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Gender equality and IT: Does management involvement matter?

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Abstract

This research looks into the gender equality work of two IT companies in Sweden, examines what actions the companies pursue in their gender equality work, the level of management involvement and how that affects the outcome. In the IT industry, organizations are failing with retaining their female employees (Correll & Mackenzie, 2016). Further, stereotypes result in, e.g. the IT industry is seen as only suited for males, and females working in or aim to work in the IT industry feel less belonging to that field (Beyer, 2014). This qualitative research is performed as a case study, and was conducted through semi-structured interviews with two companies within the IT industry. The study showed that the employees at the two case companies are aware of how females are affected by implicit bias and stereotypes in the IT industry, but only one of the companies are working with this issue. Further, there was a discrepancy regarding what extent the companies work with gender equality. In the company that works with gender equality to a larger extent, with more goals, strategies and actions in place, the managers are more involved. The study provides recommendations for managers to improve their gender equality work. For instance, work with recognizing implicit bias and stereotypes through workshops, structure quantifiable gender equality goals and monitor change, and the importance of management involvement in order to succeed.

Keywords: *Management, management involvement, implicit bias, stereotypes, gender equality, change management*

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1. Introduction

Chapter one provides the reader with background information about the situation regarding gender and IT in Sweden, followed by a problem discussion where some issues the Swedish IT industry are facing are described. Lastly, the purpose of the study is presented together with the two research questions, followed by delimitations of the study.

1.1. Background

Three years in a row, World Economic Forum has confirmed Sweden to be one of the most mature countries when it comes to IT (Internetstiftelsen i Sverige, 2016). In addition, the annual report “Information Society Index”, which ranks the IT development of countries in the world, has confirmed that Sweden is in the frontline of the world-leading nations within IT (Internetstiftelsen i Sverige, 2016). In Sweden, everyday usage of IT is very common, and this is true to all genders (Internetstiftelsen i Sverige, 2016). Despite this, the IT industry is heavily dominated by males, from IT-consultants, developers to board members (Internetstiftelsen i Sverige, 2016).

Furthermore, it is a fact that there are too few females within the IT industry, and there are several reasons why it is important to increase their presence (Internetstiftelsen i Sverige, 2016). Firstly, in 2013, the EU Commission presented that an increased number of females within the IT industry would result in a yearly increase in BNP of 9 million within the EU (Internetstiftelsen i Sverige, 2016). Secondly, IT services are being used by both genders, and thus, they should also be created from a female perspective to represent the whole user base (Internetstiftelsen i Sverige, 2016). They further argue that it is a question of needs in human resources in the IT companies, and many IT companies recruit from foreign countries due to the lack of IT personnel with great IT competencies in Sweden (Internetstiftelsen i Sverige, 2016). Even though the small proportion of females within the IT industry has become a frequently discussed topic, the percentage of female representation within the industry has decreased the last decade, from 32 percent to 29 percent (IT&Telekomföretagen, 2017; Internetstiftelsen i Sverige, 2016). Meanwhile, the predicted need for IT personnel will increase (Internetstiftelsen i Sverige, 2016).

IT&Telekomföretagen argues that there exist several challenges regarding the unequal distribution of males and females within the IT industry in Sweden (IT&Telekomföretagen, 2017). One challenge is that the opportunities regarding career and development are designed to favor males more than females (IT&Telekomföretagen, 2017). Further, several studies emphasize the frequent presence of gender bias within organizations, of which most of them are

favoring men (World Economic Forum, 2017; Wang & Degol, 2017; Bielby, 2000; Igarria & Baroudi, 1995; Wajcman, 1991). These can be everything “*from instinctive reactions to the tone of voice, to the way we interpret negotiation and leadership by women as more abrasive*” (World Economic Forum, p. 8, 2017). To address bias like these, the first step is to recognize that they exist (World Economic Forum, 2017).

1.2 Problem area

One issue within the IT industry is that organizations are failing with retaining their female employees (Correll & Mackenzie, 2016). Females within STEM fields (science, technology, engineering, and math) leave at a much higher rate than females in other professions (Correll & Mackenzie, 2016). A study shows that twelve years after college graduation, 50 percent of females within tech left the field for another (Glass, Levitte & Michelmore, 2013). When looking at females in other professions, only 20 percent had transferred to another work-field (Glass, Levitte & Michelmore, 2013). In IT, the greatest losses are the ones at the senior level (Correll & Mackenzie, 2016). Females within the IT industry commonly feel less satisfied with their careers and have a perception that they do not have great opportunities in advancing at their workplace (Correll & Mackenzie, 2016). It is mentioned in the article that greatly capable females are continuously overlooked in a promotion, which results in them leaving the organization to reach the next level in their careers (Correll & Mackenzie, 2016).

Further, Beyer (2014) argues that commonly, the perception is that people within the IT industry spend all day in front of a computer. Also, stereotypes regarding gender appropriateness within professions, e.g. that the IT industry is only suited for males, results in females working in or aim to work in the IT industry feeling less belonging to that field (Beyer, 2014). In addition, in 2015 and 2016, Internetstiftelsen in Sweden conducted a nationwide research on young Swedish females view of the IT industry and the IT profession (Internetstiftelsen i Sverige, 2016). One of the topics they researched was the young females’ perception of the career opportunities within the IT industry (Internetstiftelsen i Sverige, 2016). In Figure 1.1 it is possible to see the result, which indicates that 50 percent of the respondents think females have less career opportunities within the IT industry than males (Internetstiftelsen i Sverige, 2016).

Which statement about career opportunities within IT do you think is most correct?

All respondents

2015 2016

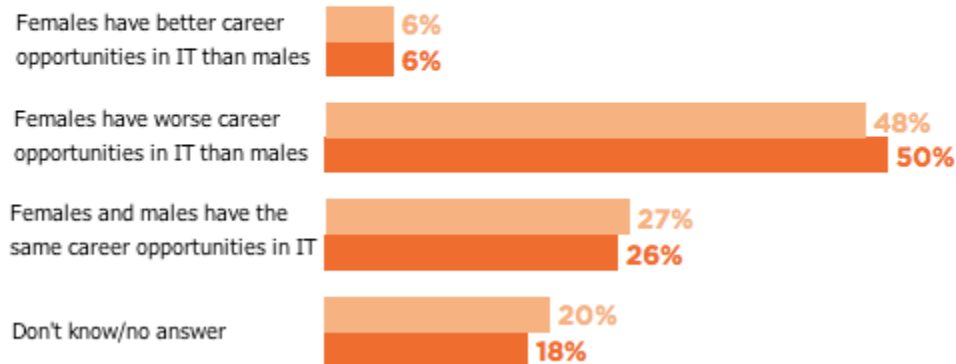


Figure 1.1 Career opportunities in the IT industry (Internetstiftelsen i Sverige, p.28, 2016)

1.3 Purpose and research questions

This research looks into the gender equality work of two IT companies in Sweden, investigating what actions companies pursue or want to pursue with regards to gender equality. In addition, looks into management involvement in the gender equality work, and how their involvement or lack of involvement affects the outcome. Also, it investigates the awareness of implicit bias and stereotypes, and what the case companies do to decrease the effect on females' opportunities. This study aims to provide insights on how the gender equality work can look like at an IT company in Sweden. The purpose is to provide managers in the IT industry with tools and examples which could help them to become more successful in their gender equality work. Finally, to increase opportunities for females in the IT industry, and provide recommendations to enable attracting and retaining more females to their companies.

1. How is ~~the~~ gender equality work affected by the involvement of management?
2. How aware are employees in Swedish IT companies of implicit bias, stereotypes and their effect on females' opportunities, and how do they deal with this?

1.4 Delimitations

This study is limited to the IT industry in Sweden. It is further narrowed to focus on companies in the industry with more than 200 employees.

2. Theory and literature review

This chapter includes existing literatures and theories which corresponds to our research questions. It begins with definitions of importance to the reader, followed by previous research on topics such as management involvement, implicit bias, stereotypes and gendered work ideals. These topics are covered for the reader to get a deeper understanding of the topic and the existing issues and solutions to it.

2.1 Definitions

2.1.1 Gender

World Health Organization, WHO (2011), defines gender as the characteristics of females and males, which are socially constructed. These are for instance; roles, norms, and relationships between and within groups of females and males (WHO, 2011). These characteristics vary between societies and are changeable (WHO, 2011). They argue that there are five elements of importance with regards to the concept of gender, which are; hierarchical, relational, institutional, contextual and relational. A majority of people are either born female or male, but are taught which behaviors and norms are appropriate, such as “how they should interact with others of the same or opposite sex within households, communities and work places” (WHO, p.1, 2011). Groups and individuals often face social exclusion, discrimination or stigma if they fail with “fitting” the constructed gender norms (WHO, 2011).


2.1.2 Gender equality and gender equity

Gender equality is defined as equal opportunities or chances for groups of females and males to control and access resources such as economic, social and political, including law protection (e.g. rights to vote, education and health services) (WHO, 2011). Also, it is known as formal equality or equality in opportunities (WHO, 2011). Further, gender equity and gender equality are commonly used conversely, but they refer to contrasting but complementary strategies (WHO, 2011). Gender equity refers to females and males different interests, preferences, and needs (WHO, 2011). This implies that difference in treatment might be necessary to ensure that opportunities are equal (WHO, 2011).

2.1.3 Implicit, explicit and gender bias

Implicit and explicit bias is prejudice towards different objects and people (Nosek, 2007). The difference between the two is the awareness (Nosek, 2007). Explicit bias is also called conscious bias, meaning that they are intended and it is possible to control them (Nosek, 2007). On the contrary, implicit bias is uncontrollable and is also called unconscious bias (Lee, 2005). Implicit bias exists without intention and can be thoughts and opinions which a person possess without knowing (Lee, 2005). In addition, implicit bias influences a person’s way of acting without the

person being aware of it happening (Lee, 2005). In order to ~~not letting~~ implicit bias ~~affect a decision~~, the first step is to be aware of their existence and the possible consequences they can result in (Karpinski & Hilton, 2001).

