

Gender Stereotypes in Slovakia and Portugal

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Abstract

The aim of the article is to compare selected indicators of gender equality investigated in the Slovak Republic and allegedly currently published in Portugal. This intention resulted from the previous cooperation of the authors with Portuguese colleagues in the given field. An important part of this article will also concern the conducted research study, which focuses on the investigation of gender differences in managerial positions. We will search an employment in managerial positions in terms of gender and the amount of salary for managerial work done at the same level. Work experience in a managerial position, regardless of its level and industry, will be a condition of the research. The research sample consists of randomly selected managers of a selected region of various countries. An instrumentalism is a questionnaire survey with subsequent statistical processing. The form we use is an electronic form and disseminated through social networks in such a way that the anonymity of the respondents is fully preserved. The mentioned research study will present one of the possible approaches to the investigation of the issue of gender differences in managerial positions.

Keywords: Gender Equality, Gender Stereotypes, Employment, Salary, Manager, Managerial Positions.

Introduction

Gender stereotypes is challenging because their importance is often not appreciated. It is influenced not only by impressions and judgments, but also by people's prejudices, often without being realized. Despite progress in many aspects of gender equality, such as universal suffrage and education, there are still areas where gender stereotypes have a significant and often unfortunately negative impact.

Many of the difficulties and conflicts that life brings are caused by the inequality of working and living conditions of women and men. Naturally, both the women and men have a mission, either in the family or at work. Many families face serious problems and often, even while ensuring a comfortable family existence, they cannot resolve conflicts arising from excessive workload, enormous responsibility, and often inadequate assessment and evaluation of the work results of men and women in the workplace. Determination and bold action, including application of the enforcement are needed to accelerate progress (Dobrovič, Rajnoha, Korauš 2018; Korauš et al. 2020; Straková et al 2021).

Empirical research declares terminal activities with low added value. On the contrary, when we look at activities with higher added value such as industrial eco-design, development of circular products and other activities involving the greater use of advanced technologies, women's participation is less significant (Albaladejo, Arribas, and Mirazo, 2022). This is partly due to the low participation of women in science, technology, engineering, and mathematics (STEM) activities due to gender socialization and the gender division of labour.

Therefore, a fair and inclusive consumer type system requires greater participation women on a global scale, and therefore women's economic empowerment remains a challenge worldwide. In several scientific studies, an overview of which is presented in the monograph, the authors state that only half of the women of productive age are employed, while they earn on average 24% less than men (ILO, 2022). Women who work are disproportionately overworked because they also work at home, which means almost a two and a

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half times higher performance rate when compared to men. Societies, often even communities, consciously preserve the tradition that "a woman's place is in the home". Such a feeling is.

also consciously imposed on women, who perceive their responsibilities as limited only to household chores and childcare. The so-called "stuck thinking" of societies seems to force women not to think beyond these boundaries. Fortunately, the progress made in science and education, as well as a change in the mindset of millennials - Generation Y - have forced women to think differently. In addition, phenomena such as globalization and changes in economic and social status act as positive catalysts for changing the role and self-awareness of women.

Unfortunately, the political will to reduce real gender differences in the world is absent. However, gender equality is becoming a central theme in the creation of global and national policies. World leaders are committed to the ambitious goal of achieving gender equality by 2030 (UNWoman, 2022). Gender equality is also starting to be promoted as a "smart economy", which can be understood as a way of supporting economic growth through increasing the volume of human capital, labour force participation in work processes and increasing productivity. Women today are more educated and achieve higher levels of education than ever before. However, this does not influence gains in the labour market (Rajnoha, Korauš, Dobrovič 2017). Removing obstacles to their integration into the labour market would have positive effects on increasing a countries' growth potential (Dobrovič, Korauš, Dančišinová 2016; Šimberová et al. 2022). It is known from empirical studies that gender inequality, especially when it comes to gender differences between education and work throughout the world, is a negative factor for the growth of economies. Discrimination based on gender hinders the economic development of countries. It is essential that gender equality itself becomes a key economic issue, and not a "soft" development issue that can be marginalized or ignored in national growth strategies. Table 1 shows the factors that affect gender differences. These include factors in the form of organizational structure, leadership style, gender system, cultural bias, compensation, statistical discrimination, and personality characteristics.

