

## *Gender stereotypes at managerial positions in selected public institution*

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**Abstract:** *The paper is focused on gender perception in a selected institution of public administration. The issue is considered a highly actual agenda deserving attention and research by means of which we can determine how perception of gender equality changes over time. The main goal of the article is to analyse managerial positions, find out and compare employees' ideas of the chosen institution as to the compensation packages of men and women, find out the dependence of the institution's success based on gender in managerial positions and identify the experiences in terms of employee discrimination based on gender. Detailed in the theoretical part are the definitions of notions and gender stereotypes, laws and contracts ensuring gender equality both in Slovakia and in the European Union. The data have been obtained through structured interviews and were further subjected to mathematical and statistical methods of evaluation described in the methodological part. Both the data and the conclusions have been assessed in final chapter of our article assuming our work.*

**Keywords:** *gender stereotypes, public administration institution, management, managerial positions*

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### **Introduction**

Success of companies depends on many factors in particular business environment, i.e. mainly on the advancement of corporate culture, competitive environment, structure and quality of suppliers of IT solutions, outsourcing services, and labour market (Janošková et. al., 2016). The effectiveness is based on the attitude and qualities of managers and their ability to motivate and initiate human resources to achieve the company objectives (Mura et. al., 2017). The issue of gender equality is observed within society for centuries.

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These days' women are legitimately recognized with rights equal to men, but reality predicates of something quite different. More and more women wish to occupy leading positions. The number of women ministers, women parliamentarians or women occupying management positions has increased significantly in the past years due to the favourable social and political context. National and supranational structures created auspicious legislative frameworks which were favourable to the accession of women to important positions, but even so, there are still differences between women and men in terms of payment, time spent at work or duties (Profiroiu, Nastaca, 2016). Women are considered unvalued and unable to bear up to manhood. Whereas women who deserves to be followed as a pattern in terms of managing several things at the same time. All that despite being loaded either by carrying of children, housework or standing ground at the job market. Women with their capabilities and arduousness are valuable contributors to their employers.

In Slovakia, women make up 51% of the population, with educational potential often higher than that man. This is fact barely perceivable neither in the job market nor in the politics. Slovakia is rather slow in taking into consideration the fact that the positions of men and women in the society still differ. This process of becoming aware is slower than the process of increasing discrimination of women, at the job market in particular. The issue of discrimination has been regulated by the Constitution of the SR as well as by a separate Law on Discrimination. However, despite of the legislation, the issue has remained highly topical.

### **1. Literature review**

Sex is a characteristics acquired biologically by every human being. Thereby, everybody is anatomically gifted to be either as a man or woman. Gender: social or cultural line. Gender or line are understood as a social relation expressing the fact that certain characteristics associated with the image of a man or woman have been formed by the society and its cultural heritage (Bosá, 2017). Gender also represents discursive/cultural media through which the sexual naturalness is determined or the natural sex as pre-discursive means i.e. that which would be more like culture, determined as a politically neutral surface that culture is taking place on (Butler, 2003).

Gender canal so b e defined on the basis of its levels of denotations they are forming it (Crawdord, Unger, 2003):

- socio-structural level – in this case, genders a system of classification by which one can characterize relations between men and women, starting with their position of power through social position they are holding,
- interpersonal level – in this case, gender is defining the closer gender roles leading to different behaviours in day-to-day human interactions, pointing out and reinforcing gender stereotypes,

- individual level – at this level, gender is of importance in terms of the internalization of gender identity of the individual. Everyone becomes agender-based personal entity; consequently, everyone is attributed to certain characteristics, roles or behaviour, which is required of men or women within the culture of his or her own. Gender equality can be perceived as freedom within the framework of developing the capabilities of men and women. It is about the possibility of applying decisions without restrictions, prejudices or gender stereotypes (Kvapilová, Porubánová, 2003). Gender stereotypes can also be explained as a righteous treatment of men and women. The principle of gender equality is understood that, all human beings have the right to freely develop their abilities and make their choices from options unrestrained by gender roles. Consequently, gender equality can yield both equal treatment and unequal treatment, which would be justified in terms of the advantages, rights, options or responsibilities.