Further, gender bias is a well-known phenomenon where the person has expressed biases and prejudice about a specific gender, referred to as second-generation gender bias (Ibarra, Ely & Kolb, 2013). Second-generation gender bias means the implicit bias towards a gender that of  leads to discrimination of that gender (Ibarra, Ely & Kolb, 2013). Even though the discrimination can be done without intent and sometimes without the person being aware of it happening, it still limits a lot of females to reach the top of an organization (Johns, 2013). When females become aware of which gender biases they are being judged by, they see opportunities to work around them (Ibarra, Ely & Kolb, 2013).

2.1.4 Discrimination Act in Sweden

In short, the Swedish Discrimination Act's definition of discrimination is disfavor or violation of a person's dignity and applies to several areas of society (Equality Ombudsman, 2017). These areas are, for instance, working life and professional recognition (Equality Ombudsman, 2017). The violation of disfavor must be connected to one of the seven foundations of discrimination, which are: sex, ethnic affiliation, disability, age, transgender identity or expression, sexual orientation, and religion (Equality Ombudsman, 2017). The purpose of the Discrimination Act is to promote equal opportunities and rights and combat discrimination (Government of Sweden, 2015).

The Discrimination Act includes requirements regarding recruitment and gender equality plan (Government of Sweden, 2015), among other factors. With regards to recruitment, there are several requirements listed in the law, of which two will be presented here. These are *“Employers are to work to ensure that people have the opportunity to apply for vacant positions regardless of sex, ethnicity, religion or other belief”* (Government of Sweden, p. 14, 2015) and *“Employers are to promote an equal distribution of women and men in different types of work and in different employee categories, by means of education and training, skills development and other appropriate measures”* (Government of Sweden, p. 14, 2015).

Further, there are requirements regarding gender equality plan, which will all be included here. The first one is that *“Every three years employers are to draw up a plan for their gender equality work. The plan is to contain an overview of the measures under Sections 4–9 that are needed at the place of work and an account of which of these measures the employer intends to begin or implement during the coming years”* (Government of Sweden, p. 15, 2015). Section 4-9 which are mentioned concern working conditions and recruitment, e.g. *“Employers are to implement such measures as can be required in view of their resources and other circumstances to ensure*

that the working conditions are suitable for all employees regardless of sex, ethnicity, religion or other belief” (Government of Sweden, p. 13, 2015) and “Employers are to work to ensure that people have the opportunity to apply for vacant positions regardless of sex, ethnicity, religion or other belief” (Government of Sweden, p. 14, 2015). Further, it states that “The plan is also to contain a summary account of the action plan for equal pay that the employer is required to draw up under Section 11” (Government of Sweden, p. 15, 2015). Also, “An account of how the planned measures under the first paragraph have been implemented is to be included in the next plan” (Government of Sweden, p. 15, 2015). Lastly, the law states that “The obligation to draw up a gender equality plan does not apply to employers who employed fewer than 25 employees at the start of the latest calendar year” (Government of Sweden, p. 15, 2015).

2.2 Previous research

In this chapter, previous literature and research related to the two research questions are presented to deepen the readers knowledge on the topic. The topics covered are Management Involvement, A Toolkit for Accelerating Gender Equality in the Workplace, Males Undoing and Doing Gender in the Workplace, Females Double-bind Dilemma, Stereotypes About IT, Recruitment and Communication of Available Roles and Implicit Bias, Stereotypes and Gendered Work Ideals.

2.2.1 Management involvement

According to Oakland and Tanner (2007), there are several different factors that increase the chance of success for a project. In order for a company to change, it needs to be put in an “operational context” for the employees to see how to reach the goal of the change and to be able to execute the change (Oakland & Tanner, 2007). Oakland and Tanner (2007) address the fact that the goal of the change must be accepted by the whole organization and most importantly by middle-level managers that will be part of the change. In addition, Gill (2002) stated that “*Without strategies for change, vision is a dream.*” (p. 314). Furthermore, a project is more likely to succeed if goals are set and they are measurable, and the goals should be set a bit higher than what the aim is, to increase the chances of reaching them (Oakland & Tanner, 2007).

Kieselbach et. al. (2009) argue that the quality of the change process is the responsibility of senior managers. One model which can assist in ensuring the success of a change initiative is strategic management (Thompson & Martin, 2010; Teece, Pisano & Shuen, 1997). Strategic planning is briefly described as a plan to determine the direction of an organization within the next year or over a longer time and includes how to get there and with what measures and tools success will be evaluated (Kieselbach et. al., 2009). In addition, both Oakland and Tanner (2007) and Gill (2002) says that implementation of change will never take place without a plan with clear actions and activities that needs to be performed.

Further, Schaffer (2017) argues that managers need to be responsible for managing the changes. In addition, a group holding a crucial role in change management are the middle managers, and they are often neglected (Kieselbach et. al., 2009). They play a key role in facilitating the change process and they are commonly responsible for turning the senior management's decisions and vision into concrete change actions, and changing current practices (Kieselbach et. al., 2009). Thus, they can be of great importance both in driving the change and being role models to the employees in the change (Kieselbach et. al., 2009). On the contrary, Aarons (2006) findings imply that receptivity to change can be facilitated by having a local leader, who is experienced positively, introducing and leading the change practically.

Lastly, Kotter and Cohen (2002) argue that companies need to make employees feel differently to be successful in change, and not only make employees think differently. Following is a rewritten summary of Kotter's (1996) eight steps to succeed in the change-work, provided by Kotter and Cohen (2002).

1. Make people understand that the change is necessary.
2. Build a guiding team with enough power to lead the change.
3. Put together visions and strategies that are clear and simple. In this step plans and budgets are also set.
4. Create buy-in from the employees through communicating the vision to them through simple messages and several channels.
5. Remove obstacles to empower employees.
6. Create wins that can be achieved in the short term to sustain the employees faith in the change work.
7. Continue keeping the urgency and do not become satisfied too early.
8. Nurture a supportive organizational culture, which embraces the result of the change work, to make it stick. (Kotter & Cohen, 2002).

2.2.2 A toolkit for accelerating gender equality in the workplace

World Economic Forum (2017) presents a toolkit with the purpose of acting as a framework with actions for businesses aiming towards accelerating gender equality. The toolkit consists of four stages: commit, embed, scale and evaluation (World Economic Forum, 2017), and can be used by managers as a guideline in their gender equality work. Following, the three first stages are summarized, and after those comes the evaluation of the work.

The first stage presented is Commit, in which five important components are presented. These are; increasing representation of women through leadership buy-in, where both female and male leaders are driving the gender equality work in their organization; Create an understanding for

gender gaps within the organization; Communicate the gender equality rationale to the organization; Recognize biases and structure quantifiable gender equality goals and monitor change. Assign targets to be pursued by employees and leaders. Further, gender gaps in technical roles, facing distinct gender gaps, should be addressed by targets due to its increasing importance in the Fourth Industrial Revolution (World Economic Forum, 2017).

The next stage is Embed, of which seven important factors are presented here. These are; Statistics reveal females are more likely to be victims of biased performance reviews. Minimize biases in performance reviews through feedback training and conscious distribution of goals critical for the business proportionally between females and males with high potential; Enhance work-life balance through enabling equal parental leave between males and females; Avoid biases through blind recruitment; Studies show consistently underestimation of abilities among females, which indicates a confidence gap. Thus, creating a foundation of confidence through mentorship and leadership training is of importance; Performance is better in companies with diverse boards. Thus, companies use the board to set an example and should consider the gender-balance for every candidate to fill a seat on the board; Set direction for the company with gender awareness in mind, e.g. when setting budgets and zero tolerance on sexual harassment, and implement procedures for dealing and reporting improper behavior (World Economic Forum, 2017).

The third stage is Scale, and here four important factors are considered. These are; Perform campaigns and advertising regarding gender and its positive implications to set an example to the society and other organizations in the industry; Work proactively with gender equality through promoting and influencing students, e.g. send a female role model to perform a lecture about working within the IT industry; Target the gender equality question among distributors and suppliers, develop requirements on diversity and give priority to companies meeting those and proactively engage in discussions among female employees to enable reacting or coming up with a solution in time (World Economic Forum, 2017). After scale comes the evaluation, where companies should evaluate the previous actions, and in which of the following stages they are with those; 1. considering, 2. planning, 3. implementing and 4. driving change (World Economic Forum, 2017).

2.2.3 Males undoing and doing gender in the workplace

Kelan (2018) argues that although the focus on females in organizations has been considerable, there is little understanding about males' roles in the gender equality work in organizations. The author describes doing and undoing gender as *“An underexplored aspect concerns how men can do and undo gender to support or hinder gender equality processes in organizations. Doing gender is then understood as creating gender difference while undoing gender would conversely mean to reduce gender difference. The former is supporting gender inequality while the latter means moving toward gender equality.”* (Kelan, p. 1, 2018).

The author found that males identify with other males since they are similar to themselves (Kelan, 2018). This argument is supported by Brink and Benschop (2014), who found that males are more comfortable with promoting males who are like themselves. Further, Martin (2001) argues that males use preferences and personal relations as a ground for decision-making. In addition, Martin (2001) argues that males' fondness for others is a result of shared interests. Lastly, Kelan (2018) argues that males selecting other males implicitly, and thus, sustain gender inequality, can be an example of males doing gender.

2.2.4 Females double-bind dilemma

According to Oakley (2002), a double-bind dilemma is when no matter what a person does, the person can never win. Another definition presented by Peterson (2010) is: "*A double-bind dilemma presents a person with two incompatible, mutually exclusive, but also desirable alternatives*" (p. 69). The double-bind dilemma has been described as related to females in management positions (Peterson, 2010). Although, it is equally applicable for females in male-dominated professions (Peterson, 2010), as within the IT industry. Previous studies present a double-bind dilemma facing females in IT professions since a female who is technologically competent is contradictory to the expected behavior of females being feminine (Peterson, 2010; Sundin, 1998; Kendall, 2000). Thus, females never seem to act "right" (Peterson, 2010).

Further, if the behavior of females fit the ideal of a profession, the perception of the behavior might not be accepted or appreciated if it equals failure in meeting expectations on female behavior (Peterson, 2010). Thus, females might face a conflict between expectations on gender-appropriate behavior and a work culture impregnated by masculinism and have to balance the two (Peterson, 2010).