Table 1. Factors Of Gender Differences

	Female gender	Male gender
Organizational structure	Approach to work - empathetic, ability to listen, easier to establish relationships in the workplace	Approach to work - arrogant, self-confident, realistic, competitive, calm
Management style	Future-oriented, emotional, systematic, communicative, practical, caring, critical, detail- oriented	Assertiveness, competitiveness, formal communication, orientation to past trends
The gender system	Less capable, passive victims	The ability to perform in a managerial position
Social attitudes	Biologically determined characteristics of a female	Biologically determined characteristics of a male- perceived as superiors
Cultural bias	Culture less friendly to women	Culture encouraging men
Compensation	Gender pay gap- lower by 16%	Gender pay gap - higher by 16%
Statistical discrimination	Gender bias - a woman can go on maternity leave, perception as non-intensive work	Gender-biased – a man does not tend to go on maternity leave, commitment to work
Personality characteristics	Stereotypes about females	Stereotypes about males

Source: Mihalčová et al. 2021

It is important to perceive Gender equality very sensitively. To apply it in places where discrimination is really manifested and, on the other hand, not to enforce it "by force" where it has no place, where its application and enforcement is unreasonable.

Gender Equality from the Perspective of the Global Gender Gap Report 2022

The Global Gender Gap Report can be considered a global report on the gender gap published by the World Economic Forum, while the Global Gender Gap Index has been compiled since 2006. It can be concluded that for the last 16 years, the Global Gender Gap Index has been a key indicator that identifies success, or failure in the relative differences between women and men in the fields of health, education, economy, and politics. At the same time, it enables each country to set priorities in a specific economic, political, or cultural area on the basis of the identified differences.

In terms of the methodology of the Global Gender Gap Index and the classification of the countries included in the Global Gender Gap Index published by the World Economic Forum, the development of gender gaps and the filling of gender equality gaps over time are monitored and compared within four key dimensions, which are:

Economic Participation and Opportunity,

Educational Attainment,

Health and Survival,

Political Empowerment (representation).

Each of these dimensions is evaluated separately, creating four separate sub-indexes within the framework of economic participation and opportunity of achieving education, health and survival and within the framework of political empowerment (representation) and at the same time these four separate sub-indexes together create a Global Gender Gap Index.

The Global Gender Gap Index 2022 compares the indexes of 146 countries. Of these, a subset of 102 countries has been represented in every edition of the index since 2006, which promises a high degree of objectivity in the index. The Global Gender Gap Index measures a score on a scale from 0 to 100, and this score can be interpreted as the distance to parity (ie, the percentage of the gender gap that has been closed).

According to the GGG Index (2022), the gender gap was set at 68.1%. Scientists note that at the current rate of progress, it will take 132 years to reach full parity. This is a slight improvement of the indicator compared to 2021 (136 years to reach parity). Despite this, the development forecasts from 2020 were far more optimistic (100 years to reach parity). The Covid-19 pandemic during the last 3 years has also contributed to the increase of the indicator to a considerable extent. According to Buchláková (2020), due to the closing of schools, increasing unemployment, changes in the functioning of families and the transformation of the economy, the achievement of gender equality may be delayed within the range of 10 to 20 years.

Research results according to the GGG Index (2022) claim that the best situation is in North America, whose gender gap value is at the level of 76.9%. Europe, with a gender Gap of 76.6%, also ranked excellent in the researched area. Next comes Latin America and the Caribbean with a 72.6% gender Gap. Central and Eastern Asia together with the Pacific region are in the given area at approximately 69%.

In sixth place is sub-Saharan Africa, which represents 67.9%. It is followed by Saharan Africa, the Middle East, and North Africa, which exceeded the threshold of 63.4%. South Asia achieved the worst results in 2022 with a 62.4% gender gap.

