

**University of Economics, Prague**  
**International Business**



**Role of Women at Top Management: Case Study of ZETOR  
TRACTORS a.s.**

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**Declaration:**

I hereby declare that I am the sole author of the thesis entitled “Role of Women at Top Management: Case study of ZETOR TRACTORS a.s.” I duly marked out all quotations. The used literature and sources are stated in the attached list of references.

In Prague on .....

.....

Simona Ragasová

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### **List of Abbreviations:**

CEO	Chief Executive Officer
EU	European Union
HR	Human Resources
OECD	Organization of Economic Cooperation and Development
S&P	Standard & Poor
US	United States

## Introduction

Modern women have many different roles in the society. Roles that has been set for centuries as a daughter, friend, wife, mother or mistress. Roles that have been assigned to them not so long ago: engineer, physicist, doctor, politician, president, manager or boss. Many women struggle to combine these two group of roles, balance their personal and professional life, family and career. At the same time, many men struggle to accept that women suddenly carry different set of roles. For instance, the position of women in a corporate world is becoming an issue which is more and more discussed. The corporate ladder is a challenging place for women in today's society. Women are often lonely at the top, as the number of female leaders is small. The aim of this thesis is to analyze the role of women at top management of companies in modern society and support the findings with the case study of Czech company, ZETOR TRACTORS a.s..

Theoretical part of the thesis will start by contrasting the position of women in the past with the one they have nowadays as the role in the society is closely connected with the role they have in the workplace. Chapter about role of managers and women in management will follow. Important part of this thesis is going to be the analysis of all constraints and barriers that women face in their professional lives so that a deeper understanding of their position in top management can be achieved. In addition, the policies that exist to advance women in management are equally important to evaluate as they determine the working environment as well. Leadership, is the skill needed for getting into top management and therefore it will be analyzed in the last part of the second chapter. The third chapter will consist of review of Czech business environment, as ZETOR TRACTORS a.s. is a Czech firm, it is crucial to understand what is the situation in the country and more specifically education, employment and wages of women living in the country in comparison with men.

Practical part will start with in depth explanation of methods, I decided to use for my research. Afterwards, I will introduce the company, so that it is clear what is their mission and what they are doing. After the mission of the company is clear, I will analyze what is the role of women in management. One part of my research will be based on analysis and interpretation of data

provided by the company ZETOR TRACORS a.s. with aim of analyzing the composition of the work force and find out in what environment women work in management of this Czech technological company and how the environment has evolved in the past 10 years. Second part will focus on interviews conducted with 4 of their women managers for better understanding of their situation, experience and opinions. The comparison with the theoretical background and suggestions for the company will end the practical part. Suggestion will be applicable just for ZETOR TRACTORS a.s. as I interviewed just their managers, and even though I interview half of women working in the management of the company, the sample size was still rather small. Therefore, the conclusions cannot be generalized for all Czech companies due to the limited sample size and the type of product manufactured by ZETOR TRACTORS a.s..

Answering my research questions will be important step toward the completion of my goal. The research questions are:

1. What is the position of women in our society today and how the role evolved in the last decades?
2. What is the position of women in management and what constraints they face in the corporate ladder?
3. What incentives or policies exist in order to advance women in management?
4. What are the features of Czech Business Environment in terms of gender equality with special focus on company ZETOR TRACTORS a.s.?



# Theoretical Part

## 1. Position of women in the society

### 1.1. *Position of women in the past*

In the past, many women around the world were fighting for their rights and improved position in the society. Various feminist movements started in the 18<sup>th</sup>, 19<sup>th</sup> and 20<sup>th</sup> centuries, their goal was to empower women, give them the rights that men had and emancipate them. Naturally, women were facing different problems around the world and situation hadn't been the same for all of them. Nowadays, the idea of not being allowed to go to school, drive a car or simply just not having a right vote is something unimaginable for us. But back in the 19<sup>th</sup> century, unfortunately, that was the reality women were living in. Two crucial changes in their rights happened in the end of 19<sup>th</sup> century and throughout the 20<sup>th</sup> century around the world – the right to vote and to stand in the parliamentary elections. Surprisingly, even to this day, women's suffrage is still a topic discussed and women are still fighting for their right to vote in some countries in Africa or Middle East.

Emancipation started in New Zealand, South Australia, Sweden and United states. In these countries, partial rights to vote were given to women, however they were still limited by territory, race or age. Universal suffrage was often granted much later. In Europe, the situation started changing in the 20<sup>th</sup> century. Denmark, Norway, Iceland were among first to grant full voting rights to all women.<sup>1</sup> After that, all the others followed the suit and by 1980s all European women could vote and stand in the national elections.

Another important topic of discussion was the role of men and women. Whether women should work or take care of children, whether man is the stronger and smarter of the two genders, whether women should obey the wishes of the men and follow their orders. All these questions were often mentioned and thought upon.

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<sup>1</sup> Women Suffrage and beyond (2018). [Online]. [cit. 2018-01-06]. Available at: [http://womensuffrage.org/?page\\_id=97](http://womensuffrage.org/?page_id=97)

Many argued that man is naturally the head of the family because God had given him the qualities to do so.<sup>2</sup> On the other hand, husband should not abuse his powers and woman has the right not to obey the wishes if they are taking away her dignity. At the same time, the idea of woman preferring to pursue her career rather than staying at home and taking care of the family was something unheard of. By doing so “*debases the dignity of the family and robs husband of his wife, the children of their mother and the home of an ever-watchful guardian.*”<sup>3</sup> Clearly, women pursuing their career were viewed as selfish and most importantly, not good wives. According to men living in 1940s, once women choose to get married, they choose the “career of wife and mother”, that was the full-time job they were assigned to do. Family was the number one priority and anything woman did to compromise it was not a positive thing. However, the Second World War changed the attitudes of Europeans. Men were necessary as soldiers to defend their homes and countries and women were forced to work and take care of the family while their husbands were away. After the war, the men came back and suddenly they realized that many women started to care about their career and wanted to work. Hence, the many discussions on the topic, women fighting for their rights and men defending their own views. Women managed to unify and form various movements and gain rights, jobs and new position in the society.

By having voting rights and a right to be members of parliaments, they not only gained rights but also the voice necessary for further progression and development of their rights. They were able to express their opinion, decide on the important topics and most importantly, they gained the independence. These were the first steps towards the equality between the two genders.

### ***1.2. Position of women in today's world with focus on European Union***

Nowadays, position of women is slowly but surely changing for the better. More and more people and organizations are fighting for the equal treatment, opportunities and improved quality of life of women. Women constitute more than a half of today's population and their rights and position are questioned on daily basis. Despite the efforts, the gap between genders still exist and according to the World Economic Forum and their research on Global Gender Gap done in 2016 it will take many years to achieve the ultimate goal of equality. Naturally,

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<sup>2</sup> MACDONAGH, W.P. (1939). The Position of Woman in Modern Life. The Irish Monthly, Vol. 67, No. 792, pp. 389-399 [Online]. [cit. 2018-01-06]. Available at: <http://www.jstor.org/stable/20514545>

<sup>3</sup> MACDONAGH, W.P. (1939). The Position of Woman in Modern Life. The Irish Monthly, Vol. 67, No. 792, pp. 389-399 [Online]. [cit. 2018-01-06]. Available at: <http://www.jstor.org/stable/20514545>

the situation differs around the world. It will take at least 47 years to close the gap in Western Europe, that is the lowest value in the research. In other regions of the world, the gap will take more time to close as 93 years in Eastern Europe and Central Asia or 356 years in Middle East and North Africa<sup>4</sup> where women don't have some of the basic rights. For instance, in 2017, for the first-time women were allowed to drive a car in Saudi Arabia. For that reason, it is challenging to say what is the position of women in today's world as the positions differ so much it is hard to generalize and say what is their position.

In the European Union (EU), the role of women in the society has been changing over the last decades as well. EU developed a complex strategy for achievement of gender equality. Their goal is to assure that women and men have the same rights, equal treatment, access to education and that steps are taken towards the advancement of women.<sup>5</sup> However, even in the EU, there are countries where there is a ban on abortion in place. For example, Vatican or Malta are European countries where women do not have a right to decide whether they do or don't want to have a child, even if their life is threatened they cannot legally decide on the topic. The partial ban is in place in Ireland, where under certain circumstances the abortion is legal. Clearly, the rights of women differ not only around the world but also in such a small geographical area like European Union.

In today's society women often deal with different problems compared to the past. The main topic of the discussion is professional life of women, it has replaced the marriage dilemmas of the last century. One of the most pressing issues limiting the progression of women in their professional life is their education. Many claims that the reason why women earn less than men or do not achieve success the men have is simply the missing qualification. Especially, in technology and science sphere, women have been said missing the knowledge necessary for progressing. EU have set in place their strategy called Europe 2020, they plan on increasing the completion of tertiary education by both, males and females, between 30-34-year-olds to at least 40%. Additionally, the target is to decrease the dropouts from universities, once again for both males and females aged between 18-24, to 10%.<sup>6</sup> Over the last couple of years EU has been on track and is most likely to achieve the target by 2020. Seeing the **table 1**, females are

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<sup>4</sup> World Economic Forum (2016). Global gender gap report. [Online]. [cit. 2018-01-06]. Available at: <http://reports.weforum.org/global-gender-gap-report-2016/infographics/>

<sup>5</sup> European Commission. (2017). Gender Equality Strategy. [Online]. [cit. 2018-01-06]. Available at: [https://ec.europa.eu/info/strategy/justice-and-fundamental-rights/discrimination/gender-equality/gender-equality-strategy\\_en](https://ec.europa.eu/info/strategy/justice-and-fundamental-rights/discrimination/gender-equality/gender-equality-strategy_en)

<sup>6</sup> European Commission. (2018). Strategic framework: Education & Training 2020. [Online]. [cit. 2018-01-06]. Available at: [http://ec.europa.eu/education/policy/strategic-framework\\_en](http://ec.europa.eu/education/policy/strategic-framework_en)

doing slightly better than males. Surprisingly, the rate of early school leavers for females is already below 10% and the completion of tertiary education surpassed the target by 4% in 2016.

**Table 1: Tertiary education attainment in terms of gender in time**

Country	EU 28							
Indicator	Unit	Reference period						Target
		2008	2012	2013	2014	2015	2016	
The share of early leavers from education and training should be under 10%								
% of population aged 18-24		14.7	12.7	11.9	11.2	11	10.7	10
Male		16.6	14.5	13.6	12.8	12.4	12.2	
Female		12.7	10.9	10.2	9.6	9.5	9.2	
Tertiary education attainment at least 40% of 30-34 years old								
% of population aged 18-24		31.1	36	37.1	37.9	38.7	39.1	40
Male		28	31.8	32.8	33.6	34	34.4	
Female		34.3	40.2	41.4	42.3	43.4	43.9	

Source: Eurostat

Therefore, the saying that women are not qualified enough is not true anymore in the European Union. However, the situation is uneven when comparing various European countries. In general, the rates are the biggest (the best) in the North and lowest (the worst) in the South of EU. One issue still remains though, the missing females in certain areas such as engineering, natural sciences, information technologies or mathematics. In these domains, men strongly prevail, and the situation is not changing fast enough. Areas such as these are still seen as masculine or for male only. Females often miss the motivation and confidence for pursuing their career in these fields. Whereas, in areas like social sciences and education women dominate. The equality would mean not only more women studying engineering but also more men studying social sciences.<sup>7</sup>

Not only tertiary education completion is increasing from one year to another in EU, but also the chance of having bachelor's degree or higher for women in the US. For the first time in 2015, *"in the 25-34 age group, 37.5% of women have a bachelor's degree or higher, while only 29.5% of men do."*<sup>8</sup> Globally, women are performing better and better and they are gaining the much-needed education.

<sup>7</sup> Eurostat. (2015). Distribution of tertiary education students by field and sex, EU-28, 2015 (%). [Online]. [cit. 2018-01-07]. Available at: [http://ec.europa.eu/eurostat/statistics-explained/index.php?title=File:Distribution\\_of\\_tertiary\\_education\\_students\\_by\\_field\\_and\\_sex\\_EU-28\\_2015\\_\(%25\)\\_YB17.png](http://ec.europa.eu/eurostat/statistics-explained/index.php?title=File:Distribution_of_tertiary_education_students_by_field_and_sex_EU-28_2015_(%25)_YB17.png)

<sup>8</sup> FEENEY, Nolan (2015). Women Are Now More Likely to Have College Degree Than Men. [Online]. [cit. 2018-01-07]. Available at: <http://time.com/4064665/women-college-degree/>

Another example of the field where women are globally underrepresented is politics. Analyzing the parliaments around the world, the results are clear, women are missing at the top or are lonely at the best. Strong female leaders in politics do not exist in many countries. *“Most recent figures show that 17.2% of ministerial posts worldwide are held by women.”*<sup>9</sup> The change is slow or nonexistent and solely male leaders are governing the nations. Their decisions are shaping the culture and decide on the lives of women, even though they often have no interest in helping to change the situation.