Another example of a double-bind dilemma is when male-connected attributes are related to higher positions in the organization and leadership roles, but when a female adopts these attributes it is seen as negative and "un-female" like (Oakley, 2000). In one study, male managers had to describe managers of both genders (Oakley, 2000). The results were that male managers were connected with more attractive attributes, such as confidence and skills in business, whereas females were described as less confident, less emotionally stable and not having the same abilities as males when it comes to being a good leader (Oakley, 2000). In addition, Oakley (2000) argues that this could be the reason for why there are so few women at the top of organizations and that people unconsciously connect femininity with incompetence. So when a female act female-like, one will be seen as less competent but if one acts more manly, one will be seen as aggressive etc. resulting in the double-bind behavior (Oakley, 2000). Another double-bind dilemma is females being treated as immodest when speaking up, and treated with ignorance and rejection when being silent (Peterson, 2010).

In addition, the author of the article “For Women Leaders, Likability and Success Hardly Go Hand-in-Hand” argues that high-achieving women face social adversity due to their success (Cooper, 2013). Peoples’ expectations on female behavior are violated by successful females’ behavior when creating their success (Cooper, 2013). Such expected female behaviors are warmth, friendliness and nurturing (Cooper, 2013). Thus, women deviate from society's expectations on how they should behave when they are emphatic and decisive leaders, act competitively or decisively and firmly push their employees to perform (Cooper, 2013). When successful females contravene society’s expectations, they tend to be criticized for being too masculine and inadequately feminine (Cooper, 2013). The author further argues that powerful females are less likable and provoke uncomfortability (Cooper, 2013).

2.2.5 Stereotypes about IT

People within computer science, and thus, within the IT industry, are commonly stereotyped negatively, according to Beyer’s (2014) study performed in Sweden. They are perceived as lacking interests outside technology, lacking interpersonal skills and are considered being hackers, nerds or geeks (Beyer, 2014). Commonly, the perception is that people within the IT industry spend all day in front of a computer (Beyer, 2014). Within domains which are male-dominated, e.g. computer science, there is a tendency among females to undermine their abilities and commonly they have inaccurately low self-efficacy compared to their actual capabilities and performance (Beyer, 2014). Studies show that within professions which are considered suited for males, female self-efficacy is lower than in fields considered appropriate for females (Beyer, 2014).

Further, the behavior is heavily influenced by stereotypes (Beyer, 2014). For instance, if a female role model within IT, performing a promotional lecture to influence women to study IT, confirms stereotypes such as being a geek, it will not result in increased IT self-efficacy among females (Beyer, 2014). Further, stereotypes about gender congruence within a field, e.g. that IT is not for females, decrease the feeling of belonging for females in the field (Beyer, 2014). The previous stereotypes can have a negative effect on females’ perception of the IT industry, and thus, might deter them from studying IT or enter the IT industry (Beyer, 2014). Further, Beyer (2014) presents a survey, which showed that female program directors in engineering believe low computer confidence among females is the greatest hindrance in increasing female representation. Further, the author states that two studies show that in cases where high school female students had female teachers in computing, the likeliness for them to pursue further studies within IT increased (Beyer, 2014). Female students being influenced by female role models enabled them to visualize a future for themselves in such a role (Beyer, 2014).

2.2.6 Recruitment and communication of available roles

Wille & Derous (2018) present two experimental studies in which they explored how companies express requirements which are negatively stereotyped by females in job ads, and how that affected the job's appeal to females and whether they would apply or not. These requirements could, for instance, be emotionality, and could be formulated through "*using trait-like adjectives, "You are calm/not nervous", or behavior-like verbs, "You remain calm in stressful situations"*" (Wille & Derous, p. 1, 2018). Their study showed that a job's attractiveness among females was lower if the personality traits required for the job was connected to negatively perceived meta-stereotypes (Wille & Derous, 2018). Further, the studies showed that if negatively stereotyped attributes were formulated as trait-like adjectives, fewer qualified females would apply than if it was formulated as behavior-like verbs (Wille & Derous, 2018). The authors argue that recruiters should formulate job ads with cautiousness if they want to succeed in attracting gender-diverse and highly qualified applicants, and communicate negative meta-stereotypes with verbs to reach females more effectively (Wille & Derous, 2018).

Further, Born and Taris (2010) argue that when requirements for a job profile is formulated with adjectives, as traits, female applicants are less drawn to it. Applicants tend to ask themselves if they are suited for the job position and if they are the type of person the company is looking for if the requirements are formulated as traits (Born & Taris, 2010). If, on the other hand, the same requirements are formulated as tasks/behavior (verbs), the applicant focus on the expected performance and how motivated and able it is to meet those expectations, and focus less on intrinsic dispositions (Born & Taris, 2010). Intrinsic dispositions are often more closely connected to one gender, which suggests that when requirements are presented as traits, it will attract one gender more than the other since one gender might identify more with those traits (Born & Taris, 2010). Born & Taris (2010) study showed that males are not sensitive to gender-typicality and presentation of requirements (i.e. behaviors or traits) in job ads, meanwhile, females were sensitive to both.

Furthermore, Gaucher et. al (2011) present that gender inequality in occupations which are traditionally male-dominated can be maintained by the common usage of gendered wording in job ads. The results of their study indicate that masculine wording was more commonly used in job ads for traditionally male-dominated professions than in female-dominated professions (Gaucher et. al, 2011). These masculine words were "*words associated with male stereotypes, such as leader, competitive, dominant*" (Gaucher et. al, pp. 1, 2011). Female wording, "*i.e., words associated with female stereotypes, such as support, understand, interpersonal*" (Gaucher et. al, pp. 1, 2011), were equally present in job ads in female- and male-dominated professions. The authors also found that when masculine wording was more present than feminine wording, the female perception was that the profession carries more males, and these jobs turned out to be less appealing to females (Gaucher et. al, 2011).

2.2.7 Implicit bias, stereotypes and gendered work ideals

The authors Blair, Ma and Lenton (2001), raises the question, if a person cannot control the influence that its implicit biases have, should it still be held responsible when they result in discrimination? According to Blair, Ma and Lenton (2001), a person is not able to actively stop implicit bias from happening, but one can suppress them and try to make up for the influence they have. In order to affect the influence of them, a person first has to be made aware of what kind of biases he or she has (Blair, Ma & Lenton, 2001). Further, Lee (2005) argues that the human brain creates discrimination by taking cognitive shortcuts when storing and reviving information. The shortcuts means that the brain categorise the information based on earlier experiences and into groups, resulting in different objects being associated with others (Lee, 2005). The author describes this as “*implicit expectancies that influence how incoming information is interpreted*” (p. 484, Lee, 2005). These shortcuts are the reason for stereotypes (Lee, 2005).

According to Lee (2005), studies have shown that when stereotypes have been created, people tend to recall false memories of behaviors that are aligned with the stereotype. In addition, people have a hard time recalling memories of behaviors that go against the stereotype but are actually true (Lee, 2005). Moreover, Lee (2005) states that stereotyping often occurs in an employment context when a person from a minority group gets a job that is not connected to the group, e.g. females in the IT-industry. The brain categorizes different information into groups, and thus, associations between objects (Lee, 2005). By measuring how strong the associations are, one can see what implicit biases a person have (Lee, 2005). One way is by taking an Implicit Association Test (IAT), which was created by Greenwald, Banaji, and Nosek in 1998 (Project Implicit, n.d.). The IAT is the result of multiple research, one of them being “Implicit Social Cognition: Attitudes, Self-esteem, and Stereotypes” by Greenwald and Banaji (1995). The IAT measures how strong the associations are based on response time between attitudes, feelings, and objects between e.g. family, gender and work (Lee, 2005; Karpinski & Hilton, 2001; Project Implicit, n.d.).

Moreover, stereotypes and implicit biases in the workplace has created something referred to as The Glass Ceiling (Johns, 2013). The phrase was founded in the 1980’s and means the invisible barrier which limits different minorities, in this case, females in a male-dominated industry, from reaching higher positions in organizations and getting jobs that are seen as nontraditional for females (Johns, 2013). These barriers could be referring to recruitment, barriers at the workplace such as communication style, ways of interaction, and so on. (Johns, 2013). Further, Meyers and Fletcher (2000) address the fact that females are starting to take more space in the workplace and get job positions that before were not seen as suitable for females. On the contrary, they also talk about the Glass Ceiling’s existence and that even though gender inequality has decreased it has not disappeared (Meyerson & Fletcher, 2000). They say gender inequality “*has just gone*

underground. Today discrimination against women lingers in a plethora of work practices and cultural norms that only appear unbiased” (Meyerson & Fletcher, p. 128, 2000).

Further, Peterson (2007) describes ‘gendered work ideals’ to be closely linked to ‘gender typing’. Gender typing is described as “*the process through which occupations come to be seen as appropriate for workers with masculine or feminine characteristics*” (Britton, p. 424, 2000). Qualities, skills, and behavior necessary for employees in a profession are determined by gendered work ideals, according to the profession’s gender typing (Peterson, 2007; Peterson, 2010). Thus, professions are codified as appropriate for males and females and are not gender neutral (Peterson, 2007; Peterson, 2010). In addition, Peterson (2010) describes the traditionally expected behavior of females in a work setting, due to norms, involve feminine emotionality qualities. These can, for instance, be co-operation, empathy, helpfulness, people-orientation, focus on collaboration and relationships, and listening. On the other hand, traits connected to males due to culture include efficiency, self-interest, confidence, tough-mindedness, being in charge and in control (Petersen, 2010).

Moreover, the author Towers (2008) has observed that when a company chooses a speaker for a convention, it is often males that get picked even if there are several females that are better qualified for the task. Towers (2008) argues that it is the result of implicit gender bias. Not having female speakers decreases the possibilities for people to connect to role models that are females, which according to Beyer (2014) leads to females not feeling belongingness in that field.

Finally, there has also been researched on ways to decrease the effect and influence of the natural implicit biases and stereotypes (Stout, Staiger & Jennings, 2007; Budden et al., 2008). Stout, Staiger and Jennings (2007) did a research paper about why females are not progressing in the faculty, in an academic setting, and how they can improve the progress. Their recommendations were performing workshops with a focus on sharing experiences, strategies to reach success, identifying biases and acts of discrimination methods to handle them (Stout, Staiger & Jennings, 2007). Budden et. al. (2008) looked at how implicit gender bias affects publishing of research papers. They discovered that when the papers were viewed with a so-called double-blind review, meaning that both the author and reviewers identity are not revealed, the number of female authors that were published increased significantly (Budden et. al., 2008).

