companies. From the stated average, it follows that in 44.5% of cases, in the opinion of the respondents, women in companies do not receive the same salary as men for the performance of the same job duties. For the remaining share, it is possible to talk about an interval of 37-78% confirmation of the given fact (expression of the consent).

The highest percentage of agreement with the item was expressed by employees of company number 4 (78%), and the lowest was found among employees of company number 2 (37%).

Are women in your company more often than men involved in tasks such as making coffee, organising events, etc.?

Table 8: Reaction of interviewed respondents from the IT sector to the eight item of the administered survey

	1ˢᵗ comp. (Yes)	1ˢᵗ comp. (No)	2ⁿᵈ comp. (Yes)	2ⁿᵈ comp. (No)	3ʳᵈ comp. (Yes)	3ʳᵈ comp. (No)	4ᵗʰ comp. (Yes)	4ᵗʰ comp. (No)
Absolute frequency	44	6	36	18	35	18	4	45
%	88	12	67	33	66	34	8	92

Source: *author's own investigation.*

In the eighth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that in the companies in which the respondents are employed, women are often tasked with making coffee or arranging the organisation's extra-work events, etc., confirmed on average by 57.25% of respondents across the companies included in the survey. Some degree of this fact was found in all four involved companies, but to a different extent in each. From the stated average, it follows that in only 42.75% of cases, women are not encouraged to perform such tasks. For the remaining share, it is possible to talk about an interval of 8 – 88% confirmation of the stated fact (expression of agreement with the item).

The highest percentage of agreement with the item was expressed by employees of company number 1 (88%), the lowest was found among employees of company number 4 (8%).

Does your direct supervisor frequently use the terms "guys", "gentlemen" or similar when trying to address employees?

Table 9: Reaction of interviewed respondents from the IT sector to the ninth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	42	8	39	15	23	30	7	42
%	84	15	72	28	43	57	14	86

Source: *author's own investigation.*

In the ninth of the twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that male-typical addressing is used by the superiors of the interviewed employees when trying to address the work collective that is subordinate to them, across all companies included in the survey, on average according to 53.25% of respondents. This fact could also be documented in all the companies included in the sample. From the stated average, it follows that in only 46.75% of all cases, managers do not resort to similar addressing of the work collective. For the remaining share, it is possible to talk about an interval of 14 – 84% confirmation of the stated fact (expression of agreement with the survey item).

The highest share of agreement with the item was expressed by employees of company number 1 (84%), while the lowest was found among employees of company number 4 (14%).

Is it possible to encounter communication in your workplace that includes inappropriate comments directed at women (all kinds of "saucy" jokes, stereotyping – e.g. women spend, talk too much, are moody, etc.)?

Table 10: Reaction of interviewed respondents from the IT sector to the tenth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	39	11	32	22	39	14	2	47
%	78	22	59	41	74	26	4	96

Source: *author's own investigation.*

In the tenth out of twelve items of the survey carried out on a total of 208 respondents employed in the IT sector, it was found that inappropriate remarks addressed at women in the workplaces in which the respondents are present are confirmed by an average of 53.75% of respondents across all companies included in the survey. In all four participating companies, based on the opinions of individual respondents, some degree of this fact was confirmed, albeit in different percentages. It follows from the stated average that only in 46.25% of cases this phenomenon does not occur in workplaces, and women are not the target of inappropriate comments there.

For the remaining share, it is possible to talk about an interval of 4 – 78% confirmation of the stated fact.

The highest share of agreement with the item was expressed by employees of company number 1 (78%), and the lowest was found among employees of company number 4 (4%).

