



Women's Leadership Research Best of 2015

The Coles College of Business Women's Leadership Center at Kennesaw State University is proud to present its second annual list of the best research performed in the area of women's leadership.

The purpose of the list is threefold. First, we wish to recognize and applaud the incredible research being performed related to gender and leadership by scholars in a diverse range of fields. Second, by providing a resource for those who are interested in these topics to find relevant, high-quality research, we hope to stimulate further interest in these areas. Third, we hope to help bridge the scientist-practitioner gap by sharing these interesting, relevant and timely pieces of research with the business community and allowing them to share their thoughts and feedback with the research community in return.

We welcome your feedback and your contributions to future lists. Please contact Dr. Liz Boyd at eboyd17@kennesaw.edu for more information.

Notes:

The copyright for each original abstract is held by the publisher of the journal in which it was published, or the original authors themselves
Articles are not ranked and are presented in alphabetical order
A complete list of all articles that were considered for the "Best of 2015" list is available by contacting eboyd17@kennesaw.edu
Brief summaries are included in addition to the authors' original abstract where needed, to clarify the contents of the abstract for a more general/practitioner audience

Dezsó, C. L., Ross, D. G., & Uribe, J. (2015). Is there an implicit quota on women in top management? A large-sample statistical analysis. *Strategic Management Journal*, Advance online publication.

The authors' original abstract:

This article advances strategic management by developing a data-driven simulation method to analyze how the characteristics of a group influence the characteristics of the group's components. We apply our method to the underrepresentation of women in the top management of S&P 1,500 firms. Although extant research suggests that the presence of women in top management could be self-reinforcing, we theorize and provide strong evidence that women face an implicit quota, whereby a firm's leadership makes an effort to have a small number of women in top management, but makes less effort to have, or even resists having, larger numbers of women. In consequence, the presence of a woman on a top management team reduces the likelihood that another woman occupies a position on that team.

Brief summary:

Arguments like those presented in the book *Lean In* contend that the presence of greater numbers of women at the top of organizations will create a snowball effect resulting in more opportunities for other women to obtain similar positions. However, in this study the authors analyzed data from the S&P 1500 firms and found strong evidence that the presence of one woman in the top management team of an organization fulfilled an "implicit

quota” relating to the representation of women, thus making it significantly less likely that other women would make it into the top management team.

Fox, A. B., & Quinn, D. M. (2015). Pregnant women at work: The role of stigma in predicting women’s intended exit from the workforce. *Psychology of Women Quarterly*, 39, 226-242.

The authors’ original abstract:

Research suggests that pregnant women are discriminated against in the workplace and that a significant percentage of new mothers leave the workforce. Few researchers have examined the link between women’s discriminatory experiences and workforce attrition, instead of focusing on either individual-level factors (e.g., income) or workplace factors (e.g., workplace support) that predict turnover. We integrate previous findings on individual and workplace factors within a stigma framework that takes into account pregnant women’s anticipated and experienced stigma. We hypothesized that pregnant women’s anticipated and experienced stigma would mediate the relationships between individual (e.g., gender role attitudes) and workplace factors (e.g., workplace support) and job satisfaction, psychological well-being, and turnover intentions. Using a three wave longitudinal design, we surveyed 142 pregnant women during and after their pregnancies, and we used path analysis to test mediational models. Results indicated that anticipated stigma partially mediated the relationship between workplace factors and psychological well-being, whereas experienced stigma partially mediated the relationships between workplace factors and job satisfaction, psychological well-being, and turnover intentions. Overall, our study demonstrates both the utility of a stigma framework and the importance of workplace experiences in understanding why women leave their jobs.

Brief summary:

It is generally believed that many women exit the workplace or reduce their hours significantly after the birth of a child due to their own preferences or to pressures resulting from their care responsibilities. However, this study investigates an alternative notion: that women experience negative treatment as a result of being pregnant in the workplace and that this negative treatment influenced the likelihood of their return. The authors found support for their hypotheses in a three-wave study of women during and after pregnancy.

Hodigere, R., & Bilimoria, D. (2015). Human capital and professional network effects on women’s odds of corporate board directorships. *Gender in Management: An International Journal*, 30, 523-550.

