

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Management**



**Diploma thesis**

**Diversity management**

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# CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

## DIPLOMA THESIS ASSIGNMENT

Hana Kučerová

Economics and Management

Thesis title

**Diversity Management**

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The results were gained by conducting a primary survey in form of a qualitative/quantitative survey.

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Honourable declaration

I declare, that this diploma thesis "Diversity management" is made by me individually under the supervision and with use of specialized literature and other valid informational resources quoted in the thesis and stated within the list of used resources at the end of the work. Being the author of this diploma thesis I further claim that in relation with its creation I did not breach any copyright of third parties.

In Prague, \_\_\_\_\_

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# Diverzity Management

## **Souhrn**

Tato diplomová práce se zabývá tématem diverzity managementu ve vybrané společnosti. Skládá se z teoretické části, která zahrnuje stanovení cílů a popsání metodiky práce a praktické části. Základní termíny nezbytné pro pochopení daného tématu jsou popsány v první části. Hlavním cílem práce je specifikovat danou problematiku ve vybrané společnosti se zaměřením na věkovou diverzitu, genderovou diverzitu a národnostní diverzitu. Praktická část práce zpracovává danou problematiku ve společnosti XY s. r. o., jejíž název nebylo povoleno zveřejnit vedením společnosti. Veškeré materiály a data potřebné pro vypracování prac byly však poskytnuty. Údaje pro vypracování praktické části byly získány kvantitativním (dotazník) a kvalitativním výzkumem (řízené rozhovory s představiteli vyššího a středního managementu). Výstupy praktické části jsou rozebrány a popsány. Zhodnocení dotazníků a rozhovorů ukázalo potvrzení jednoho předpokladu stanoveného na počátku této práce. Zbývající dva předpoklady byly zamítnuty. Zhodnocení praktické části vyústilo v doporučení společnosti zdůraznit důležitost diverzity managementu napříč celou společností a vyvážit věkovou diverzitu v jednotlivých odděleních společnosti.

**Klíčová slova:** diverzita, diverzity management, lidské zdroje, společnost

# Diversity Management

## **Summary**

This diploma thesis deals with the issue of diversity management in a chosen company. It consists of theoretical part, dealing with goal establishment and materials and methods description, and practical component. Fundamental terms necessary for understanding the topic are described in the first part. The main goal of the thesis is to specify the issue of diversity management and to assess this subject in a chosen company while focus is directed at age diversity, gender diversity and national diversity. Practical component elaborates this issue in XY s. r. o. whose name could not be published due to internal regulations of the company. However, all the materials and data needed were provided. Findings for elaborating the practical part were collected by quantitative (questionnaire) and qualitative research (directed interview with representatives from top and middle management). Outcomes of the practical part are analysed and described. Assessing the questionnaire and interviews resulted in confirming one precondition established in the beginning of the work. Remaining two preconditions were denied. Elaboration of the practical part resulted in recommendation to promote diversity management through the company and to balance age diversity within individual departments.

**Keywords:** diversity, diversity management, human resources, company

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# 1 Introduction

Diversity management. A wide topic with growing importance touches companies regardless the industry, wealth or size. It is one of the areas of management companies should pay a closer attention to. The reason is to maintain the position on the market and to gain competitive advantage over its competitors while understanding its purpose and value. The cause of such a significance is continuous globalization resulting in multicultural country with many nationalities that have to find a way to live together, work, create, cooperate and be beneficial to one another.

Diversity management may lead some to wonder, what this topic really encompasses. With employees being the most important factor of every company, requires appropriate attention. Facts about employees' background, characteristics and roots cannot be overlooked and it is for the best interest to turn these differences into an advantage. Employees should have such conditions that allow them to fully develop their own potential regardless their individual differences. It is up to managers to have knowledge about diversities within the company and gain the most value by using this information wisely. For successful management of diversity within the company it is essential to have more than basic notion about the topic. Educating employees is one of the tasks that should be included. Helping to support and understand the matter and include diversity management in the company's culture.

Diversity itself can be noticed in everyday life, in the society as a whole and of course in the business community. The importance of this topic explained itself. Companies should take into account integration of different nationalities and benefit from what they can offer. Different perception of principals, procedures or simple operation practices can bring new aspects. People from diversified background with different experience and habits can be an enormous contribution and managers who realize that can create important value to the whole company.

Diversity management should be rooted in the company's culture. There should also be some entity managing this area and handling related issues. The human resources department educating and informing other managers and employees would be preferable. Including diversity management into the strategic planning and establishing time frame is crucial. Since the market is constantly changing, new technologies appear every day with nationalities and cultures mingling and affecting each other. Diversity management is one of the tools on how to be a step ahead and use all these differences to ones own merit.

## **2 The aim of the thesis and methodology**

### **2.1 The aim of the thesis**

The main aim of this diploma thesis is to specify the issue of diversity management, to outline the main areas and assess this subject in chosen company while the focus is directed at three kinds of diversity management that are explained closely. The partial goals are established as follows:

- Summarize the theoretical findings related to the diversity management and associated issues,
- Define the fundamental terminology needed as the basis for understanding the thesis,
- Identify the approach and the stance of a chosen company to the individual area of diversity management.

With regards to the aims of the diploma thesis, the following preconditions will be confirmed or denied:

1. Men aged between 31 and 40, on the same position level, have higher salary than women under the same conditions in a chosen company.
2. University graduates are more likely to be hired into lower and middle management than candidates older than 50 years.
3. Having two candidates for any position in the company with the same set of skills, experience and qualifications, while one has Czech nationality and the other does not, the higher chance of being placed, has the Czech.

## 2. 2 Material and methods

The first part is the theoretical component that deals with the foundation obtained by the elaboration of the specialized literature, scientific articles, latest research and other valid resources that define the theoretical basis for this topic. To be specific, three areas of diversity management are chosen and described. These areas are closely studied in the practical component of this thesis. Furthermore, the essential terminology needed for understanding the whole issue is explained while the strongest emphasis is put on age diversity, gender diversity and national diversity. Important terms are defined so there is no misinterpretation while reading this paper.

The initial premise for the practical component composition is the comprehension of the theoretical findings. The practical component is focused on a specific company. Its evolution, history, economic position, organizational structure and industry description are introduced briefly. With the focus aimed at the company's stance to the topic of diversity management and its specific description.

Information is obtained through quantitative and qualitative research. The information about company's characteristics is acquired from examining internal documents, the company's websites and information provided by the HR department.

Questionnaire was used as a mean to obtain information for quantitative research. Its distribution was made by the HR Manager to all the employees, who have a permanent contract. That would be 153 employees. The rate of return was 76%, that is exactly 116 questionnaires. The questionnaire consists of 17 questions. Initially, there are identification questions. Second is a part devoted to gathering information about respondents' education, working experience, qualification, job classification etc. Further on, the focus is on acquiring employees' perception of three areas of diversity management, which are dealt with in this paper - gender, age and nationality. The purpose was to acquire truthful information about employees' stance and opinions towards diversity management in the company they work for and express their overall perception regarding this topic. Microsoft Excel was used to evaluate the questionnaire and express the absolute and relative frequencies, while compiling the tables, graphs and schemes.

This quantitative research was supplemented by qualitative research in the form of an interview with seven representatives of the company. Four of them are members of top

management and three respondents are from middle management. The interview consisted of 10 open questions that allowed respondents to express their opinion and to share whatever information they considered important. The aim was to find out the attitude towards the issue of diversity management in the company.

The interview was conducted with each respondent separately so the outcome would not be affected by other than own opinions. Another reason was that the questions are rather sensitive and hence the interviews were anonymous. Interviews took approximately 40 to 60 minutes and were conducted in the company offices after scheduling the meeting via HR department of the company.

To assess the outcomes of quantitative and qualitative research, three preconditions were elaborated in the beginning of the work. Graphical demonstration elaborated on the basis of questionnaire evaluation was used while assessing these preconditions. Outcomes and assessment of each precondition is discussed in the end of this paper along with the conclusion, suggestion and proposals that are drawn up on the basis of practical component assessment.

### **3 Theoretical background of the thesis**

This part of the thesis defines the fundamental ideas and terms that are used and are essential for understanding the issue of diversity management as a whole. Furthermore, there are goals and purpose of diversity management outlined. The more detailed attention is paid to the gender diversity, age diversity and national diversity and own chapter is devoted to equal opportunities and advantages of diversity management.

#### **3.1 Personnel and HR management**

Management of people is topic that is very closely related to the diversity management and aims to strengthen its role in managing companies. There is much more emphasis put on people than it is on technologies recently. Therefore, this trend cannot be overlooked and hence the short introduction of essential terms.

##### **3.1.2 Personnel management**

Personnel management of the company is perceived as a compilation of management and procedures with human capital as a main factor that represents the most important part of every company (Vodák et. al., 2011). The personnel department is expected to support employees as well as separate departments and help them fulfilling the company's and personnel goals. Since people are the main factor, there is quite a noticeable deal of unpredictable situations and variables. Therefore, the personnel management plays the essential role in the company (Werther, Davis, 1992). According to Institute of Personnel Management, personnel management seeks to achieve the highest effectiveness possible while keep the fair and equal treatment and at the same time, those two factors cannot function without each other. The aim is to provide equal opportunities for employees, man and women, so they can bring their best and that is, as for an individual or collectively, while proper and fair conditions are provided (Hendry, 2012).

##### **3.1.3 Human Resources management**

Human resource management (HRM) does not have a unified definition. The term evolved from personnel management in a way of expressing the processes regarding managing employees in company. The HRM is a strategic approach towards managing the most valuable asset of each company - people, who help to reach the goals either

individually or collectively (Armstrong, 2007). HRM is supposed to find the mutual way of matching the employees' practices with the strategy and goals of a company. It should also secure the motivation, commitment and trust of employees in the company. Personnel management can be clearer due to the human resources management since it could miss the proper concept of business strategy. Human capital can be enhanced and improved by training or education, the same way a building or warehouse is able to be modernised. On the contrary, it also can become obsolete if not taken care of (Hendry, 2012). HRM considers people as a unique wealth. Developing globalization, stronger competitiveness, higher requirements of employers and changing demands of customers contribute to changing view of people management and care for employees (Šikýř, 2012).

Human resources management has its own place in the company. It is a very important factor and should be taken into consideration. However there are some limitations, many HR professionals fear of numbers which keeps them from developing any further, finding new solutions and most importantly, keeping them from making their superiors' listen and actually see the value of HRM. To attract the attention of management, it is necessary to speak the language of business. That means, avoiding the incorrect perception that employees' value cannot be measurable. There is discipline allowing assessing the human attributes that are not measured easily. Psychometrics, in this context, concentrates on analyzing and assessing human attributes that are important to the business. One of the important questions is the use of compensation as the only measure of performance. Human resources professionals and of course, employees and employers have to realize the importance of having another performance metrics (Galer, 2015).

### **3.1.4 Difference between personnel and human resources management**

There is no specific definition that would distinguish these two terms. The human resources management can be understood as a new way of personnel management. In other words, these two terms can be perceived identically, or as Armstrong (1987) stated, it is "old wine in new bottle." The focus of personnel management was initially on staffing and labour management, consequently shifted onto balance of interests in the workplace and manpower planning. Personnel management is efficient in providing an employment decision framework and policies. HRM is strong in straightening the personnel management discipline since it is more precise in analysing and underlying the employment strategy and related fields (Hendry, 2012). There are theories saying there is



no difference between personnel management and HRM, that both of them stand for the managerial function that allows managers acquire, train and develop new members of their company. However, according to Armstrong (2007), personnel management put emphasis on communication and participation processes but HRM emphasizes the strategic harmonization and integration.

## 3.2 Purpose of management

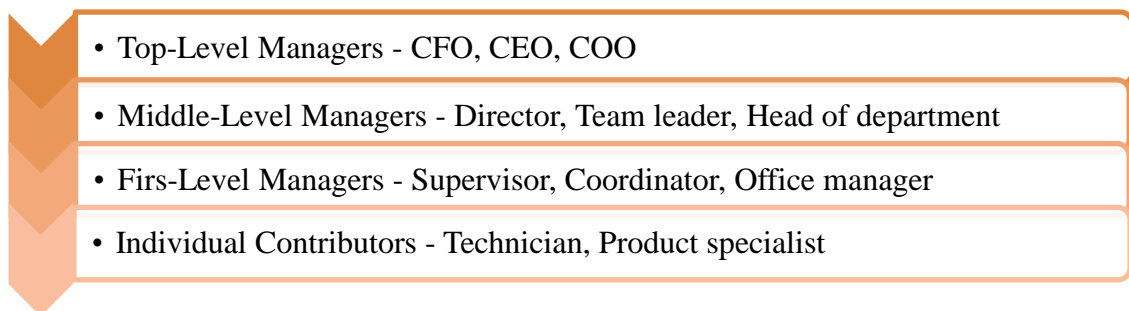
Management has an important saying in organizational decisions, therefore it is fundamental to outline its meaning and have a deeper insight into its purpose, roles and levels. This is due to it being closely related to diversity management. It is crucial to establish and specify individual terms in order to fully understand the practical part.

Management stands for activities, or a process, that uses resources of the company in order to reach the company's goal and objectives by means of planning, organizing, staffing, leading, delegating and controlling. Management is set of activities carried out, consequently one after another, by an individual or by a group of people. These activities have to be in compliance with organizational goals. Management evolved from the need to make the work and its results more effective (DuBrin, 2010; Bělohávek, 2001).

### 3.2.1 Levels of management

Being able to understand and imagine how the company operates require understanding its organizational structure. There are the main levels of management, often referred to as managerial levels, even though organisational levels, is a more precise term. These levels are demonstrated in the following figure.

Figure 1: Managerial Levels



Source: DuBrin (2010), own processing

Every organisation structure may be different and managerial levels are not strictly given. Top-level management has the power to make essential decisions regarding company's direction, future development, hiring new employees and all the important matters concerning a company's wellbeing and functions. Top management usually consists of managers having the chief word in their title (CEO - Chief executive officer, COO - Chief operating officer, CFO - Chief financial officer, president and vice president). It can be also called "C-level manager". Important to mention, that an organisational structure is not a binding pattern, it may differ in each company (DuBrin, 2010).

Another equally, if not more, important role of the top management is to ensure that the company's goal and mission are in line with external environment and that the voice of consumers is heard and taken into consideration. Company needs to be able to react to opportunities and be aware of potential problems. The flexibility is also fundamental and the external world should be connected with the internal one. Top managers carry the important role and are responsible for the performance of the whole company (Schermerhorn, 2010).

Mid-level managers play a significant role in company's success. They are the key parts that forward the important information from top management down through the company. Being in charge of many important decisions that give direction to the company is also in their competency and therefore play the essential role in company's future development. Middle management take care of coordinating activities thorough the company, hold responsibility for conducting top-manager's will and reports to top managers. Therefore, middle management serves as a link between the top managers and lower level (Schermerhorn, 2010; DuBrin, 2011).

First-level managers, or first-line managers, are the ones that handle entry-level position. The adequate position would be the supervisor that reports to middle managers and also supervise and oversees the non-managerial workers (DuBrin, 2010).

### **3.2.2 Managerial roles**

There are several managerial roles identified by Mintzberg in order to describe and understand managerial work. These roles are divided into three categories which are as follows: informational, interpersonal and decisional role. First role consists of passing on, receiving and assessing information. Interpersonal role cannot be done without internal and external communication thorough the company. Decisional role involve using information

in order to make important decision. According to DuBrin (2011), there are 17 different managerial roles within 4 managerial functions. The division is as follows:

- Planning - strategic and operational planner;
- Organizing and staffing - organizer, liaison, staffing coordinator, resource allocator, task delegator;
- Leading - figurehead, spokesperson, negotiator, motivator and coach, team builder and team player, technical problem solver, entrepreneur;
- Controlling - monitor, disturbance handler.

### **3.3 Diversity in the labour market**

The term diversity belongs amongst the essential terminology of recent labour market and it stands for variety, heterogeneity. It represents the concept that aims to create such conditions that allow all the people, regardless their individual differences, fully develop their own potential. And this applies both to society and to business community (Velíšková, 2007). Researchers' and policy makers' realization of different experience and perception between and within individual social groups brought the concept of diversity (Bagilhole, 2014). The number of participation of diversity groups on working targets have grown rapidly in the recent years. Individual companies ought to be more creative, work more effectively and keep up new trends according to customers' needs. It is important to pay attention to diversity not only from the point of view of legal and moral site of discrimination but also there are some factors demonstrating that the companies' success on the market is in the diverse environment higher and can boost the work ethic, increase the productivity and open up new market segments (Keil et al., 2007).