3. Methodology

Chapter three will describe and motivate the chosen methods for the preliminary study, the data collection and the analysis of the empirical findings gathered through the interviews. It also provides a discussion about the reliability and validity of the collected data.

3.1 Method choice

This research was initially built upon previous research on gender equality within the IT industry, followed by gathering of quantitative and qualitative data connected to the topic. The research is performed as a case study, and was conducted through semi-structured interviews with two companies within the IT industry. A total of eight employees with equally many females and males were interviewed. This case study focuses on two similarly sized companies within the IT industry, and thus, it is a comparative case study. In this research, we performed a pilot-survey (quantitative) and then semi-structured interviews (qualitative).

Before deciding on the topic, we met with a gender equality specialist to discuss gender equality and the problem area regarding gender equality in the IT industry. She is working within the IT industry, and she provided us with many insights and also readings and podcasts to gather further knowledge and dig deeper into the topic.

Thereafter, we commenced the data collection with a pilot-survey which was sent out to females studying IT or working within the IT-industry. The survey was carried out online, through a site called “survey monkey”. It was posted in three closed Facebook groups, where one only consist of females studying or working within technology, and the other two groups consist of students studying IT at Lund University. In the survey, we had a question regarding the field of study, to assure that the respondents were suited for our research. Two of the three closed groups contained male students as well, and thus, the survey carried a question regarding which gender the respondent identify with. The questions and results of the survey can be found in Appendix B. The age of the respondents ranged between 18 and 49, and we received fifty responses, which was the goal. The aim with the pilot-survey was to get a perspective of which aspects are considered as most critical regarding gender equality when females studying IT or working in the IT industry choose their employer. The reason why we only targeted females is that females are underrepresented in the IT industry, and are to a greater extent directly affected by gender inequality. Thus, we chose to exclude the males from the survey, since we wanted to research the females’ opinions on the gender equality question, and how important it is to them.

The survey mainly collected quantitative data inputs with structured questions, but one of the questions had qualitative characteristics. The question was “Define gender equality in the

workplace, according to you”. We collected information about the interviewees, such as gender and age, and provided them with 11 statements regarding gender equality which they could assess from 1-10, where 10 is valued as a very important factor. The factors and the results can be found in *Appendix B*. The aim of the survey was to get an overview of which aspects regarding gender equality in the workplace females in the IT field consider important when choosing their employer. The pilot-survey functioned as a preliminary research to lay a ground for our decision when deciding on the topic to research. From the survey, we found that gender equality in the IT-workplace is very important to females when choosing their employer, and also found that some factors are more important than others. We took this information with us when conducting the preliminary research, when creating the interview guide and when collecting information from the case companies.

3.2 Data collection

The academic foundation in this study is mainly built on interviews with employees in different roles and at different levels in the companies, with various responsibilities in the gender equality work. Thus, we obtained a richer perspective on the situation than if we would only focus on e.g. managers. In the process of finding suitable organizations for this study, we looked into annual reports of organizations within the IT industry to see the distribution between females and males. We used this as a measure to analyze how successful organizations were in attracting and retaining females. We combined this information with conversations with employees within the organizations to assure the suitability of this study.

3.2.1 Companies selected

The chosen companies are active within the IT-industry, and are similarly sized with regards to the number of employees, with company A around 220 and company B around 340. Company A has 29 percent female employees and 1 female out of 8 people in top-management. Company B has 34 percent female employees and 2 females out of 10 people in top-management. Further, when looking for companies to include in the research, we sought two companies which were not promoting themselves as only offering computer programming services. This because the IT industry includes more roles and service offerings than programming, and we wanted to look at both technical professions and professions in the IT industry which do not include programming. Thus, both companies have a variety of both technical and non-technical roles and services, but all connected to IT. IT&Telekomföretagen (2015) divides the IT and Telecom industry into four sub-category industries; Software and IT-services, Telecommunication, Hardware Production, Resale and Service. In 2015, the sub-category Software and IT-services constituted 84.5 percent of all companies in the IT- and Telecom industry, in which both companies included in this study fit into (IT&Telekomföretaget, 2015). Also, when looking at the proportion of the number of

employees in the different sub-categories, the Software and IT-services hold of 65.6 percent of all employees within the industry (IT&Telekomföretagen, 2015).

Further, In 2015, 0.2 percent of IT and Telecom companies in Sweden had more than 200 employees, which is the category in which both targeted companies in this study is placed (IT&Telekomföretagen, 2015). 97.1 percent of the IT- and Telecom companies in Sweden had 0-19 employees (IT&Telekomföretagen, 2015). Thus, the companies in this study do not represent the mass in Sweden when it comes to the number of employees, but we found them more interesting than looking into two companies having 0-19 employees. This is due to several factors. Firstly, it was because we thought those small companies do not need equally large-scale strategies regarding gender equality, since it is easier for them to e.g. communicate with the whole company since they do not need to target as many people. Also, companies with less than 25 employees are not required by the law to, for instance, set up a gender equality plan every three years (Government of Sweden, 2015). In addition to this, larger companies with more employees have a higher turnover rate, with regards to employees. This is more interesting for this study, since we look into how companies work with attracting and retaining females.

3.2.2 Interviewees

The interviewees of both case companies consist of managers, human resources, consultants and employees driving (or are largely involved in) the gender equality work, and none of the interviewees works exclusively as a developer. We interviewed two females and two males in both companies, a total of 8 people, to be able to gather information from both perspectives. The reason for choosing people in these roles, and with an equal division in gender, is that they all can influence the gender equality work within the company in different ways. They might also be affected by gender equality or inequality in different ways. The age of the interviewees ranged between approximately 28-42 in both companies, and they have been employed at the companies from 8 months to 12 years. Further, the interviews lasted for 50-65 minutes and were recorded and transcribed afterward. Both of us were present during all interviews, and one person took notes and the other was leading the interview and asked the questions.

There is an issue regarding the data collected in this study, since the companies strategies regarding gender equality might be exposed. Thus, to address this issue and prevent the participating companies to reserve themselves during the interviews, we offered the interviewees and the organization to be anonymous. It was possible as this information does not affect the outcome of the study, or bring additional value. Thus, the interviewees and both companies are presented anonymously in this study.

3.2.3 Design of the interview guide

Sekaran and Bougie (2016) emphasize the importance of having unbiased questions, to avoid biased answers from the interviewee. Thus, we have created questions which are not “loaded” with our own predefined perceptions. According to Sekaran and Bougie (2016), open-ended questions give the interviewee the opportunity to answer in any way it prefers. We chose to create open-ended questions, with the overall focus aimed towards gender equality, since we want the interviewee’s personal perception and reflections regarding the different fields. We divided the interview guide into five categories; general questions, implicit bias and stereotypes, gender equality, recruitment, and double-bind dilemma.

The first part of the interview guide covers general questions, such as “tell us about yourself, and what role you have at the company”, and functioned as a warm-up for the interview. Here, we collected general information about the interviewee and the company. We also asked about the distribution between males and females in the company, to get an understanding of how updated they were on this information. In the second part, implicit bias and stereotypes, the interviewees’ first took one IAT concerning female and male, science and liberal arts. The test was then followed by questions about the results to further discuss implicit bias, what thoughts and reflections the interviewees’ have. The main aim with including the test was to start the interviewees thinking process about implicit bias and stereotypes, and open up for reflection and discussion. This section further includes questions about the IT industry and the interviewees’ perceptions and opinions on e.g. whether the IT industry and the IT profession is gender neutral or not. The next part covers the topic gender equality in many aspects, both the interviewees’ personal opinion on the topic, the organization and its strategies within this field, and reflections on the uneven distribution between females and males in the IT industry. The next part covers recruitment, with focus on females with regards to opportunities in recruitment between genders, and goals and strategies for attracting females to the company. The last part concern the double-bind dilemma, in which we aim to investigate if the interviewee has encountered this phenomena. The first research question is first and foremost connected to the section about gender equality and recruitment. The second research question is mostly connected to implicit bias and stereotypes, recruitment and double-bind dilemma, but also to the section about gender equality. The interview guide can be found in *Appendix A*.

3.2.4 Interviewing

We did not commence the interview process with providing the interviewees with the interview guide. This was an active decision, since we did not want the interviewees to think too much about the questions before the interviews, since they concern implicit and explicit bias. We believe that if the interviewees would see the questions and the IAT beforehand, they might have come up with different answers that were more “politically correct” and not one hundred percent true. If we would have provided them with the interview guide, they might have thought about what they “should” answer, rather than their real opinion, which might be biased. Although,

some interviewees who were interviewed over telephone received the IAT beforehand, due to lack of time during the interview.

Most interviews were performed in person, at the organizations' office. Conducting face-to-face interviews is an advantage since it enables us to minimize misunderstandings, to be flexible, adapting questions if necessary, and clarify any doubts (Sekaran & Bougie, 2016). In addition, it enabled us to detect the interviewees reactions in terms of body language, which would be impossible when performing a telephone interview (Sekaran & Bougie, 2016). These discoveries could create additional value to the collected data from the interview (Sekaran & Bougie, 2016). On the other hand, a drawback from performing face-to-face interviews is that the interviewee might be concerned about anonymity (Sekaran & Bougie, 2016). Further, three interviews were pursued via telephone since one interviewee in Company A and two in Company B were located in Stockholm. The advantages and disadvantages are similar to those when conducting a face-to-face interview. Although, we are not able to detect the body language when performing the interview through only sound.

We chose to perform semi-structured interviews, where we avoided leading questions to not affect the responses of the interviewee and create openness. Leading questions predetermine the outcome of the interview, and does not leave any room for the interviewee to bring unpredictable and value-adding insights (Krag Jacobsen, 1993). An additional argument for why we chose to conduct semi-structured interviews was since we strive to gather information about companies' strategies regarding gender equality, specific employees participation in this work and also discovering implicit bias. This information might be sensitive to the organization and to the interviewees, and performing semi-structured interviews allowed us to be flexible and enabled openness during the interviews.