Nowadays, European Commission is actively fighting against the discrimination of women in businesses, pay gaps between male and female earnings and stereotypes. The Commission is promoting employment, empowerment and equality between genders. Globally, 44% of women are not actively participating in labor market compared to only 18% of men.<sup>10</sup> In the EU, the situation is better than global average but far from equal nevertheless. In 2016, the EU employment rate for men (aged 20-64) was 76.9% while it reached only 65.3% for women. This fact can be surprising considering that the attainment and completion of tertiary education suggests that women are more educated and therefore their abilities should be sufficient to satisfy the demands of the labor market and companies. The trend in the EU has been that the gap between employment of women and men has been shrinking since 1998. However, in some countries like in Czech Republic, Slovakia or Poland, the gender employment gap stays stable and has not changed much since 1998. Overall in the EU, *“employment rates are lower among women than among men in all years in all countries, with two exceptions: Latvia and Lithuania in 2010.”*<sup>11</sup>

Generally, in the developed world, modern women fight different battles nowadays than they did 50 years ago. The focus is on education, employment and wages of women. These areas have proven to be problematic for women and in these areas, inequality is visible and still present. These factors not only shape the culture in the country but also influence the position and role women have in businesses.

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<sup>9</sup> The Guardian (2014). Women are better off today but still far from equal with men. [Online]. [cit. 2018-01-07]. Available at: <https://www.theguardian.com/global-development/2014/sep/29/women-better-off-far-from-equal-men>

<sup>10</sup> World Economic Forum (2016). Global gender gap report. [Online]. [cit. 2018-01-07]. Available at: <http://reports.weforum.org/global-gender-gap-report-2016/infographics/>

<sup>11</sup> Statista. (2016). Employment statistics. [Online]. [cit. 2018-01-07]. Available at: [http://ec.europa.eu/eurostat/statistics-explained/index.php/Employment\\_statistics](http://ec.europa.eu/eurostat/statistics-explained/index.php/Employment_statistics)

## 2. Women, Management and Leadership

### 2.1. *Women in Management*

#### 2.1.1. Role of Managers

The main role of managers is to communicate the strategy set by the executives to employees and make sure everything is working and going according to the plan. Managers are accountable to executives for performance and at the same time to employees for support and motivation.<sup>12</sup> They are an important connection between the owners of companies and workers. They communicate the strategy and are responsible for delivering desired results and for achieving pre-set goals.

We can differentiate between feminine and masculine management styles. Classic “male-oriented” style is said to be more direct and aggressive. Many claims that men are more assertive, risk seeking and direct. Whereas, women are said to be more empathetic and sensitive. On the other hand, many personal characteristics are similar and cannot be defined as masculine or feminine.<sup>13</sup> For instance, being organized, communicative, ambitious, intelligent, empowering and delegating are not specifically associated with nor men nor women. The problem lies in execution and practice of these styles in real life, when men use more aggressive style and their decision making is direct and risky, they are often perceived as leaders. On the contrary, once women start applying “male-oriented” management style they are often perceived as bossy.<sup>14</sup> This double standard cause problems and makes it difficult for women to choose the right management style. Women are often criticized for both – trying to be masculine or the opposite – being too feminine.<sup>15</sup> When they become decisive, competitive and dominant, they are labeled as pushy but when they show empathy and their feelings, they are said to be too soft.

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<sup>12</sup> The Balance. (2018). Management Skills and Examples. [Online]. [cit. 2018-02-08]. Available at: <https://www.thebalance.com/what-is-a-manager-2276096>

<sup>13</sup> International Labour Organization (2015). Women in Business and Management: Gaining Momentum. [Online]. [cit. 2018-02-08]. ISBN 978-92-2-128874-9 Available at: [http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms\\_316450.pdf](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_316450.pdf)

<sup>14</sup> DAVIDSON, M. J., & COOPER, C. L. (1992). Shattering the glass ceiling: The woman manager. ISBN 1853961329

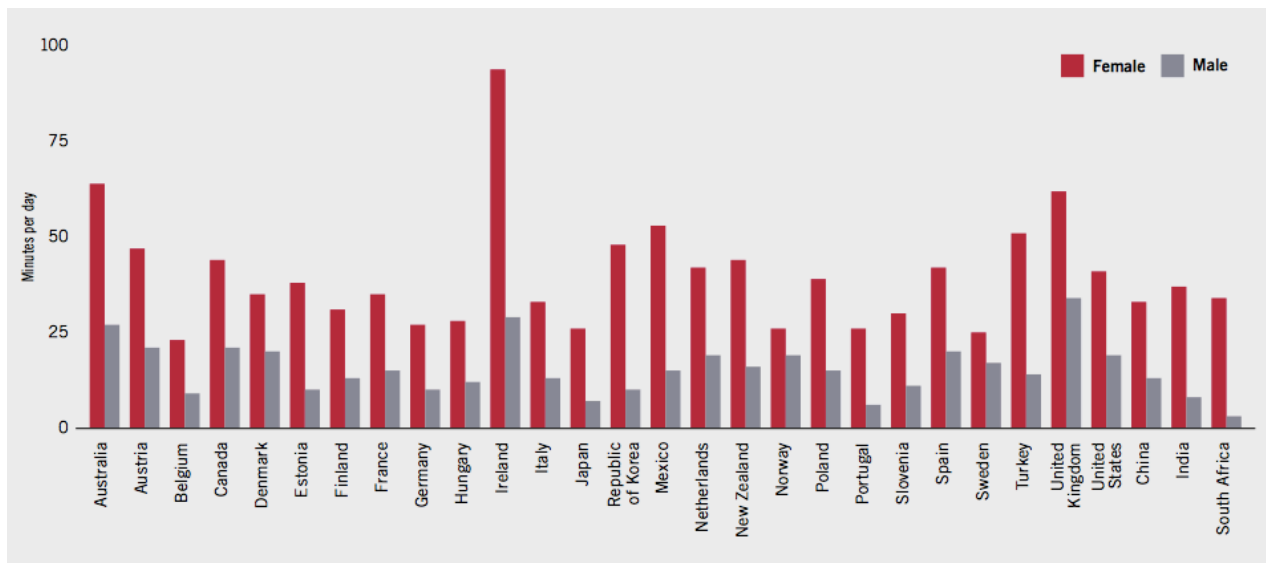
<sup>15</sup> JACKSON, Janet Cooper. (2001). "Women middle managers' perception of the glass ceiling", Women in Management Review. Vol. 16 Issue: 1. pp.30-41. [Online]. [cit. 2018-02-08]. Available at: <https://doi.org/10.1108/09649420110380265>

### 2.1.2. Constraints & Barriers for women in companies

The career of women is unfortunately often influenced not only by the skills, knowledge and talent which individual women possess but also by third factors such as sex segregation at work, gender wage gaps created by stereotypes and corporate culture, tokenism and unbreakable glass ceilings. All these issues contributed to the fact that women are still underrepresented at the top of the corporations, earn less or miss the motivation to work and advance in their careers.

Firstly, the ubiquitous stereotypes still exist in today's society. To begin with, many believe that it is solely women's responsibility to take care of children, cook and clean the house. As a result of this stereotyping women carry so called double burden – they do their actual work and unpaid work at home. Unpaid work represents a constraint for many women in various countries in the world. The difference in time that women and men spend doing house work and taking care of children or elders can be seen in **figure 1**.

**Figure 1: Time spent daily by women and men on care for a household**



Source: International Labour Organization

Aside from their actual job, they devote multiple hours a day to childcare, housework and family care. McKinsey Global Institute's research done in 2015 showed that women globally do 3-times more unpaid compared to men.<sup>16</sup> This number to some extent changes depending on

<sup>16</sup> McKinsey & Company (2016). Women Matter 2016: Reinventing the workplace to unlock the potential of gender diversity. [Online] [cit. 2018-02-08]. Available at: <https://www.mckinsey.com/~/media/mckinsey/global%20themes/women%20matter/reinventing%20the%20workplace%20for%20greater%20gender%20diversity/women-matter-2016-reinventing-the-workplace-to-unlock-the-potential-of-gender-diversity.ashx>

the geographical location, in Western Europe the number is slightly lower (2.1 times) whereas in South Asia, Middle East and North-Africa the number is considerably higher (up to 5 times).<sup>17</sup> The reasons why women do more chores and spend more time taking care of their families are simply the beliefs that they are better at doing them and men's jobs are more demanding. Thanks to the upbringing and stereotypes in the society, these sayings are perceived as facts and women truly believe them. Unpaid work causes imbalance between family and work life, making many women to choose between the two. Furthermore, these stereotypes shape the culture, society and therefore the working environment as well.

Another issue is that certain jobs are considered to be more feminine or masculine, “*sex segregation is also one of the most enduring aspects of labor markets around the world.*”<sup>18</sup>

The segregation created the perception that certain jobs are more masculine or feminine than others, in addition to that, the skills and competences that individual possess are also determined by their gender. In certain fields, for example science and technology, the participation of females is very low. In others, education or social work, females are out numbering males. This created unequal conditions for women or men in certain fields. Gender gaps are the result of such segregation. All these factors combined created the gender gap between males and females. Looking closely at the situation in different fields the results vary. When it comes to entrepreneurship, just one third of all business is owned by women.<sup>19</sup> The reason for such a difference is inequality in laws and regulations. Women in many countries face different legal procedures and laws compared to men and have to overcome social constraints. “*According to a World Bank study (2015a) covering 173 economies, 155 economies have at least one barrier for women, such as travelling outside the home, signing a contract, having ownership rights over property, opening a bank account, or registering a business.*”<sup>20</sup> Access to finance is an essential factor for doing business, it is also analyzed by World Bank in their report Ease of Doing Business, therefore credit availability is vital factor for business creation or expansion. Situation differs across the world but the fact that women have limited access to finance compared to men still remains problematic. The disparities exist not only in entrepreneurship

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<sup>17</sup> McKinsey & Company (2016). Women Matter 2016: Reinventing the workplace to unlock the potential of gender diversity. [Online]. [cit. 2018-02-08]. Available at: <https://www.mckinsey.com/~media/mckinsey/global%20themes/women%20matter/reinventing%20the%20workplace%20for%20greater%20gender%20diversity/women-matter-2016-reinventing-the-workplace-to-unlock-the-potential-of-gender-diversity.ashx>

<sup>18</sup> ANKER, Richard. (1997) International Labour review Vol. 136: Theories of occupational segregation by sex: An overview. [Online]. [cit. 2018-04-02]. Available at: <http://heinonline.org/HOL/LandingPage?handle=hein.journals/intl136&div=31&id=&page=>

<sup>19</sup> International Labour Organization (2016). Women at work. pp 40. [Online]. [cit. 2018-02-08]. ISBN 978-92-2-130796-9 Available at: [http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms\\_457317.pdf](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_457317.pdf)

<sup>20</sup> International Labour Organization (2016). Women at work. pp 40. [Online]. [cit. 2018-02-08]. ISBN 978-92-2-130796-9 Available at: [http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms\\_457317.pdf](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_457317.pdf)



but also in land ownership, agricultural holdings ownership and political environment as well, women in these areas are strongly underrepresented.

Gender gaps can be also seen in wage distribution. Women often earn less than men for the same work, this difference is called gender pay gap. Naturally, the gap is not the same globally, certain regions perform better than others and the same goes for fields of work. Globally, women annually earn 11 thousand dollars on average whereas men 20 thousand.<sup>21</sup> According to the Bureau of Labor Statistics, the difference between women's and men's salary in management is 24.2%.<sup>22</sup> The difference is even more noticeable for financial, marketing and sales managers. The gap is getting bigger near the top. The higher paid job, the bigger pay gap. For instance, the gap can reach almost 35 percent in finance.<sup>23</sup> The pattern is clear, the higher women climb the bigger the constraints, barriers, discrimination and wage difference they face. The gap is also significantly bigger at the bottom, the lower the average wage, the bigger difference.<sup>24</sup> Gender pay gaps remain one of the most pressing issues that need to be solved as quickly as possible in order to close the gender gap. If women miss incentives to work, they often decide not to participate in the labor market at all.