Diversity is the essential feature of systems that express variety of its components. Diversity is also perceived as measure of system stability because in case of crises, the uniform system collapses at its whole extent but in the diverse system the crises affects the individual part but the whole remain functional. Diversity can be divided into socioeconomic diversity and economic diversity. The socioeconomic diversity is given by the influence of social and biological processes and arises spontaneously. it is often considered a negative phenomenon, primarily as a stimulus to discrimination, conflicts and wars. Elements of universality can be seen yet from the base of human civilization (seeking the common currency, language etc.) but recently, globalization is the term being

used. On the contrary, the stability of the society and the whole civilization lies in its diversity (Plesník, Roth, 2004).

Economic diversity aims to create circumstances in a society and especially in business community that allow all the people, regardless their individual diversity, fully develop their own potential. As for the human resources management, the economic diversity represents the personality of each individual that resolves from their diversity. There are initiatives trying to promote the diversity. They focus on relationship cultivation, respect promotion, understanding the mutual diversity and diminish discrimination (Huntington, 2001).

### **3.3.1 Understanding diversity management**

Diversity management arose as consequence of evolvement and accepting and introducing new arrangements. The core is the integration of principals and procedures of diversity into the everyday managerial practice and education within the company. In order to achieve the established goals and acquire advantage over competitors it is essential to understand which of the possible forms of diversity might offer the desired strategic advantage or reduce the ability to achieve established goals (Keil et al., 2007).

In the Czech Republic, it is a relatively new term that becomes an inseparable part of human resource management. Considering the situation in U.S. where there are many nationalities and races that learned to live together and respect each other, the Czech society was isolated in this way. Position of men and woman was divided and woman emancipation began to emerge only recently. As for the policy of minority integration there are still considerable reserves which is partly influenced by lack of experience with diversity, there are too few experiences with ethnic and nationally distinct communities. Changes were brought by big multinational companies that overtook proven company's values and processes (Schauerová, 2015).

One of the challenges represents work coordination of diversified labour in a way that goals of the company are fulfilled. Nowadays companies are typical by diversity of labour, as for gender, age, nationality, race or other (Robbins, 2004).

Report called Workforce 2020 demonstrates that American working labour tends to involve towards diversity but with a slower pace than it was until now. More than half of the rise of labour would be created by minorities. The fastest growth is assigned to workers from Asia and Latin America. The report also states that much more significant influence

on diversity would be the aging of population. Diversity strikes every country. For instance, the migration is rapidly increasing in Italy, woman employment grows in Japan and Germany faces to population aging (Robbins, 2004).

Diversity management is active, consciousness creation of strategic and value oriented communicational and managing process that is focused on future and has the basis in acceptance and usage of particular differences and similarities as potential strengths of company. This process creates the value added of the company (Thomas, 1996). It is impossible for diversity management to exist without being rooted in certain moral and legal norms. Ethics and legal movement against discrimination are not only components of society's surroundings but the company's identity itself has to reflect the tradition of human rights protection (Keil et al., 2007).

According to study of European Commission (2003), The Costs and Benefits of Diversity, the companies that support diversity itself state several most important benefits:

- improvement of company's recognition,
- strengthen cultural values within the company,
- better opportunities in acquiring and maintaining highly talented people,
- improvement of rate of innovativeness, creativity, motivation and productivity amongst employees,
- increase of customers satisfaction,
- improvement of selection and lower labour fluctuation,
- improvement of approach to new market segments (Broughton, 2003).

The study also shows that the advantages resulting from diversity integration into the society are beneficial not only within one department but thorough the whole company, especially to leaders and top management (Broughton, 2003). Skilled managers recognized that diversity is also a huge asset to the company because it brings along wide range of solutions and opinion on a problem solving. Companies allowing diversity development and perceive diversity as an opportunity to gain maximum possibilities for usage of own employees have a strong advantage over its competitors (Robbins, 2004).

In Europe, reason for the spread of Diversity Management, amongst others, is anti-discrimination legislation EU expressed particularly in the paragraph 13 of the Amsterdam Treaty that explicitly prohibits discrimination in connection with:

- gender (sex),
- racial or ethnic origin,
- religion or belief,
- age,
- disability,
- sexual orientation.

The concept of Diversity Management in the Czech Republic obtained legislative support (likewise the Gender Mainstreaming and Corporate Social Responsibility companies) by anti-discrimination law approved in June, 2009 (Information about diversity and Diversity Management, 2009). Diversity management becomes an inherent component of any bigger company. The benefits brought by diversity were underestimated for a long time and under the adjustment of long term solid boundaries and established stereotypes, the diversity do not benefit only from the moral aspect but also from the economical one (Keil et al., 2007).

Diversity management refers to differences and similarities of people within the company and its surroundings: companies, enterprises of any size and specialization, public and private institutions, political parties, unions or universities. Diversity can be applied to any kinds of company that employs people, that offer goods or services to clients and customers or where people are connected as a third parties (Gardenswartz, Rowe, 2013).

### 3.3.2 Diversity structure

According to aforementioned authors, Lee Gardenswartz and Anita Rowe, diversity has its own structure, consisting of four layers.

Figure 2: Diversity management



Source: Gardenswartz & Rowe, 2015

#### First layer: Personality

The inner layer stands for personality, being innate and unchangeable, was an individual's way of thinking and their behaviour. Personality is a result of individuality and personal experience from the past, memories and deep-rooted habits (Gardenswartz & Rowe, 2015).

#### Second layer: Internal Dimensions

Personal characteristics or group identity that significantly forms individual and its position in the society and in the labour market. Those features are expressed in the internal dimension. Also aspects that are the subject of diversity provisions and diversity education that are under anti-discrimination laws are included. Within these aspects are age, gender, sexual orientation, physical ability, ethnicity and race (Gardenswartz & Rowe, 2015).

### **Third layer: External Dimensions**

This layer consists of features that are easier to change and adjust or even can be chosen by an individual. It is not always clear whether the characteristic comes under internal or external layer and it often depends on cultural or legal framework. That is the reason why religion is stated in both layers. In one country it could lead to serious prosecution but in other would be considered as an administrative matter. External Dimension includes geographical location, income, personal habits, recreational habits, religion, educational background, work experience, appearance, parental status and marital status (Gardenswartz & Rowe, 2015).

### **Fourth layer: Organizational Dimensions**

Last layer defines affiliation to particular enterprise or company such as functional level, work content field, divisions and departments, seniority, work location, union affiliation and management status (Gardenswartz & Rowe, 2015).

There is another theory, according to Eduard Hubbard (2004) that strives for describing diversity by dividing it into four kinds under the organisational level.

1. Labour diversity
2. Behavioural diversity
3. Structural diversity
4. Enterprise and global diversity

Labour diversity is related to company's employees. Specifically, gender, race, ethnicity, religion, sexual orientation, physical dispositions, age, family status, economical situation in the past and present, geographical situation in the past and in present.

Behavioural diversity is closely linked to behaviour of each individual like working style, personal values, ways and means of communication, approaches and expectations.

Structural diversity is connected with a structure and hierarchy within the company, relation between separate departments, branches, business partners or involved third parties. In order for the company to be flexible, with less stratified and multifunctional structure thorough the whole company it is essential to establish principles of diversity right in the company structure setting phase.

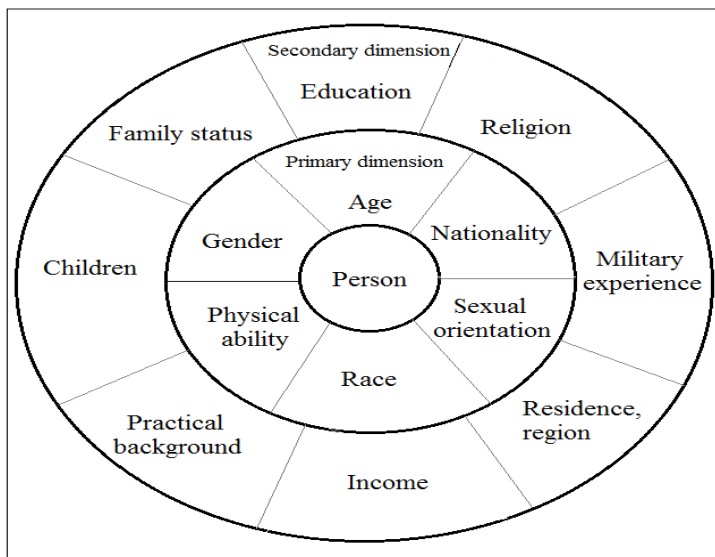
Enterprise and global diversity is related to companies' globalization, products and services diversifications, fast changes in demography or new governmental framework such as extension of European Union that strongly changes market conditions. Business



companies, public and non-profit companies have to accept these forms of global and market conditions in a way that would prepare the whole company for new challenges and opportunities which are brought up by diversity (Hubbard, 2004).

Another author dedicating the work to diversity is Donnelly (1997) who is engaged with motivation, diversity and intercultural issues. The structure of diversity is divided, according to his work, into person, primary and secondary dimension. The variety within company indicates that those companies acquire, select, stabilize and motivate each individual employee from various cultural environments. Labour diversity may emerge from various kinds of differences.

Figure 3: Diversity layers



Source: Donnelly, 1997

Person, it examines individuals and its characteristics, features, attitudes, stance and approaches, behaviour in working relationship and in working environment. This part focuses on personal development as a whole. According to Harung (2004) humans have limitless potential for growth which takes place in hierarchical levels. Every following level of development brings along the wider identity building, relations with others and by that offers the framework for wider levels of individual's productivity and quality of living.

Migration of inhabitants and changing demographical and geographical situation causes the change of nationalities, race and ethnic structure of labour, gender structure and other. All this is accompanied by growing variety of needs, working moral, values and behavioural standards which result from culture. Assessment of needs, preferred types of remuneration, optimal working regime and working engagement, sensitivity on

management style and working habits becomes significant part of managers' work. One of recommended ways of how to manage employees with different cultural background effectively is to study basic characteristics of each culture. Clearly, it is almost impossible to adapt the working processes and habit to every culture involved in a working team (Harung, 2004).

### **3.4 Types of diversity examined in the practical part of the thesis**

Three branches of diversity are going to be described and explained. Each of them plays a very important role in present situation in the business and hence they should not be overlooked. The attention is focused on gender, age and national diversity.

#### **3.4.1 Gender and diversity**

The meaning of gender lies in the diversity of cultural and social impact on men and women leading to socially constructed differences in their behaviour, expectations and stances. Prerequisites related to gender are commonly accepted as valid or right and are perceived as a basis for contradictory approach to men and women (Talandova, 1997).

Gender diversity deals with rate of working opportunities of men and woman and is the most discussed factor of diversity. In the Czech Republic gender diversity is perceived a priority in solving power disproportion. Leading position are more often placed by men than women (CSO, 2016). The issue of gender is about long-standing developed stereotypes that are slightly changing in the recent years. The institution of families is not the first priority for many women anymore. It is the other way round in some cases, some men stay on maternity leave and radically changing their position on the labour market. Although traditional roles still persist, and some are unchangeable (like the biological ones), they are not the sustainable form to the future (Křížková, Pavlica, 2004; Gazdagová, Fischlová, 2006).

Diversity in gender perception can be seen all around. For instance women with children are one of the endangered groups. According to Czech Statistical Office (2013) only 36,3% of women with one child aged 6 and less are employed. This fact puts Czech Republic on the very last position within whole European Union. The need to balance the work and family life gives women, in many cases, unstable employment that brings along low salary, unattractive working positions without hope for career growth or uncertainty

about contract period. As a result, women are more vulnerable than man regarding poverty (Mojžíšová, 2014).

Provided women and men have the same approach to university education and proven by statistics that the number of women students overweight the number of men students (see the figure 4), it is inevitable to see a new potential and self-realisation of women, particularly in work (Gazdagová, Fischlová, 2006)

Figure 4: Table - Number of University students in the Czech Republic

	2000/2001	2010/2011	2011/2012	2012/2013
<b>University Students</b>	209 298	396 047	392 176	381 272
<b>Women</b>	98 573	221 568	219 698	214 384
<b>Men</b>	110 725	174 479	172 477	166 881

Source: CSO, 2016

The fact that having women in companies' top management is beneficial is supported by the analyses of Credit Suisse company that undertook the research consisting of 2 360 companies and lasted 6 years. The examined parameters were related to capital return, value of the company, income increase or net debt to capital. The most significant indicator was the value of the company on the market, where companies with at least one woman in top management overcame companies without women by 26% (Credit Suisse AG, 2012). These factors contributes not only to the motivation of the company to create more acceptable environment for entering new group on the labour market but also to stimulate women to perform better (Gazdagová, Fischlová, 2006).

As for division of labour, there is division for women and men professions. Those, that are more suitable for women or the other way round. The division of labour is related not only to profession but also to other activities like house work, leisure, child care related activities etc. In general, gender stands for hierarchical differences between men and women which are rooted in social institution and social practices. It is the basic elements of social relationships based on perceived differences between gender and at the same time, gender is the primary way labelling power relationships (Křížková, 2007).

## **Gender socialization**

Process of socialization means that the individual is learning to understand and adjust to social norms, standards and values. As for gender socialization, it means that boys are learning to be boys and girls to be girls. Gender training is taking place primarily in childhood on the basis of gender conditioned expectations of parents and vicinity. Children in this process are not only a passive subject but participate and learn directly. Own gender is learned during whole life, not only in childhood (Boudieu, 2000).

According to Křížková (2007) socialization is a long-lasting process under which a person becomes able to be part of a certain group or society through interaction and communication with others. Lifelong acquisition of values, standards and ways of behaviour is concerned. Also upbringing within the family and learning under the educational process is important.

## **Gender stereotypes and gender segregation**

These two topics are closely connected and are about reasons of working division of men and women. There are presumptions regarding behaviour and roles standardisation on which basis the problems with objective categorization into the employment arise. Women engagement on the working market, as a minority group, is continuously increasing and becomes closer to the number of men (Valentová et al., 2007).

This topic consists of simplified imaginations and description of how women or man should look like, how they should behave, what to feel, how to think, how to present themselves etc. This concept is based on prerequisite that a person does not have any characteristics of the opposite sex. Although nowadays the complete compliance of these stereotypes is not very asserted, as it was in the past, there are still people who are considered to be in agreement with this concept, they are stigmatized and often considered to be deviant (Boudieu, 2000).

Renzetti (2003) occupies himself with gender stereotypes in working environment. Employees and employers, men and women perceived, and in some cases are still perceiving, the woman work as a secondary to the men work. The woman work was considered less serious and women were considered to be less devoted to their job. There are still some professions believed and strongly rooted to be more suitable for one gender over the other.

Křížková (2007) also dedicate her work to the issue of gender stereotypes on the labour market. Since the 90's a huge transformational change that influenced the position of Czech women on the labour market took place. Main factors that influenced the women's position were the economic reform and its connections, particularly the negligence of practical solution of economic gender inequalities, social politics of the state that was strongly influenced by gender stereotypes and changes of values in the society, above all in result of economical changes. Women's position in work is still considered as unequal in comparison with men and the blame is credited to the set of employer policy, labour market conditions and maternal roles of women.

On the other side, a certain hope is brought by new legislation in support of equal opportunities of men and women. There is also legislation forbidding discrimination that is established only formally and due to non-existent incentive measures allow its disobedience. In relation to access of the Czech Republic into the EU there were some legal adjustments. The protection of men and women from discrimination at work and social system of parents was strongly increased the legislation level. Those changes did not enter the awareness of employers, nor men and women who could use it for own benefit and for reduction of discrimination, that still persists (Křížková, 2007).

### **Gender stereotypes**

According to Moore (2004) and Fernandes (2006) gender stereotypes can be divided into categories according to characteristics and skill of managers.

Potential to lead, managerial and professional skills – this group includes managerial skills how to lead and motivate subordinates, their perception of skills and characteristics of managers (like planning, deciding, innovation, professionalism, knowledge or objectivity).

Personal attributes – this field includes assertiveness, activity, flexibility, stress resistance, liability or emotional stability.

Care for family vs. career – women are more affected by this category. It is more common that they are considered as the ones to take care of children and the family. The most often reason for discrimination (while recruiting or promoting employees) is a fear of employer that woman leaves for maternity leave or simply would need to take care of a sick child.

General skills – general skills include uncategorized skills. Example can be intelligence, memory or concentration of individual (Stockdale, Crosby, 2004).

Figure 5: Table - Gender stereotypes

Field	Men	Women
<b>Orientation</b>	on success	on relationships
<b>Emotion</b>	stable, high emotion control, low empathy	unstable, low emotion control, high empathy
<b>Decision making</b>	ability of fast decision	indecision, decision postponing
<b>Competency</b>	competent for managerial work	incompetent for managerial work
<b>Social field</b>	assertiveness	need for social acceptance
<b>Social role</b>	family provider	mother, housekeeper
<b>Organizational skills</b>	high	low, chaotic
<b>Behavioural flexibility</b>	flexible, creative	rigid
<b>Causal attribution</b>	success reach steadily, caused by skills	success reached unsteadily, caused by favorable conditions

Source: Fernandes (2006)

### Horizontal and vertical segregation

Gender segregation is divided into two styles, horizontal and vertical, where there is a possibility to seek reasons for labour market division and that are one of the main form of gender inequality. The horizontal segregation interprets representation of men and women in certain areas, while the most women works in services, retail, health care and education. The majority of employed men are in army, manufacturing, construction and transportation. One of the explanations of this division is a historical evolution of both groups. Men were performing physical and technical work and women were preferred for position where empathy and communication skills are needed (Kozelský, Prušvic, 2007).

