


# Evaluation of the Human Resources Management in the Czech Business Environment: Gender Approach

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## ABSTRACT

**Research background:** Human Resource Management (HRM) in medium-sized and large enterprises represents one of the critical pillars of business growth and sustainability within the contemporary economic environment. Numerous studies have explored the influence of HRM practices with respect to the gender of HR managers. In light of ongoing transformations in HRM particularly those driven by the adoption of artificial intelligence and the integration of Corporate Social Responsibility (CSR) principles - it is increasingly necessary to introduce empirical evidence into broader discussions on the effectiveness of key HR managerial functions. Based on theoretical frameworks such as social role theory and gender organization theory, it is argued that the gender of the manager can play a significant role in how these new approaches are implemented and perceived, and can influence their effectiveness and impact on organizational practice.

**Purpose of the article:** The aim of this article is to evaluate the effect of gender of the HR manager on the statements of human resources management in medium and large companies operating in the business environment of the Czech Republic.

**Methods:** The empirical research was conducted among medium and large companies in the Czech Republic. Data collection was carried out using a questionnaire administered through the Computer-Assisted Web Interviewing (CAWI) method in December 2023. A total of 451 HR managers participated in the survey. To test the formulated statistical hypotheses, the following statistical methods were applied: the Kolmogorov-Smirnov test, Levene's test, Mann-Whitney U test, Wilcoxon W test, and the Z-test.

**Findings & Value added:** The research yielded several noteworthy findings. Approximately 30% to 40% of Czech medium-sized and large enterprises agreed with the HRM-related statements included in the study. Female HR managers expressed comparable levels of agreement (on average 34.8%) with these statements as their male counterparts (on average 34.0%). The highest level of agreement among HR managers was observed regarding the implementation of modern HRM technologies and systems (38.7%). Conversely, the lowest level of agreement was related to assessments of the work environment and working conditions (29.6%).

**RECEIVED:** June 5 © **ACCEPTED:** July 26 © **PUBLISHED ONLINE:** December 31

**KEYWORDS:** human resources management, empirical research, HR managers, gender, Czech Republic

**JEL CLASSIFICATION:** J24, M12, O33

**CITATION:** Skypalova, R., Betakova, J., Heinz, V. & Klement, A. (2025). Evaluation of the Human Resources Management in the Czech Business Environment: Gender Approach. *Journal of Business Sectors*, 3(2), 26-34. <https://doi.org/10.62222/PIHE2877>

## INTRODUCTION

In the dynamic and changing business environment of the 21st century, marked by unpredictability, intense

competition and rapid technological progress, survival has become the main strategic goal for companies (Bos-Nehles et al., 2020; Belas et al., 2020). According to Klot et al. (2022) and Khan et al. (2024), global economic

flows are forcing SMEs to reassess their operations – they need to be more efficient, penetrate new markets and actively adopt modern technologies. At the same time, these changes emphasize the importance of internal resources, which are becoming a crucial tool for building competitive advantage at home and abroad.

The global economic crisis can be seen as a severe test of the stability of national business environments (e.g. Wunderlich & Løkke, 2024). Organizations that were able to anticipate and prepare for sudden fluctuations are now better able to navigate everyday conditions and benefit from crisis experiences (Steelman & Rutkowski, 2004). On the contrary, those who underestimated the possible threats are now facing serious existential difficulties stemming from economic and financial shocks (Belas et al., 2024a).

What sets this quantitative research apart is its in-depth evaluation of how human resources management (HRM) practices are applied in medium and large enterprises, analysed specifically through the lens of HR managers and with attention to gender differences. To capture this unique perspective, a tailored questionnaire was developed.

The structure of the scientific article unfolds systematically. It begins by outlining the rationale behind exploring HRM and its potential influence on both business performance and the broader national economic landscape. The article then introduces the research aim, outlines the methodology, and details the development of the questionnaire and the statements it includes. It further defines the research hypotheses and the analytical tools used to test them, as well as provides demographic insights into the surveyed HR managers. The empirical data are presented in a series of clear, structured tables. The discussion section not only summarizes the key insights but also contextualizes them through comparisons with international studies. Finally, the conclusion highlights the study's limitations and suggests directions for future research.