Gender segregation resulted not only in gender gaps in certain job areas but also created problems for women entering career typically seen as masculine and only for men. They often face problems, inequality and discrimination known as tokenism. Women having these stereotypically masculine positions are often perceived as “tokens”<sup>25</sup>, they have all the right qualifications and skill but miss one – the gender. Firms such as these usually hire women to impress, prove that they do not discriminate, and they are inclusive.<sup>26</sup> The critical issue here is that these women face serious problems in advancing in their careers as the management of the company hired them for the wrong reasons. Being the only woman in the working environment also increases the pressure as everyone is analyzing, observing and judging the performance of

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<sup>21</sup> World Economic Forum (2016). Global gender gap report. [Online]. [cit. 2018-02-08]. Available at: <http://reports.weforum.org/global-gender-gap-report-2016/infographics/>

<sup>22</sup> ELMER, Vickie. (2015). *Women in Top Management*. [Online]. [cit. 2018-02-08]. Available at:

<http://businessresearcher.sagepub.com/sbr-1645-95535-2666211/20150427/women-in-top-management>

<sup>23</sup> Knowledge. (2015) What's keeping women from the corporate heights?. [Online]. [cit. 2018-02-08]. Available at: <https://knowledge.insead.edu/leadership-organisations/whats-keeping-women-from-the-corporate-heights-3817>

<sup>24</sup> Arulampalam, Wiji; Booth, Alison L.; Bryan, Mark L. (2005). Is there a glass ceiling over Europe? Exploring the gender pay gap across the wages distribution, ISER Working Paper Series, No. 2005-25 [online]. [cit. 2018-02-08]. Available at: <https://www.econstor.eu/handle/10419/92046>

<sup>25</sup> ZIMMER, Lynn (1988). Tokenism and Women in the Workplace: The Limits of Gender-Neutral Theory. [Online]. [cit. 2018-02-08]. Available at: [http://www.jstor.org/stable/800667?origin=JSTOR-pdf&seq=1#page\\_scan\\_tab\\_contents](http://www.jstor.org/stable/800667?origin=JSTOR-pdf&seq=1#page_scan_tab_contents)

<sup>26</sup> Collins dictionary. (2018). Tokenism. [Online]. [cit. 2018-02-08]. Available at: <https://www.collinsdictionary.com/dictionary/english/tokenism>

such woman. These women are often held to higher standards than men or the whole gender is judged based on the performance of these women. This increased pressure creates additional problems for women, many decide to quit the job rather than integrate into the predominately male environment.

Furthermore, together with male corporate culture and sexual segregation another obstacle in successful career of women in corporate environment is exclusion from informal networking. Active networking is undeniable one of the vital elements of progressive career. Having a network of people, contacts and companies that can exchange information or knowledge can be extremely beneficial. However, women are often ignored or not invited when it comes to informal networking. Many activities considered as informal networking such as golf or playing poker are seen purely as masculine. Hence the exclusion of women from the network and limitation of their possibilities. Men are part of so called “old boy network”<sup>27</sup>, they are more comfortable with each other, this bias influence the promotions and hiring as well, as they subconsciously favor male candidates.

Glass ceilings are another issue that women face in the working environment. Glass ceiling is defined as barrier that cannot be seen but still exist, barrier that women simply cannot pass just because of the sex even though they have sufficient qualification and experience.<sup>28</sup> Thus the only reason why they cannot advance in the corporate ladder is their gender. Despite the number of women in the workforce has considerably increased in the last decade, the number of women in the top management of enterprises is still small. Today, women represent just 5% of the executive chief officers.<sup>29</sup> The number of female top executives is not growing in proportion with the number of women in the work force because of prejudice, corporate tradition and judgment. According to International Labor Organization, women represent 40% of current workforce and they run one third of businesses (mostly small or medium size enterprises) but often at lower pay.<sup>30</sup>

To sum up, the most pressing problems and barriers to women’s careers and success are that women have more family responsibilities than men thus bear the burden of unpaid work. Male

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<sup>27</sup> BURKE, R.J., DAVIDSON, M.J. (2011). Women in management worldwide. [Online]. [cit. 2018-02-10]. Available at: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.461.3811&rep=rep1&type=pdf>

<sup>28</sup> Business dictionary. (2018). [cit. 2018-02-10]. Available at: <http://www.businessdictionary.com/definition/glass-ceiling.html>

<sup>29</sup> BASS, Bernard M. & AVOLIO, Bruce J. (1994). Shatter the Glass ceiling: Women can make better managers. [Online]. [cit. 2018-02-10]. Available at: <https://onlinelibrary.wiley.com/doi/abs/10.1002/hrm.3930330405>

<sup>30</sup> International Labour Organization. (2015). Women in Business and Management: Gaining Momentum. [Online]. [cit. 2018-02-10]. ISBN 978-92-2-128874-9 [http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms\\_316450.pdf](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_316450.pdf)

corporate culture created by stereotypes is blocking their progress and inhibiting their options. Sexual segregation resulted in tokenism, gender gaps and wage gaps that limit and discourage women from working. All these issues define the environment women work in and hence shape their career path.

### **2.1.3. Initiatives & Policies to advance women in management**

Regardless of numerous barriers and obstacles in the corporate environment, there exist several initiatives that companies and governments can put in place in order to advance women in management, assure equal representation in the workforce and create equal opportunities for both men and women.

First of all, corporate culture is the most important feature of the working environment and even small changes in certain policies can help improve the position of women in management. Diversity in the organization's workforce is the key attribute of "CEO commitment", companies' CEOs should implement diversity as one of their main goals. Having diverse workforce not only at middle level but also at senior level, can help to break the glass ceilings.<sup>31</sup> In addition, clearly defined business practices for advancement in career such as knowledge, qualification or other results are necessary for a change. Often women are not advancing in their careers even though they possess all the necessary traits and deliver the right performance. Having clearly defined gender-neutral rules and policies can help to solve this issue.

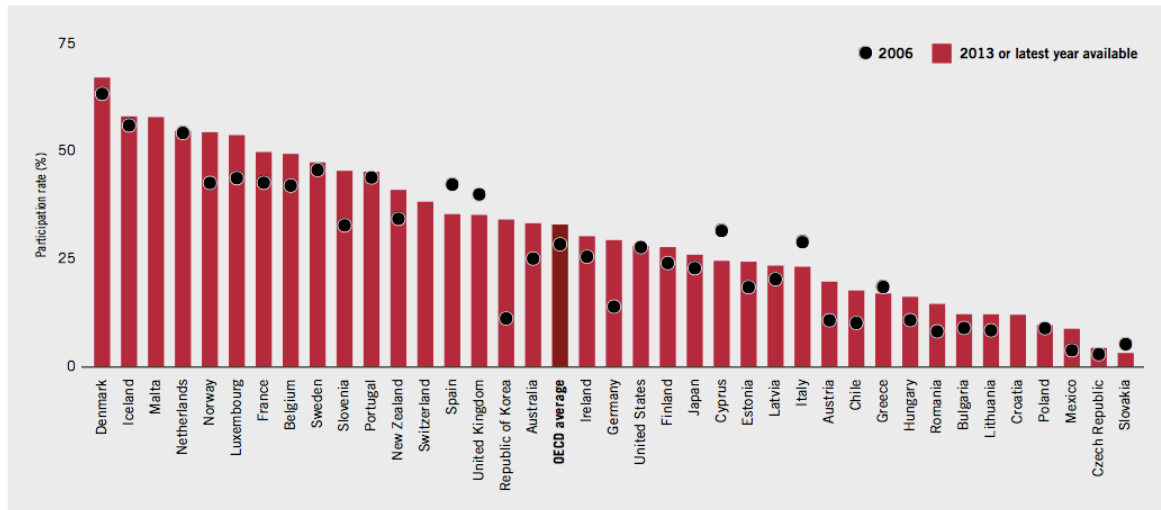
As mentioned before, double burden for women is often the reason for their stagnating careers. Finding the balance between personal and professional life can be a challenging task. If companies implement "*flexible hours, child care and elderly care programs, and job sharing*"<sup>32</sup>, it can help tremendously women that have children and need to take care of the family. To help women progress even further in their careers, the age of enrollment in early childhood care should be decreased and such enrollment should be supported. According the data provided by OECD in 2015, the participation rates differ in countries around the world (**figure 2**). Going from more than 55% participation rate in Denmark and Iceland to less than 10% rate in Slovakia and Czech Republic.

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<sup>31</sup> JACKSON, Janet Cooper. (2001). "Women middle managers' perception of the glass ceiling", Women in Management Review. Vol. 16 Issue: 1. pp.30-41. [Online]. [cit. 2018-02-10]. Available at: <https://doi.org/10.1108/09649420110380265>

<sup>32</sup> JACKSON, Janet Cooper. (2001). "Women middle managers' perception of the glass ceiling", Women in Management Review. Vol. 16 Issue: 1. pp.30-41. [Online]. [cit. 2018-02-10]. Available at: <https://doi.org/10.1108/09649420110380265>

**Figure 2: Participation rates for 0-2-year olds in formal childcare and pre-school services, 2006-2013**



Source: OECD 2015

By enrolling their children in early care, women can achieve the balance between their work and family. They can work the hours needed while someone will take care of their children. This trend is becoming more and more popular, “*between 1999 and 2012, the global gross enrolment increased from 33 per cent to 54 per cent, covering almost 184 million children globally.*”<sup>33</sup> These care centers can lift the stress, anxiety and worries of mothers and therefore generate the balance between their family and career.

Gender pay gap is another problem that can be solved thanks to policies, implementing transparent wage rules can close the pay gap. Knowing exactly how the wage is computed and thanks to which results it can be increased, will help the women to close the gap that still exist between them and males. It is vital for achievement of equality to have transparent rules for career progression. If the reward system is based on objective results and performance rather than personal judgement, the discrimination and inequality will disappear from professional environment.

Not only companies but also governments can help with the progression of women in the workplace by introducing measures needed. National governments worldwide put in place so

<sup>33</sup> International Labour Organization. (2016). Women at work. pp71. [Online]. [cit. 2018-02-10]. ISBN 978-92-2-130796-9 Available at: [http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms\\_457317.pdf](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_457317.pdf)

called positive actions, the set of policies to provide assistance and help certain group of people,<sup>34</sup> in this case help women. Promoting employment of women by setting targets and quotas is one step towards gender equality. On the other hand, setting quotas for companies can lead to general dissatisfaction and reverse discrimination. The process of hiring can become inefficient as companies will be focusing more on completion of quotas than on finding the right person for the job. Hiring women just because of the quota will lead to tokenism and can make the situation even worse. *“54 percent of male managers told McKinsey that too many diversity initiatives to advance female leaders are unfair to men.”*<sup>35</sup> Nevertheless, many argue that quotas are unavoidable tools for the change. Implementation of positive actions as suggested targets not only in public but also in private sector can help the situation. Usually such targets are voluntary and private companies are not forced to participate. Although, in certain countries such as Australia, Canada, Italy, France and Norway<sup>36</sup> even private companies are required to report certain data and make them public. For instance, in France, firms with more than 50 employees are obliged to inform the institutions about the ratio of men and women employed, their training and promotion paths.<sup>37</sup> Positive actions are supposed to encourage companies to act in accordance with gender-equality goals.

Overall, the actions that companies can take to empower women in the working environment are numerous. The goal of equality can be achieved through the set of transparent rules, commitment to diversity and provision of services needed by women with children or elders to take care of.

## **2.2. Women and Leadership**

Leadership is a skill needed for climbing into the top management of companies. Although the skills set needed for being a successful leader does not necessary match the one of a successful manager. Leaders need to know how to coach others, delegate and create the strategy needed for a business. Leaders need vision and ability to inspire people. However, many personal traits needed are similar to those of managers, for example being communicative, decisive, organized, being able to delegate and manage people.

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<sup>34</sup> Business dictionary (2018). Positive Action. [Online]. [cit. 2018-02-10]. Available at: <http://www.businessdictionary.com/definition/positive-action.html>

<sup>35</sup> McKinsey & Company (2013). Women Matter: Moving corporate culture, moving boundaries. [Online]. [cit. 2018-02-10]. Available at: [https://www.mckinsey.com/~/media/McKinsey/Global%20Themes/Women%20matter/Addressing%20unconscious%20bias/WomenMatter%202013%20Report%20\(8\).ashx](https://www.mckinsey.com/~/media/McKinsey/Global%20Themes/Women%20matter/Addressing%20unconscious%20bias/WomenMatter%202013%20Report%20(8).ashx)

<sup>36</sup> WIRTH, Linda (2001). Breaking through the glass ceiling: women in management. pp. 141. ISBN 92-2-110845-7

<sup>37</sup> WIRTH, Linda (2001). Breaking through the glass ceiling: women in management. pp.141. ISBN 92-2-110845-7

As mentioned before, leadership style as well as managerial styles differ for men and women. The beliefs what is crucial for successful leaders differ from male and female perspective. Female leaders believe that collaboration, team work and communication are indispensable for leadership. Whereas, male leaders consider delegating the most important feature.<sup>38</sup> Female leaders can gain trust more easily and use their intuition together with social skills for creation of more bonded and personal teams.<sup>39</sup> In the meantime, male leaders possess the advantage in form of constant availability and total geographical mobility.<sup>40</sup> Male leaders often do not have the family responsibility and obligation to take care of children or elders. They are able to travel more and work longer hours simply because they do not need to go home and take care of a family. Also, when it comes to moving or relocating men leaders are more likely to make the decision and their wives usually follow together with kids. This creates immense disadvantage for woman leaders as they are automatically less attractive for employers as they miss the flexibility. In addition to that, there is strong belief that women need to choose between their successful career and their family, in the meantime men are not forced to make such a decision.