The authors’ abstract:

The study analyzes the human capital and professional networks of 494 male and female corporate outside (non-executive) directors appointed between 2005 and 2010 to the boards of US public companies listed in the Standard & Poor’s 500 index. Human capital was measured as director age, education and professional experience (function and role). Professional network variables measured included composition of professional network, network centrality, constraint and cohesion. The study’s findings reveal that the characteristics that impact the appointment of women as outside directors to public company boards differ from those of men. Relative to men, certain professions such as government relations and education improve the odds of appointment of women to corporate boards, while age lowers women’s odds. The number of network ties and the degree of network cohesion were also significant in predicting the likelihood of female board appointment to public corporations relative to men’s odds. The final model was able to predict female board membership correctly only in 28 per cent of the cases, while male board membership was predicted in 89 per cent of the cases, suggesting that factors other than human capital and professional networks (e.g. their gender) impact women’s appointment to corporate boards.

Brief summary:

Much research has attempted to assess the impact of women’s presence on corporate boards, but little attention has focused on how and when women are appointed to those boards. In this study, the authors found that age

was negatively related to women's (but not men's) likelihood of being appointed to a corporate board and that the size and cohesiveness of women's networks were also significant predictors. Given the challenges women face in developing a professional network as a result of obstacles such as the "old boys' club" and gendered networking opportunities, this article highlights another roadblock women may face as they ascend in their careers.

Holland, K. J., Rabelo, V. C., Gustafson, A. M., Seabrook, R. C., & Cortina, L. M. (2015). Sexual harassment against men: Examining the roles of feminist activism, sexuality, and organizational context. *Psychology of Men and Masculinity*, Advance online publication.

The authors' abstract:

The current study investigated men's experiences of sexual harassment in the workplace, including sexually advancing harassment (e.g., unwanted touching) and gender harassment (e.g., derogatory comments). We examined the associations among engaging in feminist activism, being a sexual minority (e.g., gay, bisexual), and working in an organizational context that tolerates sexual harassment in predicting men's experiences of harassment. Moreover, we examined whether activism was protective against negative personal and professional harassment-related outcomes. Our study utilized survey data from 326 working adult men. According to results, engaging in feminist activism and working in an organizational context that tolerates sexual harassment were significant predictors of the sexual harassment of men. Sexual orientation was not a significant predictor alone, although sexual minority men were more likely to engage in feminist activism. Sexual advance and gender harassment were both associated with decreased psychological well-being and job satisfaction, but engaging in feminist activism was protective for men's psychological well-being. These findings support theoretical conceptualizations of sexual harassment as a form of punishment for men who deviate from the prescriptions of traditional masculinity. Our results suggest that organizations would benefit from comprehensive and gender-fair policies and trainings related to workplace sexual harassment.

Brief summary:

Though most research and practice on sexual harassment has focused on the experiences of women, this study focused on the experiences of men. Similarly to past studies finding that women who advocate for the rights of women are more likely to be sexually harassed, this study found that men who engage in feminist activism were also more likely to be sexually harassed. Though they are often overlooked, this study underscores the importance of considering men when thinking about gender-related issues in the workplace.

Joshi, A., Son, J., & Roh, H. (2015). When can women close the gap? A meta-analytic test of sex differences in performance and rewards. *Academy of Management Journal*, 58, 1516-1545.

The authors' abstract:

Drawing on macro and micro domains in gender research, we meta-analytically test whether occupation-, industry-, and job-level factors mitigate or exacerbate differences in performance evaluations ($k = 93$; $n = 95,882$) and rewards ($k = 97$; $n = 378,850$) between men and women. Based on studies conducted across a variety of work settings and spanning nearly 30 years, we found that the sex differences in rewards ($d = .56$) (including salary, bonuses, and promotions) were 14 times larger than sex differences in performance evaluations ($d = .04$), and that differences in performance evaluations did not explain reward differences between men and women. The percentage of men in an occupation and the complexity of jobs performed by employees enhanced the male–female gap in performance and rewards. In highly prestigious occupations, women performed equally, but were rewarded significantly lower than men. Only a higher representation of female executives at the industry level enabled women to reverse the gender gap in rewards and performance evaluations. Our configurational analysis also revealed that some occupation-, industry-, and job-level attributes of the work context jointly contributed to differences in rewards and performance evaluations.

Brief summary:

Meta-analysis is essentially a mathematical way to review and combine (or average) past studies to get a sense of what the overall relationship between two variables might be. In addition, you can also get a sense of what some factors might be that would change the relationship between those variables (these are called moderators). This meta-analysis summarized data from hundreds of thousands of employees and found that overall, there was no difference in performance between men and women. However, as occupations were more male-dominated, there was an increasing difference between men and women in both performance ratings and rewards received. Interestingly, the differences in performance did not explain the differences in rewards. That is, the differences in pay and promotions were much larger than were the differences in performance ratings, even for those occupations that were highly male-dominated.