As stated by Lind and Löther (Červinková, 2003), gender mainstreaming is typical of the aspects as follows:

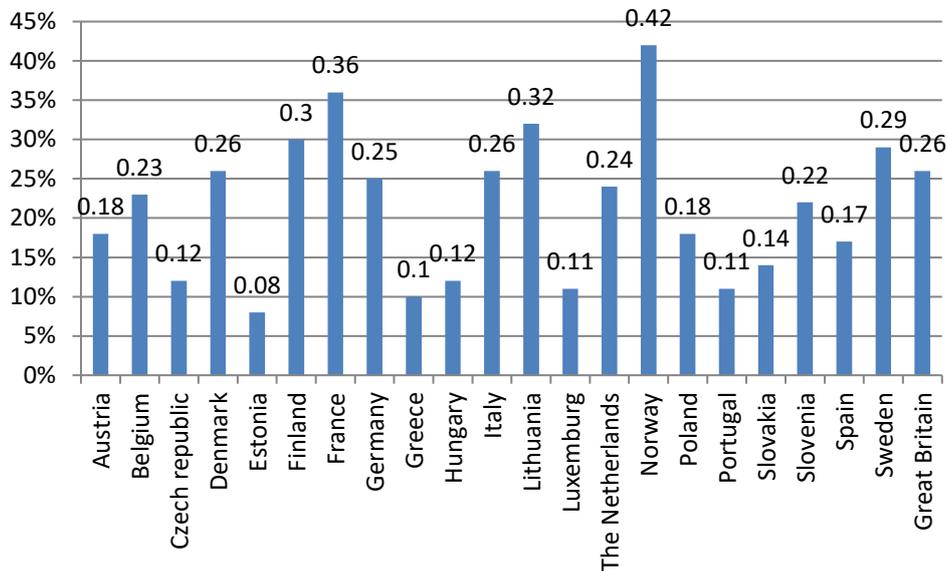
- gender mainstreaming refers to both men and women oriented at ensuring equal opportunities to them,
- gender mainstreaming denotes the strategy of achieving equal position of men and women in a society,
- gender mainstreaming is expanding on the themes and involves transfer of the acting men and women – all participants should add aspects of their gender to the relation when making decisions at all levels.

Similar characteristics of gender mainstreaming were presented by Fuhrmann and Liegl (2001), namely that equal opportunities and equal position of men and women are to be integrated into the decision-making processes, too. As by the authors, gender mainstreaming is enriched by notions such as citizen, equal opportunities, democracy and the one of gender dimensions. Based on the aforementioned facts, discrimination has been recognized.

The notion of Gender mainstreaming as it was first-mentioned in year 1985 on the occasion of the third world conference of the UNO devoted to the integration of female values into developmental activities (Nováková, 2002).

As stated by (Blackburn et al, 2002), the essence of the theory of patriarchy is in that men are attributed power and control, whereas this aspect is reinforced also by the fact that women are rated into lower work positions. Thereby, men are super ordinate in the gender system. Women are viewed by the society as less able, and in the man-women race at the job market they are only passive victims. Quite often women are excluded from the decision-making process in the society. For this reason, there is only a limited potential for them to change or affect the structure of the society. This phenomenon is called the Phenomenon of the glass ceiling. Within the European Union, only 5% of managerial posts are held by women. In total, only 18.6% of women in the EU are employed in supervisory boards of companies. It is important to note so as to

expedite the development of negotiations regarding the guidelines on women in managerial position, thereby having their chances extended as high as to the boards of directors (Gender Gov., 2016). Percentage of women in company managements is illustrated in Fig. 1.