## THEORETICAL BACKGROUND

### Key aspects of human resources management

Human resource management (HRM) constitutes one of the key pillars of success for medium-sized and large enterprises (Frajtová Michalíková et al., 2024; Kou et al., 2022). In the context of growing competition, digitalization, and rapidly evolving markets, the effective utilization of human capital is essential not only for business growth (Piwowar-Sulej & Cierniak-Emerych, 2024), but also for fostering innovation (Prokop et al., 2024; Koon & Yulita, 2024) and ensuring the long-term sustainability of organizations (Petrankova & Karascony, 2024).

HRM has long ceased to be a purely administrative function; it now plays a strategic role in shaping and implementing organizational goals (Belas et al., 2024b). It facilitates the alignment of organizational needs with employee potential, thereby contributing to the achievement

of both performance and development objectives (Chang & Pak, 2024).

Bauwens et al. (2024) argue that a well-designed HRM system positively influences business growth. The authors emphasize that high-quality HR processes ensure the selection of competent employees, support their onboarding, and promote continuous learning—key drivers of innovation and business expansion. Similarly, Ravi & Sumathi (2023) found that properly structured HRM systems enhance productivity. Efficient systems of performance evaluation, motivation, and compensation are shown to increase employee engagement and task efficiency.

Furthermore, Corby et al. (2024) highlight that HRM fosters an environment conducive to collaboration, loyalty, and employee engagement, all of which directly enhance a firm's competitiveness.

### HR managers – personal traits and consequences

Numerous studies have examined human resource management (HRM) styles, with most focusing on identifying differences in managerial approaches (Corby et al., 2024), the perception and implementation of HR strategies, decision-making processes, and the promotion of equal opportunities (Joo & Hong, 2025).

The role of HR managers in modern organizations is pivotal—not only as intermediaries between senior leadership and employees (Boehme et al., 2023), but also as strategists, agents of change (Bracht et al., 2024), and custodians of organizational culture (Biswas et al., 2021). The quality and effectiveness of their work are largely influenced by their personal and professional characteristics (Frajtová Michalíková et al., 2024).

Among the essential attributes of HR managers are strong communication skills, empathy and emotional intelligence, organizational abilities, ethical standards and integrity, conflict resolution and decision-making capabilities, as well as strategic thinking. Martinez et al. (2022) argue that effective and clear communication serves as the foundation for all HR activities—from recruitment and conflict resolution to internal communication of organizational changes. An HR manager must be capable of active listening while also persuasively articulating the organization's interests.

Kristinsson et al. (2024) assert that HR managers frequently encounter complex situations requiring a careful balance between employee needs and organizational goals. As such, decisiveness, objectivity, and stress resilience are critical competencies. Similarly, Marcoux & Boudrias (2021) emphasize that navigating these competing demands necessitates a high degree of emotional stability and sound judgment.

According to Johnson (2024) and Radonjić et al. (2024), the modern HR manager is no longer merely an operational executor but a strategic contributor who must understand the broader organizational context and plan

human resources accordingly to align with long-term corporate objectives.

### Gender disparities in the context of HR practices

Several studies (e.g., Joo et al., 2024; Rasheed et al., 2024; Hennekam & Köllen, 2023; Biswas et al., 2021) have examined human resource management (HRM) styles. In most cases, these studies focused on identifying differences in HRM approaches (Rasheed et al., 2025), including variations in HR domains, perceptions and implementation of HR strategies, decision-making practices, and approaches to equal opportunity.

Rasheed et al. (2024) argue that men and women tend to prefer different leadership styles. According to their findings, female employees are more frequently characterized as inclusive, empathetic, and collaboration oriented. In contrast, male employees are reported to favor more assertive or directive leadership styles.