Despite the fact that women are participating more and more in economic activities and labor markets, males are still considered as leaders and women as the supporters and followers.<sup>41</sup> Women are seen more at senior level management position than at leader roles in companies. These centuries old stereotypes have contributed to the fact that women slowly became to perceive themselves as what is projected and expected – the followers and not the leaders. All these aspects contributed to the fact that women are not motivated enough to achieve leadership positions in companies and prefer senior or middle level roles, they lose interest in leading.

Not only stereotypes but also missing strong female leaders and role models contributed to the loneliness of women at the top. The research done by Catalyst in 2017 showed that women are strongly underrepresented in top ranks of Standard & Poor's 500.<sup>42</sup> S&P 500 index analyzes the

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<sup>38</sup> Grant Thornton (2016). Women in Business, Turning promise into practice. [Online]. [cit. 2018-02-10]. Available at: [https://www.granthornton.global/globalassets/wib\\_turning\\_promise\\_into\\_practice.pdf](https://www.granthornton.global/globalassets/wib_turning_promise_into_practice.pdf)

<sup>39</sup> Business Insider. (2012). An Exec Tells Us 3 Ways Women Leadership Benefits A Company. [Online]. [cit. 2018-02-11]. Available at: <http://www.businessinsider.com/difference-between-men-and-women-managers-rebecca-rockafellar-istock-photo-getty-images-2012-11>

<sup>40</sup> McKinsey & Company (2016). Women Matter 2016: Reinventing the workplace to unlock the potential of gender diversity. [Online]. [cit. 2018-02-11]. Available at:

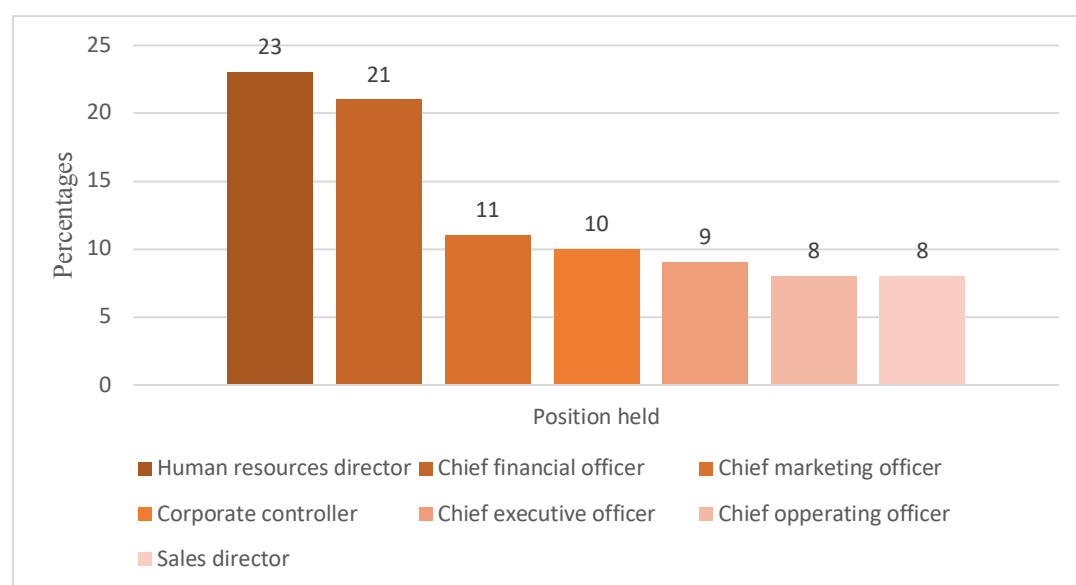
<https://www.mckinsey.com/~/media/mckinsey/global%20themes/women%20matter/reinventing%20the%20workplace%20for%20greater%20gender%20diversity/women-matter-2016-reinventing-the-workplace-to-unlock-the-potential-of-gender-diversity.ashx>

<sup>41</sup> JACKSON, Janet Cooper. (2001). Women middle managers' perception of the glass ceiling, *Women in Management Review*, Vol. 16 Issue: 1, pp.30-41, [Online]. [cit. 2018-02-11]. Available at: <https://doi.org/10.1108/09649420110380265>

<sup>42</sup> Catalyst. (2018). Pyramid: Women in S&P 500 Companies (February 2, 2018). [Online]. [cit. 2018-02-11]. Available at: <http://www.catalyst.org/knowledge/women-sp-500-companies>

value of stocks and performance of 500 large corporations listed on New York Stock Exchange.<sup>43</sup> Seeing that no more than 5.4% of CEOs are women only supports the fact that female leaders are still extremely rare and exceptional. Also, the demonstration of this phenomenon can be seen looking at the senior roles that women hold and compare the results with leading roles in businesses (**figure 3**). Majority of successful women hold the position of human resources director (23%), financial director (21%) or marketing director (11%).

**Figure 3: Senior management roles held by women in percentages**



Source: Grant Thornton IBR 2015

The consequence of missing strong female leaders and role models is a low self-confidence of many women, as they believe they simply cannot progress in their careers as they miss the inspiration and someone to look up to.<sup>44</sup> Nevertheless, situation is slowly changing, more and more women are climbing to the top and set the example and create inspiration for other women. Comparing the results of Catalyst's researches done in 2015<sup>45</sup> and 2017, we can see that there is a difference of nearly 1% when it comes to women CEOs, and 1.5% in senior management. The situation is slowly improving but the pace of the change is slow. According to Grant Thornton, *"women will not reach parity with men until 2060."*<sup>46</sup>

<sup>43</sup> Investopedia. (2018). Standard & Poor's 500 Index - S&P 500. [Online]. [cit. 2018-02-11]. Available at: <https://www.investopedia.com/terms/s/sp500.asp>

<sup>44</sup> FRASER, Helen. (2014). Young women need female role models to inspire success. [Online]. [cit. 2018-02-11]. Available at: <https://www.theguardian.com/women-in-leadership/women-leadership-blog/2014/oct/22/women-role-model-penguin>

<sup>45</sup> Business Researcher. (2015). Catalyst: Pyramid: Women in S&P 500 Companies. [Online]. [cit. 2018-02-11]. Available at: <http://businessresearcher.sagepub.com/sbr-1645-95535-2666226/20150427/women-under-represented-in-corporate-upper-ranks>

<sup>46</sup> Grant Thornton (2016). Women in Business, Turning promise into practice. [Online]. [cit. 2018-02-15]. Available at: [https://www.granthornton.global/globalassets/wib\\_turning\\_promise\\_into\\_practice.pdf](https://www.granthornton.global/globalassets/wib_turning_promise_into_practice.pdf)

### 3. Czech Business Environment

After understanding of position of women in our society and barriers they face or policies for their career advancement in general, it is vital to understand the business environment of Czech Republic with focus on women and their education, employment and wages as ZETOR TRACTORS a.s. is a Czech company.

#### 3.1. *Country overview*

Czech Republic is medium sized, export driven economy with close ties with its neighboring countries, other European countries and China. The country is exporting mainly cars, vehicle components and computers. Import is composed of identical products but in different order, the first being the vehicle components, followed by computers and cars.<sup>47</sup>

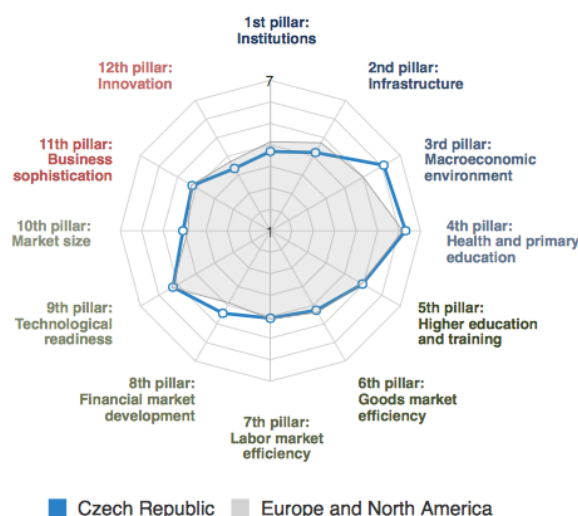
According to World Economic Forum and its Global Competitiveness index, Czech Republic figures at 31<sup>st</sup> position out of 137 countries covered by the report. This index analyzes 12 different pillars of various world economies. The indicators can be grouped into 3 sections: basic requirements, efficiency enhancers and innovation and sophistication factors. These factors determine the productivity of economy. Czech Republic is doing better or the same as the average of rest of European countries or North America. Leading mostly in macroeconomic environment, financial markets development and health and primary education (**figure 4**). The most problematic factors are institutions, infrastructure and labor market efficiency. Namely, tax regulations, inefficient government bureaucracy and tax rates. These represent the biggest issue for small and medium sized companies to do business.

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<sup>47</sup> OEC (2017) Czech Republic. [Online]. [cit. 2018-02-20]. Available at: <https://atlas.media.mit.edu/en/profile/country/cze/>



**Figure 4: 12 pillars of Global Competitiveness index in Czech Republic**



Source: World Economic Forum

Another useful indicator thanks to which we can assess the business environment in the country is Ease of Doing business. For the past 14 years, World Bank, carried out yearly study of more than 190 economies. The closer to 1 the score is, the better conditions and rules for doing business in the country. The report is a guideline for investors, explaining which factors are problematic. Ease of doing business focuses on 10 factors that create the business environment. Czech Republic figures at 30<sup>th</sup> place out of 190 economies (**table 2**). The best indicator is trading across borders, meaning that the costs and time connected with logistics of imports and exports are low. Most of the European countries figures at the 1<sup>st</sup> place in the index thanks to free movement of goods and services and common market with no barriers to trade. The worst indicator is clearly dealing with construction permits. The indicator is focused on “*procedures, time and cost to complete all formalities to build a warehouse and the quality control and permits safety mechanisms in the construction permitting system.*”<sup>48</sup> For the first time in 2017, the gender was considered while analyzing four factors. World Bank was studying whether gender influences starting a business, registering a property, enforcing contracts and labor market regulations.<sup>49</sup> In Czech Republic, there is no difference between men and women when it comes to starting a business, it takes the same time, and cost for both genders is the same.

<sup>48</sup> World bank (2018). Ease of Doing Business. [online]. [cit. 2018-02-20]. Available at: <http://www.doingbusiness.org/~media/WBG/DoingBusiness/Documents/Profiles/Country/CZE.pdf>

<sup>49</sup> World Bank (2017). Ease of Doing business. [online]. [cit. 2018-02-20]. Available at: <http://www.doingbusiness.org/~media/WBG/DoingBusiness/Documents/Annual-Reports/English/DB17-Chapters/DB17-About-Doing-Business.pdf>

The same goes for registering and owning properties or land, no difference between the two genders exists. Differences in labor conditions and regulations will be discussed in the next chapter.