**Figure 1 Percentage of women in the management of companies in the European Union expressed in percentage**  
(Source: Own processing based on OECD data)

As by the OECD, Slovakia is rated among countries with the lowest share of women in managerial positions. Of all the managerial post in Slovakia, women hold only cca 4 %, a fact also confirmed by the Slovak Statistical Office.

If we compare men, women – as managers – are in many cases more capable for the position. They are able to listen, show more empathy, more ready to establish and maintain contacts. Among the main aspects of cooperation on the part of women are those of humanity. Women are able to match and harmonize their style with that of the team. As a rule, they are more creative and sometimes show better organizational skill. As for the disadvantages, women are known for low level of self-confidence and are seldom able to fully realize their power or influence. Another problem of women is related to the existing conflict between their maternal role and employee (Rutheford, 2011).

One of the problems in career advancement and employment of women is in their unfair remuneration. As stated by (Dudová et al, 2006), majority of women and some of men are becoming aware of the unfairness resulting in wage inequality.

## **2. Research methodology**

The main objective of the research was to find out and compare the ideas adopted by the employees of the selected institution active in the public sector as to the equal compensation packages, dependency of the company success on the gender structure of the management, filling the managerial jobs by men and employees' experiences with gender-based discrimination. Within the evaluation of the data obtained we utilise research methods (e.g. induction and deduction descriptive statistics, contingency tables of the Microsoft Excel program). Then we use analysis, synthesis comparisons and selections. Verification of the hypotheses was supported by the mathematic-statistical method of Chi – square test.

We provided the structured interview conducted with a selective set of qualification in the selected department of the municipal authorities Košice, known as the Magistrate of Košice. The interview comprised three types of questions: open, closed, and semi-open ones.

In closed questions, the respondents were given several options of answers, selecting one of them. The main idea behind closed questions was to keep our research on track and avoid irrelevant answers given by the respondents.

Semi-open question also offered the choice of choosing from the variants of answers, and with the option of adding their comments to their choice or completely substituting it with their own ideas. The third type of questions involved those of open-type, which were answered by the respondents with complete freedom based on their own opinion and consideration.

Evaluation of the results was realized so that the interviews were divided by genders; consequently, interviews made separately with women and men, and were evaluated subsequently. All the answers were assessed so that the answers to closed and semi-closed questions were put into a table while taking note of their frequency of the various options. Open questions were evaluated by way of putting them into categories while also recording the frequency of answers given to them. Subsequently the answers were subjected to analysis and synthesis. The results of the closed and semi-closed question were developed into a graphic presentation, while count were converted percentage values to facilitate interpretation of pro rate answers given in the separate research groups.

The data obtained from referees questionnaires have been subject of analysis and comparisons, thereby comparing answers given by men and women to all the questions comprised in the interviews. The final data have been statistically tested with use of the mathematic-statistical method of Chi quadrate test. In case of this type of testing, our attention was paid to the testing criterion of  $x^2$ , which was subsequently compared with the significance level. By standard, it is determined at the values of 3% or 5%. As a rule, the value of 3% is determined for large research patterns of respondents. Consequently, we have decided to perform comparison with the significance level of 5%, the one of most standard use for common research. In practice it means that the computed testing criterion was compared to the value, which is critical to our degree of freedom and the selected borderline of

significance, in our case at significance level of 5% and degrees of freedom in our case 1. In case when the testing criterion was larger than the critical value of 3.8415, the hypothesis H1 on the existence of dependence has been accepted, with the subsequent assessment of the measure of the dependence.

Development of a structured interview with the employees was based on the hypotheses formulated as follows:

**H1.** Experiences of men and women with discrimination. Women are expected to have more experiences with discrimination compared to men.

**H2.** Differences in compensation packages depending on gender. In this field, men disagree with discrimination.

**H3.** More frequent assignment of managerial function to men in companies. Women, compared to men, will agree in that managerial functions in companies are mostly held by men.