*Results of the Global Gender Gap Index 2022 in Selected European Countries***Table 2.** The Gender Equality Gap in the Top Ten European Countries and the V4 Countries in 2021 And 2022 According to the World Economic Forum.WEF.

Sequenc e	Country	Closing the gender equality gap for the year 2021	Sequenc e	Country	Closing the gender equality gap for the year 2022
1.	Iceland	89,2 %	1.	Iceland	90,8 %
2.	Finland	86,1 %	2.	Finland	86,0 %
3.	Norway	84,9 %	3.	Norway	84,5 %
4.	Sweden	82,3 %	4.	Sweden	82,2 %
5.	Lithuania	80,4 %	5.	Ireland	80,4 %
6.	Ireland	80,0 %	6.	Germany	80,1 %
7.	Switzerland	79,8 %	7.	Lithuania	79,9 %
8.	Germany	79,6 %	8.	Switzerland	79,5%
9.	Belgium	78,9 %	9.	Belgium	79,3 %
10.	Spain	78,8 %	10.	France	79,1 %
15.	Portugal	77,5 %	19.	Portugal	76,6 %
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31.	Poland	71,3 %	29.	Slovakia	71,7 %
33.	Slovakia	71,2 %	32.	Czech Republic	71,0 %
34.	Czech Republic	71,1 %	33.	Poland	70,9 %
40.	Hungary	68,8 %	36.	Hungary	69,9 %

Source: own processing according to the Global Gender Gap Index 2022

In 2022, Iceland was once again the country with the highest rate of gender equality (out of 50 sovereign states and 6 states with limited European recognition) and has been in first place 14 times. Norway, Finland, and Sweden remained in the same positions. In 2022, the 5th place belonged to Ireland, which was in 6th place in 2021. Germany also improved with 6th place, and Lithuania dropped by two positions. On the contrary, France improved, reaching 10th place in 2022, replacing Spain from this ranking. Considering that Portugal and Slovakia are also in the centre of interest, the study (GGGI) shows that in 2022 Portugal fell by up to 4 places compared to 2021, while Slovakia, on the other hand, improved its position by 3 places. Nevertheless, compared to Portugal, which is in the top 20 European countries, it is at the "tail "end of Europe.

According to the overall results of the GGGI study, in 2022, the development for better gender equality in most countries of the world (considering the 146 countries that were the subject of the study in 2022) has stopped in most countries. Only 30 of the 145 economies covered between this year (2022) and the previous year of 2021 have made progress in closing the gender gap by at least 1 percentage point. Unfortunately, as many as 46 countries in the world recorded a decrease in the given area of gender equality of more than 1 percentage point.

The construction of the index identifies four spheres, as already mentioned, of monitoring gender equality, namely in economic participation and opportunities, achieved education, health, and survival, and last but not least in political representation, i.e. the empowerment of women. Positive results in closing the gender gap have been achieved over a long period of time in the field of health and survival and in achieving an education. On the contrary, the dimension of political representation is the area with the largest gender gap. The results demonstrate the serious problem of women's promotion in higher positions, as well as the unfavourable situation of women's representation in top management positions. From the point of view of

the regions, according to the Gender Gap, Western Europe is the leader, followed by North America, Latin America and the Caribbean, the countries of Eastern Europe and Central Asia. The order continues with East Asia and the Pacific region, Sub-Saharan Africa, and South Asia. The region with the largest gap in gender equality is the Middle East and North Africa. This also assures us that the mentioned topic is still not given enough attention and research, as well as the proposals arising from it, so there is a need to make some progress.

Few Notes on Portugal - Portugal in Figures

The EU Gender Equality Strategy 2020-2025 outlines some key priorities for creating gender-equal economies, namely, to reduce gender gaps in the labour market and address the gender pay gap (European Commission, 2020). Portugal's approach to this goal is demonstrated based on the Gender Equality Index 2022 study, from which three domains were selected for the interpretation of gender inequalities, namely: the domain of knowledge, work, and financial resources.