**Table 2: Ease of doing business of Czech Republic**

Topics	Doing Business 2018 Rank
Overall	30
Starting a business	81
Dealing with construction permits	127
Getting electricity	15
Registering property	32
Getting credit	42
Protecting minority investors	62
Paying taxes	53
Trading across borders	1
Enforcing contracts	91
Resolving insolvency	25

Source: World Bank 2018

Lastly, corruption is another factor that influences and shapes business environment and therefore corporate culture in a country. Transparency International conducts yearly a study to assess the perception of corruption in 180 countries around the world. The closer the score is to 100, the “cleaner”, less corrupt state. Czech Republic is ranked 42<sup>th</sup> with 57 points<sup>50</sup> what indicates that the situation in the country is not ideal. Corruption is closely tied with inequality, not only social unfairness but also unequal distribution of income and wealth.<sup>51</sup> Transparency international suggested that corruption not only impact business environment, attractiveness for foreign direct investments but also political situation and quality of the government in the country. In the recent years, the position of Czech Republic has been fluctuating, it has been

<sup>50</sup> Transparency international (2018). Corruption perception index. [online]. [cit. 2018-02-20]. Available at: [https://www.transparency.org/news/feature/corruption\\_perceptions\\_index\\_2017](https://www.transparency.org/news/feature/corruption_perceptions_index_2017)

<sup>51</sup> Transparency international (2017). Corruption and inequality: How populists mislead people. [Online]. [cit. 2018-02-20]. Available at: [https://www.transparency.org/news/feature/corruption\\_and\\_inequality\\_how\\_populists\\_mislead\\_people](https://www.transparency.org/news/feature/corruption_and_inequality_how_populists_mislead_people)

improving until 2015 when it rapidly decreased by 10 places. Since then, the score has been improving again. This shows the development in the country and improvements in public sector as well.

To sum up, Czech Republic is an open economy in the European Union. The country is developing and growing year by year. Every indicator mentioned shows the attractiveness of the market for investors. Overall, Czech Republic is doing better and better every year and also compared to its neighbors.

### ***3.2. Women's education, employment and wages***

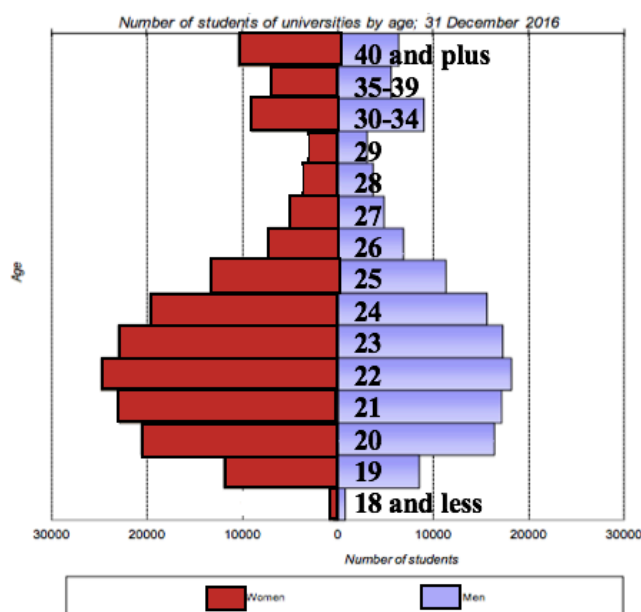
From the business point of view, the situation in Czech Republic looks good and promising. Economy is growing, unemployment is one of the lowest in the European union and currency strong. But what is the situation of women living and working in this central European country? Are they empowered or still perceived as family care takers and house wives? The analysis of women's education, employment is necessary in order to understand where women stand in the society.

Firstly, before analyzing the employment and wages of women, the focus should be on the education. As was explained before, many claims that women are not advancing in their professional lives solely because of the missing education and knowledge. According to the Czech Ministry of Education and their research done in 2015, the attendance of universities is quite surprising. As can be seen in **figure 5**, clearly more women study at universities in each age group except for 30-34-year-olds where men outnumber women. However, considering that Czech population is composed of 50.9% of women and 49.1% of men<sup>52</sup>, the result can be considered logical. Women outnumber men in population thus also in education. But the point being, women are for sure not missing education in Czech Republic.

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<sup>52</sup> Czech Statistical office (2016). Focus on Women and Men. [Online]. [cit. 2018-02-20]. Available at: <https://www.czso.cz/csu/czso/zaostreno-na-zeny-a-muze>

**Figure 5: Attendance of universities by gender and age in 2016**



Source: Ministry of Education, Youth and Sports

But not only, attendance of universities is important when one is trying to understand the position of women in the society, but also what they study. As mentioned before, sex segregation and tokenism are closely inter-related and often can be seen also in the fields that women and men study. **Table 3** shows the distribution of students by fields of study in academic year 2015/2016. Even though, women prevail as students of universities by almost 40,000, they do not lead in every category analyzed. Fields as natural sciences and technology are clearly dominated by men. Technology being the biggest disparity as 2 times more men specialize in technology compared to women. Similarly, the disciplines as social studies, social care, and pedagogy are dominated by females and considered as feminine. The gender equality does not encourage only women to study typically masculine disciplines but also the other way around. The more men study fields considered as feminine the more equal genders will be as the sex segregation will slowly disappear. Only when society stops dividing the fields and disciplines the equality can be achieved.

**Table 3: Number of students of universities by gender and field of study**

Field of study	Universities total	Natural sciences	Technology	Agriculture forestry and veterinary medicine	Health services, medicine and pharmacy	Humanities and social science	Economic sciences	Law and legal science	Pedagogy tutorship and social care	Culture and art
Women	182,547	12,667	22,902	8,128	22,136	36,522	40,827	7,328	28,640	6,240
Men	144,363	17,200	50,325	5,349	8,884	19,696	28,665	6,326	6,134	3,525

Source: Ministry of Education, Youth and Sports

Knowing what women study can help us to understand where they work and in what positions they are interested. Thanks to Eurostat's survey done in 2016, the composition of workforce in Czech Republic can be seen in **table 4**. Eurostat compared all European nations and analyzed where women work. Overall, the employment of women is much lower than the one of men not only in Czech Republic but also in the Euro-area. However, the difference for Euro-area is around 10% whereas the difference in Czech Republic is almost 17%.

**Table 4: Employment in percentages of men and women by selected sectors in percentages**

Country	Agriculture		Industry		Services		Total	
Gender	Women	Men	Women	Men	Women	Men	Women	Men
EU 28	3.8	6.0	10.9	31.4	85.3	62.5	59.5	70.1
Euroarea19	2.2	4.4	10.2	30.9	87.6	64.6	58.7	68.9
Czech Republic	1.9	4.3	22.7	47.6	75.3	48.0	60.7	77.0

Source: Eurostat

Even though, women are more educated, their employment is lower. One of the goals from Europe 2020 target sheet is to increase the employment of 20-64-year-olds to 75% across European Union. In order to achieve this target, the employment of women must be increased. Czech Republic, together with Slovakia and Poland, is among the states in the EU where the difference in employment between genders is the biggest.<sup>53</sup>

One of the reasons for such a big gap between employability of genders is low enrollment of children below 3 years in childcare. Less than 10% of children attend the care and the conditions

<sup>53</sup> European Commission (2016). Labour Force Participation of Women. [Online]. [cit. 2018-02-20]. Available at: [https://ec.europa.eu/info/sites/info/files/european-semester\\_thematic-factsheet\\_labour-force-participation-women\\_en.pdf](https://ec.europa.eu/info/sites/info/files/european-semester_thematic-factsheet_labour-force-participation-women_en.pdf)

are to blame for that. The elevated cost, poor quality and low supply of care caused such a low participation. Mothers are forced to stay at home with kids and often they are forced to choose between their career and family. Not to mention the disincentives that are in place that have the opposite effect on the gap and help to widen it even further. Certain “*tax-benefit systems, cash transfers and tax-related support may weaken women’s (as second careers) financial incentives to work, and thus their labor force participation.*”<sup>54</sup> The system is not encouraging women to work but deter them from working. In 2016, Eurostat studied the causes of economic inactivity of women across Europe. In Czech Republic, the main reason for the low rate of participation is that people are already retired or still studying, family obligations and care for children or elders follows on 3<sup>rd</sup> place with more than 17% of women compared to 0.6% of men. As can be seen in **table 5**, the Eurozone is shaped similarly but the difference lies in the care for children. The care for children is much lower and at the same level as health issues or disabilities for women.

**Table 5: Reasons for economic inactivity in percentages**

Reason	Gender	EU	Czech Republic
On lay-off	Women	0.2	0.6
	Men	0.3	0.8
Own illness or disability	Women	9.7	2.4
	Men	13.4	4.2
Other family or personal responsibilities	Women	7.6	0.9
	Men	1.2	0.2
Looking after children or incapacitated adults	Women	10.5	17.6
	Men	0.8	0.6
In education or training	Women	19.9	20.2
	Men	27.8	31.3
Retired	Women	35.8	56.7
	Men	46.4	61.3
Think no work is available	Women	3.8	0.5
	Men	3.5	0.5
Other Reasons	Women	12.3	1.2
	Men	6.5	1.1

Source: Eurostat

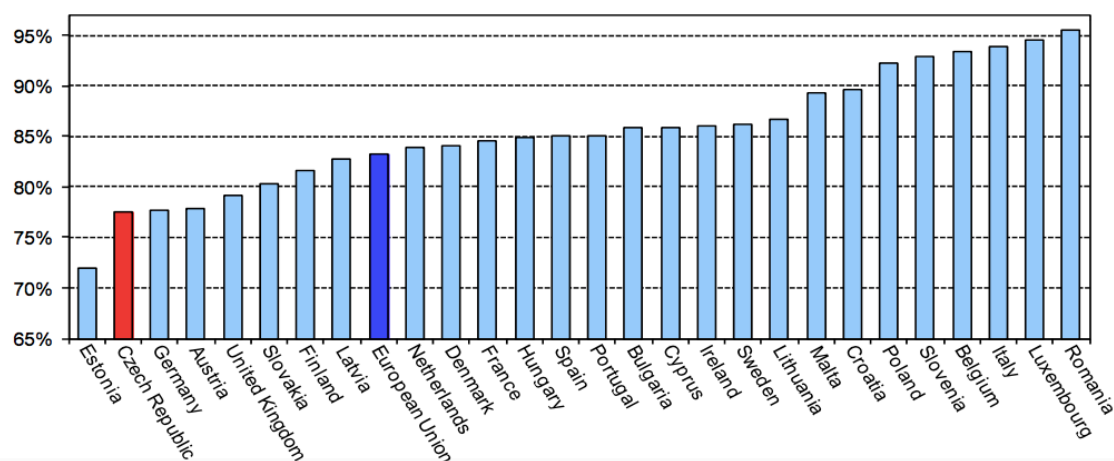
On the bright side, in 2014, European Commission has put in place several directives and recommendation for member states to encourage and strengthen the participation and position

<sup>54</sup> European Commission (2016). Labour Force Participation of Women. [Online]. [cit. 2018-02-20]. Available at: [https://ec.europa.eu/info/sites/info/files/european-semester\\_thematic-factsheet\\_labour-force-participation-women\\_en.pdf](https://ec.europa.eu/info/sites/info/files/european-semester_thematic-factsheet_labour-force-participation-women_en.pdf)

of women in the labor market. These policies should facilitate the professional life of women and help them with finding the balance between family and their career.

Another reason for lower participation of women in the economic is the pay gap that still exist. Generally, women earn less than men for the same work and therefore are not motivated enough to work. Czech Republic is not an exception and gap between women's and men's earnings is one of the biggest in the EU. **Figure 6**, proves that women earn on average only 77.5% of men's wage. Czech Republic, together with Estonia, Germany, Austria and Slovakia, is the country where the severity of the gap is the most noticeable. The situation is not ideal in the EU in general.

**Figure 6: Average annual wage of women as percentage of wage of men**



Source: Czech Statistical Office 2016

The Commission is actively trying to promote the equality and decrease the gap. In recent years, the gap has shrunk in all European nations, however the decrease in the gap in Czech Republic is rather small. In 2008 the gap was more than 25% whereas in 2014 the gap has decreased to 22.5%.<sup>55</sup> Still being one of the biggest in EU but smaller nevertheless. The higher the gap the lower the incentives for women to work. Luckily the pay gap is much lower in pensions and in Czech Republic the gap is less than 15% being the fourth smallest in the whole EU.<sup>56</sup>

<sup>55</sup> Eurostat. (2018). Gender pay gap statistics [Online] [cit. 2018-02-20]. Available at: [http://ec.europa.eu/eurostat/statistics-explained/index.php/Gender\\_pay\\_gap\\_statistics](http://ec.europa.eu/eurostat/statistics-explained/index.php/Gender_pay_gap_statistics)

<sup>56</sup> European Commission (2016). Labour Force Participation of Women. [Online]. [cit. 2018-02-20]. Available at: [https://ec.europa.eu/info/sites/info/files/european-semester\\_thematic-factsheet\\_labour-force-participation-women\\_en.pdf](https://ec.europa.eu/info/sites/info/files/european-semester_thematic-factsheet_labour-force-participation-women_en.pdf)

To sum up, European Union is trying to promote the equality between genders and boost female participation in labor market. Directives, incentives and targets created in 2014 are trying to increase female employment, education and decrease the infamous gender pay gap. Creating an environment when women feel empowered and motivated can certainly help to achieve many goals from Horizon 2020, the framework of EU for jobs creation and growth. As discussed in this chapter, the current situation in Czech Republic is far from perfect. The inequality still exists and is omnipresent. The improvement is necessary for further development of the country.