Further, we did not pursue all questions in a chronological order as in the interview guide all the time. This because we wanted to adapt the questions in a way that enabled us to gather the largest possible amount of information. When the interviewee touched upon another question in its answer, we continued with that question to collect a rich answer rather than getting back to it later on, and in that way we could avoid redundancy. Concurrently, we directed the interview in order to collect answers to all questions, covering all of the interview guide. Further, we categorized the questions in the interview guide in themes. This supported us in covering all matters during the interview, and enabled us to maintain the flow in the interview, since it contributed to an overview of the topics intended to be covered.

3.3 Data Analysis

At the beginning of each interview, the interviewees were asked for their approval to be recorded during the interview. Since all interviewees accepted, the interviews were stored and recorded

digitally. We also took notes during the interviews, to capture reactions and such that were not possible to identify through the recordings. We could then transcribe the interviews with precision. The transcription summaries were categorized under the interview questions, to enable getting an overview of the respondents' answers to the questions and make it easier to find similarities and discrepancies. Summarizing the transcriptions assisted us to become conversant with the information gathered from the interviews, and helped us to further categorize the data. Parts of the summaries which had identifiable associations to the themes and theories discussed in chapter two were categorized to those. The coding of the transcriptions was commenced through reviewing the collected information. Then, the relevant and meaningful information, associated with the theoretical foundation in chapter two, was connected to the key components in that chapter.

3.4 Validity and reliability

The interviews were performed in Swedish, since all interviewees and the interviewers mother tongue is Swedish. We believed we would receive richer answers to the questions, and the interviewees would not be limited by language barriers, which we after the interviews still believe is true. Translating from Swedish to English might have a small impact on the data results, since some information might be lost in translation. Although, we translated the transcript carefully, to make sure this would not happen. Thus, we argue that the internal validity can be assured. Regarding the external validity, we argue that the results in this study can be applied to other companies within the IT-industry, regardless of size, but also to other male-dominated industries facing similar challenges with regards to attracting and retaining females. We believe many companies face similar challenges and can identify with the case companies with regards to their challenges and strategies, at least to some extent.

Further, the interviewees consisted of managers, consultants, employees involved in sales, human resources and employees driving or are greatly involved in the gender equality work. These roles represent the greater part of both organizations, and thus, the reliability of the interviewees, and thus, the data gathered, in this study can be assured. As discussed before in 3.2 *Data Collection*, the case companies somewhat represent the mass, since they fit into the subcategory Software and IT-services, but first and foremost the so-called large companies with more than 200 employees. On the other hand, they do not represent the mass with regards to number of employees, when looking to the whole IT industry in Sweden. Although, we believe that even though a company have few employees, they might face similar challenges the case companies are facing. This because the low representation of females is true within the whole industry, but can of course vary between companies. Thus, we argue that this study would be applicable to those companies as well, to some extent.

Since the interview guide largely consists of open-ended questions, the interviewees' answers varied greatly. Thus, it was not possible to code the transcription by only looking for specific words. Instead, we coded the transcriptions per question, looking for commonalities and differences. Also, since the interviewees sometimes answered another question than the one currently asked, we added the coded data to the appropriate question when writing the empirical findings chapter. We made sure to include the most frequent statements, both those which were positive and negative, and contradictory to each other. We did this carefully to assure the interjudge reliability of the data.

Since some of the interviews were pursued over phone, it makes it difficult for us to know if the interviewee gave us its real result on the IAT. In addition, the order in which one take the IAT, which is randomized, have a small influence on the result, but this difference is so small it barely have an impact (Project Implicit, n.d). Further, the automatic associations one is presented with having are not always endorsed, and could even be inconsistent with one's "real" beliefs (Project Implicit, n.d). Lastly, it is unlikely that a single IAT perfectly predicts the behavior of a person in one situation, but the IAT have been taken by many people worldwide, and predict behavior in e.g. discrimination in promotion and recruitment (Project Implicit, n.d). Although, the IAT was only used to start a discussion about implicit bias and stereotypes, and the interviewees results on the test are not important to the result of the study.

4. Empirical findings

Chapter four will present the results of the information gathered in the interviews, which is summarized under three categories derived from the literature review in chapter two. These categories are Gender Stereotypes, Implicit and Explicit Bias, Gendered Work Ideals and The Manager's Role in the Gender Equality Work. This chapter also presents what the companies actually do and want to do to attract and retain females.

4.1 Gender stereotypes, implicit and explicit bias

4.1.1 Opportunities in the IT industry

4.1.1.1 Company A

Regarding whether females and males have the same opportunities within the IT-industry, there was discrepancy between the interviewees opinions. One of the interviewees think females and males have equal opportunities, meanwhile the other three do not think this is the reality. The employee who thinks they have the same opportunities primarily thinks this is due to a *“rejuvenation in the entire IT industry, ranging from leadership to gender distribution to how you look at things”*.

The reasons why the other employees do not think females have the same opportunities are; people tend to promote or hire people who are like themselves, and thus, if it is a male-dominated company/industry, one might rather choose a male since one might identify more with him; since the society looks like it does, and employees grow up with values and experiences and bring those to the company, and those values affect female's opportunities negatively; and one employee stated *“If one thinks generally on, for example, the sales role, it is statistically showed that male salespeople are more challenging, and that is the most successful salesperson. Which means that I think that overall, males succeed to a larger extent in sales, and thus maybe even in IT companies overall”*.

4.1.1.2 Company B

Two of the interviewees think females have somewhat less opportunities than males in the IT-industry, when looking at statistics. Although, they think the possibilities exists, and that the conditions are more or less the same for females and males. One employee stated that knowledge wise, there should be equal opportunities, but it is mostly the males who proceed to leading positions. Thus, it is argued that apparently there is not equal opportunities, but that there can be several factors to it. One employee stated that *“If you then have 30 percent [females], it should be 30 percent female [managers] according to statistics, that is somewhat where the*

fundamental issue lies. It is a bit difficult to get 50 percent [female] managers if you do not have 50 percent [female] employees from the beginning”.

A quote from an employee is that we “*need to look more to the individual than gender, I think the possibilities exist but one need to fight differently for it*”. Another interviewee does not think there are equal opportunities for females and males, mainly due to bias and that people connect with other people who are like themselves, and thus, the transition is slow. Further, few females studying IT is also highlighted as a fundamental issue in the transition to increased gender equality in the industry.

4.1.2 Opportunities in recruitment

4.1.2.1 Company A

Firstly, the company has approximately 30 percent female applicants, quite similar to the distribution of females employed by the company. In regards to opportunities for females and males in recruitment at the company, there was a discrepancy between the interviewees’ opinions. They highlighted the importance of hiring the “right person” with the right attributes for the role. Two of the interviewees think females have less opportunities or that it is more difficult for females to get through the recruitment process. They think the reason for unequal opportunities is due to; females are compared with a male ideal; research says that females are unconsciously being judged from their qualifications and males from their potential; people evaluate differently, and that it is even worse if one essentially is evaluated from male ideals.

Some interviewees argue that they do have good tools, material, and standards for qualifications, which makes it easier to evaluate how the individual actually performed in the recruitment process. Although, they also have more unstructured interviews, where a classic argument after having a female at an interview can be; she is not tough enough or she “*did not dare to take the room as much as we wish*”. One interviewee experienced this as typical expressions for discrimination, or when they fail with equal treatment. One of the interviewees argues that it is more difficult for females in the recruitment process, since they seek forward, goal-oriented and competitive, which it argues are attributes that can be found in less females than males. It was also stated that “*if you do not have all those attributes you do not have a chance*”. In addition, the same person said that one can clearly notice the alpha males in group-interviews, meanwhile the females somewhat crawl away, which makes it difficult for them to take the room. Thus, in a recruitment process with females and males, it is the males who are being heard, which makes it difficult for females.

Further, ~~it is expressed that~~ one interviewee ~~thinks~~ females focus more on the task, meanwhile, they seek someone thinking outside the box, which sometimes seems easier for males since ~~it~~ ~~argues that they wing it more~~. It is also argued that they would never hire a female who has the potential but is not perfect. On the other hand, another interviewee thinks it is possible to find

more females who have studied something relevant, and that they then learn in the workplace. It argues that this has been done before, taking in someone who does not have the perfect CV, and then they learn on the workplace.

4.1.2.1 Company B

Presently, the company has approximately 42 percent female applicants in their recruitment pipeline. Three out of four interviewees believe females have the same opportunities as males in the recruitment process at the company. One wants to believe that, but argues that there is a reason why it loses more females at the end of the recruitment process. The person argues that this is partly due to which phase one is in life versus what type of job this is, and argues there are some things that need a change in the recruitment process. Another interviewee mentioned that in previous companies, it has experienced that females have been rejected since they might become mothers, but also that females in the bottom of the candidate-pool have been recruited to improve the statistics. Further, it is mentioned that *“it is easy to support and give responsibility to people like oneself, and gender is one thing one can see as a similarity”*. In addition, it is argued that since they often make quick decisions, one tend to take the secure alternative, and this could be choosing a colleague who is like oneself. Thus, groups are created, which are both connected to gender and invisible hierarchies. One employee mention that the factor of recognition is something to beware of in recruitment, and gives an example: *“This person feels quite like myself, and not be able to see the exogenous factors”*. Another employee also argues that it is easier to connect with people like oneself.

Two interviewees argue that females might even have a leverage in the recruitment process at their company. This since if they have one female and one male applicant with the same knowledge, they would probably choose the female, or both, since they are very keen on increasing the number of females. Two interviewees brought up implicit bias, and that it is difficult to know if oneself and others possess them, and how that affect decisions in recruitment. Also, the importance of working with those bias rather than excluding gender in the recruitment process was mentioned. It is also mentioned that females attract females, and that the company is actively looking for females. One interviewee said, *“we do not go out and look for males, we never do that, actually”*. It is also mentioned by one interviewee that female parents of small children tend to ask questions about e.g. staying home with a sick child, meanwhile males in the same situation tend to not ask these questions. Thus, the interviewee wants these things to be brought up by the interviewer, and clarify that everyone has the same opportunities, so that no one have to ask these questions.