According to CSO (2016) men tend to chose technical fields in tertiary sector of education and women, on the contrary, chose to work in health care, humanitarian sciences or pedagogy. Although the number of university educated women and their qualification is rising recently, that ought to reduce the gender segregation, the selection of study areas remain unchanged. There are still some typical women and men profession and connected

issue here is the salary level, career growth or reaching the leading position (Valentová et al, 2007).

Vertical segregation focuses on hierarchical division of labour market and displays the amount of employed people according to sex and position. According to CSO (2016) women have the biggest representation more likely amongst lower administrative workforce and men have higher concentration in leading and managing positions. Gender segregation has an indirect impact on salary level. There is the significant diversity in remuneration of men and women. According to CSO (2016) the amount of salary differs in leading position by one third, the causes of salary diversity results from field division.

The inequality in salary paid to women and men in the Czech Republic reached 21% which make the country one of the five member states of EU with the highest differences in salary paid. As for other European countries, it is 23,7% in Austria, 22,2% in Germany and 20,5% in Poland. The lowest differences are in Slovenia, 2,3%, then Poland, Italy and Luxemburg (Gola, 2014). Biggest differences are, naturally, in the so called peak of the career which is somewhere between 40 and 55 years of age. The lowest differences are on the other hand, in the beginning of the career (Rybová, 2015).

Křížková and Svoboda (2009) present various reasons why it is important to pay attention to gender segregation:

- It is one of main determinant of salary diversification (men position are financially on a higher level than women position),
- There is a negative effect on functionality and effectiveness of labour market,
- Labour market is not elastic considering gender restriction,
- Upbringing and child placement into teaching relating to observed future employment,
- Restriction of woman's unemployment considering the barriers of work accessibility,
- Gender segregation negatively impacts gender stereotypes.

### **Projects supporting gender equality**

There are many projects within the companies. In the Czech Republic there were created many projects supporting women in the leading positions. For instance, Czech

Savings Bank (Česká spořitelna) initiated project “Diversity or horizons” that is focused on talented women who want to increase their potential not only within the bank sector (USBSP, 2009). Another projects worth to mention are SWIM and Opening Windows of Microsoft company that providing room for experience sharing and creation of communication channels of women in business environment (Microsoft, 2014). Also Vodafone company launched the project Odyssea, Unicredit initiated project U-Win. Those projects play significant part for improving awareness and provide information about this matter.

### **Quotas of EU for increase of women in management**

Within EU the most significant restrictions are so called Quotas for increase of women in management in bigger companies (further on “quotas”), that are a widely discussed topic lately, not only within the Czech Republic.

In November 2012 EU suggested a gender equality regulation that should lead to increase women in management of bigger companies. This regulation should lead to 40% share of insufficiently represented sex within nonexecutive members of managing bodies and that stands for private companies until 2020 and for state enterprises until 2018. This arrangement should apply only to listed companies with exception of small and middle companies (companies with less than 250 employees and annual turnover less than 50 mil. EUR). One of the main initiator of this regulation is EU commissioner for justice, general law and citizenship Viviane Redingová who speaks of quotas as a groundbreaking point of gender equality (Keše, 2012).

### **Gender roles**

Roles expected from a person on the basis of their gender. Although everyone plays a role according to situation regardless to gender, there’s an assumption that there exist man and women gender roles. That is the reason why men and women are expected to behave in a different manner and different approach to each situation (Renzetti, 2003).

According to Křížková (2007) the basic institutionalized solution of gender role division is system of labour allocation between men and women. This division is mostly devolved from conception and relationships between paid work and production and unpaid work in household. The whole economic sphere is defined and structured as the world of men whereas the world of household and family as the world of women.



### 3.4.2 Age factor and diversity

Diversity management is very closely related to age management that can be explained by management concerned about age and skills of employees. According to Urbancová, Smolová (2014), application of age management can be beneficial to the whole company and can strongly influence brand awareness or the image of the whole company.

The Charter of Fundamental Rights and Freedoms states: “*The Fundamental rights and freedoms are guaranteed to all without difference of sex, race, skin colour, language, belief, political thinking, social origin, affiliation to national or ethnic minority, age, ancestry or other status*”.

Antidiscrimination law number 198/2009 Coll. lists following forbidden discrimination reasons:

- Race, ethnicity, nationality,
- Gender,
- Sexual orientation,
- Health insurance,
- Religion, belief or world view.

Discrimination is considered also the unfavourable treatment on the basis of purported reason. Example can be when employer perceives a candidate as too old or too young for that particular position. Discrimination reason cannot be even the reason for employment termination.

Further on, the Labour law dedicates to employers the obligation to provide equal treatment to all employees as for working conditions, remuneration for work, specialized preparation and opportunity to achieve functional or other growth in the employment. Labour law forbids any discrimination in labour relations. Prior to employment the employer is allowed to ask job applicants only data which are directly related to the employment contract establishment.

According to CEO and Founder of Human Workplace, Liz Ryan, there is a thin link between transferring the disadvantage of one's age into advantage. It is not only age that is being taken into consideration while hiring new employee. Wide range of aspects plays its role and every single one of them is important. Considering that the hiring managers seeks not only skilled and talented people but most importantly, someone close to him or her personally, someone he or she would feel comfortable around. That shifts the whole matter into more social and subjective level. Even though it is illegal to discriminate someone

because of his or her age, appearance etc. it is very hard to prove that it really happened (Ryan, 2014).

Usually the company, or the hiring manager, has already a picture of a future candidate in mind and it is highly unlikely that it is going to be changed. If there is a vacancy in a company for accounting specialist for instance, there may be also a presumption for the person on that position to move to junior accountant and eventually become at least senior accountant. This person should be able to learn quickly, be innovative, precise and expert in the field. Naturally, this profile fits better to younger candidates, for example fresh university graduates, than older candidates who might be expert in the field but are not fitting into the picture that has been made in the very beginning of the hiring process. Another essential factor is, as mentioned before, the personal feelings and subjective perception of the candidate. It is completely normal, human behaviour. Having the possibility to choose out of two candidates, both exactly the same level of experience, knowledge, set of skills and social intelligence while one is more sympathetic to the hiring manager than the other, the answer to 'who gets hired' is quite pointless. The same would happen if one person opposite the hiring manager has for instance more pleasant appearance, more personal things in common which might be caused by similar age, or on the contrary has common things they dislike. There could be a long list with examples like that (Hubbard, 2004; Ryan, 2014).

The most endangered age group regarding employment are people over 50 years old. It is caused by prolonging the age for retiring. Statistics shows exactly the same information (Ministerstvo práce a sociálních věcí, 2014). Not only people over 50 find themselves having difficulty finding a job, on the contrary it is also young people, university or high school graduates who do not possess enough experience to offer to their potential employer. Employers have certain preferences and prejudices (for requirements for employees' experience and skills or perception of young people as not that responsible and contrarily the older people being not that flexible about learning new things) that are one of the main factors that segments the labour market (Mojžíšová, 2014).

To clarify the meaning of university graduates for this paper, OECD statistics were used. The largest amount of graduates in the Czech Republic is within the age of 22 and 29 years old and that is the range belonging to the category of "university graduates" used in this thesis (OECD, 2013).

The age issue on the labour market represents an important matter for men and women. Although the perception differs according to industry and the individual working

position. For instance in politics, judiciary or top management positions, higher age is a sign of wisdom, experience and reliability. It is essential to bear in mind that even here the gender plays its role. While a man's age is perceived as a sign of wisdom, the same does not apply on women in exactly the same situation. There is another factor that influences women and that is gender ageism. It is connected to conception and requirements for appearance and physical attractiveness that is required especially in services. Therefore there is a higher pressure put on women than on men.

According to Mojžíšová (2014) it is fundamental to understand age in a context of demographical evolution because the prolonged length of life and the fact that population is getting older. Age is one of the key factors when forming and setting up the structure of professional life of men and women. Concerning structural changes in companies, the solution lies in applying age management and lastly gender management. Another equally important fact is a flexibility of labour market and taking into consideration the needs of employees.

### **3.4.3 Nationality and diversity**

The following sections occupy themselves with terms such as nationality and its meaning regarding professional life, ethnicity is mentioned briefly as it is a topic closely related. Another, fundamental factor regarding diversity management, is discussed - laws and standards. The same importance stands for migration which is examined closely.

#### **Nationality and ethnicity**

It is essential to define the meaning of nationality for the purpose of this paper since it is very difficult to find one unilateral definition. Nationality in this paper stands for the country of birth or a country where most of the life was lived out. Some resources state it is the affiliation towards a nation, established according to origin of a mother or according to a place with strong bonds of individuals. This term is on a very thin line with ethnicity. In present, it is possible that people can choose the nationality and it was applied while conducting the census in the Czech Republic in 2011 (CSO, 2016).

In theory, nationality is understood as a belonging to a certain nation, a membership of a nation, in other words, ethnicity. While a nation is perceived as a society where the most impact on its creation have common history, common culture and shared area whose members share the awareness of belonging with this society. It also stands for common

sentiment of unity of groups that forms a "nation" which may, although not intentionally, be attached to an area or territory possibly evolving in State formation. Ethnicity can be described as a group of people who share the culture and who are connected by the perception of mutual belonging. Also belief in the same origin and history, common description of own self and cultural factors differing from other ethnicities. (Malý etnologický slovník, 2011; Oxford Journals, 2015). Ethnicity is perceived as a recognition of some kind of common, shared identity by the group which stems from their origin, culture, religion, language and their home country (Bagilhole, 2014).

### **Laws and standards**

The Charter of Fundamental Rights and Freedom, Head III, Rights of national and ethnic minorities states that:

- Pertinence to any national or ethnic minority must not damage anyone.
- There is a general development provided to citizens belonging to any national or ethnic minority, especially a right to develop own culture, widen and accept information in their mother tongue and to meet in national gatherings.
- There is, under the conditions set by the law, the right for education in their mother tongue, to use their language in an official relation, right to be part of a decision making process regarding national and ethnic minorities.

According to Czech legislation, the national minority is a group of citizens of the Czech Republic living in Czech territory. Minorities differ from other citizens by their ethnical origin, language, culture, traditions and express their own will to be perceived as a national minority to remain and develop their own culture, language and society (The law of the Czech Republic, Coll. 273/2001).

### **Migration and cultural differences**

In relation to migration of citizens, not only managers in the companies have to pay attention and deal with national and ethnic groups whose cultures and habits differ enormously. Due to globalization, companies become more engaged with international working groups with wide variety of nationalities (Velišková, 2007).

It is very difficult to be able to tell the difference between cultural differences and be able to realize the basic diversity such as:

- different perception of problem solving approach,
- diversified clothing style,
- diversity in behaviour, personality expression.

While examining statistical data, the repetition of some behaviour in various countries can be noticed. It is considered as general knowledge that Germans are perceived as very precise people, French are little up-tight, Italians have high temper, English people keep their distance and are very sophisticated, Spanish are loud and can enjoy the life and Hollanders are very punctual and keep everything in order. As for Asian nationalities, Chinese are very humble and polite. On the other side, Czech sales assistants have a reputation of being very rude, bored and unpleasant or Czech clerks behave without any interest. These cultural differences may bring along unexpected problems in otherwise simple situation. Therefore it is useful to know basic signs of other cultures, especially in business relations. Below there are stated some basic cultural differences (Velišková, 2007).

- Handshake - strong and short handshake is considered as a sign of manhood and over-rated self confidence in the US and the weak grip might be regarded as a sign of homosexuality. African countries consider this kind of weak, cursory grip absolutely appropriate. In the Czech Republic it is polite to make a strong handshake with direct eye contact. In Japanese, people bow to each other.
- Direct eye contact - British find it rude to stare at other people in public, French consider it normal but in Muslim countries, the direct look at opposite gender might cause trouble.
- Warm, friendly greetings with kiss on the cheek - southern countries find this kind of greeting normal, northern countries are more distant and Asian countries have generally distinguished approach towards other people.
- Addressing someone by the first name - in the USA and in Great Britain it is common, eastern Europe tends to use and a surname and in the Czech Republic people also tend to use the title, even though, addressing a colleague or someone in a business relationship is becoming more common recently.
- Polite "How are you" - commonly used in Great Britain and is expected to be answered positively, a part of greeting.

- Entering the room - differences in taking the shoes off or not, in the USA people do not take them off, in Asia or Europe, they do.
- Privacy - in Europe it is polite to respect the privacy of another person but more east these rules do not apply.
- Shared dining - Asian countries are masters in shared dining, they share plates and in some countries, even glasses, in Europe, everyone has own plate (Schauerová, 2015).

These cultural differences are a countless number and due to continuous globalization it becomes part of everyday life. Globalization transforms the way people work. The ability to decode cultural differences in order to work with people from all around the world is needed. Cultural differences are noticeable and it is possible to understand them from many angles. There are cultural values that are passed on in the society since the ancient times and specific nations are characterized by them. There are societies to be found that build on clear rules and respect others, realize the value of time, build on collectivism or individualism etc. Features of societies might vary only slightly but also can be very distinct (Shauerová, 2015; Trapp, 2014).

In order to understand and to decode these cultural differences, the model centre on eight scales was introduced by Erin Meyer, a professor from international business school INSEAD. The model include:

- Communicating - high or low context
- Evaluating - direct and indirect negative feedback
- Persuading - start with application or with principles
- Leading - apply hierarchical structure or even-handed structure
- Deciding - hierarchical or consensual
- Trusting - based on tasks or based on relationship
- Disagreeing - confrontation vs. non-confrontation
- Scheduling - flexible or linear.

Based on these eight factors, managers can predict and analyse how working environment and international business relationship can be influenced by cultural differences. While applying this model, importance lies in realizing the position of each

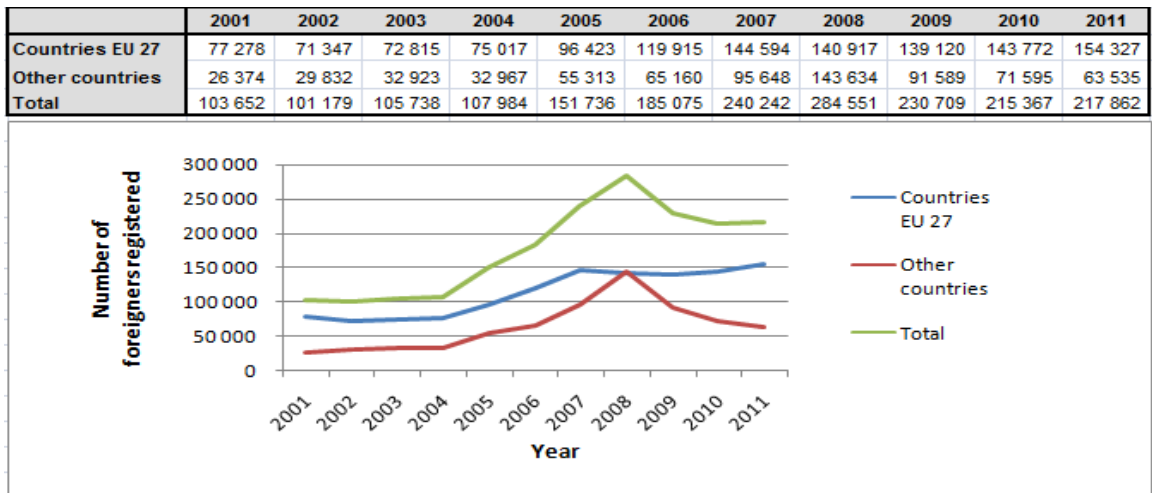
scale in relation to another and not the position of each culture separately. For clear understanding, the example of perception of Germans, English and French is used - Germans complaining that the British are disorganized, chaotic and unpunctual while that is exactly how the British perceive French. On the scheduling scale, UK is between France and Germany (Trapp, 2014).

### **Foreigners in the Czech Republic**

There are people seeking job in different country than their own and being part of the EU is very beneficial regarding this issue. In the Czech Republic, nearly 330 thousands foreigners are allowed to work here, out of this amount, over 130 thousands from countries not belonging to EU. Foreigners living in the Czech Republic are allowed to work here and also be self-employed. The Czech labour office handles the applications and has the records about permission for work in the Czech Republic issued. The problem occurs with the question about the number of foreigners actually working in the Czech Republic. These data are not collected by any entity in the Czech Republic. Information available are only about the number of foreigners registered. This is an enormous defect and it is not possible to manage employment in the country if there are no data available (Holanová, 2015).