## Practical Part

Practical part of my bachelor thesis will consist of the case study of ZETOR TRACTORS a.s.. I have chosen this company because the fact that they manufacture tractors, not a product typically associated with women and as was seen in theoretical part women are often missing in this field. I was curious to see whether is it really true and women are missing in technological spheres of management. Company is based in Brno and is currently one of the biggest employers in Moravia, Czech Republic. In the beginning of practical part, I will explain the methods I have chosen to use for the research. Afterwards, I will introduce the company, mention its goals and principal activities. The main analysis will focus on the evolution of composition of workforce in terms of gender, and outcomes of the interviews with company's director and other managers to judge the position of women in management and to find out whether the barriers and incentives for women in management introduced in the theoretical part can be find in the Czech company. Then the comparison of the outcomes with theoretical background will follow. As a conclusion of practical part, I will offer suggestions for company which I will help them to create more pleasant environment for women working in management in the company and at the same time attract more women to work for them.

### **4. Women in ZETOR TRACTORS a.s.**

#### ***4.1. Methodology of the research***

I decided to divide my research, the case study, into two big parts in order to achieve deeper analysis of the company and to understand the role of women in management from different perspectives. First part consists of the analysis of composition of various levels of management and second part being the qualitative research based on the interviews with company's female managers from various levels and areas. The aim was to better understand the situation of female managers at the Czech market by doing the in-depth analysis of the company and deepen my understanding of the gender-equality problem in management, however the generalization of findings for every company in the Czech Republic cannot be considered because of the fact what the company produces influences the corporate culture of the company in terms of gender equality.

Firstly, I decided to analyze data available at ZETOR TRACTORS a.s.'s website on composition of top management and board of directors, afterwards thanks to the data provided by one of its employees, I got the opportunity to see the composition of lower and middle management. The aim was to find out in which environment women, whether is the environment predominately male or female and whether women in ZETOR TRACTORS a.s. are present in top management. The data provided consisted of the detailed composition of management in the years 2008, 2010, 2012 and 2018. The reason behind these four years was to compare different periods of time in terms of gender composition of management and to analyze how the situation of women managers has evolved in time. In addition, I was curious to see whether the situation of women in the company is the same as it was 10 years ago, or whether their number is changing. I have chosen the year 2008 as a starting year for my analysis because of the fact that years after 2008 were touched by the economic crisis and the situation of women could have changed after this year rather dramatically.

Secondly, I decided to use qualitative research method with a sample of 4 female managers from the company in order to deepen my analysis, find out more about the real-life struggles of female managers and to understand the corporate environment and their role in the ZETOR TRACTORS a.s.. The size can be seen as small, but it represents the half of female managers working for the company. The main part of my research consisted of the interview with the company's Human Resources and General Affairs director, she has been chosen because of the fact that she is the only female at top management of the company and one of the two females on the board of the company. As an only woman at the top management, she was able to give me the insight on what it feels like to be only women at the top, how she was able to get there and what barriers she experienced in her career. All the issues, I have been analyzing in the theoretical part of my thesis. However, I realized that situation of women in the company may be perceived differently at the top than at other levels. That is the reason why, I sent three semi-structured interviews to three other employees; one being a finance manager currently on a maternal leave from middle management. Second the lawyer from the middle management and third the quality manager from lower management. I thought, that the woman on the maternal leave might have interesting insights for my research and wanted to know what is her situation and how is the company treating her at this time of her life. And also, the aim was to gather as many different point of views as possible despite the small size of the sample. All three managers were suggested by the Human Resources and General Affairs director because of the fact they all work on different levels of management and have different backgrounds or areas

of expertise. Thanks to her suggestion and advice, I was able to interview women on all levels of management in their company. However, I was not granted the permission to speak with all female managers in the company.

#### **4.1.1. Structure of Interviews**

The first interview was in person, hour long interview with Human Resources and General Affairs director and member of the board of directors. I divided the interview into the 5 main parts:

1. Composition of the workforce and current situation of women in ZETOR TRACTORS a.s.,
2. her being the only female director in the company, the stereotypes connected with her being a woman in business environment and her personal experience in “climbing the corporate ladder”,
3. the dilemma of family vs. career, her opinions and experience with this issue as she is the mother and a director at the same time,
4. the conditions for women managers in their company in terms of their wages, career progression and conditions for maternal leave or some special benefits,
5. and lastly, the future plans or intentions for women in ZETOR TRACTORS a.s..

Second, third and fourth interview was composed of 20 multiple choice or open questions, varying from questions directly connected with ZETOR TRACTORS a.s., their position and career progression, to more general questions touching the issues that women face in the workplace, stereotypes. Questions were focusing on the perception women have of their working environment, analyzing whether they met with discrimination or stereotypes in the present or past and whether they think that men have easier carrier progression and better opportunities than women. Afterwards, the questions touched upon the topic of maternal leave and conditions which the company generated for them during this time of their life. Lastly, the questions were focused on the possible improvements of their situation in the company, and what they feel the company is missing or what they perceive as necessity for their career progression. I sent these interviews to three female managers and their structure and all questions are provided in the **Appendix**.

#### **4.2. *ZETOR TRACTORS a.s., characteristic of the company***

ZETOR TRACTORS a.s. was founded 70 years ago in 1946. Company based in Brno develops, designs and produces tractors. The production has started in 1946 and continues ever since. Their first tractor was produced in Brno on the 15<sup>th</sup> of March 1946. In 1948, they came up with first safety cabin for tractors in the world. Another important milestone for the company was in the year 2002, when HTC holding a.s. joined the company, re-structuralized and stabilized it. They modernized the tractors, designed new models and invested into the research and development. Between the years 2013-2015, ZETOR TRACTORS a.s. has invested more than 371million of Czech crowns into research and development. Company is focusing on making the tractors more efficient, innovative and environmental friendly. All their tractors meet the strict emission standards that were recently set into place. Today, they are focusing mainly on developing new models, expanding their portfolio and broadening their dealership network to attract more and more consumers.<sup>57</sup>

Company has set three main pillars of the ZETOR TRACTORS a.s. brand in order to create quality tractors and maintain long-term relationship with their consumers: performance, endurance and effectiveness. Firstly, the performance, tractors are the perfect combination of power of the engine and weight of the tractor. Secondly, the endurance, the tractors are designed to be simple, smart and reliable. Thirdly, the effectiveness, their tractors belong to the group with the lowest consumption of fuel and their spare parts and maintenance are reasonably priced. These three pillars make their tractors quality but affordable machines.<sup>58</sup>

ZETOR TRACTORS a.s. is not just traditional Czech company owned by Slovaks, but their products are available worldwide, thanks to the wide range of dealers in various areas of the world. So far, 1.3 million tractors have been sold to more that 135 countries. Not only that, but ZETOR TRACTORS a.s. subsidiaries operate in Germany, France, UK, Poland, India and United States.<sup>59</sup>

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<sup>57</sup> ZETOR TRACTORS a.s. (2017). O společnosti. [Online]. [cit. 2018-02-13]. Available at: <http://www.zetor.cz/o-spolecnosti>

<sup>58</sup> ZETOR TRACTORS a.s. (2017). O společnosti. [Online]. [cit. 2018-02-13]. Available at: <http://www.zetor.cz/o-spolecnosti>

<sup>59</sup> ZETOR TRACTORS a.s. (2017). O společnosti. [Online]. [cit. 2018-02-13]. Available at: <http://www.zetor.cz/o-spolecnosti>

### 4.3. *Research Outcomes and comparison with the theoretical background*

#### 4.3.1. Evolution of composition of workforce and top management

The analysis starts in the year 2008, as that is the beginning of economic crisis and since that we can observe significant changes in the composition of the company, more specifically in the composition of management. Overall, the company employed 1041 employees out of which 29 were managers. The effect of the crisis can be seen in the sharp decrease of number of employees from 1041 in 2008 to 782 in 2010. Despite the crisis, management of the company has not shrunken but gained one member and has been growing ever since.

**Figure 7: Evolution of composition of management in terms of gender in time**

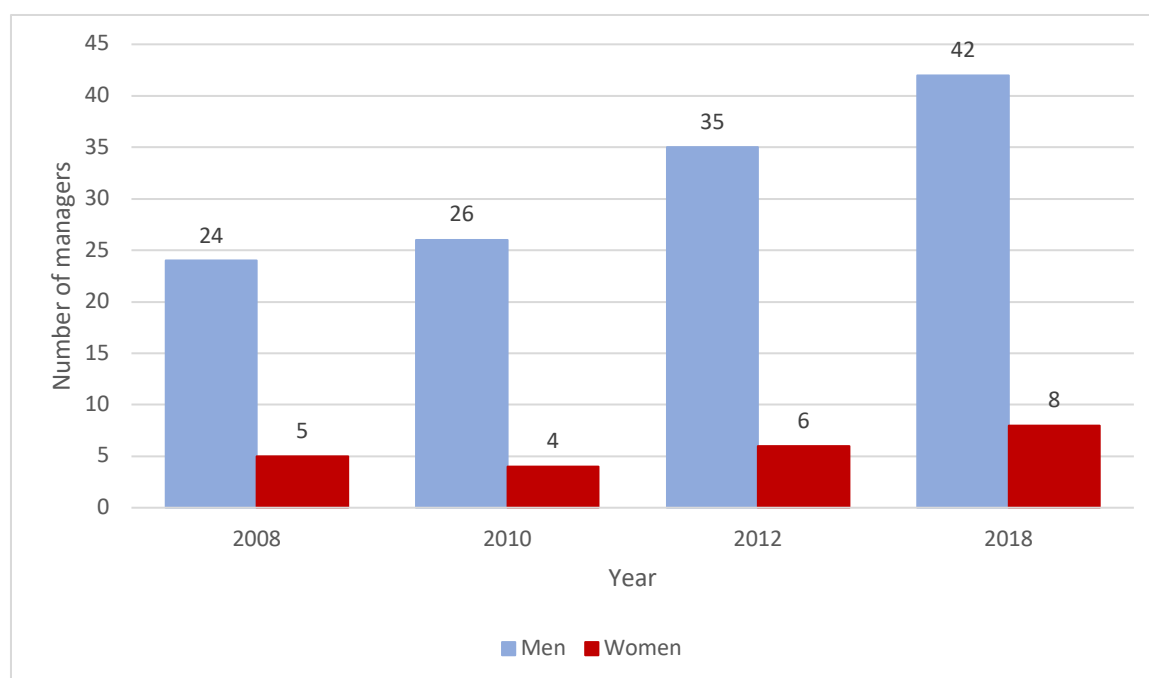


Source: ZETOR TRACTORS a.s.

**Figure 7**, demonstrates the changes in the management of the company. The focus is on the proportion of male and female managers and evolution of these two groups in time. As can be seen, the management has been growing constantly since 2008 together with the number of both male and female managers. However, the growth of women in management has been slower than the growth of men in the management of the company. The ratio of male to female managers has not changed much since 2008.

Another issue is apparent from the distribution can be observed in **figure 8**, female managers were always and are still working in the predominately male environment in ZETOR TRACTORS a.s.. The gap between two genders has grown from 19 in 2008 to 34 in 2018. This factor can create unfavorable environment for women as the corporate culture is probably rather masculine. They can feel alone and under pressure to represent the whole gender. Whether the stereotypes or barriers in the progression are present in the company will be analyzed in the second part of the practical thesis based on the outcomes of the interviews with female managers from the company.

**Figure 8: Proportion of male and female managers in ZETOR TRACTORS a.s. in time**



Source: ZETOR TRACTORS a.s.

Today, ZETOR TRACTORS a.s. employs more than 660 people in the Czech Republic, out of which, 50 people work in management of the company. In order to understand the situation of women in the organization, it is important to analyze the position of women at middle management, top management and on the board. The composition of these 3 levels of workforce can not only show us in which environment women work in ZETOR TRACTORS a.s. but also suggest how easy or difficult is the progression for women in management and whether is it applicable for ZETOR TRACTORS a.s. that women are lonely at the top of companies and that technological companies are not attractive for women.

First of all, top management of the company, people that are responsible for setting the strategy and goals for the company and making sure that the company achieves the desired results. The best managers from different spheres that are on the top of their areas of work and managed to “climb the corporate ladder”. **Table 6** demonstrates the composition of top management of ZETOR TRACTORS a.s..