4.2 Gendered work ideals

4.2.1 Company A

When asking whether the IT profession and the IT industry is gender neutral or not, one of the interviewees did not understand why there are so few females in the IT profession. This, meanwhile the other interviewees expressed that they associate the IT-industry and the IT profession with males, since it is male-dominated. One interviewee stated that when thinking of IT, the first association is a developer, which it considers not to be gender neutral since there are mainly males. Another interviewee does not think the profession is more masculine, but associates it more with males since there are many more males performing the profession than females. Further, it is argued that there are different ideals connected to professions, where some ideals within different professions are coupled with stereotypical male ideals. One interviewee said that if they would ask their employees to write down the qualities of a consultant, many would probably categorize them as male ideals, and the same with salespeople and developers.

Further, one interviewee thinks there are many females who do not have enough faith in themselves. When taking a role in one of the company's departments as an example, it is stated that one need to be driven, competitive, goal-oriented, know what you want, be able to handle a group (often consisting of males), and be able to negotiate. The person thinks females in general do not have that self-confidence, and that these attributes they are looking for are less found in females than in males.

4.2.2 Company B

All interviewees agree that the IT profession and IT-industry is not gender neutral, mainly due to the predominant presence of males. Although, two of the interviewees argue that the work performed is gender neutral. Two interviewees mention the word nerd when talking about IT, and they think being "nerdy" is more coupled with males, and that females might be afraid to be connected with being nerdy. One interviewee argues that in its department, the males are more detail-oriented, meanwhile the female employees focus more on the holistic and strategic perspective. This is partly supported by another interviewee, who stated that *"I somewhat see that females are more focused on the holistic approach than males. Males are quite happy with their piece of the cake"*.

One employee thinks that females and males can achieve the same things within the IT-industry, but people need to stop assuming females have soft values, and thus, become better middle-managers. It is argued that there is a tendency to make females do certain things and thinking they would fit for certain roles. It was also mentioned that when looking at IT consultants at the company, there are quite many females, but the tasks performed differ between females and

males. Further, one interviewee argues that there is a need for change in older generations, and that younger generations are affected by what is planted in their brains by the older generations.

4.3 The manager's role in the gender equality work

4.3.1 Company A

When asked about their gender equality work, company A in general have a similar perception of what they do, but whose role it is to take these initiatives differ between the interviewees. One manager said the following about their gender equality work; *“Most hands-on activities are run by the employees and they have free rein, both budget wise and in what gives the best effect.”* All the interviewees mentioned that they have something they call women in consulting day, which they started with four years ago, but did not have last year. The event is one day each year, for all female consultants in the company. They meet and talk about challenges they face, of which their male colleagues might not have to deal with. One manager mentioned that they have a team of females who work with this women in consulting day and that they sometimes have after work's and dinners for only the females in the company, but the manager is not part of those initiatives and do not see a reason to be part of it. One of the interviewees said that they have their manager's support in the work with women consulting day, even if the manager is not involved in the work itself. The manager also said that the consulting day had resulted in changes in how they write their recruitment ads to how they communicate internally.

They also have a similar day for another department, but as a person in the company expressed that it is not very appreciated by the top-management; *“But one does not feel that there is any incitement from above that we should do this more often, more the feeling that now one day of sales have disappeared and how are you supposed to solve that?”*. Another person said that the company have policies related to the gender equality work but that they do not work actively with them and that the gender equality work is quite unstructured, which was believed to be a result of the top-management not having it on their agenda. One manager and another interviewee believe that the core values and the culture of the company, is what makes it more attractive to females, such as trying to be a company that one can work at during all phases in life.

What actions does the company perform to attract females and what do they want to achieve?

One manager said that their goal is to reach 50/50 but they do not have a deadline for it, and added that people at the company might have different views on how fast the goal has to be reached. The interviewees mentioned that they have been part of different programming events, had lectures within the company with main focus on the female employees. They also have guidelines related to the recruitment process, which say that a female should always be present in group interviews. In addition, the applicants should always meet at least one female during the recruitment process. Furthermore, some of the interviewees mentioned that they had one event

and they had a lecture with an external lecturer. The focus was on how to coach a specific kind of person with certain attributes that often were connected to more typical female attributes.

The interviewees had several ideas on how to attract more females ~~and retain~~ them. Some ideas were; they should continue recruiting graduates, but also scout in other industries when recruiting senior females; have more senior female role models and therefore recruit more females to those positions from outside the company. In addition, they should work actively with finding more females who might have studied in relevant fields but do not have the perfect resume and teach them on-site.

4.3.2 Company B

The company is working towards a workplace where there will be no difference between gender, and they want their work with gender equality and diversity to be a natural part of the organization. They have a “50/50 group”, that consist of representatives from all departments with 5 males and 6 females. They work with shedding light on areas that the company needs to work on, and in departments where the division between gender is uneven. They have also, together with top-management, set up goals for the company’s gender equality work. One goal is to have 45 percent females in the company by the year 2020. The group works with directives from top-management, and they report to them on a weekly basis.

One of the interviewees said that they do not have any processes or strategies in mind when recruiting but also added they think about what words and pictures they use when writing a recruitment ad. Two of the interviewees mentioned that the company have looked at the way they recruit people and looked at what attracts females and males in a recruitment ad, and tries to write ads accordingly. They have also looked at how many female speakers they have had and realized that there were more males, and are now trying to lift up more females for the task and create more female role models.

Further, one of the managers has worked with setting up workshops with the aim to get people aware of their implicit biases, how to deal with them and start a discussion around the subject. The purpose is to create an understanding of the importance of these questions, and they believe it starts with addressing people's biases. The workshops are both for employees in a managerial role and the rest of the employees. In addition, the manager is working on setting up a communication and activity plan and for it to be in place within the next two years, “*so we do not just talk about it but also do something about it*”. Another manager emphasizes the importance of working with gender equality and that they have set up milestones for their work. They have several kinds of educations and try to always lift the question about gender equality to the top-management level. One of the managers said that; “*it does not lay on the consultant or the employee to be its own standard-bearer [e.g. in the gender equality work]*”. Both managers

interviewed mentioned the importance of choice in wording and how people talk about things, for example it is parental leave and not maternity leave, what words and kind of pictures they use in their recruitment ads and so on. They said that a problem is that many people in the company do not see how their role affect this or that how they act have an impact on this matter. The managers said that they try to take their responsibility by talking about these questions with their employees. According to the company, they have gone from having 28 percent females in the company to 34 percent since they started their work with gender equality during the fall of 2017.

What actions does the company perform to attract females and what do they want to achieve?
The company believes in attracting more females to the industry and not just to the company itself. One of the interviewees said: *“If one looks at the industry as a whole, if all companies want 50 percent females and 50 percent males when there only are 28 percent females, it will be unsustainable, so I believe that one has to work with great initiatives in order to get more females to the industry.”* They try to attract females to the IT industry and the company by taking part in different forums, having lectures and being part of boards within the academia which have IT-education. There, they give their input on what direction the technical competence should go, and personnel matters. In addition, one interviewee mentioned that in the future, they want to provide education within IT, but are now limited in how much they can do since the company is not that big.

Several of the interviewees mention that they want to have more female role models in order to attract more females. They also talk about the importance of both attracting females and then retraining them, which could be even harder to do because one has to make the promises made in the recruitment come true. One way to attract females, according to the interviewees, is to show how much the company works with questions regarding gender equality when recruiting and marketing the company. In addition, several of the interviewees said that they have to create the same opportunities for both males and females to develop and grow in the company. Both the managers’ opinion is that the change needs to happen with the involvement of top-management and there is a lot of work that needs to be done regarding gender equality.

5. Analysis and discussion

In this chapter, the empirical findings will be discussed and analyzed together with the literature in chapter two. The same topics, presented in the headings, as in the empirical findings chapter will be addressed.

5.1 Gender stereotypes, implicit and explicit bias

5.1.1 Opportunities in the IT industry

Employees in both companies mentioned that the industry is male-dominated and that this is a reason for lowering opportunities for females. This because it is easier to identify with and connect with people like oneself, and if it is male-dominated, males might choose a male over a female in a promotion. This could be connected with males creating and sustaining gender inequality, through implicitly promoting or recruiting males over females (Kelan, 2018). It could also be related to that males promote males like themselves, since it is more comfortable (Brink & Benschop, 2014). One way to even it out could be to have both males and females involved in the selection process for e.g. a promotion. In addition, World Economic Forum (2017) stated that to minimize bias in performance reviews, companies should pursue feedback training and conscious distribution of goals, which are critical for the business, proportionally between males and females with high potential.

Two employees in company B think there are equal opportunities between genders when looking at knowledge, but that it is still often males who proceed to leading positions. This could partly be linked with males identifying more with males, and thus, choose to promote males over females (Kelan, 2018). This, since it is argued that the issue lies in that there are more males than females in the company, and as a result, there are more male managers. Even though there is a lower number of females to choose from in promotion, the risk of males identifying with other males might cause females to be overlooked if the one carrying out the promotion is a male. Further, it is highlighted by company B that a fundamental issue in the gender equality work in the IT industry, is that few females study IT. According to World Economic Forum (2017), companies should work proactively with gender equality, for instance through targeting and influencing students to affect their willingness to pursue a career in the IT industry. This can, for instance, be done through sending a female representative, who can act like a role model to young females, to a high school or college class to talk about the IT industry, to disconfirm existing stereotypes that the industry is mainly for males.

5.1.2 Opportunities in recruitment

In company A, one interviewee thinks females have less opportunities since they are evaluated from a male ideal, and that a classic argument after an interview with a female can be that she is

not tough enough, which is argued to be a way of discrimination. Arguments like that can be an effect of having biases regarding IT and viewing it as a profession for males, creating stereotypes that people get judged by (Beyer, 2014; Lee 2005). This is partly confirmed by another employee who said that they look for attributes that can be found in more males than females, for some roles. It is further argued that they would never hire a female who is not perfect, even though she has the potential. Although, one interviewee at the company argued that they should hire females who are not perfect if they want to increase the number of females. In addition, it is said that it is more difficult for females to get through the group-interview since it is mainly males who are being heard. This could be reinforced by low female self-efficacy since it is a male-dominated profession (Beyer, 2014), or that females underestimate their abilities (World Economic Forum, 2017).