There are data available about foreigners registered at labour offices by citizenship in years 2001–2011. As for the year 2011, the most foreigners registered at labour offices are from Slovakia Republic with 106 425 people, second place belongs to Ukraine with 35 250 people, then Poland with 19 718 people, Bulgaria (7 007), Romania (6 372), Russia (3 931) and Germany (3 194). The data are available only until the end of 2011 and the economic situation is continuously changing and developing therefore it cannot be generalized and used for current situation. Aforementioned data are demonstrated in the following figure number 6 and complete data are to be found in the appendix 5 (CSO, 2016).

Figure 6: Foreigners registered at labour offices in 2001 - 2011 in the Czech Republic



Source: own processing

### 3.5 Diversity and equal opportunities

Diversity being perceived as different experiences of disadvantage that might occur within or between social groups, for instance as a result of racism experience or gender discrimination. Even though the term discrimination had initially neutral meaning, it gained negative meaning over time, above all, in employment. The United Nations explains discrimination by any dissimilarity, exclusion or inclination made on the basis of sex, race, religion, colour, social origin, nationality or political stance, consequently having the effect of damaging the equal opportunity regarding occupation or employment. The equal opportunities concept in creating the policy was initially based on the presumption of treating every person in a same way. Discrimination can be intentional or unintentional, overt or covert, individual or institutional and is influenced, from large part, by society, upbringing, common perception or media (Bagilhole, 2014; Mor Barak, 2014).

Very close to the diversity and this whole issue has the term multiculturalism. Concept of multiculturalism was examined and accepted in the 1980's. Initially in educational facilities, like schools and universities, where a need to accept different cultures and respect them within social groups appeared (Bagilhole, 2014).

#### 3.5.1 Demographical situation and market boost

In recent years, diversity became a frequently discussed topic. This is caused by the demographical situation and social development in the last decade. As a consequence, the population is getting older, there are problems with pension system and developing



a qualified workforce is becoming more difficult every year. As for the year 2016, in order to have competent employees there will be the need to attract from competition to increase the workforce standard. Companies will have to compete with each other, offering good benefits is essential as well as the name of the firm, career growth etc. Meal vouchers, 5 weeks of vacation or home office is now considered a sure thing. Companies tend to hire not that experienced people, invest in them quite considerable amount of money and raise in a way own loyal employees. But how to end this vicious circle (Keil et al., 2007; Business Info, 2016).

One of the solutions is integration. There are many people living in the Czech Republic that come from less developed countries and their integration into our economic system could positively influence not only our economy but also be a cultural merit. Immigration process in the Czech Republic is rather bureaucratic and has too many obstacles. Working and labour market should be boosted via integration of frequently ignored working groups like women with children, handicapped or elder people. Although especially these groups tend to be very loyal employees and appreciate the chance that has been given to them. Another frequently discussed group is university graduates. There is a growing trend that they are not very skilled and having a lack of self-evaluation, require ridiculous salary that is not even close to what they should require (Velíšková, 2015).

### **3.5.2 Benefits of diversity for society and individuals**

Regarding society stance, diversity is important for balance the adverse demographic evolution and prevent economic problems resulting from decreasing natality. For an individual, diversity means an increase in employability since he or she is promoting the idea of equality, regardless common differences (either nationality, age, family background, physical appearance, health or other). Perception of diversity is rooted deep in individual's upbringing and positive perception leads to higher mutual tolerance, improvement of interpersonal relationship, decrease of xenophobia and racism. There are experience form countries where diversity management is already working proving that it is not only theoretical plan but that it is real (Velíšková, 2015).

### **3.6 Summary of theoretical background**

The issue of diversity management affects every company regardless the field of operation or the size. The emphasis grows stronger every year and hence more attention is paid to this topic.

Authors concerned about diversity management are predominantly in agreement. Slight differences are to be found in diversity structure. Gardenswartz, Rowe (2015) divide it into four layers, while Hubbard (2004) describes diversity structure by dividing it into four kinds under the organisational level. According to Donnelly (1997), diversity is structured into three layers. Even though there are three different aspects, the basic explanation has common ground. Diversity in the labour market represents the concept seeking to create conditions allowing everyone, regardless individual differences, fully develop their own potential.

Diversity management is also subject of successful companies and serve as a mean of how to promote the company and make it even more visible to the general public. Examples of, for instance, banking sector are stated and successful projects are mentioned. Since it is very up-to date topic that has a sensitive features, legal issues and standards are described.

Due to constantly changing environment, continuous development and significance of this topic, the issue of diversity management is examined in a chosen company in the practical component of this paper while the focus is on three areas of diversity management.

## **4 Practical component**

The practical part of this diploma thesis is about a chosen company, its perception and principles regarding diversity management. Due to internal regulation, the name of the company was not allowed to be published and for that reason, the XY s. r. o. is used as a name of the company. All the materials and information needed as a basis for elaboration of this paper were provided. Concretely, internal documents of the company, the company's portfolio and website were used. In order to obtain valid information, the quantitative and also qualitative methods were used. As a fundamental mean to gather necessary information, the questionnaire was spread to the company's employees and, to have the data even more valid and credible, directed interviews were conducted with members of top and middle management. All the names of related companies used in this thesis are fabricated.

### **4.1 Company's characteristics**

The company XY s. r. o. operates in the field of information, assistance and consultancy services and is known in the Czech Republic since 2007. One of the main purpose of its being is to improve services provided on the Czech market and to provide fast, real and truthful information. The target group are not only natural bodies, but also legal entities that create a considerable part of its customers and clients. Within last two years the company's services were extended by other useful activities, for instance, there is a wide database to serve clients with the information needed. Moreover, the services portfolio was widened to not only provide information needed, but also can offer thorough research or elaborate market comparison (XY, s. r. o., 2015).

#### **4.1.1 Establishment of the company XY s. r. o.**

As mentioned above, the company came to the Czech market's attention in the year 2007 although it has been registered into the Czech Commercial register in August, 2010. Leading some to wonder, what about the three year gap. The beginnings of the company's operation were rather complex. Initially, it was only the project with own brand and it belonged to a company OFC a. s., one of the largest providers of phone services in the Czech Republic. The purpose of the project was to provide precise information in a very short time and was available 24 hours a day, 7 days a week.

In 2011 the OFC a. s. announced a tender to find an investor to buy the whole project, as of January 1, 2012 there is an individual entity called IL a. s. with 100% share belonging to AP a. s. The initial project became an individual company called IL a. s. that became very successful in building its name, growing technologies, services and as a result, gaining new clients and customers. The company's evolution is still not over and in 2013 it led to a merger of IL a. s. and HP s. r. o. The HP s. r. o. was established in 2010 and belongs to AP a. s. by whole 100% share. Eventually, the IL a. s. became a new company, the XY s. r. o. (Justice, 2015).

#### **4.1.2 Characteristics of the industry**

With increasing level of informational technologies, there is an instant pressure on services provided. Not only everything can be looked up online, but there are also many websites offering customers the ability to compare goods or services providing people with useful benefits. There is enormous competition and everyone tries to get the best deal. This is one of the moments where the XY s. r. o. comes forward. At present, people are used to be constantly connected to the outer world with their cell phones and when there happen to be no data left, hence no internet and there is no way how to get information quickly, the XY s. r. o. is what remains. Being the leader in its field, there is no need to attract new customers, but to let them know what else could be offered by the company. The industry it is operating in has many players. Consultancy, market competition, information about foreign markets, best deals, favourable prices and other useful services is what makes the objective of the company (XY, s.r.o., 2016; Own processing).

Amongst clients using services of XY, s. r. o. belong wide portfolio. Whether it is small company of few people that need advice on, for instance, where to find excellent counsellor with good value for money or big company with many years of experience needing information about price comparison of competitors product (XY s. r. o., 2016).

#### **4.2 Organisational structure**

The highest body of the company is a general assembly (general meeting) and statutory authority that is created by three executives who are stated in the Czech Commercial register. The General assembly consists of all shareholders. The responsibility of the statutory authority is to manage the company, make business decisions and represent

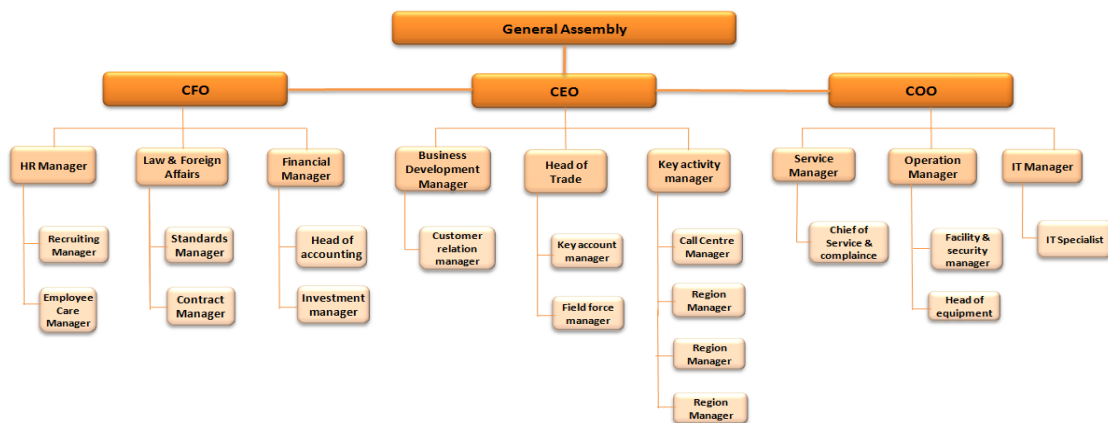
the company publicly. Executives of the company are entitled to act always two collectively (XY s. r. o., 2014).

There are competencies of general assembly that are set by the Commercial Code. Moreover, general assembly makes decisions regarding abolition of the company and cancellation such decisions. It appoints the liquidator and his or her remuneration, establish funds, grant consent to acquire and to pledge the immobile property and to dispose with the property. General assembly also grants the consent to provide loans to third parties or to accept loans from third parties (Justice, 2015; XY s. r. o., 2015).

Composition of the company in 2016 is significantly different than it was two years earlier. In 2015 the company went through major changes regarding organisational structure. Before these changes, there were the CEO to whom CFO reported and CFO was direct superior to personnel department. Responsibility of the personnel department was not only the managing of human resources, but also personnel manager was direct superior to managers from other departments. Then, if necessary, issues were brought to general or financial director by personnel manager, depending on the issue arising. With growing level of work and of company's successful operation, the work load on the personal manager was way too much, therefore, the company was restructured.

The main managing body is the statutory authority consisting of CFO, CEO and COO, below them, there are individual managers forming top management, responsible for their department and reporting to corresponding superior. The following chart demonstrates the statutory authority, top and middle management of the organisational structure. Complete organisational chart is to be found within appendix 1 of this paper (XY, s. r. o., 2016).

Figure 7: Organisational structure of the company in 2016

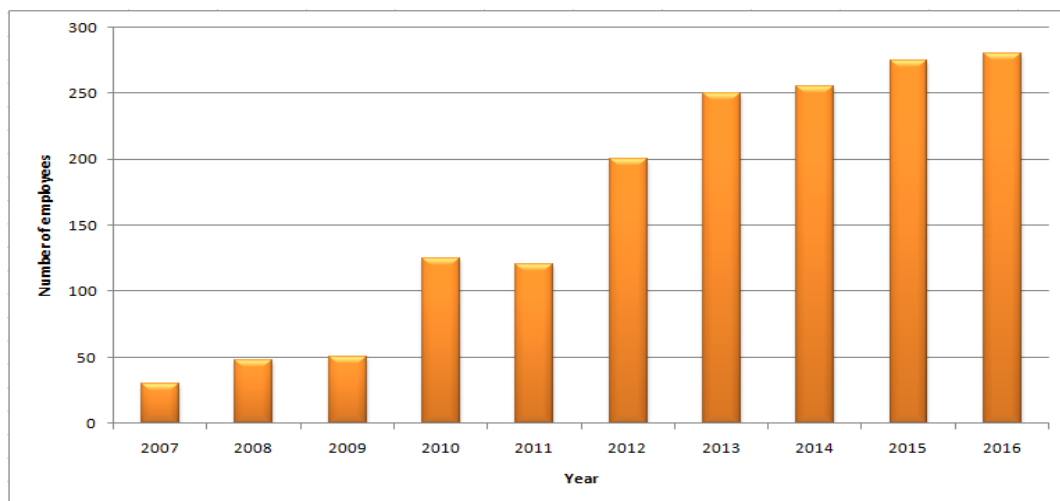


Source: Own processing

## 4.2.1 Development of employees

The company underwent some organisational changes which were caused by its diverse evolution. These changes included modification in amount of employees. As mentioned above, the company was operating under a different name back then. As the natural development suggests, the field of activities offered to customers started extending and in order to keep the quality level the same or higher there was a need to hire new people. In 2013 there were significant changes and number of employees increased to 250 people. Although, it is important to say that half of employees at that time were part time workers, in the beginning of 2015 the company went through reorganisation again. Since the amount of services kept expanding, new technologies were used, demand grew and pressure on getting information fast kept increasing; leading to the expansion and creation of new departments. Currently there are 286 employees and approximately 53% are people working on a full time contract. The remaining employees are part time workers and their fluctuation is corresponding to that. However, some of them stay with the company long enough to grow professionally and continue their career as full time workers in this company (XY, s.r.o., 2016). The following table in the figure 8 demonstrates the development of employees within the years 2007 and 2016.

Figure 8: Graph - employee's development during 2007 - 2016



Source: Own processing

### **4.3 Diversity management in the company**

Being in the 21. century brings along some new aspects on how to manage and lead a company successfully. There are many factors that need to be considered and one of them is taking into account diversity within society because such a diversity is reflected in the company's composition and may result in influencing the end market and the position of the whole company. Diversity gives companies the competitive advantage, but on the other hand can cause some obstacles. The level of misunderstanding is increased, also conflict in the workplace is highly influenced, even morale might be influenced negatively. All these can be reflected in a loss of competitiveness. Therefore the company dealing with diversity is in the strange paradoxical position and the need for diversity management is formed (Basset-Jones, 2005).

#### **4.3.1 Diversity in the XY s. r. o. under scrutiny**

Based on aforementioned facts, the XY s. r. o. realizes the potential of diversity and seeks to focus the attention on new ways of implementing it while putting the emphasis on age diversity, gender diversity and importance of national diversity grows as well. The biggest diversity is in age, since there are many junior and assistant positions that are usually being placed by younger candidates and there is a presumption that these people would grow along with the company. Regarding middle and higher age layer, since the top and middle management count together 26 people, the age in the XY s. r. o. is not quite balanced as higher position are being placed, naturally, by older, experienced candidate or people who grew along with the company. According to HR Manager (2016) of the company, age diversity may be one of the biggest advantages but can also be a huge barrier. Therefore, there are some tools, that help to avoid negative outcomes and support age diversity. One of these tools is planning regular teambuilding activities so people through the whole company have the chance to grow closer.

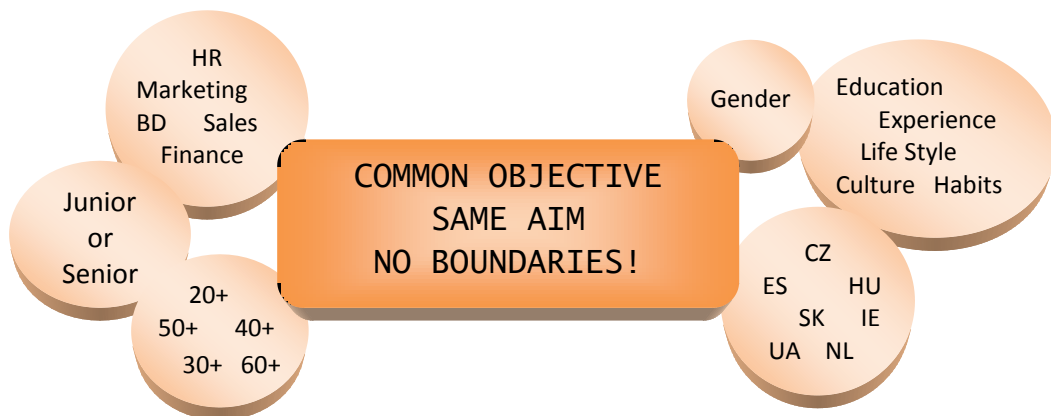
Gender diversity in the company has always been the issue. The whole top management is from vast majority formed by men. There are only 2 women in the top management, that consists of 9 members and the statutory authority is represented by men as well. The objective for upcoming years, to be precise - until 2020, is to balance gender division within the company. But, of course, not to the detriment of company's welfare. There is a presupposition for creating a separate department under the HR Manager. This

department would be responsible for data gathering, assessing development and changes and keeping track on the latest trends and studies. Proposals about increasing effectiveness would be made based on information obtained (HR Manager of XY s. r. o., 2016).