**Table 6: Composition of top management in terms of gender**

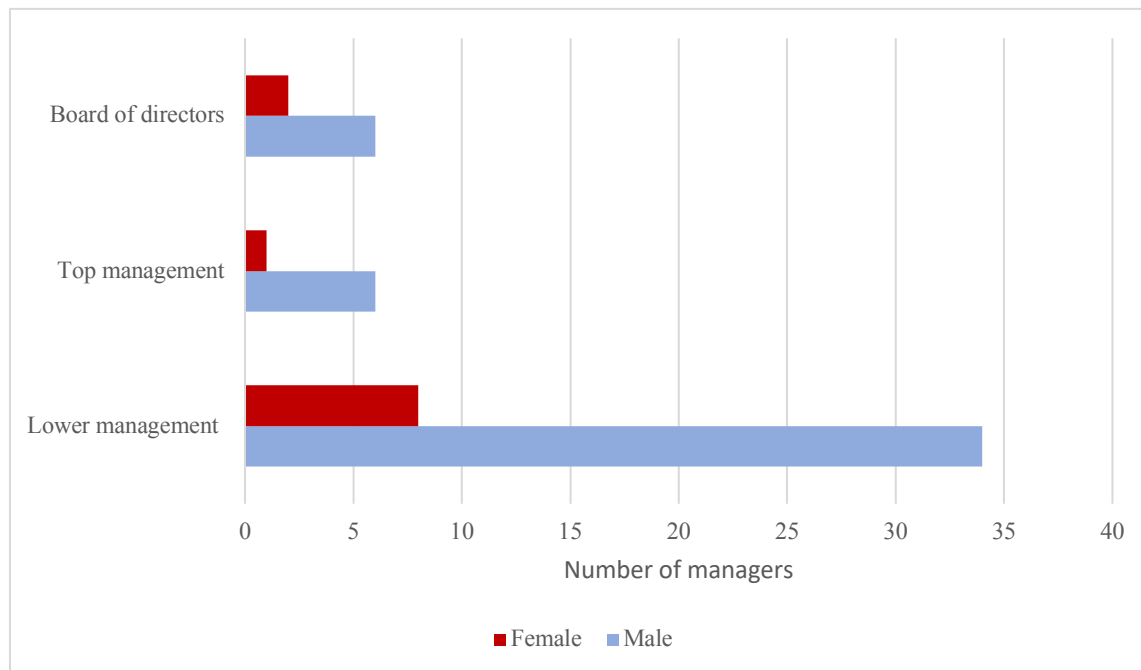
Position	Gender
Managing director	Male
Finance director	Male
Human Resources and General Affairs director	Female
Quality director	Male
Strategy director	Male
Production director	Male
Material management director	Male

Source: ZETOR TRACTORS a.s.

Top management consist of 7 different people, out of which one is a woman. Based on the theoretical background, the most female senior managers can be found in human resources. It is important to notice that Human Resources and General Affairs Director is the only female among 6 other directors. This confirm the hypothesis that women at the top are usually in HR as more scientific directors as quality director or production director are all males. When we convert this number to percentages, women represent approximately 14.2% of directors.

Similar situation can be seen on board of the company. Board is composed of the chairman of the board of directors and 6 members of the board of directors. All together 7 people create the board out of which 2 are women (**figure 9**). Percentage wise, approximately 28.6% of board are females. Board is the highest executive organ of the company. Most of top managers are members of the board, together with other members which are not normal employees of the company. Owner of the company is a male and a chairman of the board.

**Figure 9: Composition of management in terms of gender in 2018**



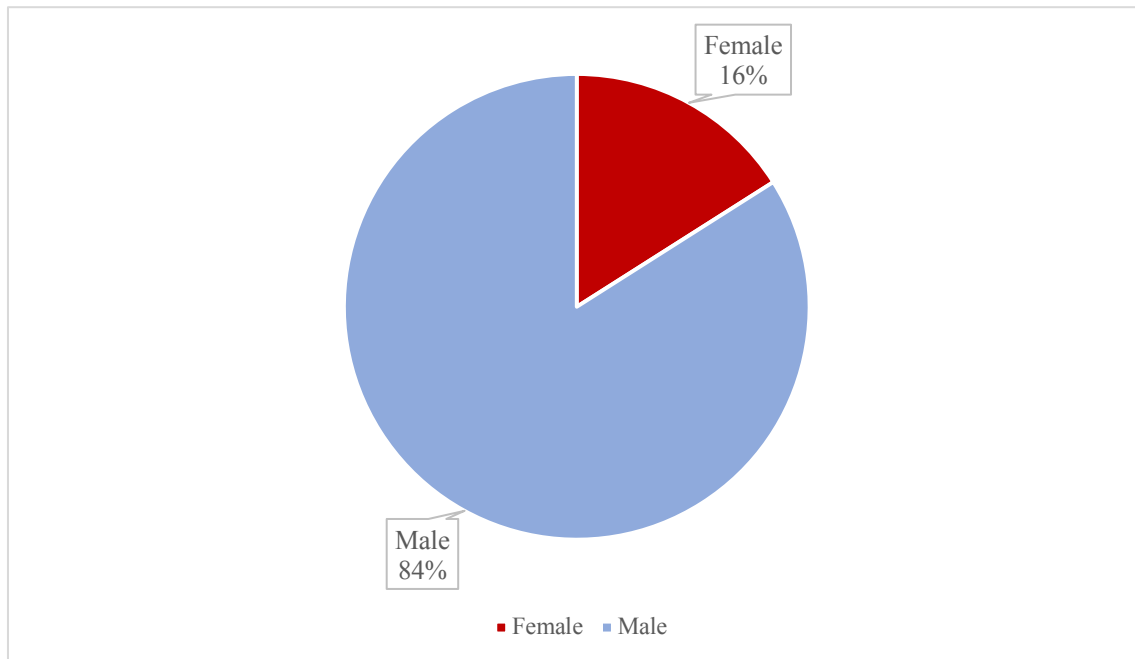
Source: ZETOR TRACTORS a.s.

Secondly, the composition of lower management of the company that can be seen in **figure 15** as well. Lower management is responsible for communication of the strategy developed by top management to general employees and for realization and achievement of goals set by directors. Lower management of ZETOR TRACTORS a.s. consists of 42 workers, out of which 8 managers are women, the rest 34 are men. Alarmingly, only 19.05% of lower management are females.

In all three cases, women are clearly outnumbered by men. As mentioned in theoretical part of this thesis, women are often missing in technological companies and ZETOR TRACTORS a.s. can be used as an example of this problem and stereotype. It is not the worst case, as women are at least present but still missing as for example quality of production directors which are usually considered as male areas. Seeing also the situation in the lower management of company, it is clear that a woman in ZETOR TRACTORS a.s. works in predominately male environment on a daily basis. How this factor impacts the working environment will be analyzed in the next part of the thesis. To sum up, out of 50 employed managers only 8 are women, meaning, only 16% of people that run the company are females (**figure 10**).



**Figure 10: Composition of all levels of management in terms of gender**

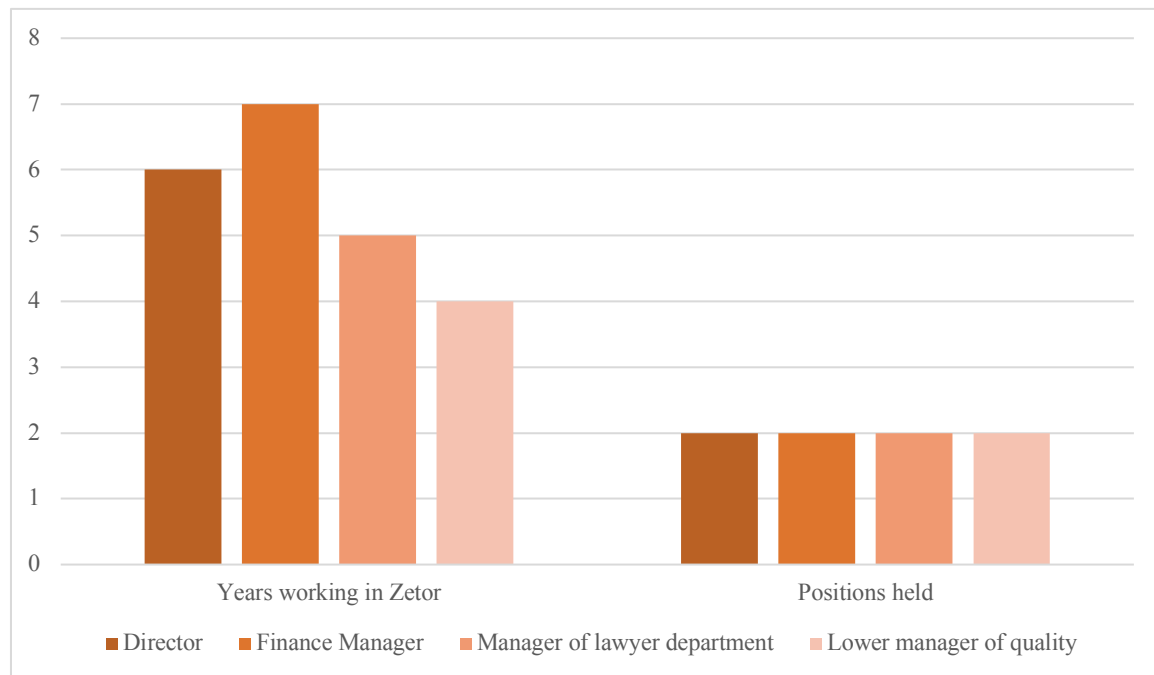


Source: ZETOR TRACTORS a.s.

#### **4.3.2. Interviews outcomes**

The opening questions of the interview were about the position these four managers currently hold and for how long have they been working for ZETOR TRACTORS a.s. and how many different position they had in their career in ZETOR TRACTORS a.s.. The aim was to find out whether, the longer they stay in the company the more they advance. If they are progressing in their careers or stagnating on the same position for many years. As can be seen in **figure 11**, all four women have been working for ZETOR TRACTORS a.s. for more than 4 years. During these 4 years, they all progressed in their career once, meaning they all had 2 different positions in the company. HR and General Affairs director went from senior managerial position to a director and board member. Finance manager started at controlling department and switched to finance during her stay in ZETOR TRACTORS a.s.. Next, the manager of lawyer department who started as general lawyer 5 years ago and lastly, the lower manager of quality who started as a general employee 4 years ago.

**Figure 11: Number of years working for the company and position held by 4 respondents**



Source: Author

The following questions of the interview were concerning the issue of composition of the workforce. All three respondents agreed that they work in predominately male environment. When asked what reason they can see behind such an inequality in numbers, they all suggested it is because of the goods the company manufactures. When analyzing the reasons that could have caused the situation, the 2 main issues were discussed: the upbringing and education. As mentioned in the theoretical part, one of the main issue is that women are less interested in studying technical domains. This support the finding, that in Czech Republic, 2 times more men study technological areas than women. Even if they work in technological company, it is often in marketing, law or human resources. This hypothesis was confirmed by the HR and General Affairs director as she admitted that her team is predominately female while at the same time the production managers are all male. She sees the problem in specialized management departments as quality or production areas, where women are rare or simply missing. Another issue brought to my attention was the upbringing, the division begins in the early life of people when girls play with dolls and boys with cars. Naturally, as they grow up, they keep the beliefs and subconsciously stay within the framework what they are used to and where they believe that they belong.

Second part of the interviews was about their working experience as managers or director, whether they met with discrimination or any form of stereotyping in their career. I was mainly curious about wage gaps and stereotypes. Wage gaps were highlighted in the theoretical part as one of the main issues that women face in management. The director explained that even though the wages are the same for both genders in their company and the discrimination does not exist in their workplace, the stereotyping is unfortunately still present. Other three managers also supported this claim, according to them wage gaps and discrimination is absolutely unacceptable and luckily, they have never met with neither of two in ZETOR TRACTORS a.s.. They believe that it does not exist in management anymore. Moreover, the director, specified the stereotyping she witnessed. During important meetings and negotiations, men often perceived her as someone who will be taking notes or making coffee, they naturally thought of her as someone less important or not belonging to the meeting. However, soon they realized what is the reality and were quite surprised. If woman manages to climb the ladder and makes it to top management in technological sphere, she is often under immense pressure. As explained in the theoretical part, she is observed, judged and held to much higher standards. Also, the double standards were mentioned by all four respondents, if man is ambitious and direct he is perceived as a leader and a boss, however once a woman does it, she is automatically bossy and pushy. Also, the mistakes and errors are weighted differently according to all interviewed. It has been proved that stereotypes are still influencing the workplace even though the discrimination and wage gaps do not exist in ZETOR TRACTORS a.s..