<u>Do you feel that your workplace is an environment in which female employees would feel comfortable?</u>

Table 11: Reaction of interviewed respondents from the IT sector to the eleventh item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	21	29	25	29	27	26	45	4
%	42	58	46	54	51	49	92	8

Source: *author's own investigation.*

In the eleventh out of twelve items in the survey carried out on a total of 208 respondents employed in the IT industry, it was found that the possibility that women could feel comfortable in their workplace was confirmed by an average of 57.75% of respondents across all companies included in the survey. A certain degree of this possibility was confirmed in all four involved companies, although again in different percentages. From the stated average, it follows that in 42.25% of cases women could feel comfortable in companies according to the respondents. For the remaining share, it is possible to talk about an interval of 42-92% confirmation of the stated fact.

The highest percentage of agreement with the item was expressed by employees of company number 4 (92%), and the lowest was found among employees of company number 1 (42%).

<u>Do you think that gender equality is supported in your workplace?</u>

Table 12: Reaction of interviewed respondents from the IT sector to the twelfth item of the administered survey

	1st comp. (Yes)	1st comp. (No)	2nd comp. (Yes)	2nd comp. (No)	3rd comp. (Yes)	3rd comp. (No)	4th comp. (Yes)	4th comp. (No)
Absolute frequency	23	27	22	32	26	27	49	0
%	46	54	41	59	49	51	100	0

Source: *author's own investigation.*

In the twelfth out of twelve items of the survey carried out on a total of 208 respondents employed in the IT industry, it was found that gender equality as a phenomenon promoted in the workplace where the respondents work is confirmed by an average of 59% of respondents across all companies included in the survey. In all four involved companies, the stated option was confirmed, but only in one of the companies in 100% of cases, i.e. by all surveyed respondents working there. The average shows that in 41% of cases, the interviewees confirm that gender equality is not promoted in their workplaces. For the remaining share, it is possible to talk about an interval of 41 – 100% confirmation of the stated fact.

The highest share of agreement with the item was expressed by employees of company number 4 (100%), and the lowest was found among employees of company number 2 (41%).

CONCLUSION

On the basis of data obtained by the survey presented in chapter 5 of this document, it is possible to describe the state of Czech workplaces employing persons working in the fields of information technology in terms of the approach of these workplaces and their individual employees to the implementation of gender diversity in contrast (comparison) with gender stereotyping.

The vast majority of IT companies employ women, but only a slight majority come into contact directly with the interviewed respondents. Only about a third of the respondents then confirmed that women and men are present in their workplace in at least approximately the same ratio.

From an organisational point of view, only three-fourth of the respondents confirmed the fact that their company establishes an equal number of sanitary facilities for women and men in their workplaces (sanitary facilities for men prevail in the workplaces).

Not even half of the respondents believe that women are able to handle the work they perform at least at the same professional level. The respondents expressed a slightly higher level of agreement with the fact that their superiors actively try to involve women in the functioning of their workplaces (however, even here, the agreement did not exceed the fifty percent response threshold).

Men and women in the same job positions have the same salaries in companies in a slight majority of the cases. However, to an even higher extent (less than 60 percent), women in these workplaces are ordered tasks not directly related to their work (for example, making coffee).

More than half of the interviewed respondents' superiors use masculine addressing in communication with the work team of subordinates. To the same extent, the fact that unflattering remarks about women are made at workplaces during communication was confirmed.

Despite the facts stated above, almost sixty percent of respondents believe that women feel comfortable in their workplaces, and a similar proportion of respondents states that gender equality is promoted in their workplace.

The facts found are somewhat contradictory at some points. It can therefore be estimated that the interviewees are not sufficiently familiar with what gender equality actually means and how, on the contrary, inequality in the specified area of enquiry can manifest itself in practice, and what manifestations can be categorized as gender stereotyping.

It is also important to note that the positive resulting average for the vast majority of questions in the survey was significantly fuelled especially by respondents from the fourth IT company involved in the survey. In this company, it is also possible to observe the fact that the promotion of gender equality, if this is not only of a theoretical nature but is actually fulfilled, can lead to a higher degree of involvement of women in the functioning of the workplace, equal working conditions for both sexes (see social facilities and their numbers), and a higher level of confidence in the abilities of women compared to their male counterparts and, conversely, a lower incidence of the promotion of masculine characteristics, or a lower rate of inappropriate remarks given to women in the work environment.