National diversity in the XY s. r. o. is growing in importance in recent years, mainly due to market expansion and focus not only on the Czech Republic but also on other foreign countries. Having a nationally diverse team in the workplace has many advantages. A set of knowledge of the whole group is extended by the wider knowledge about norms, culture, values or beliefs that make the team stronger and adds competitive advantage. The majority of people working in this company are Czechs, second place belongs to Slovak and then there are minorities of Hungarian, Ukraine and individuals from Netherlands and Spain (HR Manager of XY, s. r. o., 2016).

Following chart demonstrates the internal stance towards diversity management and is to be seen on the entrance wall of the company's offices as a sign of company's beliefs.

Figure 9: Scheme - Diversity sign in the XY s. r. o.



Source: XY, s. r. o. (2016); Own processing

Importance of diversity management is, according to the HR Manager of XY s. r. o. (2016), one of the priorities the company is going to focus on in the future. Benefits possible to be brought to the working processes and increase in innovation are a significant enticement that cannot be overlooked in order to keep the pace with other players on the market.



## **5 Research outcomes**

This part of the thesis is given to the concrete findings in a chosen company. Separate questions from the questionnaire are examined and graphically demonstrated. Findings are put into contrast with information obtained by directed interview with representatives from middle and top management. Preconditions were drawn up on the basis of theoretical findings analysed in the first part of this paper. These preconditions served as a base for assessing the questionnaire survey, directed interview and reads as follows:

1. Men aged between 30 and 40, with the same years of experience, have higher salary than women under the same conditions in a given company.
2. University graduates are more likely to be hired into lower and middle management than candidates older than 50 years.
3. Having two candidates for any position in the company with the same set of skills, experience and qualifications, while one has Czech nationality and the other does not, the higher chance of being placed, has the Czech.

### **5.1 Questionnaire survey evaluation**

The questionnaire spread amongst employees of XY s. r. o. served for confirming or denying aforementioned preconditions and according to the results the assessment of the company's stance to diversity management can be made. The questionnaire consists of 17 questions, in the beginning there are identification questions and later on the attention is directed at three areas of diversity management that are dealt with in this paper. Two questions also contain sub-questions.

The questionnaire was spread amongst all the employees working in XY s. r. o. on permanent contract via internal e-mail. The total amount was 153 and the return rate was 76%, which makes it 116 completed questionnaires. The example of the questionnaire is presented in the first appendix in the end of this paper. Following paragraphs demonstrate separate questions graphically and analyse them closely. Later on, these data serve as a basis for evaluating and assessing the aim of this diploma thesis.

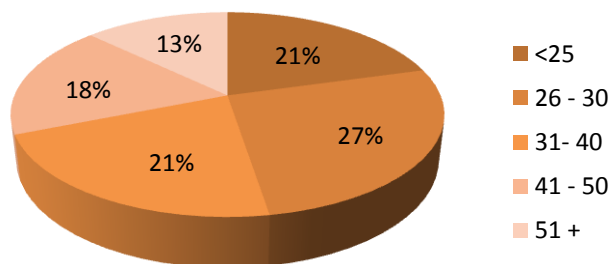
### Question n. 1: Gender of employees

Questionnaire was completed by 116 employees while 63 employees represented by men and 53 employees by women. In percentage, men were represented by 54% and women by 46%, therefore, male respondents exceeded women only by 8%.

### Question n. 2: Age of employees

The biggest age category is the one between 26 - 30 years old. There were 36 respondents in this category. Second biggest age group are people, who are 25 years old and younger also people in the age of 41 - 50 years old, there were 24 respondents from each group. On the third position, there are employees belonging to the age category of 31 - 40 and the exact number is 17 employees. The smallest age category, 15 employees, is represented by people who are 51 years old and more. For clearer demonstration, the percentage of each age category is stated in the following pie chart.

Figure10: Graph - Employees of XY s. r. o. by age

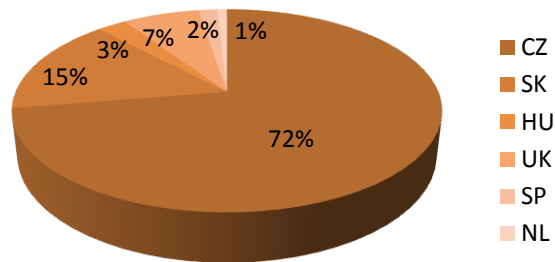


Source: Own processing

### Question n. 3: Nationality of employees

Since the company is operating mainly in the Czech Republic, has its basis in Czech and is owned by Czechs, it is no surprise that the majority of employees have Czech nationality. To be concrete, it is 84 employees out of 116. 16% of respondents were Slovak, which is 18 people. Third place belongs to Hungarians, who are represented by 3 employees. Then there are 8 Ukrainians, 2 Spanish and 1 employee is Dutch. Therefore, even though the majority of the company have Czech nationality, there are 28% of other nationalities. This number is expected to grow since the company is expanding and focusing on foreign markets as well (HR Manager of XY s. r. o., 2016).

Figure 11: Graph - Employees of XY s. r. o. by nationality

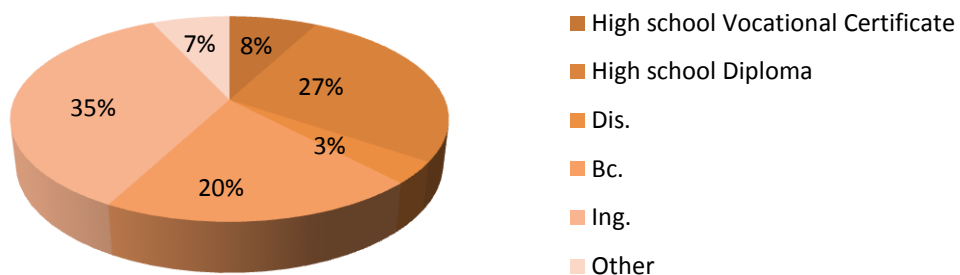


Source: Own processing

#### Question n. 4: Highest educational level attained

The largest representation, which is 35%, belongs to employees who finished master degree. In the Czech Republic, the title is "Ing." or "Mgr.". 31 employees finished high school terminated by diploma. 23 employees' highest educational level is bachelor degree, 9 employees finished high school terminated by vocational certificate and remaining 8 employees chose other educational level attained. Obtained data are demonstrated in the following chart.

Figure 12: Graph - Employees' highest educational level attained

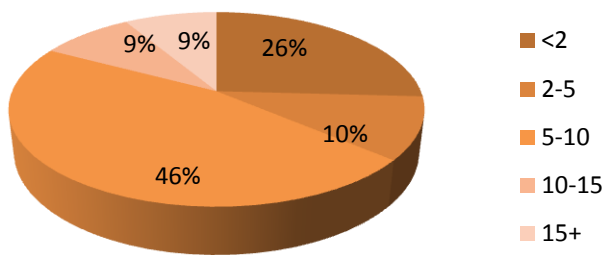


Source: Own processing

**Question n. 5 and 6: Number of years of working experience in total and number of years of working experience for XY s. r. o.**

In the company XY s. r. o. there are 54 people of those, who completed the questionnaire, with working experience between 5 and 10 years and 30 employees with less than two years of working experience. 12 employees have 2 - 5 years of working experience and only 10 employees between 10 - 15 years and working experience of remaining 10 exceeds 15 years. There is a pie chart below, demonstrating these information. From question number 6 it was found out that there are people working for the company for less than two year but even up to 10 years. So the percentage is quite balanced. It should be reminded, that the company started operating in 2007 (see chapter 4.1.1 Establishment of the company) hence there cannot be anyone working for XY s. r. o. for more than 10 years.

Figure 13: Graph - Number of years of employees' working experience

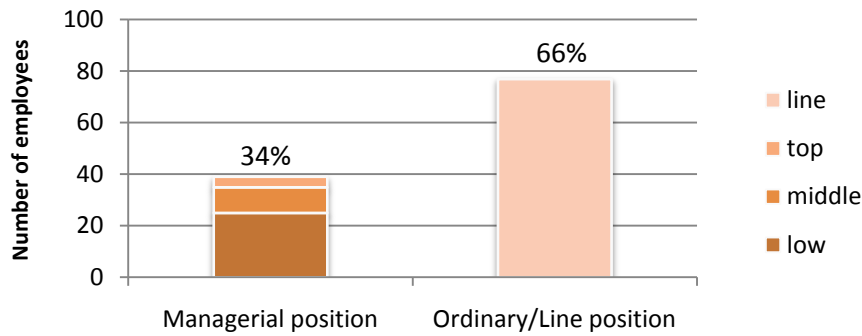


Source: Own processing

**Question n. 7: Working position**

Due to the question number 7, it was possible to gather information about employees' position in the company. Results show, that there are 39 employees on managerial position and remaining 77 are on non-managerial position. Looking at the organisational structure chart (see Appendix number 1), there can be seen that there are 77 employees on non-managerial position, 47 employees on low management position, 17 employees form middle management and 9 are members of top management. This clearly demonstrates that all 100% employees on non-managerial position completed the questionnaire. Following graph in the figure 14 represents aforementioned information graphically and for clear demonstration of results, bar chart is used.

Figure 14: Graph - Employees of XY s. r. o. divided by position



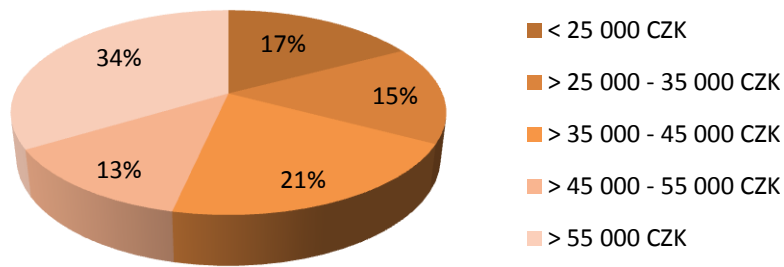
Source: Own processing

Having looked at the graph, the total amount of 77 employees on line positions makes 66%. Managerial positions accounts for 34% and that is further divided into top management with 4 representatives, which is 10%, middle management with 10 representatives, which is 26% and low managements with 25 representatives which counts for 64%.

**Question n. 10: Monthly gross salary**

The following pie chart in the figure 15 demonstrates percentage of employees who compiled the questionnaire. Having looked at the structure of employees' age and composition of respondents' positions, the division of salary is not very corresponding. The most employees belong to the highest salary category. To be concrete, 39 employees out of 116, have monthly gross salary higher than 55 000 CZK. Having looked at the positions, exactly 39 employees who compiled the questionnaire are on managerial positions and that are, according to questionnaire, the same respondents. Considering the age of employees, 69% of employees are younger than 40 years old and remaining 31% are older than 40. The smallest group of employees, regarding salary, are those with gross monthly salary between 45 000 and 55 000 CZK and the exact number is 15 employees. Second place is the salary category more than 25 000 up to 35 000 CZK, third place belong to the lowest financial remuneration, employees with less than 25 000 CZK and fourth place has the category of more than 35 000 until 45 000 CZK. The table with exact numbers is presented in the appendix 4.

Figure 15: Graph - Salary of employees of XY s. r. o.

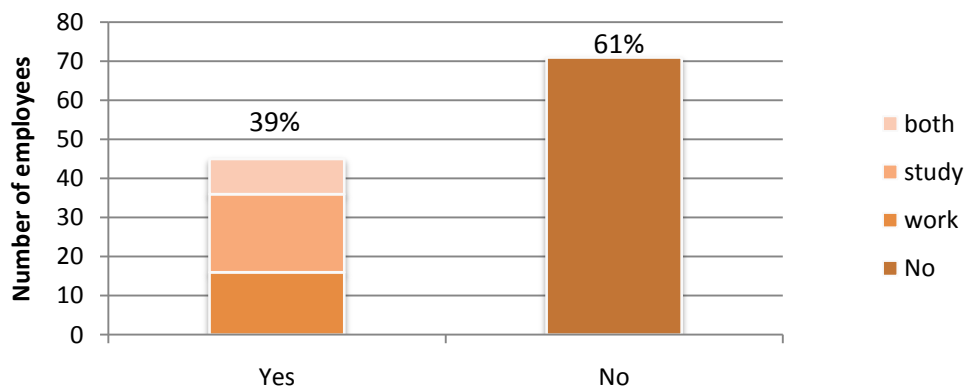


Source: Own processing

### Question n. 11: Living abroad during studies

In order to have complete information about employees' experience and qualifications, abroad experience was included in the questionnaire, since it is one of the things that makes a difference in decision making process in hiring new employee. In XY s. r. o., 45 employees spent some time living abroad and out of this number, 36% worked abroad, 44% studied abroad and 20% worked and studied simultaneously while living abroad. Remaining 71 employees did not spend time living abroad. For representing this question the bar chart was used as it better demonstrates the ratios.

Figure 16: Graph - Ratio of employees of XY s. r. o. who spent some time living abroad



Source: Own processing

### Question n. 12: Voluntary classes/courses/training related to work

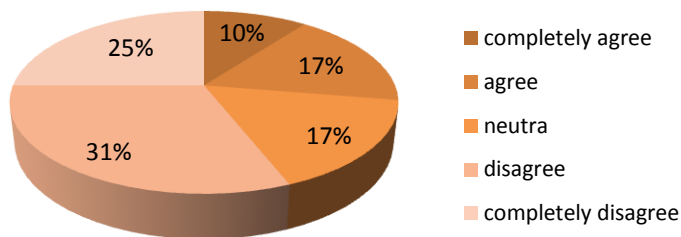
Similar situation as with the previous question is with question number 12, meaning, that this information serves to support the outcomes related to experience, qualifications and skills of employees. In case of XY s. r. o., there are 59% of people who took some additional courses in order to extend and deepen their knowledge and to increase their value on the labour market. Remaining 41% did not participate in any voluntary courses.

Following paragraphs describe remaining questions that are focused on perception of diversity management in the company XY s. r. o. Respondents were to choose from given answers that expressed the strength of their consent with the statement.

### Question n. 13: Age is an obstacle in career growth in this company

Over half of the respondents do not share this stance. In concrete, it is 56% of employees. There are 27% of those, who think that age could be an obstacle in their career growth and 16% chose "neutral" as their answer.

Figure 17: Graph - Age is an obstacle in career growth in XY s. r. o.

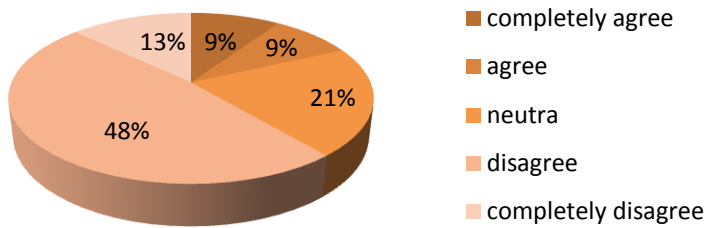


Source: Own processing

### Question n. 14: The company is equally balanced by gender

Having looked at the results of first question, where can be seen that there are 54% of men who compiled the questionnaire and 46% of women, the expected result would be, that the company XY s. r. o. is equally balanced by gender. But according to the collected responses, there are 48% of employees who do not agree and 13% of employees who even completely disagree which makes it 61% of those, who are not in consensus with this statement. There are 21% of people choosing the middle option and only 18% employees agree with this statement. Information are demonstrated graphically in the figure number 18.

Figure 18: Graph - The company is equally balanced by gender

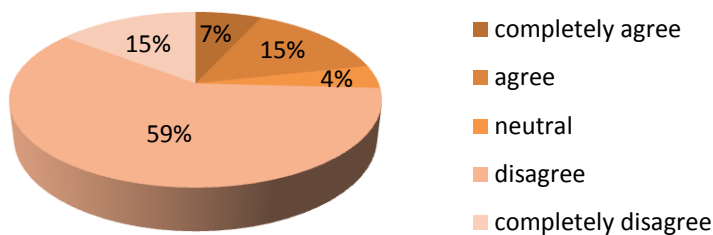


Source: Own processing

**Question n. 15: There is no age group in this company that overbalances the other**

Again, the very same situation as with the previous question occurs here. Majority of employees perceive some age group in the company as overbalancing the other. There are 59% of people, who share this perception and hence replies "disagree" or "strongly disagree". Only 22% agree with the statement and 4% of people put "neutral". These information can be seen in detail in the pie chart that is subsequent.

Figure 19: Graph - There is no age group in this company that overbalances the other



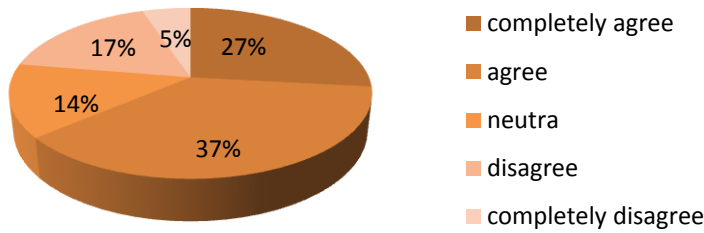
Source: Own processing

**Question n. 16: This company perceives all employees equally**

The issue of equal perception of all employees is a matter that is essential to answer. It is very easy, and yet very important question, that resulted in rather positive responses. Equal perception of employees is very important, not only from the business point of view but also from the social one. There are 64% of people who share this stance, 14% are neutral about it and remaining 22% do not agree. According to this data it can be said that the company XY s. r. o. perceives all the employees rather equally. Following pie chart demonstrates the data clearly.