The Domain of Knowledge measures gender inequalities in educational attainment, participation in education and training throughout life and gender segregation. In the domain of higher education, Portugal had an interesting place in 2022, together with the EU. There are more university-educated women than men here (24% of women, 18% of men), in the EU it is 27% of women and 26% of men. In Portugal, 15% of women and 16% of men participate in lifelong learning and training. University graduates in the fields of education, health and social care, humanities and arts make up the following percentages: 38% women, 18% men compared to the EU, where the following figures were recorded in the research: 43% women and 21% men. Here, the interest of women in the field of education and training is observed too.

The Domain of Work (GEI 2022) measures the extent to which women and men can benefit from equal access to employment and good working conditions. Let's select only the first sub-domain, which combines two indicators: participation in the full-time equivalent (FTE) employment rate and the duration of working life. In the field of full-time equivalent employment rate, women reached 47%, which is a higher indicator when compared to women in the EU (41%). In the case of men, the values of the indicator are comparable (EU - 57%, Portugal - 56%). The full-time employment rate considers the higher incidence of part-time employment among women and is obtained by comparing the average number of hours worked by each worker to the average number of hours worked by a full-time worker. The length of working life in Portugal is 36 years for women and 39 years for men, which represents a significant difference, especially for women compared to the EU (33 years).

The Domain of Financial Resources measures gender inequalities in access to financial resources and the economic situation of women and men. Again, only the first sub-domain, which includes the monthly earnings of women and men measured through two indicators, will be dealt with. The first of them is the average monthly earnings in purchasing power parity in the industries, construction, and services (except for public administration, defence, mandatory social security). For the year 2022, this indicator in Portugal showed the following values: €1,367 for women, while in the EU it is €2,321. In addition, men earned more than women (€1,541). However, they still did not reach the EU value, which was €2,818 for men. This indicator also points to the fact that women are also discriminated against in terms of earnings, both in Portugal and throughout the EU. The second indicator is the average disposable net income, which represents the total annual income of the household after taxes and other deductions, which is available for spending or saving, divided by the number of household members, converted to an equivalent by evaluating everyone according to their age using the so-called modified OECD equivalence scale. The values of this indicator for the year 2022 are as follows: in Portugal, this indicator reaches €14,338 for women, €14,842 for men. Already based on the indicator of average monthly earnings, it is known that the average disposable net income will be significantly higher in the EU: €20,010 for women, €21,013 for men. The stated values support the thesis of discrimination against women.

Gender in the Portugal Research Arena: A Case Study in European Leadership was published in 2020 and updated in 2021 as part of Elsevier's reports on gender in research. Among other things, this report also provides views and opinions of experts on the issue of gender stereotypes. At least two of them are given

for all opinions. When members of the European Parliament, *Maria da Graça Carvalho*, were asked why gender equality is so important for research, she replied that Portugal has been more intensively addressing issues of gender stereotypes since the early 1980s. but after its accession to the EU, this effort increased. To build a research community, specifically of women, many scholarships have been awarded in Portugal to women to continue their doctoral studies at universities in the UK, USA, Germany, and Switzerland. In recent years, Portugal, as well as other developed countries, has experienced a "brain drain". Many times, these trained workers refuse to go back to Portugal. Nevertheless, Portugal took a positive approach by motivating women's careers early with offering scholarships. Achieving cultural change takes time and consistency over several decades. Portugal has been very successful in recruiting women into research in biotechnology, chemistry, and health. For example, women make up the majority among doctors.