### **2.1 Characteristics of the subject of research**

The Magistrate of Košice, is the highest executive body of the city and it performs its outward representation. It is a statutory body in property-bound legal affairs of the city as well as in the employment-bound relations of the employees. Its status is regulated by the Law on Košice and the Statute of the city of Košice. The governing body of the Magistrate is the Mayor of Košice.

In the research conducted, interviews were made with the employees of the economic department supervising four further departments.

### **3. Analysis of the research results and main findings**

The research sample was made up by the employees of the economic department of the Magistrate of Košice, i.e. 41 respondents, of whom 25 men and 16 women. They were between 20 and 54 years of age. Illustrated in Fig. 4 is the research sample by gender, representing the main criterion of the research conducted. The data regarding the sample have been presented in percentages, the values have always been calculated by the number of respondents in the given research group. In view of gender, men constituted 61% and women the remaining 39% of the sample.

The research sample in terms of age was made up mostly of the elder generation between 40 and 54 years of age, and 56.3 % were women and 56 % men. Of respondents between 20 and 39 years of age 43.8 % were women and 44 % men.

By the positions held at work, most of the respondents reported holding posts in the lower management, of whom 43.8 % were women and 32 % men. In the top management there were only 6.3 % of women and 24% men. In the middle-management, the ratio was 37.5 % women and 28 % men. In the executive staff there were 12.5 % women and 16 % men.

Respondents were also asked about their salaries. Women most frequently reported wages between 500 and 700 EUR, 56.3 % of them. Less frequent were

those, only v 25 % of women, reporting wages between 700and 850EUR. 18.8 % of women stated receiving wages between 850 – 1000 EUR. As for men, the most frequent option was, receiving wages between 850 and 1000 EUR (40 % of the answers) and that between 700 – 850 EUR (40 % of answers). 20 % of men reported wages between 500 and 700EUR.

**3.1 Verification of the hypotheses**

The respondents were asked if they agree with the statement that executive function are held more by men than women. Agreement was voiced by 75% of women, whereas only 20% of men were of the same opinion. On the contrary, disagreement was voiced by as much as 80% men and only 25% of women. The contrast in the answers has motivated us to investigate the phenomenon by means of hypotheses.

H0: Filling of executive jobs in a company does not depend on gender.

H1: Filling of executive jobs in a company does depend on gender.

**Table 1. Calculation of the testing criterion with focus on the gender of respondents**

<b>Actual count:</b>			
	<b>Yes</b>	<b>No</b>	<b>Total</b>
<b>Women</b>	12	4	16
<b>Men</b>	3	22	25
<b>Total</b>	15	26	41
<b>Expected count:</b>			
	<b>Yes</b>	<b>No</b>	<b>Total</b>
<b>Women</b>	5.8537	10.1463	16
<b>Men</b>	9.1463	15.8537	25
<b>Total</b>	15	26	41
<b>Chi-quadrante test:</b>			
	<b>Yes</b>	<b>No</b>	<b>Total</b>
<b>Women</b>	6.4535	3.7232	10.1767
<b>Men</b>	4.1303	2.3829	6.5132
<b>Total</b>	10.5838	6.1061	16.6899
<b>Testing dependence:</b>			
$X^2$	>	$X^2_{(r-1) * (c-1) 0,05}$	
16,6899	>	3.8415	

*(Source: Own processing)*

Hypothesis HO is rejected and H1 is accepted at significance level of 5% and degree of freedom 1, obtaining the critical value of 3.8415, comparably lower than the testing criterion of 16.6899. Making use of Cramer's contingency coefficient V, we have found that the measure of dependence of testing is 0.6380. It stands for a medium-level of dependence approaching to strong-level of dependence. Having performed a mathematical-statistical verification of the research result, we have found out that they have been statistically significant.