Joo et al. (2024) found that gender influences which HR areas are prioritized by HR managers. The authors note that female HR managers tend to place greater emphasis on equity, employee well-being, and professional development. Conversely, male HR managers reportedly focus more on performance indicators and on facilitating employee adaptation to changes in organizational structure.

Gender-based differences may also influence the design of performance appraisal systems within organizations (Skýpalová et al., 2024). According to Løkke & Wunderlich (2023), the processes of employee selection and talent development are shaped by organizational culture, which in turn affects overall team functioning. Their findings also highlight that during the COVID-19 pandemic, HR systems and communication technologies were utilized more intensively.

Empirical research conducted by Hennekam & Köllen (2023) or Elkhwesky et al. (2025) reveals that the gender of HR managers impacts how they make decisions in various HR domains, such as conflict resolution, candidate selection, time management efficiency, and career planning.

Gender is also addressed within the theory of social roles and the theory of gender organization. Both theories provide an important framework for the perception of new organizational approaches, within the perception of the importance of the gender of the manager and the impact of this aspect on HR procedures. Social Role Theory presents a difference between gender roles and the behavior of managers according to their gender in relation to social expectations. The theory of gender organization then examines how organizations maintain gender inequality and its balance, which has an impact on the implementation of new approaches. ("Gendered Organization Theory," 2022). In their study, Kaur & Kang (2022) examined the interplay of gender identities in organizational citizenship behavior, thereby pointing to the fact that gender identities significantly influence performance. On the contrary, Wolfram et al. (2020) point out in their study

the challenges that women face in terms of management, due to prejudices, their results may be evaluated differently, which may hinder their advancement to leadership positions.

### RESEARCH OBJECTIVE, METHODOLOGY AND DATA

The aim of this article is to evaluate the effect of gender of the HR manager on the statements of human resources management in medium and large companies operating in the business environment of the Czech Republic.

A total of 451 HR managers participated in the initial phase of the research. At the beginning of the questionnaire, respondents were asked whether they consented to the use of their attitudes and opinions for scientific research purposes. Four respondents declined to provide such consent and were consequently excluded from the dataset. The final research sample thus consisted of 447 HR managers who explicitly agreed to the scientific use of their responses.

The final version of the questionnaire was developed with careful consideration of both expert and technical feedback and recommendations gathered from HR managers. The main phase of data collection was conducted by an external research agency with a strong presence not only in the Czech business environment but also across Central Europe. This agency, MNFORCE, is among the few capable of conducting data collection across multiple EU countries.

Respondents were selected from the agency's internal database using the Computer-Assisted Web Interviewing (CAWI) methodology. MNFORCE ensured that the questionnaire was protected against unauthorized access or misuse by third parties. Furthermore, the agency regularly verifies and updates its business database to maintain the accuracy and relevance of the information it holds.

The key criterion for respondent inclusion was that the individual had to be an HR manager employed at a medium-sized or large enterprise operating within the business environment of the Czech Republic. Compliance with this sampling requirement was ensured by the research agency MNFORCE.

Participants were asked to express their level of agreement with a set of statements related to CSR (Corporate Social Responsibility), HRM (Human Resource Management), and AI (Artificial Intelligence). Responses were recorded using a four-point Likert scale: strongly disagree (value = 1), somewhat disagree (2), somewhat agree (3), and strongly agree (4). The exact wording of the individual statements is presented in Table 1.

To achieve the objective of the scientific article, the following statistical hypotheses were formulated:

SHs: The gender of the HR manager is not a statistically significant factor influencing the evaluation of HRM-related statements (HRM1 – SH1; HRM2 – SH2; HRM3 – SH3; HRM4 – SH4; HRM5 – SH5; HRM6 – SH6; HRM7 – SH7) within the business environment of the Czech