The third part of the interview was about family and professional life. I was curious to see what is the opinion of four successful women on this topic. They all agreed that women face this serious problem once they reach certain age; the decision between children and their career. When asked for the reasons, the answers were clear, care for the children, care for the household and their maternal instinct. Unpaid work is at the root of the problem, whether it's about cooking, cleaning or studying with their children. Women have responsibilities after work that men often don't. Men can leave for work trip or work long hours which women cannot afford if they have a family to take care of. Also, the unwillingness to advance in their careers after certain point was brought to my attention. The belief that men are more risk seeking and direct whereas women are more cautious is very much present in their environment. According to 2 out of 4 asked, women are more likely to stay at the same position because they do not believe in themselves and do not want to take the risk. One of them was speaking out of her professional experience, when she turned down the position because she was thinking she is not qualified

enough to do it. Now, she realizes that the man that took the position is not more qualified, however he is more courageous. He does not underestimate himself but goes after what he wants no matter the consequences.

The topic of maternal leave was also discussed during the interviews. ZETOR TRACTORS a.s. offers women that are on maternal leave to work part-time from home if they desire and their work allows such schedule. One of the respondents is currently having such an arrangement. In general, after woman comes back she is offered lower position with better, more accommodating schedule because of her special needs connected with care for children and household. The reason is the missing time, because of unpaid work she cannot work the same hours as young man can. After asked, whether they think that is fair, all three said yes. This can be seen as the biggest problem, they do not mind that taking lower position because they need to spend the time with their children because they feel like it is their responsibility. All three decided to prioritize family over their own career because they did not have a choice.

Lastly, the future of women in ZETOR TRACTORS a.s. and room for improvements. As seen in the composition of management, the situation is alarming, and they all wish that more women would be interested in working for their company. However, that cannot be changed without the change in the thinking of people. If females are not interested in studying technical domains, they cannot work in technical areas. All four managers agreed that more diverse teams usually deliver better results. According to them, women make the workplace a better and more enjoyable place. They balance the men and make the environment friendlier, more pleasant. Despite that being said, no changes are planned in their corporate culture and no further benefits are being prepared for women working there. When asked, what women miss in ZETOR TRACTORS a.s. the answers have been mixed. HR director said she is not missing anything in particular and thinks ZETOR TRACTORS a.s. is a great environment to be working in. Respondent on the maternal leave mentioned that flexible hours, contribution to or daycare for her recently born children infants would be nice touch. As a young mother, she is missing the opportunity to have a place to put her kids to which is close to work. By having such a place, she would be able to work more than she is now from home. However, other two respondents agreed that they do not wish special treatment or any benefits just because of their gender. They believe they can succeed without special treatment and it would only harm the position of women if there was such a treatment. Which was discussed in the theoretical part too, too many

policies to advance women and quotas on employment and diversity can harm the position of women in the management.

To sum up, based on the answers of four female managers, I created **table 7** to demonstrate which barriers in progression of women in management discussed in the theoretical part have been found in ZETOR TRACTORS a.s.'s corporate culture. Even though, the sample size represented half of the female managers working for the company, the analysis cannot be applied in general to all companies in the Czech Republic. Also, the fact that ZETOR TRACTORS a.s. is manufacturing tractors is making it hard to generalize for every company as according to the theoretical background the product manufactured creates the environment and is a cause of the men/women ratio. In the theoretical part of this thesis, 6 main barriers for women were discussed: double burden, sex segregation, wage gaps, tokenism, old boys network and glass ceilings. Out of these 6, 3 issues have been found by all four managers and 2 were said to be completely missing in the corporate culture of ZETOR TRACTORS a.s..

**Table 7: Barriers analyzed in the theoretical part present in ZETOR TRACTORS a.s.**

Barrier in progression	HR and General Affairs director	1 <sup>st</sup> respondent	2 <sup>nd</sup> respondent	3 <sup>rd</sup> respondent
Double burden – unpaid work	✓	✓	✓	✓
Sex segregation	✓	✓	✓	✓
Wage gaps	X	X	X	X
Tokenism	✓	✓	✓	✓
“Old boys network”	✓	X	✓	X
Glass ceilings	X	X	X	X

Source: Author

According to all four managers, the most pressing issues are double burden of unpaid work at home and care for children, sex segregation at work because of the fact that they work in predominately male environment as women are not that interested in working in a company producing tractors and thirdly tokenism – the pressure generated by representing the whole gender in their work. On the other hand, the wage gaps and glass ceiling are barriers that all four respondents denied and said that these barriers do not exist in modern companies. HR

director mentioned that she has clear wage guidelines regardless of a gender, the same for “climbing the corporate ladder”, she does not see any “ceiling” for women in ZETOR TRACTORS a.s.. Lastly, 2 out of 4 managers agreed that men sometimes exclude women from networking, as often football matches or golf playing is organized between men and women simply do not participate during these events.

Out of all possible ways for advancement of women in management, just one has been found in ZETOR TRACTORS a.s., they have not implemented CEO commitment or positive action, nor they provide day care for children. However, flexible hours are offered to women on maternal leave which are able to work from home.

#### ***4.4. Suggestions for company ZETOR TRACTORS a.s.***

After seeing the situation and conditions for women in ZETOR TRACTORS a.s., I developed 3 suggestions for company that can help them to improve the situation and conditions for women in management and to attract more women to work for them in general. As discussed in the previous chapter, the most pressing issues according to women working in the company are: burden of unpaid work and stereotypes, treatment or segregation connected with working for the male environment in a technological company. These 3 recommendations can partially solve the issues in ZETOR TRACTORS a.s.:

1. The women that work in the company should be empowered. Working in the environment dominated by male is not easy, therefore seminars to encourage women can help. The discussion on the most pressing issues and problems women face in the workplace can help with encouragement of women. Not only it would help to strengthen the community but also women can share their experience and advice. Each of them experienced different form of certain barriers or stereotyping, sharing the stories can help. Also, it can prepare new employees for a challenging task of advancing in a predominately masculine field. Keeping in mind that such events can be costly, I would suggest starting them for management of the company. Once, the structure and the course of the event will be clear, the other employees can have their seminars as well.
2. Attract more women by participating during career days which are held at various universities throughout Czech Republic. By having a booth at these events, company can attract more employees and specifically target women as an effort to change the

women-men ratio. Attract women studying technical areas, but also those that are studying social sciences or other areas. By participating, company will raise awareness for their brand and get the chance to explain what they can offer for women.

3. For the future, a larger project can be beneficial in form of day-care for children. Together with other companies in the area, day care can be set up so that women with children under 3 years have a place to put their kids while at work. It will be important to make sure that men with young children have the same opportunity, as too many benefits for women can have an adverse effect for men working in the same company. By sharing such a facility with other companies, the costs will be reduced significantly with all benefits still fully present. It can also create positive promotion for the company as not many enterprises in the Czech Republic are so innovative and equality oriented.

## Conclusion

The goal of this thesis was to analyze the role of women at top management of companies in today's society and support the findings with the case study of Czech company ZETOR TRACTORS a.s..

Not many women globally manage to climb the corporate ladder into the top management of companies as only 5.4% of CEOs are women or only 26.5% of top management are females. As I was analyzing the reasons why the position of women in management is so unequal compared to men, I identified six reasons behind weaker progression of women. Double burden of paid and unpaid work at home, sex segregation in certain fields and in the workplace, wage gaps between men and women, tokenism, "old boy network" and glass ceilings are among most pressing issues and barriers that women face in management. In order to climb the corporate ladder, they must overcome all these obstacles. However, there are many policies that exist to advance women in management and to help them fight the stereotypes and discrimination. Thanks to flexible hours, child care, transparent rules and positive actions of governments or CEO commitments, the working environment can accommodate the special needs of women and give them the opportunity to prosper and advance in management and climb to top management. In the Czech Republic, the situation follows the trend of the EU, however Czech Republic is the country which belong to the worst in terms of gender pay gaps or attendance of children in pre-school services in the EU. Also, female leaders and managers are missing mainly in science and technology in the country as 2 times more males study science or engineering than women, the difference in employment of men and women in general is 11.6%.

I wanted to know whether the theory matches the real-life experience of successful female managers and whether women truly do face that many obstacles in their careers in Czech Republic, the case study of ZETOR TRACTORS a.s. has been able to answer all these pressing questions. Thanks to the analysis of composition of management, I confirmed there is an inequality in terms of number of men and women. In top management of the company, there is just one woman, and out of 50 managers employed by the company only 8 are women. Secondly, thanks to interviews conducted, I was able to identify main problems and barriers that women perceive in management. Ubiquitous stereotypes caused sexual segregation in technical spheres and tokenism. The claim that women in Czech Republic do not study technology and do not work in this field was confirmed by all managers and supported by their



real experiences from this field. Predominately male workplaces have proven not to be an easy environment to be in on daily basis for women. The role of women as mother and caretaker posed another issue as all the additional hours of unpaid work at home await women after they get back from their paid job. Taking care of children and families is creating a major obstacle for women in management in Czech Republic.

Having heard the opinion of three successful women and mothers, has helped me to understand the real-life impact of these barriers on a woman's career. The findings from the theoretical part almost perfectly matched the findings from the practical part with exception of wage pay gaps which were strongly denied. The women in top management are often lonely and surrounded mostly by men, they must overcome numerous barriers in order to become successful. As a woman aiming to become a successful manager this topic has been very interesting to analyze and enriched my knowledge and deepened my passion for management.

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## Appendix

### Questions for interview:

1. **What is your current position?**  
.....
2. **How long have you been working for ZETOR TRACTORS a.s.? How many different position did you have?**  
.....
3. **Do you think that women constitute?**
  - a. Bigger part of ZETOR TRACTORS a.s.
  - b. Smaller part of ZETOR TRACTORS a.s.
  - c. Half of ZETOR TRACTORS a.s.
4. **What is the reason behind this fact?**  
.....
5. **Do you think that the goods a firm produce influence the ratio of women and men working there?**
  - a. Yes
  - b. No
6. **Do you agree with the opinion that women usually do not work in technologically oriented companies?**
  - a. Yes
    - i. Describe your reasons: .....
  - b. No
7. **Have you ever experienced discrimination or inequalities towards women in the workplace?**
  - a. Yes
    - i. What was the form of discrimination? What was unequal in a treatment? .....
  - b. No
8. **Have you ever met with stereotypes about women in the workplace?**
  - a. Yes
    - i. If yes, what stereotypes? .....
  - b. No

9. **What is the reason of unequal treatment?**

.....

10. **Do you have a feeling that your job evaluation, promotions and offers are the same for you and for men at the same level?**

a. Yes

b. No

i. Where lies the difference?

.....

ii. What is the reason for such a difference?

.....

11. **Do you think that women in ZETOR TRACTORS a.s. have the same chance of career progression as men?**

a. Yes

b. No

i. What is different for men?

.....

ii. How can this situation be solved?

.....

12. **Do you agree that if you were a man, your professional life would be easier?**

a. Yes, because .....

b. No

13. **Do you know of any policies or measures for advancement of women in the workplace?**

a. Yes

i. If yes, which ones?

.....

b. No

14. **Are you currently or have you ever been on maternal leave?**

a. Yes

b. I plan on going soon

c. No

15. **If yes, how do you assess your transition to and from the leave?**

.....



**16. Do you think that ZETOR TRACTORS a.s. has the right conditions and offer the help needed for women on maternal leave?**

- a. Yes
- b. No

**17. Do you find it difficult to balance family and professional life?**

- a. Yes, because, .....
- b. No

**18. Do you think that for men the problem family vs. career is easier?**

- a. Yes, .....
- b. No

**19. What do you miss as a woman in your workplace?**

.....  
.....

**20. How would you imagine the ideal company, which takes into consideration the needs of women and Is trying to deliver the equality between genders?**

.....  
.....

**Guideline for interview with the Human Resources and General Affairs director:**

**1. Ratio of males and female managers in ZETOR TRACTORS a.s.**

- What is your opinion on the current situation in your company?
- Do you think that it is feasible to change it?
- Do you actively work on changing it?

**2. The only female director**

- How do you feel about being the only female in the top management?
- Have you ever felt that your gender decides how your business partners are treating you?
- Have you ever met with discrimination of women in the workplace?
- Have you ever met with stereotypes connected with women in business or in management?

**3. Conditions for women in the company**

- What are the conditions for women on maternal leave?
  - i. What is your personal experience with maternal leave?
  - ii. What is your opinion on the dilemma family vs. career?

- Are there any special policies or incentives for women in the company?
  - i. What is the reason if not?
  - ii. Do you think it is important to have them?

**4. Future of the company in terms of gender equality in management**

- Do you plan any activities or incentives for women?
- Do you want to change the current situation?