Rosa Monteiro (Secretary of State for Citizenship and Equality, Portugal) on the question of comparing the current state of gender diversity, considered the impact of Covid-19 on the issue under study. She said the Covid-19 pandemic had and continues to have a negative impact on working women in highly specialized, demanding, and competitive sectors. The pandemic deprived them of the precious time that they needed to devote to taking care of children and family, which was also reflected in the reduction of the number of solved projects. All this came at a very inopportune time, when new trends, which have challenged gender research and gender studies on a global scale, from the denial of accreditation and funding to censorship and control, mostly since anything but scientific justification, started to appear. *Rosa Monteiro* also stated, that through the Portuguese Foundation for Science and Technology (FCT) 15 projects are being funded to understand the national gender impacts of the pandemic on the labor market, on gender stereotypes, violence against women and domestic violence. Gender equality is considered a key goal within the national strategy of Portugal, aligned with the gender strategy of the European Commission Equality Strategy 2020-2025 (Gender in the Portugal Research Arena: A Case Study in European Leadership, 2021).

Gender Equality Research in Slovakia

Before we demonstrate the results of the research in Slovakia, we offer to reader some quantitative data necessary for the given area of research.

The Domain of Knowledge

The positive trend of last twenty years is increasing in the educational level of the population, especially the increase in the representation of the population with university education. This increase was within 30-34 age group, where the share of men raised from 13.5% in 2001 to 29.6% in 2021 (by 16.1%). For women, the growth was from a value of 13.7% in 2001 to a value of 48% in 2021 (by 34.3%) (Krišková 2023).

The Domain of Work

Female employment is an important indicator of gender equality. The overall employment rate of men is higher women. It is true for all member European Union countries. The difference deepens even more with the increasing number of children: while in 2019, the employment rate for childless women was 67% and for men almost 75%, the employment rate for women with one child was 72%, for men 87%. The employment rate of women with two children remains essentially unchanged (73%), but for men it increased to 91%. The most significant decrease in the employment rate was among women with three or more children (58%). In 2019, 30% of women worked part-time in EU member states, compared to 8% of men. The proportion of men and women working part-time is highly variable in the member states: countries with the highest proportion of women working part-time are the Netherlands (75%), Austria (47%), Germany (47%) and Belgium (41%), for men it is the Netherlands (28%), Denmark (15%) and Sweden (13%). The lowest share records in Bulgaria - only 2% of men and 2% of women. Slovakia ranked third lowest in the ranking with a low proportion of people working part-time (6.5% of women and 2.9% of men) (Eurostat 2020).

The Domain of Financial Resources

The domain of money measures gender inequalities in access to financial resources and economic situation. Salary differences between men and women continue to persist in Slovakia. According to the data of the Statistical Office of the Slovak Republic, in 2019, the average gross salary of women was 20.2% lower than that of men. The wage gap between men and women in the same positions was 9% in 2019. For women, the basic salary makes up a larger share of the total earnings, while the fundamental difference manifests mainly in the paid bonuses and bonuses, which were 45% lower for women than for men. Other data point out fact that the average nominal monthly salary of an employee in the Slovak economy reached a value of 1,304 EUR in 2022. It was a 7.7% higher value than in 2021. The average hourly earnings of Slovak women are 16.6% lower than men (Eurostat, 2023).

Questionnaire Survey

In the questionnaire, the respondents could give an answer with a pre-determined choice, and the questionnaire also contained a Likert scale tool, which contained a five-point scale of choice. A certain type of question was also given with the option of an open answer, where the respondents could state their opinion on the given issue. Respondents were selected using probability theory and a random sampling method was used to select respondents so that each respondent had an equal opportunity to complete the questionnaire. At the beginning of the research, hypotheses were established, which were statistically verified. The questionnaire survey was carried out between November 2022 and February 2023. During the research period, 1 366 questionnaires were sent out and 426 completed questionnaires were returned. The return is at the level of 31.19%. The data from the respondents were processed using the methods of analysis, comparison, synthesis, selection, induction, and deduction and using research methods such as descriptive statistics, contingency tables, and others. The established hypotheses were verified using the Chi-square test of independence and the use of correspondence analysis, in which the relationships between individual categories of two categorical variables are monitored. StatSoft version 12.0 was used for statistical data processing. The research was aimed at investigating the perception of gender differences in managerial positions in the offices of higher territorial units. The data obtained from the respondents was the subject of the verification of established hypotheses and their resulting evaluation is presented in this chapter.