Table 1: Definitions of Human Resources Management statements

Items	Formulation of HRM statements
HRM1	The company supports an inclusive workplace culture (addressing workplace inequalities, ensuring fair recruitment processes and supporting training in the area of diversity - race, gender, age, cultural background, etc.).
HRM2	The company has internal mechanisms for effective two-way communication between top management and employees.
HRM3	Our company supports the innovative capacities of employees (creating ideas, sharing exclusive knowledge, experience and employee relations in the workplace) to support the competitiveness of the company.
HRM4	Our company evaluates the performance of its employees more often than once a year due to the appropriate setting of benefits for employees.
HRM5	The company has an internal motivation and reward system that takes into account the performance and contribution of employees to the company.
HRM6	Flexibility in relation to employees (flexible working hours, home office, and so on) increases their work performance.
HRM7	The company uses modern technologies and software solutions to support HR processes (e.g. for recruitment, performance management, training, remuneration and employee relations, implementation of changes and innovations).

Source: own research

Republic. Thus, no statistically significant differences are expected between male and female HR managers in their perception of these HRM statements.

The hypotheses were verified using descriptive statistical methods, specifically through the use of absolute and relative frequencies (percentages) of agreement with selected HRM statements, presented in cross-tabulation tables. These tables were generated using simple univariate sorting of the statistical variable. Further, bivariate cross-tabulations were created to assess responses according to two variables: the gender of the HR manager and the specific HRM statement.

In addition to these methods, further descriptive statistics were calculated for each HRM statement, including mean, standard deviation, skewness, kurtosis, minimum, and maximum values. These measures were used given the ordinal nature of the responses collected via a four-point Likert scale.

The results of these analyses served two main purposes: (i) to provide an initial overview of HR managers' attitudes toward the defined HRM statements, and (ii) to preliminarily assess the assumption of normal distribution based on skewness and kurtosis values. According to Hair et al. (2006), if skewness and kurtosis values fall within the range of -2 to +2, the data are likely to be normally distributed.

To test the influence of HR manager gender on the perception of HRM statements, assumptions for conducting parametric tests using ANOVA were verified. These included: (i) testing for normal distribution using the Kolmogorov-Smirnov test ( $n > 50$ ), and (ii) testing for homoscedasticity using Levene's test. If the assumptions for parametric testing were not met, non-parametric tests such as the Mann-Whitney U test, Wilcoxon W test, and Z-test were employed. Given the methodological complexity, all statistical analyses were conducted using IBM SPSS Statistics, version 27.

Sample demographic characteristics ( $n = 447$ ) are as follows. Company size (based on employee count): 62.2% medium-sized enterprises (51–249 employees), 37.8% large enterprises (250+ employees). Family-owned business: 32.2% yes, 58.4% no, 9.4% unsure. Internationalization: 59.1% exclusively Czech companies (no foreign investor), 24.4% companies with both Czech and foreign investors, 10.7% foreign-owned subsidiaries, 5.8% unsure. Legal form: 65.3% limited liability companies (s.r.o.), 29.5% joint-stock companies (a.s.), 1.3% limited partnerships (k.s.), 3.8% other legal forms (e.g., general partnerships, cooperatives). Industry sector: 21.5% manufacturing, 20.1% trade, 41.4% services, 6.9% construction, 10.1% transportation, agriculture, tourism, automotive industry, and other sectors. Gender of respondents: 40.9% male, 59.1% female. Age of HR managers: 3.9% Generation Z, 42.3% Generation Y, 43.4% Generation X, 7.4% Baby Boomers. Highest level of education: 55.7% completed secondary education with a school-leaving certificate, 44.3% higher education (university degree).

## RESULTS & DISCUSSION

The results of evaluation of the perception on the selected human resources management statements according to the gender (M – Male, W – Women) are presents in Table 2.