Figure 20: Graph - The company perceives all employees equally

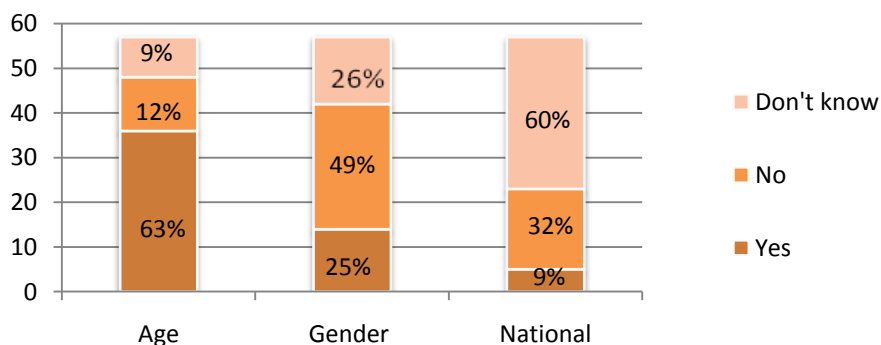


Source: Own processing

**Question n. 17: I am familiar with diversity management**

The last question in the questionnaire was about diversity management itself and if employee of the company even know the meaning of this term. The results shown that almost 50% knew what diversity management stand for. 39% openly admitted, that they do not know what it means and 12% chose to answer that they do not know. Those, who knew were asked also about the individual areas of diversity management in relation with this company. To be concrete, these 57 respondents, who answered "yes" also replied, if the company support age diversity. According to 36 respondents, which is 63%, XY s. r. o. do support age diversity. There are 12 respondents who do not think so and 9 respondents who do not know. As for gender diversity, almost 50% think that the company do not support. Regarding national diversity, the majority of respondents chose to answer "Do not know", only 5 respondents think the company supports national diversity and 18 respondents think it does not. These data are demonstrated in the figure number 21 and individual responses are expressed by percentage.

Figure 21: Graph - The company support stated areas of diversity management



Source: Own processing

## **5.2 Evaluation of preconditions**

The goal of this thesis was to specify the issue of diversity management while assessing this matter in chosen company. The topic touches three areas of diversity management leading to elaboration of three preconditions. These preconditions are analysed separately in the following part of this paper. Information used are obtained from the questionnaire that is analysed and described in chapter 5.1 and also from the directed interview that was conducted with seven members from top and middle management of XY s. r. o. The questions used in the interview are presented in the appendix 3.

### **5.2.1 The first precondition**

The first precondition, that was established, is worded as: Men aged between 31 and 40, on the same position level, have higher salary than women under the same conditions in a chosen company.

For this precondition to be resolved, the questions number 1, 2, 7 and 10 are crucial, and each of them is described above, in the chapter 5.1. Questions number 5, 6, 11 and 12 can be used as complementary information about employees' background, their experience, qualifications and skills. Having looked at the table below, figure 23, there are data about employees divided by position level, salary and gender. The table consists of information only about the age category that is a subject in the precondition, employees between 31 and 40 years old. The total number of employees in this age category, who completed the questionnaire is 25, while 18 employees belong to the low management and remaining 7 employees to the middle management. All the data are extracted from the results of the questionnaire and there is a table to be found in the Appendix number 4 with each age category divided by gender and salary while the age group 31 - 40 is highlighted.

It should be noted, that according to the organisational structure, provided by HR Manager of XY s. r. o., it is known, that there are 17 employees on managerial position in the middle management and 47 employees on managerial position in the low management. Therefore, according to the question number 7 a, it is, that the low management is represented by 53% of employees and the middle management is represented by 59% of employees.

From the mentioned table, there can be seen that in the low management, there is the same amount of men and women who fit in the given age category. If a closer attention is paid to the separate categories of salary, it is clear, that there are more men than women

with higher gross monthly salary. The total amount of women is 9, the same applies for men. There is only one woman who gets paid more than 25 000 CZK and less than 35 000 CZK and no man. Following salary category has 5 women and 1 man, next category demonstrates that there are 4 men with salary higher than 45 000 CZK and no women. These information already implies that there are more women that are classified in lower salary category. The last category, salary higher than 55 000 CZK, has 4 men and 3 women. To summarize information about salary of employees in low management of XY s. r. o., there are 90% of men who have more than 45 000 CZK monthly and only 33,3% of women with this salary. Remaining 66,7% of women have the salary lower than 45 000 CZK, which is, compared to 10% of men with this salary quite big a difference.

Having a closer look at respondents from middle management, it is not that clear as the previous one. One of the reasons is because the number of man and women differs. There are 5 men who compiled the questionnaire from the middle management and only 2 women. Nevertheless, in the last salary category, there can be seen that 100% of women belong to that category and 60% of men. Having different number of each gender and such a small sample of respondents belonging to the category needed, the data from middle management are not satisfactory. Therefore, taking into account the findings gathered about low management, the first precondition can be confirmed.

Figure 22: Table - Employees divided by salary, gender and position level

Salary (in 000 CZK)		< 25		> 25 - 35		> 35 - 45		> 45 - 55		55 +		Total	
		M	F	M	F	M	F	M	F	M	F	M	F
31 - 40 years old	Low management	0	0	0	1	1	5	4	0	4	3	9	9
	Middle management	0	0	0	0	1	0	1	0	3	2	5	2
	Total	0	0	0	1	2	5	5	0	7	5	14	11

Source: Own processing

### Interview outcomes

In order to have all the information that could support resulting this precondition, the questions 2, 3 and 4 from the interview are discussed. Reminding that the interview was done with 7 representatives, 4 from top management and 3 from middle management.

Question 4 asks about the difference in salary of men and women in the company (considering the position on the same level). There are 3 representatives from top management and 2 representatives from middle management who stated, that there are

differences in salary of men and women on the same level position. Remaining 2 representatives expressed themselves rather neutrally with a note that there might be slight differences, but they do not possess information about all the employees, hence they cannot answer. Only HR Manager has information about salaries thorough departments, therefore other interviewing managers were able to comment only on their departments.

According to interviewed managers, the differences are caused mainly because men usually are not afraid to ask for more money during the hiring process. *"It is as if women were already expecting they would not get such a high salary so they don't even ask for it. While men, on the other side, seem to know their value better and are not afraid to say it out loud."* One of the respondents stated during the interview, adding that, of course, there are exceptions. According to another respondent, taking into consideration lower position, the difference in salary is not that distinct since the diversity in candidate experience is not that striking as it might be with more advanced positions.

Question two and three from the interview, if the company takes into consideration gender of the candidate during hiring process, needed to gather following findings. Since the diversity management is one of the top priorities of the company's internal strategy and culture for upcoming years, there is no prioritization for any open position. That is opinion shared by 5 out of 7 respondents. Even though there are some positions with certain preconception about a candidate, it does not have a final say in the decision. However, there are positions that are suitable more for men than for women. To express opinions of remaining two representatives, there are some positions that are perceived by these particular managers as rather male positions and it is quite unlikely that a woman would be hired for that kind of position. Nevertheless, either of them excluded the possibility and eventually all of the respondents agreed that it does not have the final say in the decision.

According to information gathered from the questionnaire and also from interview with company's top and middle management representatives, the first precondition can be confirmed and women aged 31 - 40 have lower salary then men under same conditions in the company XY s. r. o.

### **5.2.2 The second precondition**

For evaluating second precondition, stating that university graduates are more likely to be hired into lower and middle management than candidates older than 50 years,

the question number 2, 4, 7 and 7a were used. In the chapter 5.1, there is a graphical demonstration of individual questions that serves for better results presentation.

Looking at the table below, figure 23, clear information can be read. There are 25 people, who compiled the questionnaire, belonging into low management. As organisational chart placed in the Appendix 1 demonstrates, there are 47 people in XY s. r. o. in low management. Therefore, employees from low management are represented by 53%. Speaking of middle management, there are 10 respondents out of 17, which means, that middle management is represented by 59%. Second precondition uses information from interview as well. To be concrete, especially question 7 serves as a crucial one to assess this precondition since it asks directly about hiring preferences. Furthermore, question number 5 and 6 from the interview can be used for better understanding while evaluating the precondition.

Turning attention back to the table in the figure 23, from the information about age there is noticeable that there is no one in low or middle management in the age of 25 or younger. As for second age group, there are only 2 employees in low management. Continuing further down the rows, 18 is the number of employees belonging into low management within 31 – 40 age group and 7 employees in the middle management. Nonetheless, this age group does not belong to the age category that is the subject of this precondition. Looking into the age category 50+, there are 2 employees in the low management and 3 people in the middle management. Interesting sign is that the age category 31 - 40 is the only one that does not contain employees on ordinary positions.

Figure 23: Table of respondents divided by age and position in the company

Age	Number of respondents	Rate of respondents	Management			Line/Ordinary position
			Low	Middle	Top	
<25	24	21%	0	0	0	24
26 - 30	31	27%	2	0	0	29
31- 40	25	22%	18	7	0	0
41 - 50	21	18%	3	0	3	15
51 +	15	13%	2	3	1	9
<b>Total</b>	116	100%	25	10	4	77

Source: Own processing

Comparing the age categories that matter in case of second precondition, those are the first two and the last one, it can be noted, that there are 2 employees in the low management representing each age group. That is, 2 representatives between 26 - 30 years

old and 2 representatives older than 50. Taking into consideration only low management, the precondition would be denied partially, because the number of respondents is the same but only low management is in focus. Having looked at the middle management, there are no representatives in first two age categories and only 3 representatives in 50+ age category. Therefore, these data deny the second precondition.

Considering the situation, that instead of focusing on lower and middle management, the subject of the second precondition would be non-managerial position. Then, the outcome would be completely different, since there are 69% of representatives from the first two age categories, that are subject of the precondition and not even 12% of people, who are older than 50. Therefore, the precondition would be confirmed and it would mean that university graduates are more likely to be hired into non-managerial positions than candidates older than 50.

### **Interview outcomes**

Using seventh question in the interview, the answers were expected rather straight forward and clear. Although, they were not very unified. One member of the top management gave very rationalized and diplomatic answer: *"I cannot give a generalized answer to this. It every time depends on a specific situation with many aspects playing its role. If there is a shortage of sources, the university graduate is rather to be hired since he or she would not cost that much as an experienced candidate."* Another respondent says: *"Of course it depends on the position, you cannot hire someone for senior role if he or she does not have enough experience, in that case, we rather pay more and have a skilled person to do the job".*

There was an opinion shared by every single one of the respondents. In case there are two comparable candidates on a position that can be done by either university graduate or person over 50, the age does not play the crucial role. It is skills, experience and last but not least, personal sympathy. As mentioned above, it is essential to chose someone to feel comfortable around.

In addition to already mentioned, there were 4 respondents, 2 from top management and 2 from middle management, who admitted that there are some barriers to this matter as well. Once the idea about future candidate is made, it is usually no go with the opposite decision. Once the need for new position is created, there is also a perception of potential new employee created with it. The same applies to company strategy, if it is decided, that

the team needs new spirit with some bright, out of box ideas, it is hardly to be brought by person above 50. Therefore, when it comes to job interview, older candidates are not even part of it. When they are, they may be declined by hiring manager and sometimes even without him or her knowing the reason.

Nevertheless, there are positions requiring specific set of skills and qualification, which are impossible for young candidate to have. However, *"considering some line position with no extra requirements, then, there are no age preferences and the one who better fits our needs and shows better skills wins"*, says one of the middle management respondents.

To quote remaining two representatives, who do not agree with their colleagues, there is a reason why they take into consideration age of a candidate and that reason is as simple as it gets. *"Imagine you need to hire someone who would be working for you as your assistant, it would be your subordinate and hence, he or she would be reporting directly to you. You already know what the person should be like. That is about the age as well. For example, I know I would want to have someone younger than me. Not because I think this person would be more skilled than older candidate, but because I, personally, would feel more comfortable to give instructions to someone younger than me."*

To summarize, there is no unilateral answer to this matter. According to the outcomes from the interview, it every time depends on specific conditions of the position and on specific situation of the company or the department at that time. Therefore, the second precondition is declined.

### **5.2.3 The third precondition**

Having two candidates for any position in the company with the same set of skills, experience and qualifications, while one has Czech nationality and the other does not, the higher chance of being placed, has the Czech. That is how third precondition quotes. Considering that it was quite challenging to assess and evaluate this statement since the XY s. r. o. is Czech company and majority of employees are Czechs. However, there are 28% of employees with other nationalities.

For answering this issue, the main data source was the interview with using questions number 8, 9 and 10. Findings from the questionnaire are demonstrated in the chapter number 5.1 and are used only to represent the findings.

In concrete, questions 3, 4, 5, 11, 11a and 12 are depicted in order to strengthen the research. The second table in the fourth appendix demonstrates the number of employees of XY s. r. o. who compiled the questionnaire. From the data it can be seen that even though the company's roots are Czech, not everyone is Czech. Almost 30% is composed of people from abroad. There are 18 employees from Slovakia, 3 employees from Hungary, 8 employees from Ukraine, 2 Spanish and 1 Dutch. According to the HR Manager, 6 out of 8 Ukrainian employees speak Czech and are all in low management or in non-managerial position, one Spanish representative is a member of middle management and the other is a line employee. The only Dutch is a member of top management. Hungarian are part of low management or non-managerial positions and Slovaks are in middle and low management position and even within non-managerial positions.

The table in figure 24 represents the results from aforementioned questions and allows to see the difference amongst individual nationalities that are represented in the XY s. r. o. However, since there is a huge difference in representation of individual nationalities, it was impracticable to make a valid conclusion to fit the precondition. The fact is, that there are majority of Czech people in the company but it does not offer the right explanation for the precondition and hence these data are not considered while assessing the result.

Figure 24: Outcomes of question 3, 4, 5, 11 and 12 of the questionnaire

Citizenship	Education			Work experience					Living Abroad		Voluntary Course	
	University degree	Lower than University	Other	<2	2-5	5-10	10-15	15+	Yes	No	Yes	No
Czech	50	34	0	24	5	38	8	9	26	58	46	38
Slovak	8	7	3	5	3	9	1	0	10	8	15	3
Hungarian	1	0	2	1	1	1	0	0	1	2	2	1
Ukraine	3	3	2	0	1	6	0	1	5	3	4	4
Spanish	1	0	1	0	2	0	0	0	2	0	1	1
Dutch	1	0	0	0	0	0	1	0	1	0	1	0
Total	64	44	8	30	12	54	10	10	45	71	69	47

Source: Own processing

### Interview outcomes

Given how specific questions regarding this precondition are, the individual description is given to each one. Only 14% of respondents knew how many foreigners there are in the company. This percentage stands for the only one who knew, naturally, it was the HR Manager. Others only guessed, some of them knew only about the ones,



working in their department or about the ones, who are members of top or middle management.

As for the importance of the nationality, there was a complete consensus regarding first reaction. Every respondent replied that it is not important but after a discussion and short reconsideration, important aspects as knowledge of the market, culture, people and the language, came up. *"It is not that nationality itself would be that important, but it is more about the things that goes along with it."* Therefore, two respondents, which is nearly 30%, replied that as long as the employee speak the language that is necessary, the nationality is not important. Three respondents, which is slightly over 40%, said, that especially in this industry, where it is essential to know customers' needs and their culture, to some extend at least, nationality is very important. Or, to have some demonstrable experience that would give a candidate the benefit. The remaining two respondents shared their colleagues' opinion but emphasized on the fact that nationality itself is not important factor that would influence crucially the final decision about a candidate.

To conclude, there is no strict pattern according to which the decision is made and as long as the candidate meets the requirements on the particular position, the nationality is not on the first place. Of course, there are positions that are impossible for foreigner to do, but the same applies the other way round. Therefore, as all the respondents agreed, it every time depends on the position and hence the third precondition is denied.

### **5.3 Summary of the practical component**

Diversity management in XY s. r. o. was analysed via questionnaire and directed interview. Assessment of established preconditions was made on the basis of acquired results but there are still some issues remaining to be answered in order to have complete picture about stance of the company as a whole towards diversity management.