Comparing the percentage-based evaluations of the research results, we have also found out that agreement with the statement according to which executive posts are held more often by men than women have been voiced by three-third of women and less than one-fourth of men. On the contrary, disagreement was marked 80 % of men and only one-fourth of women. It then follows that women are of the opinion that executive posts in companies are more frequently filled by men than women.

By method of personal interviews, we have further inquired whether sometimes in the past they had faced personal discrimination in person. The answer of „Yes „,was given by 43.8 % women and 12 % men and the answer of „No “was ticked by 56.3 % of women and as much as 88 % men. In case of positive answers to this question, we added a supplementary question by which we wanted to find out the field of discrimination thee have faced. By the respondents 'answers, the most frequent forms of discrimination were based on gender, age, marital status and family conditions particularly with women having small children. The results of this answer were subjected to statically testing of the hypotheses. In so doing we have found answers to the important question regarding discrimination as the differences in remuneration are often related and directly proportionate to the loading of women with other than work-related duties.

H0: Existence of interdependence on the experiences with discrimination do not depend on gender.

H1: Existence of interdependence on the experiences with discrimination do depend on gender.

**Table 2. Calculation of the testing criteria focused on the discrimination by gender**

<b>Actual count:</b>			
	<b>Yes</b>	<b>No</b>	<b>Total</b>
<b>Women</b>	9	7	16
<b>Men</b>	5	20	25
<b>Total</b>	14	27	41
<b>Expected count:</b>			
	<b>Yes</b>	<b>No</b>	<b>Total</b>
<b>Women</b>	5,4634	10,5366	16

**Gender stereotypes at managerial positions in selected public institution**

<b>Men</b>	8,5366	16,4634	25
<b>Total</b>	14	27	41
<b>Chi-quadrante test:</b>			
	<b>Yes</b>	<b>No</b>	<b>Total</b>
<b>Women</b>	2.2893	1.1871	3.4764
<b>Men</b>	1.4652	0.7597	2.2249
<b>Total</b>	3.7545	1.9468	<b>5.7013</b>
<b>Testing dependence :</b>			
$X^2$	>	$X^2_{(r-1) * (c-1) 0,05}$	
	5.7013	>	3.8415

(Source: Own processing)

Hypothesis H0 is rejected and hypothesis H1 is accepted at the level of significance 5% and degree of freedom 1 obtaining the critical value of 3.8415, which is lower than the testing criterion of 5.7013. Making use of Cramer's contingency coefficient V, we have found 0.3729 measure of dependence of testing that represents a medium-strong dependency. As for the experiences of men and women with discrimination, we assume that women will have more personal experiences with discrimination than men.

Based on the data obtained, we have found out that both research groups were more frequently marking the negative option, consequently, the majority of respondents had no personal experiences with discrimination. As for women, however, there is a very small difference between respondents marking experiences with discrimination and those reporting none of the kind. But in the hypothesis we have focused on our assumption that experiences are more frequent with women than men. When focused on the positive answer, higher frequency is present with women than men, and the difference between both research samples is relatively wide. This implies that women actually have more experiences with discrimination at their workplaces than men. We can conclude that the first hypothesis has been confirmed.

The last hypothesis was oriented on the information whether the respondents share the view, according to which men and women in managerial positions are remunerated at an equal level. Women most frequently said No, in 87.5% of cases, whereas men marked the negative option in 36% of cases. As for men, the most frequent answer was "Yes", that is to say that men and women in managerial positions enjoy the same level of remuneration. It was so in 64% of them. Women were of the same opinion only in 12.5% of cases.

The answers were subjected to statistical verification in order to confirm the existence of dependence, thereby confirming women's statement, i.e. they are less valued than their male colleagues. On the other hand, contrasting answers may also have related to the respondents' lack of knowledge as to how the others are paid.

H0: Differences in compensation packages do not depend on gender.  
 H1: Differences in compensation packages do depend on gender.