As the first hypothesis, the following was set:

H1: It is assumed that there is a statistically significant relationship between the employment of men and women in managerial positions.

To evaluate the first hypothesis, the method of the Chi-square test of independence and the method of correspondence analysis were used. Table 4 shows the absolute and relative frequencies of responses of the research respondents.

Table 4. Absolute and Relative Numbers of Respondents

Gender	Top management		Middle management		Operative management		Total
	Abs.	Rel.	Abs.	Rel.	Abs.	Rel.	
Male	72	16.57%	87	19.40%	41	10.49%	200
Female	22	4.84%	70	17.21%	134	31.50%	226
Total	94	21.41%	157	36.61%	175	41.97%	426

Source: Mihalčová, B. et al, 2021

Based on the achieved value of the χ^2 test with a value of 19.3757 with the number of degrees of freedom $df = 2$, the level of significance $p = 0.0001$ is achieved. It can therefore be concluded that there is a statistically significant relationship between the employment of men and women in managerial positions at the chosen level of significance $\alpha = 0.05$. Research hypothesis H1 is accepted. The results are shown in Table 5.

Table 5. Results Of Hypothesis Testing

Pearson's Chi-square test of independence			
Calculated Value	Error profitability	Degree of freedom	Critical Value
$p = 0.0001$	$\alpha = 5\% (0.05)$	DF = 2.00	$\chi^2 = 0.01$

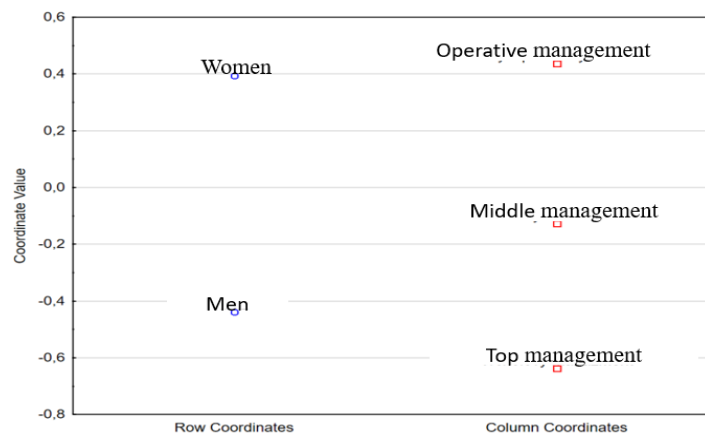
Source: Mihalčová, B. et al, 2021

The second hypothesis was aimed at investigating the salary differences between men and women and was set as follows:

H2: It is assumed that there is a statistically significant relationship between the gender category and the opinion on employment in managerial positions.

The hypothesis was verified also by using the Chi-square test with a more detailed analysis through the correspondence analysis method.

From the analysis of the results of the correspondence analysis hypothesis through the correspondence map (Figure 1), which was used in the verification of the first research hypothesis, men are employed in priority positions in top management and women are employed in priority positions in operative management. While this conclusion is at the 5% significance level.

**Figure 1.** Correspondence Analysis of H1

Source: Mihalčová, B. et al, 2021

The method of the Chi-square test of independence and the method of correspondence analysis were also used for this hypothesis. Table 6 shows the absolute and relative frequencies of responses of research respondents.

Table 6. Absolute and Relative Numbers of Respondents

Gender	Top management		Middle management		Operative Management		Total
	Abs.	Rel.	Abs.	Rel.	Abs.	Rel.	
Male	68	16,10%	0	0%	129	30,58%	204
Female	109	25,18%	9	2%	111	26,19%	222
Total	177	41,28%	9	2%	240	56,77%	426

Source: Mibalková, B. et al, 2021

The level of significance $p = 0.1039$ was reached by statistical verification using the χ^2 test with a value of 4.4277 with the number of degrees of freedom $df = 2$. It is concluded that there is no statistically significant relationship between the gender category and the opinion on employment in managerial positions at the chosen level of significance $\alpha = 0.05$. Hypothesis H2 is not accepted. The results are shown in Table 7.