The results reveal the following key findings (see Table 2):

- Fewer than three out of ten HR managers (precisely 29.5%) reported that their company supports an inclusive workplace culture (HRM1). From a gender perspective, both male and female HR managers expressed identical levels of agreement—29.5% for each group.
- Less than 30.5% of HR managers indicated that their organization has internal mechanisms in place to ensure effective two-way communication between top management and employees (HRM2). Gender-

Table 2: Perceptions of HR managers on the HRM statements

Human Resources Management (HRM)												
TA	HRM1						HRM2					
	SUME (n = 447)		M (n = 183)		W (n = 264)		SUME (n = 447)		M (n = 183)		W (n = 264)	
	n	%	n	%	n	%	n	%	n	%	n	%
1	54	12.2	25	13.7	29	11.0	57	12.8	22	12.0	35	13.3
2	78	17.4	29	15.8	49	18.5	79	17.7	27	14.8	52	19.7
3	204	45.6	86	47.0	118	44.7	180	40.3	85	46.4	95	36.0
4	111	24.8	43	23.5	68	25.8	131	29.2	49	26.8	82	31.0
TA	HRM3						HRM4					
	SUME (n = 447)		M (n = 183)		W (n = 264)		SUME (n = 447)		M (n = 183)		W (n = 264)	
	n	%	n	%	n	%	n	%	n	%	n	%
1	62	13.9	23	12.6	39	14.8	77	17.2	29	15.8	48	18.2
2	96	21.5	44	24.0	52	19.7	94	21.0	43	23.5	51	19.3
3	196	43.8	76	41.5	120	45.5	175	39.2	68	37.2	107	40.5
4	93	20.8	40	21.9	53	20.0	101	22.6	43	23.5	58	22.0
TA	HRM5						HRM6					
	SUME (n = 447)		M (n = 183)		W (n = 264)		SUME (n = 447)		M (n = 183)		W (n = 264)	
	n	%	n	%	n	%	n	%	N	%	n	%
1	55	12.3	22	12.0	33	12.5	57	12.8	21	11.5	36	13.6
2	95	21.3	39	21.3	56	21.2	101	22.6	46	25.1	55	20.8
3	198	44.3	81	44.3	117	44.3	198	44.2	74	40.4	124	47.0
4	99	22.1	41	22.4	58	22.0	91	20.4	42	23.0	49	18.6
TA	HRM5											
	SUME (n = 447)		M (n = 183)		W (n = 264)							
	n	%	n	%	n	%						
1	73	16.3%	25	13.7	48	18.2						
2	100	22.4%	40	21.9	60	22.7						
3	198	44.3%	82	44.8	116	43.9						
4	76	17.0%	36	19.6	40	15.2						

Note: TA - Type of answer; % - Percentage

Source: own research

based comparison reveals that a higher proportion of female HR managers (33.0%) agreed with this statement compared to their male counterparts (26.8%).

- A total of 35.4% of HR managers believe that their organization supports the innovation capacity of its employees (HRM3). When comparing the responses by gender, male HR managers agreed slightly more frequently (36.6%) than female HR managers (34.5%).
- Nearly four out of ten HR managers (exactly 38.2%) stated that their organization assesses employee performance more than once per year to better align benefit schemes with employee needs (HRM4). Gender-based comparison shows that male HR managers (39.3%) agreed slightly more often than female HR managers (37.5%).
- One-third of HR managers (33.6%) confirmed that their organization has an internal motivation and reward system that reflects employee performance and contribution (HRM5). Both gender groups expressed nearly identical agreement with this state-

ment: 33.3% for male HR managers and 33.7% for female HR managers.

- Slightly more than one-third of HR managers (35.4%) agreed that flexibility towards employees contributes to improved job performance (HRM6). Gender-based differences were negligible: 36.6% of male HR managers agreed, compared to 34.4% of female HR managers.
- Almost four out of ten HR managers (38.7%) reported that their organization employs modern technologies and software solutions to support HR processes (HRM7). Female HR managers (40.9%) expressed slightly higher agreement with this statement than male HR managers (35.6%).

The results of evaluation descriptive characteristics (DCH; M – Mean, SD – Standard deviation, SK – Skewness, KU – Kurtosis, MIN – Minimum, MAX – Maximum) on the selected HRM statements based on the gender, are presents in Table 3.