List of sources

1. Baštecká, B. (2013). *Psychosociální krizová spolupráce*. Praha: Grada.
2. Daneš, F. (2009). *Kultura a struktura českého jazyka*. Praha: Karolinum.
3. Gjuričová, Š; & Kubička, J. (2009). *Rodinná terapie: systemické a narativní přístupy.* 2nd ed. Praha: Grada.
4. Horváthová, P.; Bláha, J.; & Čopíková, A. (2016). *Řízení lidských zdrojů: nové trendy.* Praha: Management Press.
5. Hubinková, Z. (2008) *Psychologie a sociologie ekonomického chování.* 3rd ed. Praha: Grada.
6. Janošová, P. (2008). *Dívčí a chlapecká identita: vývoj a úskalí.* Praha: Grada.
7. Jansa, P. et al. (2018). *Pedagogika sportu.* 2nd ed. Praha: Univerzita Karlova.

8. Jarkovská, L. (2015). *Etnická rozmanitost ve škole: stejnost v různosti.* Praha: Portál.

9. Jarkovská, L.; Lišková, K.; & Šmídová, I. (2010). *S genderem na trh: rozhodování o dalším vzdělání patnáctiletých.* Praha: Sociologické nakladatelství (SLON).

10. Kedron, K. (2014). *Genderové aspekty ve slovanské frazeologii: na materiálu běloruštiny, polštiny a češtiny.* Praha: Karolinum.

11. Koldiská, K. (2010). *Gender a sociální právo: rovnost mezi muži a ženami v sociálněprávních souvislostech.* Praha: C.H. Beck.

12. Koubek, M. (2013). *Zápas o uvozovky: interpretační rámce a repertoár jednání pro-romského hnutí v letech 1989-2007.* Brno: Masarykova univerzita.

13. Kubátová, H. (2010). *Sociologie životního způsobu.* Praha: Grada.

14. Kutnohorská, J. (2009). *Výzkum v ošetřovatelství.* Praha: Grada.

15. McRobbie, A. (206). *Aktuální témata kulturálních studií.* Praha: Portál.

16. Orel, M. (2020). *Psychopatologie: nauka o nemocech duše.* 3rd ed. Praha: Grada.

17. Orel, M.; Oberingerů, R.; & Mentel, A. (2016). *Vybrané aspekty sebepojetí dětí a adolescentů*. Olomouc: Univerzita Palackého v Olomouci.

18. Průcha, J.; & VETEŠKA, J. (2014). *Andragogický slovník.* 2nd ed. Praha: Grada.

19. Ptáček, R.; & Bartůněk, P. (2011). *Etika a komunikace v medicíně.* Praha: Grada.

20. Stixrud, W.; & Johnson, N. (2019). *Dítě na vlastní pohon: proč svěřit svým potomkům více kontroly nad životem.* V Brně: Jan Melvil Publishing.

21. Svobodová, D. (2015). *Profesní poradenství: vybrané kapitoly.* Praha: Grada.

22. Tahal, R. (2017). *Marketingový výzkum: postupy, metody, trendy.* Praha: Grada Publishing.

23. Tenglerová, H.; Šimandlová, K.; Šebestová, E.; Dvořáčková, J.; & Linková, M. (2018). *Genderová rovnost ve vědě a na vysokých školách: příklady praxe.* Praha: Sociologický ústav AV ČR, v. v. i.

24. Vodáčková, D. (2012) *Krizová intervence.* 3rd ed. Praha: Portál.BASL, Josef a Roman BLAŽÍČEK. *Podnikové informační systémy: podnik v informační společnosti.* 2nd, significantly revised and expanded issue. Prague: Grada, 2008. Management v informační společnosti. ISBN 978-80-247-2279-5.