Fundamental information was obtained from the first question of the interview. All of the managers that were interviewed stressed the importance of applying diversity management in the company. Prevailing reasoning was the pace in which the company extended to foreign markets. Every respondent feels that it has to become part of the company's culture and also part of their strategy so they have competitive advantage. Another reasoning, was to attract more diverse employees and strengthen the position on the market. To quote one of the managers: *"Diversity management becomes a tool to be better and use our own resources in more efficient way. We have to be prepared for more*

*open environment and in order to do that, the flexibility and diversity within our own rows is essential."* To support this statement, the fact that diversity management is one of company's goals for upcoming years, as mentioned before, shows the determination of managers to promote and apply diversity management effectively in XY s. r. o.

What is a little bit controversial is the fact, that, excluding HR Manager, none of the remaining respondents was aware of how many foreigners there are in the company. Here the question arises, how can the management apply and promote diversity management if such an important information is missing?

Regarding employees perception of diversity management, there are almost 50% of employees, who are familiar with diversity management and expressed their opinion about individual areas. There are 63% out of those 50%, who agree that the company support age diversity. This fact is supported by results of question 13 from the questionnaire. There are over 50% of those, who do not think that age is an obstacle in career growth in XY s. r. o. Contradictory is, however, the outcome of question number 15 where there are majority of respondents, who perceive, that there is some age group, that overbalances the other. This may be caused by replying according to respondents' department and not assessing the company as a whole, which is understandable since not everyone knows each other. Another fact, that might be a reason why this question gave a distorted account of findings is that there are 153 employees working on permanent contract but remaining 133 employees are part time workers who tend to be, given the nature of the job, of younger generation. Employees' perception of gender diversity in a company is not very promising. According to question number 14 there are 61% of respondents who do not think that XY s. r. o. is equally balanced by gender. Looking at the results of question number 1, there are 54% of men and 46% is represented by women, that implies that the company is rather balanced by gender. Therefore, the misperception might be caused by the gender inequality within company's top management, where there are only 2 women out of 9 representatives.

Regarding national diversity, the majority of respondents, precisely 34 respondents, do not know if it is supported by the company. 18 respondents think that it is not and only 5 respondents think it is. Interpretation these results might be influenced by low ratio of foreigners in the company. Considering that XY s. r. o. is a Czech company operating mainly on the Czech market, the share of foreigners is quite high. On the other hand, it is still low number for conducting research focused on national diversity.

## 6 Suggestions and proposals

Diversity management in XY s. r. o. is one of the topics discussed by the management and it creates important part in the business strategy of the company. The company endeavours to straighten their position on the market and there is a vision to expand the focus abroad even more. In order to do that it is necessary to have enough knowledge at its disposal. Thus the diversity management should not only be applied but also broadcasted through the company and people should be educated about the matter.

Given there are roughly half of the employees who are not familiar with diversity management and hence cannot be aware of the importance. It is necessary to conduct, for instance, a meeting, where the management would explain the purpose and outline the main area the company is going to focus on. Starting with gender diversity, the findings implied that the share of each gender is overall balanced. However, the area that would need closer attention is the ratio of men and women in the leading positions of XY s. r. o. That is though already a subject of changes within next years. The management is well aware of this fact and plans to transform it within the time frame of 4 years, that is until the year 2020. The expectations are to have better business results but it is essential to mention that these changes are not going to be made to the detriment of company's welfare.

Regarding age diversity, nearly 70% of employees, according to the quantitative survey, are younger than 40 years. Out of these 70%, there are 47%, who are younger than 30 years. That makes the company employees' in general quite young and in order to balance the age diversity, there are certain arrangements to be considered. As gathered from the interview, managers do not possess information about employees thorough the whole company but only about their departments, naturally. Therefore, it is up to HR Manager to establish a pattern of each department and do some kind of analysis that would serve as a basis for further steps towards reorganisation or different approach towards selecting new employees. The result should be that each department is rather equally balanced by age and hence can benefit the most from that diversity.

Nationality is the field of diversity that needs to undergo some arrangements as well. There is a strong recommendation for the HR department to acquaint top and middle management about foreigners working for the company and to emphasize their even placement within departments so the diversity management is applied effectively.

## 7 Conclusion

The aim of this diploma thesis was to specify the issue of diversity management, outline main areas and to assess this subject in chosen company while focusing on three areas of diversity management. The initial premise for understanding the topic was secondary research of scientific literature helping with explanation of fundamental terms in the theoretical component of this paper. The theoretical component also served as a basis for elaborating the practical component dealing with gender diversity, age diversity and national diversity in chosen company.

In the practical component the introduction of XY s. r. o. is presented. Company's characteristics, establishment, structure and development was described. Also the description of the industry was included and organizational structure explained. The stance of the company towards diversity management was described profoundly and employees' opinion was reflected in the questionnaire. This quantitative survey was conducted for acquiring information about company's employees and their opinions about this matter. Outcome was quite balanced but did not correspond with employees perception. According to the questionnaire, the company is rather balanced by gender but is not perceived as such. This issue is discussed closely in the previous chapter, "Suggestion and proposals". Regarding age diversity, there are bigger differences hence some arrangements and modification should be in motion. National diversity is, due to the structure and disproportional division and lack of nationalities, difficult to measure.

Quantitative survey was complemented by qualitative survey in the form of directed interviews that were conducted with seven representatives of the XY s. r. o. Each interview offered valuable information that were essential for finding out information about diversity management in the company. Owing to the interviews, facts about company's strategy, like balancing the ratio between men and women within leading position in the company were shared. General stance towards diversity management was put together and areas necessary to re-evaluate were mentioned in "Suggestion and proposals". This paper can be used as a source of information regarding this topic. Although, it is necessary to bear in mind that diversity management is topic which is continuously developing and changing. Realising the importance of diversity management and monitoring the evolution is what might be one of the essential factors of successful business since it is part of every company. Main contribution of this paper is research and outcome provision to the XY s. r. o.

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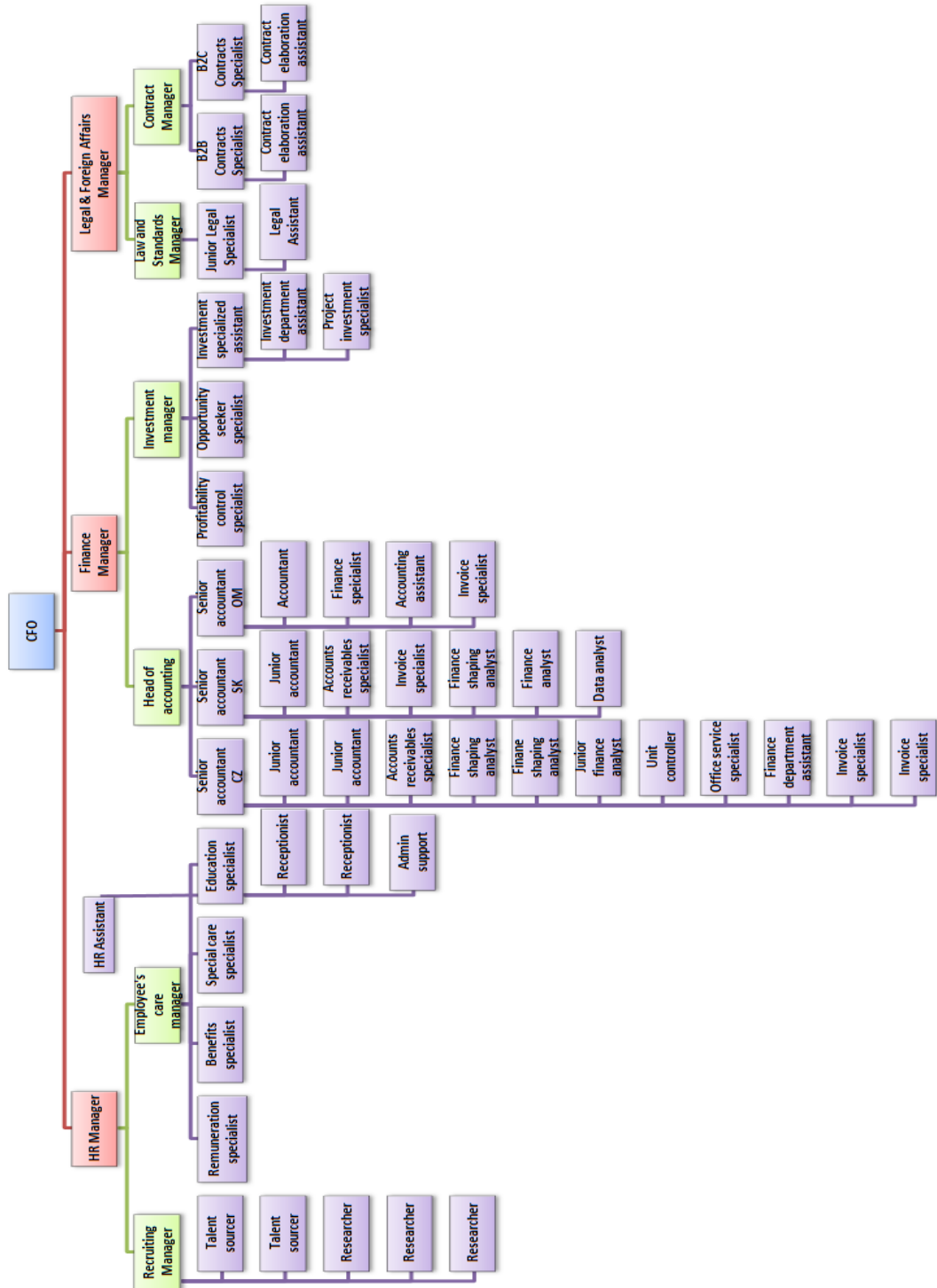


## **9 Appendix**

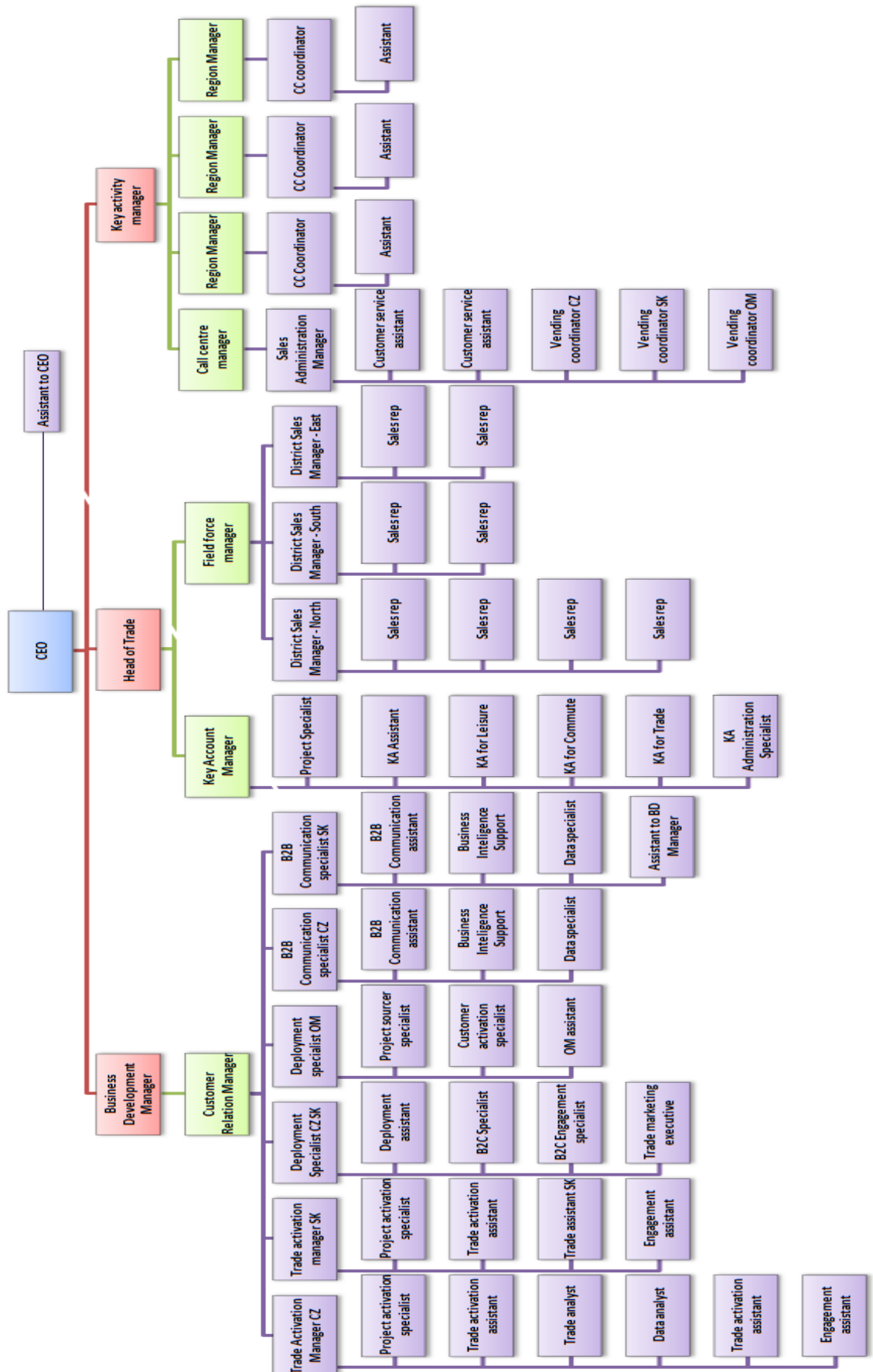
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# Appendix 1: Organisational structure chart

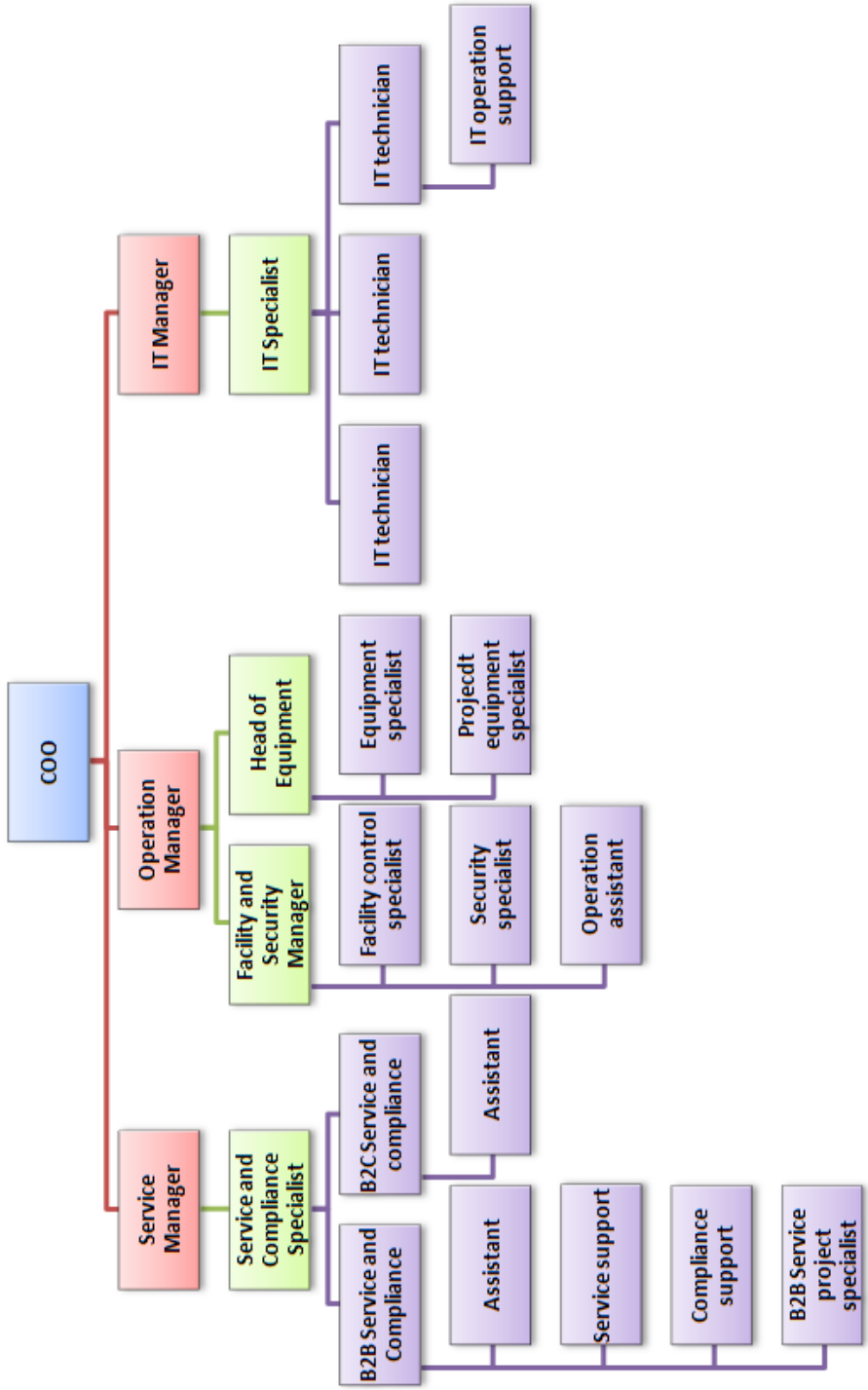
## CFO branch



CEO branch



COO branch:



## Appendix 2: Questionnaire

Dobrý den,

velice Vás žádám o vyplnění tohoto dotazníku, který slouží k mé diplomové práci. Téma je "Diverzity management ve vybrané společnosti" a důraz je kladen na diverzitu v oblasti pohlaví, věku a národnosti. Žádám Vás o pravdivé a jasné odpovědi. Dotazník je anonymní.