The results (see Table 3) indicate that the average values of perceived agreement with the HRM statements among male and female respondents range from 2.561

Table 3: Descriptive characteristics of HRM statements (M/W)

DCH	Human Resources Management (HRM)						
	HRM1	HRM2	HRM3	HRM4	HRM5	HRM6	HRM7
M	2.803/	2.880/	2.727/	2.683/	2.770/	2.749/	2.705/
	2.852	2.848	2.708	2.663	2.758	2.705	2.561
SD	0.070/	0.070/	0.070/	0.074/	0.069/	0.069/	0.069/
	0.057	0.062	0.062	0.062	0.058	0.057	0.059
SK	0.527/	0.391/	0.750/	0.974/	0.621/	0.755/	-0.679/
	0.506	0.861	0.700	0.969	0.644	0.644	0.873
KU	0.562/	0.635/	0.338/	0.283/	0.430/	0.323/	-0.388/
	0.532	0.474	0.425	0.340	0.423	0.423	0.279
MIN	1.000/	1.000/	1.000/	1.000/	1.000/	1.000/	1.000/
	1.000	1.000	1.000	1.000	1.000	1.000	1.000
MAX	4.000	4.000	4.000	4.000	4.000	4.000	4.000
	/4.000	/4.000	/4.000	/4.000	/4.000	/4.000	/4.000

Source: own research

(HRM7; women) to 2.852 (HRM1; women). The standard deviation values for the selected HRM statements suggest consistency in the perception of these statements across genders.

The results of the normality tests using the Kolmogorov–Smirnov statistic ( $n > 50$ ) for the selected HRM statements based on gender are presented in Table 4.

Table 4: Results of evaluation of normal distribution of HRM statements (M/W)

Items	Gender	Kolmogorov-Smirnov Statistic	df	p-value
HRM1	M	0.287	183	0.000
	W	0.268	264	0.000
HRM2	M	0.283	183	0.000
	W	0.230	264	0.000
HRM3	M	0.248	183	0.000
	W	0.276	264	0.000
HRM4	M	0.230	183	0.000
	W	0.255	264	0.000
HRM5	M	0.264	183	0.000
	W	0.265	264	0.000
HRM6	M	0.239	183	0.000
	W	0.281	264	0.000
HRM7	M	0.268	183	0.000
	W	0.268	264	0.000

Source: own research

The results (see Table 4) of the normality testing for the selected HRM statements by gender, using the Kolmogorov–Smirnov test, indicate that the assumption of normal distribution is not met. This conclusion is based on the fact that the p-values of the Kolmogorov–Smirnov statistic are lower than the established significance level of  $\alpha = 0.05$ . Therefore, the HRM statements (HRM1 to HRM7) do not follow a normal distribution.

The results of the homoscedasticity verification using Levene's test for the selected HRM statements by gender are presented in Table 5.

Table 5: Results of evaluation of the assumption - homoscedasticity of variances

Items	Type of test	Levene statistics	df1	df2	p-value
HRM1	Mean	0.182	1	445	0.670
	Median	0.003	1	445	0.954
HRM2	Mean	3.893	1	445	0.051
	Median	3.264	1	445	0.071
HRM3	Mean	0.000	1	445	0.996
	Median	0.065	1	445	0.798
HRM4	Mean	0.016	1	445	0.901
	Median	0.022	1	445	0.881
HRM5	Mean	0.016	1	445	0.898
	Median	0.004	1	445	0.949
HRM6	Mean	0.145	1	445	0.703
	Median	0.437	1	445	0.509
HRM7	Mean	0.995	1	445	0.319
	Median	0.593	1	445	0.442

Source: own research

The results (see Table 5) of the homoscedasticity testing of variances (based on both the mean and the median) for the selected HRM statements by gender, using Levene's test, indicate that this assumption is accepted. This is because the p-values of the Levene test are higher than the established significance level of  $\alpha = 0.05$ . Therefore, the variances of the HRM statements (HRM1 to HRM7) are equal across genders.

The results of the analysis of differences between male and female HR managers in their responses to the selected HRM statements, using the non-parametric Mann–Whitney U test, are presented in Table 6.