The risk of males identifying or connecting with people like themselves, where gender is one factor of similarity, was mentioned by three interviewees in company B. They mentioned this as a possible cause for decreasing females' opportunities in recruitment. This is connected to males sustaining gender inequality through implicitly selecting males before females, since they identify more with them (Kelan, 2018). As mentioned earlier, this could be prevented by including several people in the recruitment process. It is further mentioned by company B that it is difficult to know how implicit bias might affect females' opportunities in recruitment. Although, it is argued that it is important to work with those bias, which is in line with Stout, Staiger & Jennings (2007) recommendations about decreasing the effect of implicit bias. This is also mentioned by World Economic Forum (2017) who emphasizes the importance of recognizing biases.

5.2 Gendered work ideals

The overall opinion of the interviewees at both companies is that the IT industry is not gender neutral since there are more males than females in the industry. This perception, which seems to be common, can cause females feeling less belongingness in the IT industry (Beyer, 2014), and thus, not seeking to pursue a career in the field. The lack of feeling belongingness can also cause females to leave the IT industry (Beyer, 2014). To prevent this, companies can perform advertising and campaigns regarding gender and its positive implications, to set an example to both other organizations in the industry and the society as a whole (World Economic Forum, 2017).

When company A describes the attributes they seek, and that they are more likely to be found in a male, they somewhat codify the profession as more appropriate for males (Peterson, 2007; Peterson, 2010). This codifying can be connected with implicit bias, since information is categorized into groups, and in this case, certain attributes to a profession, which results in associations and implicit expectancies (Lee, 2005). Thus, when professions are codified as stereotypical male professions and expectancies on stereotypical male attributes are created,

females will probably have less opportunity to get a job in this profession than males (Lee, 2005). In addition, when a profession is seen as more suitable for males, the Glass Ceiling's (John, 2013) invisible barriers becomes reality and can hinder females from reaching higher positions within an organization. Yet again, it is important to create awareness about implicit bias and stereotypes, and have a continuous dialogue about this (Staiger & Jennings, 2007; World Economic Forum, 2017).

It was also mentioned that if company A would ask their employees to describe the typical attributes of the different roles in the company, they would probably be stereotypical male attributes, which further strengthen the codifying of the professions. One employee at company A thinks females do not have enough self-confidence required for some roles at the company, which could be connected to the decreased female self-efficacy in professions codified male professions (Beyer, 2014). It is also supported by World Economic Forum (2017), which states that studies show a consistent underestimation of abilities among females, which indicates a confidence gap. To minimize females' low self-confidence, companies can work with creating a foundation of confidence through providing leadership training and mentorship to them (World Economic Forum, 2017). Thus, to increase the number of females in the workplace, companies should consider hiring a female with potential, but not enough self-confidence, and then provide her with the right support and training.

Similarly, company B brought up that people tend to couple females with certain roles, and assume that they have soft values, and thus, e.g. become better middle-managers. In addition, it can be connected to gendered work ideals, where in this case, the middle-manager role is codified as more suitable for females with certain attributes, and it is assumed they hold those attributes that are codified to the role (Peterson, 2007; Peterson, 2010). This is connected to implicit bias and stereotypes, since people assume that females hold stereotypical soft values. This is similar to when the brain categorizes information into groups and associations are created, which in turn creates stereotypes (Lee, 2005). Having these stereotypical attributes might not be true to all females, and thus, females might be fitted to a role which actually might not be suitable for them.

Further, two employees at company B mentioned nerd connected with IT, which according to Beyer (2014) is a common negative stereotype about people within IT. Stereotypes like this might deter females from pursuing a career within IT or study IT in the first place (Beyer, 2014). As mentioned earlier, these negative stereotypes about the IT industry can be reduced by highlighting female role models from within the company, both internally and externally. These can statue an example for younger generations, but also for female employees in the company, to make it easier for them to visualize themselves in such a role (Beyer, 2014). Although, it is of importance that these female role models do not confirm the stereotypes, e.g. being nerdy, since it will not increase female self-efficacy (Beyer, 2014).

5.3 The manager's role in the gender equality work

There is a distinction in the gender equality work when looking at the interviewees' answers in the two companies. One difference lies in where the initiative for the activities comes from and whose responsibility it is to lead the work. In company A, the initiatives and activities mainly come from the employees, and the people involved in executing are females. They do have the support from top-management, but it seems to be primarily in a financial aspect. Although, this seems to differ between departments, since another employee argued that top-management did not encourage having workshops during work hours, since they lose money due to this. Within company A, there are different opinions about whose responsibility it is and how much work that needs to be done. Further, it is only the female employees that are the drivers of the gender equality work and there is not much male involvement. Additionally, the interviewees' perceptions and opinions about the gender equality work varied, which shows a lack of alignment in the company regarding their gender equality. This could be a result of management not being involved enough in the change, which is important to succeed in the gender equality work (Kieselbach et. al. 2009).

Meanwhile, company B has a "50/50 group" of both females and males that are in the frontline of the gender equality work. From the interviewees' answers, it is visible that company B also has more involvement from the managers, since two of the interviewed were managers and they played a large role in the company's gender equality work. This is in line with Schaffer's (2017) arguing that managers need to be responsible for managing the changes, and in this case, the gender equality work. In addition, top-management has set the directives for the "50/50 group" and are updated on the gender equality work weekly. Kieselbach et. al (2009), mentions that middle-managers play a central part in change management. In company B, the senior managers are leading the work, but the interviews show that the senior managers interact a lot with the employees and thus, they can influence them, similar to how a middle-manager would. Furthermore, the general impression is that company B is quite aligned in their gender equality work, since the interviewees had similar answers and opinions regarding their gender equality work, and what obstacles females might face. This could be a result of the "50/50 group" having representatives consisting of both managers and employees from different departments in the company. In addition, one manager said that it is not up to the person affected by the discrimination or bias to lead the work.

As Oakland and Tanner (2007) mentions, to increase the chance of reaching a goal or create a change in an organization, one has to set goals and then a plan on how to reach them. Company B has defined some goals, they have a timeframe for their gender equality work, and they also have an action plan with milestones. On the contrary, company A has a distant goal to reach 50/50 but without a deadline and strategy to get there. Therefore, it is more difficult to reach the goals, according to Oakland and Tanner (2007). Further, it is quite clear that company B have strategies and a plan of actions that needs to happen in order to reach the goals. This is an

example of when change is put in an “operational context”, which according to Oakland and Tanner (2007) is necessary for change to happen. Further, according to the Discrimination Act in Sweden, companies are required by law to set up a gender equality plan every three years, including measures to be implemented and in the next gender equality plan, how they were implemented (Government of Sweden, 2015). From the interviews, it is not visible that company A is working actively with such a plan.

When looking at the actual gender equality work, what actions the companies pursue and how they address the issue, one difference is that company B works with bias, which company A does not seem to do. The importance of working with biases is emphasized by both the World Economic Forum (2017) and Stout, Staiger and Jennings (2007). Both case companies have workshops as part of their gender equality work, but company B seems to work with workshops to a greater extent. Company B also had more of focus on biases in their workshops than company A mentioned. Several of the interviewees at company B mention how big of an impact bias can have and one needs to become aware of them to decrease their influence. Their view on biases is aligned with Blair et. al (2001), saying that it starts with awareness. In addition, Stout, Staiger and Jennings (2007) recommend working with identifying biases and having workshops to deal with them.

When comparing the companies’ equality work with the toolkit created by World Economic Forum (2017), the difference between the two becomes quite clear. Company A does not seem to work much with the points mentioned in the first stage called Commit, e.g. recognize biases, assign targets to be pursued by employees and leaders, and so on (World Economic Forum, 2017). They have support from top-management but they are not driving or are involved in the work to the same extent as company B. On the contrary, company B seems to do all five points mentioned in the first stage. They have leaders involved, and both females and males are leading the work. They also have workshops with gender bias focus, strategies and goals that all the interviewed employees seem aware of and a plan to reach the goals (World Economic Forum, 2017). Their accelerated gender equality work could be the reason for increasing the percentage of female employees from 28 to 34 since last fall.

Interviewees’ at both companies mentioned the importance of having female role models and that it is something they work with. This is in line with what Beyer (2014) says; having female role models that females can relate to is necessary in order for them to feel belongingness, and it also helps them to visualize themselves in those roles. Although, when looking at top-management at the companies, there are only 12 percent females in company A, and 20 percent in company B.

6. Conclusion

From this study, it is visible that the interviewed employees at the two case companies are aware of how females are affected by implicit bias and stereotypes in the IT industry. Although, there is a discrepancy regarding whether they try to do something about this, since only one of the case companies addresses this issue through performing workshops regarding implicit bias with their employees. Both case companies highlighted the issue with few females studying IT, but only one of the companies address this as an issue that is partly theirs, and the whole industry's, responsibility to assist in increasing the number. Further, both case companies showed awareness about the risk with people identifying with people similar to themselves in recruitment and promotion, and since the IT industry is male-dominated, this decreases females' opportunities. Both companies address this issue to some extent through including several employees, and from both genders, in recruitment.

Management involvement in the gender equality work seems to be a critical factor in accelerating the awareness among the employees. Another important factor is having employees in the frontline of the gender equality work from different departments in the organization. From this study, it has shown that this creates alignment and streamlining throughout the organization regarding gender equality. It also makes employees in the organization aware of the goals they are working towards and the importance of reaching them. Finally, according to the literature (Oakland & Tanner, 2007; Kieselbach et. al., 2009; Gill, 2002) and the empirical findings, having strategies and goals to work towards seems to be key in succeeding with implementing or accelerating the gender equality work.

6.1 Limitations of the study

One limitation of the study is the focus on Swedish IT companies, which comes with both advantages and disadvantages. One disadvantage is that compared to the world, Sweden is in the frontline with regards to gender equality (World Economic Forum, 2016). Thus, this study and its recommendations might not be applicable to companies in every country as of today. Although, gender equality is of great importance, and is a frequently discussed topic, and countries which have not reached the same degree of gender equality as Sweden will hopefully get there in the future. Thus, this study will be useful to more companies from countries outside Sweden when they work with either implementing or trying to accelerate their gender equality work. Even though the focus in this study is on Sweden, the results and recommendations of the study can be utilized by any company.