Table 7. Results of Hypothesis Testing

Pearson's Chi-square test of independence			
Calculated Value	Error probability	Degree of freedom	Critical Value
$p = 0.1039$	$\alpha = 5\% (0.05)$	DF = 2.00	$\chi^2 = 0.01$

Source: Mibalková, B. et al, 2021

The third hypothesis was focused on the investigation of salary differences between men and women and was set as follows:

H3: It is assumed that there is a statistically significant relationship between gender and the salary of men and women when performing management at the same level.

The hypothesis was verified using the Chi-square test with a more detailed analysis through the method of correspondence analysis. Tables 8 and 9 contain absolute and relative frequencies of data.

Table 8. Absolute Frequencies

Gender	Yes	Rather yes	I do not know	Rather no	Not	Total
Male	41	41	4	22	97	206
Female	94	70	20	0	36	220
Total	135	111	39	24	144	426

Source: Mibalková, B. et al, 2021

Table 9. Relative Frequencies

Gender	Yes	Rather yes	I do not know	Rather no	Not	Total
Male	8.92%	8.94%	1.86%	5.36%	22.52%	47.32%
Female	20.53%	15.16%	6.26%	0	10.16%	52.68%
Total	29.45%	27.10%	8.13%	5.36%	32.68%	100%

Source: Mibalková, B. et al, 2021

The level of significance $p = 0.0005$ is achieved based on the achieved value of the χ^2 test with a value of 20.0174 with the number of degrees of freedom $df = 4$. Thus, it can be concluded that there is a statistically significant relationship between the gender of the respondents and the opinion that women are rated lower than men even though they perform the same managerial function at the chosen level of significance $\alpha = 0.05$. Hypothesis H3 is accepted. Men are inclined to the answers "no" and "definitely not" and, on the contrary, women are inclined to the answers "definitely yes" and "yes" when analysing the method of which was used to verify the third research hypothesis. This conclusion is significant at the 5% level.

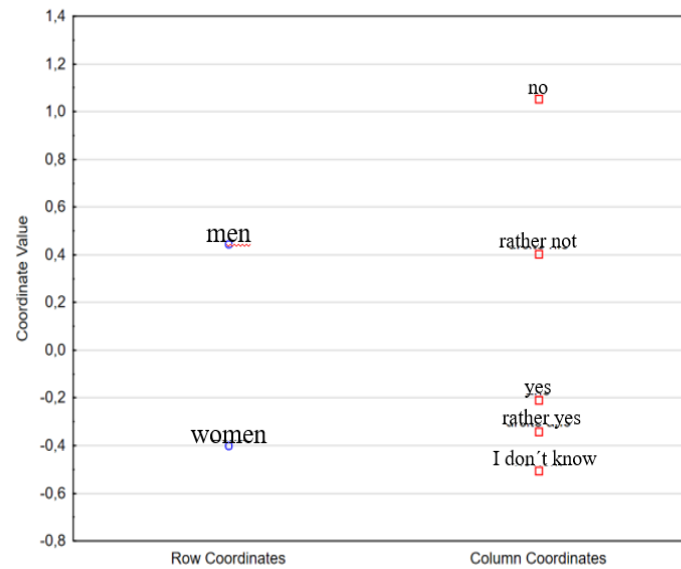


Figure 2. Correspondence analysis of H3

Source: own processing

The conducted research was focused on the employment of functions in the offices of higher territorial units by gender and the examination of differences in salary evaluation between men and women. The results of our research show employment in managerial positions. Men are represented in top management positions more. An interesting result came out regarding the opinion on employment in these managerial positions. According to the respondents, respectively in their opinion, there are no differences in employment in managerial positions. But this contrasts with reality, where even according to this survey; men are represented in managerial positions more often. Differences in salary evaluation according to gender. Men are paid more than women for the same position. Even in this case, inequality applies, and gender stereotypes operate in industrial companies. The research also confirmed the differences in salary evaluation according to gender. Men are paid more than women for the same position. Even in this case, inequality applies, and gender stereotypes operate in industrial companies.