Table 6: Results of nonparametric testing - Mann Withney U test - Ranks

	Gender	N	Mean of Rank	Sum of Ranks
HRM1	M	183	220.9	40 422

<b>HRM1</b>	W	264	226.2	59 706
<b>HRM2</b>	M	183	225.3	41 228
	W	264	223.1	58 901
<b>HRM3</b>	M	183	224.7	41 121
	W	264	223.5	59 008
<b>HRM4</b>	M	183	225.0	41 168
	W	264	223.3	58 961
<b>HRM5</b>	M	183	224.9	41 161
	W	264	223.4	58 968
<b>HRM6</b>	M	183	226.9	41 516
	W	264	222.0	58 612
<b>HRM7</b>	M	183	234.7	42 952
	W	264	216.6	57 176

<b>Non-parametric Human resources management</b>							
<b>Test</b>	<b>HRM1</b>	<b>HRM2</b>	<b>HRM3</b>	<b>HRM4</b>	<b>HRM5</b>	<b>HRM6</b>	<b>HRM7</b>
<b>1</b>	23586	23921	24028	23981	23988	23632	22196
<b>2</b>	40422	58901	59008	58961	58968	58612	57176
<b>3</b>	-0.452	-0.185	-0.101	-0.137	-0.133	-0.413	-1.545
<b>4</b>	0.651	0.854	0.919	0.891	0.894	0.679	0.122

Tests: 1 – Mann-Whitney U; 2 – Wilcoxon W; 3 – Z; 4 – Asymp. Sig. (2-tailed)

Source: own research

The results (see Table 6) of the disparity testing for HRM statements between male and female respondents did not reveal any statistically significant differences at the significance level of  $\alpha = 0.05$ . The p-values range from 0.122 (HRM7) to 0.919 (HRM3).

The evaluation of the statistical hypotheses is presented in Table 7.

Table 7: Results of nonparametric testing – Mann Withney U test

<b>Items</b>	<b>Statistical hypotheses</b>	<b>Evaluation</b>	<b>Gender Differences</b>
<b>HRM1</b>	SH1	Supported	NO
<b>HRM2</b>	SH2	Supported	NO
<b>HRM3</b>	SH3	Supported	NO
<b>HRM4</b>	SH4	Supported	NO
<b>HRM5</b>	SH5	Supported	NO
<b>HRM6</b>	SH6	Supported	NO

Source: own research

## CONCLUSION

The purpose of the research study was to identify and The aim of this article was to evaluate the effect of the gender of the HR manager on statements related to human resource management in medium and large companies operating in the business environment of the Czech Republic.

The empirical results of the research conducted among medium and large enterprises in the Czech Republic did not confirm a statistically significant influence of HR managers' gender on their responses to statements related to human resource management. This suggests that there are no significant differences in the attitudes of HR managers regarding the work environment and conditions within the company; the level of internal communication; employees' innovation potential; performance management; motivation and remuneration; employee benefits; and the use of HRM technologies and systems.

A gender-based comparison of attitudes reveals that female HR managers expressed comparable levels of agreement (ranging from 29.5% for HRM1 to 40.9% for HRM7) with HRM-related statements as their male counterparts (ranging from 26.8% for HRM2 to 36.6% for both HRM3 and HRM6).

The research was conducted only in the business environment of one country. The empirical findings are significant at the national level of the country. The hypotheses were verified by non-parametric tests and therefore their informative power is lower in comparison with parametric tests. The empirical findings are based on the subjective attitudes of HR managers. The research does not reflect the development of HR managers' attitudes towards HRM aspects over time.

The subject of further research activities of the authors will be to analyse the impact of selected factors on the proper management of human resources in the segment of medium and large enterprises. Namely, the level of use of artificial intelligence by HR managers and the use of the CSR concept with regard to the presence of possible differences based on gender.

## ACKNOWLEDGEMENT

This article was created at AMBIS University within the project "Human Resource Management, Risk Management, Social Responsibility and Other Aspects of Management „number SVV/2024/6101 supported by funding for Specific University Research provided by the Ministry of Education, Youth and Sports in 2024 and 2025.

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