V případě jakýchkoliv pochyb či nejasností se na mě můžete obrátit.

Předem Vám děkuji za Váš čas a spolupráci.

Bc. Hana Kučerová

Studentka Provozně Ekonomické Fakulty, ČZU v Praze

### Dotazník týkající se Diverzity Managementu ve Vaší společnosti

1. Pohlaví:  muž  žena
2. Věk:  <25  26 - 30  31- 40  41 - 50  51+
3. Národnost:  Česká  Slovenská  Jiná - prosím uveďte: .....
4. Nejvyšší dosažené vzdělání:
  - Základní škola
  - Střední škola ukončená výučním listem
  - Střední škola ukončená maturitní zkouškou
  - Diplomovaný specialista
  - Bakalářské studium (Bc.)
  - Magisterské studium (Mgr., Ing., Ing.arch., MUDr. etc.)
  - Doktorandské studium (Ph.D. etc.)
  - Jiné
5. Počet let pracovních zkušeností:
  - méně než 2  více než 2- 5  více než 5 - 10  více než 10 - 15
  - více než 15
6. Počet let pracovních zkušeností pro tuto společnost:
  - méně než 2  více než 2 - 5  více než 5 - 10  více než 10 - 15
  - více než 15

7. Vaše pracovní pozice je:
- řadový zaměstnanec       manažerská pozice
- 7a) jestliže manažerská pozice, prosím uveďte:       nižší management  
 střední management       top management
8. Prosím uveďte název oddělení, kde pracujete:  
.....
9. Jste někomu nadřízený?       ano       ne
10. Jaký je Váš hrubý měsíční příjem?
- < 25 000 Kč       více než 25 000 - 35 000 Kč       více než 35 000 - 45 000 Kč  
 více než 45 000 - 55 000 Kč       více než 55 000 Kč
11. Žil/a jste nějaký čas po dobu Vašich studií v zahraničí?
- ano       ne
- 11 a) pokud ano, pak jste:       pracoval/a       studoval/a       obojí
12. Zúčastnil/a jste se dobrovolně nějakých kurzů/vzdělávání, souvisejících s Vaší prací, abyste si rozšířil/a své znalosti?
- ano       ne
13. Věk je překážkou kariérního růstu v této společnosti.
- zcela souhlasím       souhlasím       neutrální       nesouhlasím       zcela nesouhlasím
14. Společnost je vyrovnaná co se týče pohlaví zaměstnanců.
- zcela souhlasím       souhlasím       neutrální       nesouhlasím       zcela nesouhlasím
15. V této společnosti není žádná věková skupina, která převažuje.
- zcela souhlasím       souhlasím       neutrální       nesouhlasím       zcela nesouhlasím
16. Tahle společnost vnímá všechny zaměstnance rovnocenně.
- zcela souhlasím       souhlasím       neutrální       nesouhlasím       zcela nesouhlasím
17. Vím, co je to diversity management.
- ano       ne       nevím
- Pokud ano, tato společnost podporuje:
- 17 a) Věkovou diverzitu?       ano       ne       nevím
- 17 b) Diverzitu pohlaví?       ano       ne       nevím
- 17 c) Národnostní diverzitu?       ano       ne       nevím

Velice Vám ještě jednou děkuji za Váš čas a za vyplnění tohoto dotazníku.

Hana Kučerová  
Studentka Provozně Ekonomické Fakulty, ČZU v Praze

Dear Sir or Madam,

I kindly ask you to fill out this short questionnaire as to help me with my diploma thesis. The topic is "Diversity management in chosen company" and the focus is aimed at gender, age and nationality. I appeal to you for the most truthful and clear responses. The questionnaire is anonymous.

In case of any reservations or questions, please, do not hesitate to contact me.

Thank you in advance for your time and cooperation.

Bc. Hana Kučerová

Student of Faculty of Economics and Management, CULS Prague

## Questionnaire about Diversity Management in the company you work for

1. Gender:            male            female
2. Age:                <25            26 - 30        31- 40        41 - 50        51+
3. Nationality:      Czech        Slovak        Other - please state: .....
4. Highest educational level attained:
  - Elementary school
  - High school graduate with vocational certificate
  - High school graduate with diploma
  - Certified specialist (Dis.)
  - Bachelor's degree (Bc.)
  - Master's degree (Mgr., Ing., Ing.arch., MUDr. etc.)
  - Doctoral degree (Ph.D. etc.)
  - Other
5. Number of years of working experience:
  - less than 2    more than 2- 5    more than 5 - 10    more than 10 - 15
  - more than 15
6. Number of years working for this company:
  - less than 2    more than 2 - 5    more than 5 - 10    more than 10 - 15
  - more than 15
7. Your working position is:
  - line/ordinary employee            managerial position
  - 7a) if management, please state:    low            middle        top

8. Please state the name of the department you work in:

.....

9. Are you superior to someone?  yes  no

10. What is your monthly gross salary?

< 25 000 CZK  more than 25 000 - 35 000 CZK  more than 35 000 - 45 000 CZK  
 more than 45 000 - 55 000 CZK  more than 55 000 CZK

11. Did you spend some time living abroad during your studies?

yes  no

11 a) if yes, did you:  work  study  both

12. Did you take voluntarily any classes/courses/training related to your work to extend your knowledge?

yes  no

13. Age is an obstacle in career growth in this company.

completely agree  agree  neutral  disagree  completely disagree

14. The company is equally balanced by gender.

completely agree  agree  neutral  disagree  completely disagree

15. There is no age group in the company that overbalance the other.

completely agree  agree  neutral  disagree  completely disagree

16. This company perceive all employees equally.

completely agree  agree  neutral  disagree  completely disagree

17. I am familiar with diversity management.

yes  no  I don't know

If yes, does this company support:

17 a) Age diversity?  yes  no  I don't know

17 b) Gender diversity?  yes  no  I don't know

17 c) National diversity?  yes  no  I don't know

Thank you again for taking the time and completing this questionnaire, it is very much appreciated.

Hana Kučerová

Student of Faculty of Economics and management, CULS Prague



## **Řízený rozhovor se členy středního a top managementu vybrané společnosti**

- 1) Myslíte si, že je důležité aplikovat diverzity management v této společnosti? Proč?
- 2) Myslíte si, že tato společnost bere v potaz pohlaví uchazeče v průběhu výběrového řízení?
- 3) Myslíte si, že to může mít hlavní slovo v konečném rozhodování?
- 4) Je v této společnosti rozdíl ve výši příjmů mužů a žen (za předpokladu pozice na stejné úrovni)?
- 5) Je zde důvod, proč společnost bere v potaz věk uchazeče v průběhu výběrového řízení?
- 6) Myslíte si, že to může mít hlavní slovo v konečném rozhodování?
- 7) Koho byste raději přijal/a - čerstvého absolventa vysoké školy s méně zkušenostmi nebo člověka nad 50 let? A proč?
- 8) Víte, kolik cizinců pracuje v této společnosti?
- 9) Je národnost důležitá při výběru zaměstnanců v této společnosti?
- 10) Koho byste raději přijal/a, Čecha nebo cizince a proč (za předpokladu, že oba mají stejné schopnosti, zkušenosti i kvalifikaci)?

## **Directed interview with members of top and middle management of the company**

- 1) Do you think it is important to apply diversity management in this company? Why?
- 2) Do you think, the company takes into consideration gender of the candidate during hiring process?
- 3) Do you think it can have the final say in the decision?
- 4) Is there a difference in salary of men and women (considering the position on the same level) in this company? Why?
- 5) Is there a reason why the company takes into consideration age of the candidate during hiring process and why?
- 6) Do you think it can have the final say in the decision?
- 7) Who would you rather hire - university graduate, with less experience or someone 50 years or older and why?
- 8) Do you know how many foreigners works at this company?
- 9) Is nationality important during hiring process in this company?
- 10) Who would you rather hire - Czech candidate or foreigner and why? (Considering both having the same set of skills, experience and qualifications).

#### Appendix 4: Tables completing the questionnaire survey

Employees of XY s. r. o. presented by age, gender and salary

Total by salary	< 25		> 25 - 35		> 35 - 45		> 45 - 55		55 +		Total by age	
Age \ Gender	M	F	M	F	M	F	M	F	M	F	M	F
<25	4	6	5	4	4	1	0	0	0	0	13	11
26 - 30	2	8	2	6	4	3	6	0	0	0	14	17
31- 40	0	0	0	1	2	5	5	0	7	5	14	11
41 - 50	0	0	0	0	1	2	3	1	9	5	13	8
51 +	0	0	0	0	0	2	0	0	9	4	9	6
Total by salary	6	14	7	11	11	13	14	1	25	14	63	53
	20		18		24		15		39		116	

Source: Own processing

Employees of XY s. r. o. presented by gender and age

Age \ Gender	Men		Women		Total	
Frequencies	Absolute	Relative	Absolute	Relative	Absolute	Relative
<25	13	54%	11	46%	24	21%
26 - 30	14	45%	17	55%	31	27%
31- 40	14	56%	11	44%	25	22%
41 - 50	13	62%	8	38%	21	18%
51 +	9	60%	6	40%	15	13%
Total	63	54%	53	46%	116	100%

Source: Own processing

Employees of XY s. r. o. presented by nationality

Nationality	Country Code	Number of employees	Percentage
Czech	CZ	84	72%
Slovak	SK	18	16%
Hungarian	HU	3	3%
Ukraine	UA	8	7%
Spanish	SP	2	2%
Dutch	NL	1	1%
Total		116	100%

Source: Own processing

## Appendix 5: Foreigners registered at labour offices by citizenship in years 2001 - 2011

<b>3-14. Cizinci evidovaní na úřadech práce podle státního občanství v letech 2001 - 2011 (stav k 31. 12.) - CELKEM</b>													
<i>Foreigners registered at labour offices by citizenship in years 2001–2011 as at 31 December - TOTAL</i>													
Pramen: Ministerstvo práce a sociálních věcí							Source: Ministry of Labour and Social Affairs						
Země	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Index 11/10	Country
<b>Celkem</b>	<b>103 652</b>	<b>101 179</b>	<b>105 738</b>	<b>107 984</b>	<b>151 736</b>	<b>185 075</b>	<b>240 242</b>	<b>284 551</b>	<b>230 709</b>	<b>215 367</b>	<b>217 862</b>	<b>101,2</b>	<b>Total</b>
<b>Celkem EU 27</b>	<b>77 278</b>	<b>71 347</b>	<b>72 815</b>	<b>75 017</b>	<b>96 423</b>	<b>119 915</b>	<b>144 594</b>	<b>140 917</b>	<b>139 120</b>	<b>143 772</b>	<b>154 327</b>	<b>107,3</b>	<b>EU27, total</b>
<b>Ostatní země celkem</b>	<b>26 374</b>	<b>29 832</b>	<b>32 923</b>	<b>32 967</b>	<b>55 313</b>	<b>65 160</b>	<b>95 648</b>	<b>143 634</b>	<b>91 589</b>	<b>71 595</b>	<b>63 535</b>	<b>88,7</b>	<b>Other countries, total</b>
v tom:													
Slovensko	63 555	56 558	58 053	59 819	75 297	91 355	101 233	100 223	98 192	100 727	106 425	105,7	Slovakia
Polsko	6 661	7 338	7 403	8 882	12 635	17 149	23 642	20 680	20 278	19 049	19 718	103,5	Poland
Bulharsko	1 863	1 985	1 792	1 651	1 732	1 953	5 393	5 108	4 578	5 667	7 007	123,6	Bulgaria
Rumunsko	764	724	689	590	929	1 240	4 313	3 605	3 780	4 815	6 372	132,3	Romania
Německo	1 218	1 306	1 412	1 303	1 743	2 383	2 847	2 774	2 989	3 070	3 194	104,0	Germany
Velká Británie	989	1 005	1 018	741	1 119	1 584	1 804	2 075	2 177	2 382	2 590	108,7	United Kingdom
Francie	613	702	727	509	671	1 067	1 250	1 502	1 608	1 726	1 838	106,5	France
Itálie	230	250	296	202	287	461	615	844	1 001	1 140	1 281	112,4	Italy
Rakousko	396	432	502	390	474	604	720	794	822	875	861	98,4	Austria
Nizozemsko	285	242	227	179	275	393	509	583	625	663	745	112,4	Netherlands
Maďarsko	73	100	75	131	165	253	457	524	601	656	709	108,1	Hungary
Španělsko	91	84	77	78	128	201	312	365	438	546	632	115,8	Spain
Litva	42	40	40	142	353	365	399	439	480	561	612	109,1	Lithuania
Belgie	106	107	102	93	117	156	208	275	269	313	358	114,4	Belgium
Lotyšsko	19	26	23	9	14	31	30	39	53	159	336	211,3	Latvia
Švédsko	93	92	84	63	90	131	163	236	249	276	301	109,1	Sweden
Irsko	65	84	83	67	108	151	162	176	218	245	283	115,5	Ireland
Řecko	21	23	25	30	59	88	105	126	146	172	224	130,2	Greece
Portugalsko	15	49	16	13	30	51	75	134	152	175	222	126,9	Portugal
Dánsko	73	74	64	46	77	107	122	134	147	177	194	109,6	Denmark
Finsko	59	59	38	32	46	69	91	109	120	146	155	106,2	Finland
Slovensko	24	32	38	29	43	70	78	91	97	112	125	111,6	Slovenia
Estonsko	7	13	10	3	9	19	25	40	46	67	87	129,9	Estonia
Kypr	6	9	7	6	8	14	19	17	26	25	28	112,0	Cyprus
Malta	7	8	7	4	7	11	14	15	16	18	19	105,6	Malta
Lucembursko	3	5	7	5	7	9	8	9	12	10	11	110,0	Luxembourg
<b>Ostatní země celkem</b>	<b>26 374</b>	<b>29 832</b>	<b>32 923</b>	<b>32 967</b>	<b>55 313</b>	<b>65 160</b>	<b>95 648</b>	<b>143 634</b>	<b>91 589</b>	<b>71 595</b>	<b>63 535</b>	<b>88,7</b>	<b>Other countries, total</b>
z toho:													
Ukrajina	17 473	19 958	22 489	22 399	40 060	46 155	61 592	81 072	57 478	42 139	35 250	83,7	Ukraine
Rusko	887	930	867	1 078	2 447	2 380	2 488	3 314	3 612	3 658	3 931	107,5	Russian Federation
Mongolsko	976	1 185	1 388	1 585	1 800	2 814	6 897	12 990	4 205	3 548	2 827	79,7	Mongolia
Vietnam	63	150	237	183	256	692	5 425	16 254	3 670	3 132	2 776	88,6	Viet Nam
Moldavsko	1 377	1 412	1 509	1 483	2 710	3 369	5 503	8 635	5 706	3 497	2 643	75,6	Moldova (the Republic of)
Spojené státy	1 279	1 435	1 408	1 160	1 195	1 224	1 316	1 711	1 647	1 712	1 672	97,7	United States
Čína	335	193	267	322	935	876	1 074	1 555	1 356	1 121	1 317	117,5	China
Bělorusko	1 028	1 191	967	815	968	1 035	1 209	1 410	1 235	1 145	1 129	98,6	Belarus
Uzbekistán	13	16	26	25	80	181	941	3 611	1 972	941	943	100,2	Uzbekistan
Srbsko	-	-	-	-	369	503	642	872	605	682	742	108,8	Serbia
Kazachstán	76	91	107	139	304	346	479	646	600	564	665	117,9	Kazakhstan
Indie	90	95	121	201	296	439	620	848	651	662	654	98,8	India
Hercegovina	76	88	94	238	187	413	865	1 469	722	604	649	107,5	Bosnia and Herzegovina
Japonsko	177	315	509	528	576	609	770	835	689	647	630	97,4	Japan
Makedonie	435	395	406	405	423	596	968	1 421	946	647	592	91,5	Macedonia (the former Yugoslav Republic of)
Thajsko	35	53	86	103	170	217	327	514	524	644	589	91,5	Thailand
Korejská republika	68	91	54	61	56	115	325	628	436	513	451	87,9	Korea (the Republic of)
Turecko	101	162	165	150	173	203	248	298	346	380	427	112,4	Turkey
Arménie	156	147	199	183	177	236	382	596	534	448	416	92,9	Armenia

Pozn.: země řazeny podle roku 2011.

Note: Countries arranged according to the year 2011.

Source: CSO, 2016