Discussion

Currently, thanks to the amount of information and databases, there are several options for how to approach gender equality analysis. One of them is the possibility to use the indicators belonging to the set of indicators for monitoring the fifth goal (SDG 5) of the global Agenda 2030, the development program for the international community until 2030 in the field of sustainable development. The goal of SDG 5 is to achieve gender equality and empower all women and girls. The indicators used for the analysis were obtained from the statistical database of Eurostat. The analysis of the set of indicators was carried out for the latest available year 2022.

Table 10. Comparison of Gender Equality Based on The SDG 5

	Portugal	Slovakia
Gender Employment Gap (GEG), Employed persons (%)	5.6	8.1
GEG, Part-time (%)	-4.5	-2.3
GEG, Temporary contract (%)	-1.1	-1.0
Females - persons outside the labour force due to caring responsibilities	1.1	0.5

(% of total population)		
Positions held by women in senior management positions - Board members (%)	30.3	33.3
Positions held by women in senior management positions - Executives (%)	19.2	19.7

Source: own processing based on Eurostat, 2022

Table 10 shows a comparison of selected indicators of gender equality in the case of Slovakia and Portugal. As we can see the positive Gender Employment Gap indicate higher employment of men in both countries, but in case of Slovakia is the gap more significant. Negative values of Gender Employment Gap of second and third invocator imply that more women than men work part-time or on a temporary contract in both analysed countries. In both cases, the difference is greater in Portugal. Even in the case of GEG of part time employment, it is almost double value. The higher representation of females outside the labour force due to caring responsibilities is in Portugal. Although both countries show relatively low values. As for position in senior management, both countries achieve comparable results. Based on the values from 2022, we can conclude that every third position in senior management positions as board member and every fifth executive position is held by women.

Conclusion

In developed countries, women have equal status. However, it is not standard in other countries. Equality between women and men is guarantee by legislation, but gender stereotypes or gender discrimination are still a common part of modern society. Both the uncompromisingly set and restrictive expectations and norms in relation to gender create a starting point for gender discrimination. We identify significant differences when investigating gender differences in managerial positions in areas such as education, career progression, wage inequality, personal characteristics, communication and leadership style, organizational structure, and management of conflicts even relations with employees.

In practice, the stereotype senior manager must be a man persists. To achieve change, companies must place a clear emphasis on diversity in their culture and actively engage in the support of women. We can find several successful females in Slovakia as well as in Portugal. Woman in business confirm they are more tested and must demonstrate experience to succeed. There are successful women in the positions such Universities 'Rectors, Members of boards large companies, in banking sphere even hospitality industry. The representation of women in leading positions in Slovakia is slowly growing, but it still does not reach the European Union average. Men domain in information technology, technically oriented fields and remain priority of general directors' positions (Korauš et al. 2019; Korauš et al. 2021). Our study creates the floor for further research and studies leading to development our findings. We underlined our study is cross-sectional design of our research. Within our capacity, we conducted research in one country. For compared country, we collected data from several studies, and it would more interesting if we provided research in Portugal as well. To determine the scope validity of results, as well as to increase their relevance and usability, it is advisable to replicate the research with other entities (e.g. different organizational units than higher regional units). As usual in surveys, we fill some disadvantages, because database bases on subjective answers – measures of the respondents. To minimize this subjectivity, we followed several recommendations and adopted some measures. We assured participants' methodological level their responses were anonymous and confidential and there were no right or wrong answers to the questions. The authors of the chapter encourage expanding the research to a wider range of countries and research areas, not only to the public, but also to the private business sector. Despite these limitations, our research has several strengths. There is tendency to understand the phenomenon of gender stereotypes in the Slovak Republic and Portugal in relation to EU countries. In addition, the research findings may be a motivation to open discussion floor that gender imbalances in top leadership positions depend on something other than women's perception of the glass ceiling and its influence.

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