**Table 3. Calculation of the testing criteria focused on compensation packages of genders**

<b>Actual count:</b>			
	<b>Yes</b>	<b>No</b>	<b>Total</b>
<b>Women</b>	2	14	16
<b>Men</b>	16	9	25
<b>Total</b>	18	23	41
<b>Expected count:</b>			
	<b>Yes</b>	<b>No</b>	<b>Total</b>
<b>Women</b>	7.0244	8.9756	16
<b>Men</b>	10.9756	14.0244	25
<b>Total</b>	18	23	41
<b>Chi-quadrat test:</b>			
	<b>Yes</b>	<b>No</b>	<b>Total</b>
<b>Women</b>	3.5938	2.8126	6.4064
<b>Men</b>	2.3001	1.8000	4.1001
<b>Total</b>	5.8939	4.6126	<b>10.5065</b>
<b>Testing dependence:</b>			
$X^2$	10,5065	$X^2_{(r-1) * (c-1) 0,05}$ 3,8415	

*(Source: Own processing)*

Based on the data evaluated, we are rejecting hypothesis H0 and accept hypothesis H1 at the level of significance of 5% and degrees of freedom of 1 obtaining the critical value of 3.8415, which compared to the testing criterion of 10.5065 is lower. Making use of the Cramer's contingency coefficient V, we have found out the measure of dependency of testing at 0.5062, which hold for medium-level of dependency.

In view of the results obtained by comparing the answers and based on the statistical calculations, we can conclude that the hypothesis has been confirmed. We assume statistically significant differences between the compensation packages of men and women, in that men compared to women will report equal conditions for both men and women more frequently.

On the basis of comparing the respondents' answers we can see that the „Yes“ option, i.e. agreement with the statement according to which men and women at the same managerial post enjoy equal compensation packages were marked by more than the half of men, whereas women did so only in very low percentage. On the contrary, disagreement with this statement was indicated by almost 90% of women, an extremely wide difference compared to men. It implies

that while women are almost convicted of the fact that man and women at the same executive position do not enjoy equal remuneration, men are in contraposition, maintaining that wages in this case are equal.

#### **4. Conclusion**

Our investigation of gender differences between men and women is pointing to the fact that discrimination of women is still quite apparent. In the job market, women are disadvantaged to a higher extent than men. Despite of women's education being comparable or in some cases higher, remuneration to the detriment of women is showing a 25% difference (the figure increasing with age), later resulting in lower revenues in retirement age with the looming threat of poverty for women in higher age. Gender stereotypes thereby lead to segregation in the job market causing wider differences in compensation packages. Even though women are increasingly choosing typical „male“ professions, they are still over-employed in traditionally „female“ positions such as secretaries, nurses, whereas in professions with high power are poorly represented. Even in sectors where women prevail, e.g. in health service, the majority of hospital directors and head doctors are held by men.

The main goal of our research was to analyse perception of gender at managerial positions and refer to facts that gender stereotypes do result in low representation of women in higher levels of company management. By confirming all the hypotheses, the existence of stereotypes has been proved. They raise barriers to be overcome by women. An interesting finding is the awareness of men themselves as to the overloading women. The authors presented in this final part of contribution have already singled out some of the recommendations. In the field of management in Slovakia one can identify options that ensure equal opportunities for both genders. The areas of concern are:

- Introduction of quotas determining the representation of genders in company

managements in compliance with the principle of subsidiary a proportionality. The quotas are aimed to ensure remedy in the field of gender inequality (Břicháček, 2013),

- The zipper system – meant in this case is a regular alternation according to which every

other working position would fall to women (Filadelfiová, 2002),

- Supporting woman's career – need to remove biological, historical, societal and

personal barriers known to be obstacles barring women in building their career (Zlábková, 2005),

- Participation and enforcement of responsibilities, thanks to which women could develop

higher level of self-confidence resulting in strengthening their self-awareness. (Ondeková, Očenášová, 2012).

However, the research presented above has to be carried further, upgrading the present knowledge and drawing new conclusions.

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