Kulik, C. T., & Metz, I. (2015). Women at the top. *Oxford Handbooks Online*. Retrieved 5 June 2015, from <http://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199935406.001.0001/oxfordhb-9780199935406-e-7>

The authors' abstract:

There is now an international agenda to increase women's representation at the top of organizations. This agenda is driven in part by a business case arguing that gender diversity brings value, particularly economic value, to organizations. In this article, we review the empirical evidence linking women's representation in senior leadership roles to countable, verifiable organizational outcomes (e.g., organizational financial performance, practices, and demographics). We consider women's impact when they are CEOs, directors on corporate boards, members of the top management team, and managers. We conclude that women at the top have an impact on organizational outcomes, but this impact is more visible on organizational practices and organizational demography than on financial performance. We recommend that researchers studying the gender-performance link at the organizational level make their theoretical perspectives explicit, distinguish among mediating mechanisms, be selective in their outcome choices, and increase their emphasis on contextual moderators.

Latu, I. M., Mast, M. S., & Stewart, T. L. (2015). Gender biases in (inter) action: The role of interviewers' and applicants' implicit and explicit stereotypes in predicting women's job interview outcomes. *Psychology of Women Quarterly*, 39, 539-552.

The authors' abstract:

Although explicit stereotypes of women in the workplace have become increasingly positive, negative stereotypes persist at an implicit level, with women being more likely associated with incompetent—and men with competent—managerial traits. Drawing upon work on self-fulfilling prophecies and interracial interactions, we investigated whether and how implicit and explicit gender stereotypes held by both male interviewers and female applicants predicted women's interview outcomes. Thirty male interviewers conducted mock job interviews with 30 female applicants. Before the interview, we measured interviewers' and applicants' implicit and explicit gender stereotypes. The interviewers' and applicants' implicit stereotypes independently predicted external evaluations of the performance of female applicants. Whereas female applicants' higher implicit stereotypes directly predicted lower performance, male interviewers' implicit stereotypes indirectly impaired female applicants' performance through lower evaluations by the interviewer and lower self-evaluations by the applicant. Moreover, having an interviewer who was at the same time high in implicit and low in explicit stereotypes predicted the lowest performance of female applicants. Our findings highlight the importance of taking into account both implicit and explicit gender stereotypes in mixed-gender interactions and point to ways to reduce the negative effects of gender stereotypes in job interviews.

Brief summary:

Implicit stereotypes are often referred to as unconscious bias. In this study, the authors assessed the effect of unconscious bias on ratings of women interviewees. They found that interviewers' unconscious bias negatively impacted their ratings of women interviewees, women's actual performance during the interview (but only when interviewers' explicit prejudice was low), and women's ratings of themselves. These findings underscore the importance of having effective unconscious bias reduction training in place for those involved in the interviewing of candidates.

Masterson, C. R., & Hoobler, J. M. (2015). Care and career: A family identity-based typology of dual-earner couples. *Journal of Organizational Behavior*, 36, 75-93.

The authors' abstract:

The rise of dual-earner couples challenges traditional gender stereotypes of women as “caregivers” and men as “breadwinners” and significantly impacts the ways in which partners define their roles as family members. The way in which individuals construe their family identities has implications not only for the decisions they make at home but also decisions in the workplace. In this paper, we propose an updated understanding of the different ways in which men and women can construe their family identity—specifically, in terms of care and/or career. Based upon this nuanced understanding of family identity, we outline five dual-earner couple types—traditional, non-traditional, family first, outsourced, and egalitarian—that stem from distinct combinations of partners' family identities. We also outline an agenda for theory and research that challenges scholars to further explore our proposed construals of family identity, work–family decisions at the couple level of analysis, and the interplay between family identity and social context.

Brief summary:

Within the context of changing and evolving gender and work roles, particularly for dual-earner couples, this article proposes a typology of the various identities working people may take on in relation to their family responsibilities. Often, and particularly when a woman has young children, it is assumed she is the primary caregiver. This article provides a different perspective and a thoughtful consideration of the issues surrounding the management of care and career for dual-earner couples. When care and career must be managed for a woman to ascend to a leadership position, such issues are of great importance.

Mazei, J., Hüffmeier, J., Freund, P. A., Stuhlmacher, A. F., Bilke, L., & Hertel, G. (2015). A meta-analysis on gender differences in negotiation outcomes and their moderators. *Psychological Bulletin*, 141, 85-104.