Further, this study is limited to focus on some aspects of gender equality. The gender equality topic is very broad, and narrowing it down was required due to a limited time frame, since it is a

degree project. In addition, since this is not a longitudinal study, the interviewees' answers and opinions might change over time, which is not captured in this study.

6.2 Recommendations

Following are recommendations for managers in IT companies, who are striving towards accelerating their gender equality work, and become more successful in attracting and retaining females.

Firstly, *companies should work with recognizing implicit bias and stereotypes through workshops where employees share experiences, strategies to succeed, and identify biases* (Stout, Staiger & Jennings, 2007). In addition, companies should structure quantifiable gender equality goals and monitor change, and assign both employees and managers with targets to aim towards in the gender equality work (World Economic Forum, 2017).

Secondly, to succeed with the gender equality work, *companies should have strategies, goals and a timeline, including how they are going to work to reach the goals, and with what measures and tools the success will be evaluated* (Kieselbach et. al., 2009). Without a plan with clear actions, it is difficult to succeed with the gender equality work (Oakland & Tanner, 2007; Gill, 2002).

Thirdly, World Economic Forum (2017) stated that there are several studies showing that females underestimate their abilities, and that there exists a confidence gap between females and males. Thus, *instead of rejecting females with high potential, but not enough self-confidence, companies should consider hiring them and create a foundation of confidence through providing them with training and mentorship* (World Economic Forum, 2017).

Fourthly, to contribute in changing the negatively stereotyped view of the IT industry, *companies could perform advertising and campaigns regarding gender and what positive implications it has, to set an example both to the society and other organizations in the industry* (World Economic Forum, 2017).

Fifthly, *companies could address the issue with few females wanting to pursue a career within IT through influencing and promoting e.g. students* (World Economic Forum, 2017), for example through using female employees as *role models* both externally and internally. They could, for instance, perform lectures to students about working in the IT industry, and perform lectures internally to set an example for other females, to make it easier for females to visualize themselves in such a role.

Sixthly, *companies should avoid using masculine wording in job ads, and present requirements as tasks/behavior instead of traits, to attract more females* (Wille & Derous, 2018; Gaucher et. al, 2011; Born & Taris, 2010).

Lastly, to increase the chance to succeed with the gender equality work, *it is of great importance that managers are in the frontline* (Schaffer, 2017), *and that senior management is responsible for the quality of the work* (Kieselbach et. al., 2009). Also, both female and male leaders should be driving the gender equality work (World Economic Forum, 2017). In addition, middle-managers play a crucial role in the gender equality work, since they have a key role in facilitating the change, executing the change actions and changing current practices (Kieselbach et. al., 2009). The importance of management involvement is further supported by Kotter and Cohen (2002) which states that to succeed with the change, the guiding team needs to consist of people with enough power and influence to lead the change.

6.3 Future research

To build on this study, it would be interesting to do a longitudinal research, looking at companies in the IT industry working actively with gender equality and what measures, tools they use, and how involved managers are in this work. In this way, it is possible to follow up and measure which activities are critical in accelerating the gender equality work, and in attracting and retaining more females. This could result in critical success factors for companies to take part of and implement in their organizations.

Further, it would be interesting to pursue deeper research on manager's involvement in the gender equality work, and how that affects the outcome, with more companies of different sizes involved. Lastly, it would be interesting to execute a similar research on larger companies in the IT industry, with more than 1000 employees, and study what factors are critical to succeed with the gender equality work in larger organizations.

7. References

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8. Appendix

A. Interview-guide

Category	Question	Follow-up
General questions	1. What is your role, and what previous roles have you had?	
	2. How long have you been working within the company?	
	3. What is the number of employees in the company?	
	4. How is the distribution between male and female employees in the company?	Overall and top-management?
Implicit bias and stereotypes (Blair, Ma & Lenton, 2001; Lee, 2005; Greenwald & Banaji, 1995; Meyerson & Fletcher, 2000; Towers 2008; Budden et al., 2008; Stout, et. al., 2007; Peterson, 2007; Peterson, 2010; Ibarra, Ely & Kolb, 2013; Nosek, 2007; Karpinski & Hilton, 2001)	5. What do you think your result will be?	
	6. What do you think about your results?	Why do you think you got that result? How does this affect your expectations on your colleagues?
	7. Do you think the IT profession is gender neutral, or not?	If yes, why? If not, what gender would you say it is?
Gender equality (World Economic Forum, 2017; Peterson, 2007; Peterson, 2010; Government of Sweden, 2015)	8. What is your view of the unequal division between males and females in the IT industry?	What do you think is the reason?
	9. How do you work with gender equality at your company?	Activities, education, policies, goals,

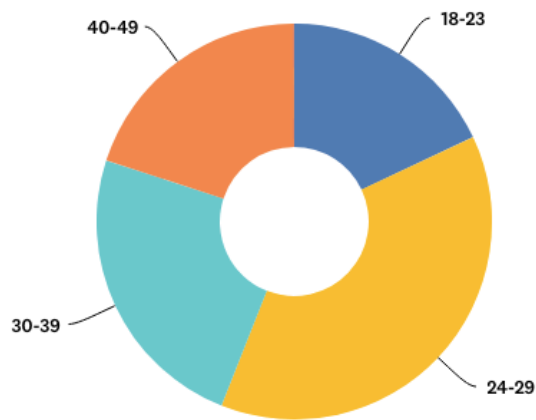
		<p>implicit bias etc.</p> <p>Which people are most engaged in this work?</p> <p>Are the male employees in your company active participants?</p>
	10. What is the turnover rate on female and male employees at your company?	<p>Is there a difference?</p> <p>Why do you think so?</p>
	11. How do you think your company, and you as an employee, should work towards attracting and retaining more females?	
	12. Do you think females and males have the same opportunities in the IT industry and at your company?	Why?
	13. Have you ever experienced a difference in treatment between females and males at your company (or within the IT industry)?	What do you think the reason is for this?
<p>Recruitment</p> <p>(Wille & Derous, 2018; Born & Taris, 2010; Gaucher et. al, 2011; Beyer, 2014; Peterson, 2007; Peterson, 2010)</p>	14. How is the distribution of applications between males and females?	What do you think is the reason for that?
	15. Do you have recruitment goals regarding increasing the number of females in your company?	<p>If yes, what are they?</p> <p>What is the strategy?</p>
	16. Do you think females and males who apply for a position at your company have the same opportunity, or is there a difference?	

<p>Double-bind dilemma</p> <p>(Oakley, 2002; Peterson, 2010; Cooper, 2013)</p>	<p>17. How do you act under female-dominated situations and how do you act under male-dominated circumstances at work? (e.g. more females or males in a project team or in the meeting room)</p>	<p>What do you think is the reason for this?</p>
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B. Pilot-survey

How old are you?

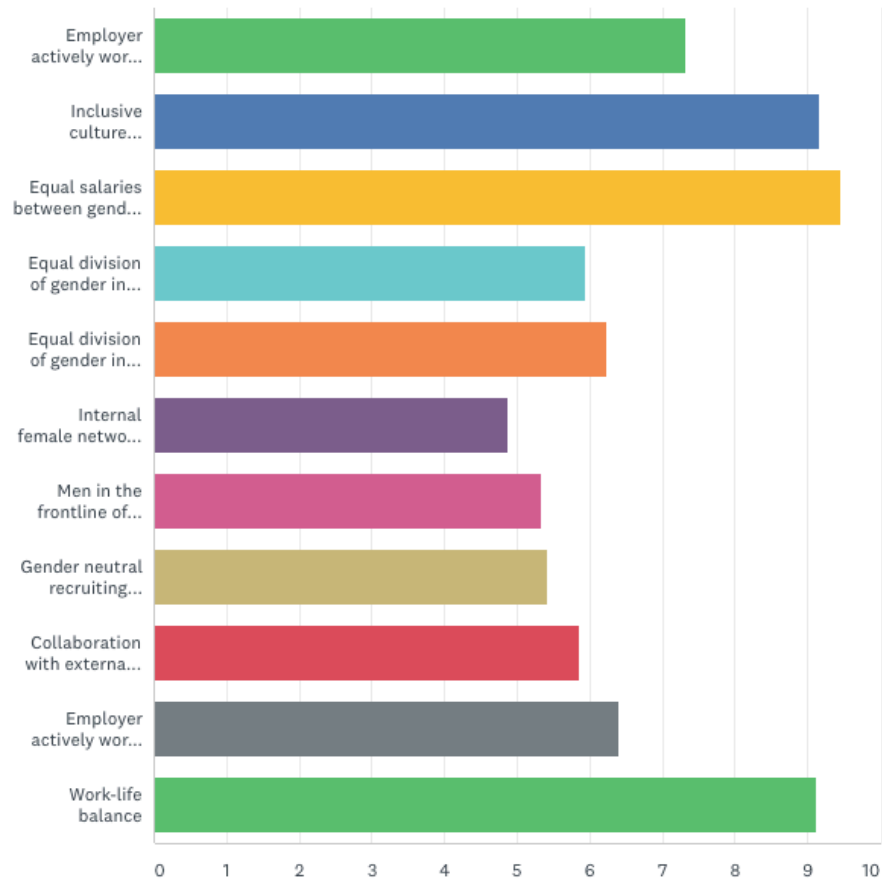
Answered: 50 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ 17 or younger	0.00%	0
▼ 18-23	18.00%	9
▼ 24-29	38.00%	19
▼ 30-39	24.00%	12
▼ 40-49	20.00%	10
▼ 50-59	0.00%	0
▼ 60 or older	0.00%	0
TOTAL		50

How do you value these factors when choosing your employer (1 = not important, 10 = very important):

Answered: 50 Skipped: 0



Factors:

1. Employer actively work with a gender equality strategy
2. Inclusive culture (inclusive social activities, everyone being treated equally)
3. Equal salaries between genders with same qualifications
4. Equal division of gender in the workplace
5. Equal division of gender in the board/leading positions
6. Internal female network in the company
7. Men in the frontline of the gender equality work
8. Gender neutral recruiting process (no gender or name visible in application)
9. Collaboration with external female networks (such as DataTjej and #addher)
10. Employer actively work with encouraging younger women to study IT (e.g. lectures at high schools)
11. Work-life balance