The authors' abstract:

This meta-analysis investigates gender differences in economic negotiation outcomes. As suggested by role congruity theory, we assume that the behaviors that increase economic negotiation outcomes are more congruent with the male as compared with the female gender role, thereby presenting challenges for women's negotiation performance and reducing their outcomes. Importantly, this main effect is predicted to be moderated by person-based, situation-based, and task-based influences that make effective negotiation behavior more congruent with the female gender role, which should in turn reduce or even reverse gender differences in negotiation outcomes. Using a multilevel modeling approach, this meta-analysis includes 123 effect sizes (overall $N = 10,888$, including undergraduate and graduate students as well as businesspeople). Studies were included when they enabled the calculation of an effect size reflecting gender differences in achieved economic negotiation outcomes. As predicted, men achieved better economic outcomes than women on average, but gender differences strongly depended on the context: Moderator analysis revealed that gender differences favoring men were reduced when negotiators had negotiation experience, when they received information about the bargaining range, and when they negotiated on behalf of another individual. Moreover, gender differences were reversed under conditions of the lowest predicted role incongruity for women. In conclusion, gender

differences in negotiations are contextually bound and can be subject to change. Future research is needed that investigates the underlying mechanisms of new moderators revealed in the current research (e.g., experience). Implications for theoretical explanations of gender differences in negotiation outcomes, for gender inequalities in the workplace, and for future research are discussed.

Brief summary:

A great deal of research has assessed differences in negotiation between men and women. This meta-analysis statistically summarizes that research and finds that overall men achieve better negotiation outcomes than women, but the outcomes strongly depend on the context of the negotiation. For example, when the negotiator is bargaining on behalf of someone else rather than on their own behalf the gender difference is minimized.

Moss-Racusin, C. A., Molenda, A. K., & Cramer, C. R. (2015). Can evidence impact attitudes? Public reactions to evidence of gender bias in STEM fields. *Psychology of Women Quarterly*, 39, 194-209.

The authors' abstract:

Our research capitalized on a naturalistic data collection opportunity to investigate responses to experimental evidence of gender bias within science, technology, engineering, and mathematics (STEM). We analyzed 831 written comments made by members of the public in response to three prominent articles reporting on experimental evidence of science faculty members' gender biases. Utilizing a mixed-method approach (i.e., thematic and quantitative analysis), we identified the nature and frequency of positive and negative responses, and we investigated possible gender and professional differences in what commenters wrote. Although acknowledgment of gender bias was the most prevalent category, a wide range of positive (e.g., calls for social change) and negative (e.g., justifications of gender bias) reactions emerged. Among the subsample of 423 comments for which it was possible to code commenters' gender, gender differences arose for the majority of categories, such that men were more likely than women to post negative responses and women were more likely than men to post positive responses. Results were unaffected by commenters' own STEM field affiliation. We discuss implications for the role of clearly demonstrated bias in prejudice recognition and reduction as well as the development of STEM diversity interventions.

Post, C., & Byron, K. (2015). Women on boards and firm financial performance: A meta-analysis. *Academy of Management Journal*, 58, 1546-1571.

The authors' abstract:

Despite a large literature examining the relationship between women on boards and firm financial performance, the evidence is mixed. To reconcile the conflicting results, we statistically combined the results from 140 studies and examined whether results vary by firms' legal/regulatory and socio-cultural contexts. We found that female board representation is positively related to accounting returns and that this relationship is more positive in countries with stronger shareholder protections -- perhaps because shareholder protections motivate boards to use the different knowledge, experience, and values that each member brings to the board. Although the relationship between female board representation and market performance is near-zero, the relationship is positive in countries with greater gender parity (and negative in countries with low gender parity) -- perhaps because societal gender differences in human capital may influence investors' evaluations of the future earning potential of firms that have more female directors. Lastly, we found that female board representation is positively related to boards' two primary responsibilities, monitoring and strategy involvement. For both firm financial performance and board activities, we found mean effect sizes comparable to those found in meta-analyses of other aspects of board composition. We discuss the theoretical and practical implications of our findings.

Shnabel, N., Bar-Anan, Y., Kende, A., Bareket, O., & Lazar, Y. (2015). Help to perpetuate traditional gender roles: Benevolent sexism increases engagement in dependency-oriented cross-gender helping. *Journal of Personality and Social Psychology*, Advance online publication.

The authors' abstract:

Based on theorizing that helping relations may serve as a subtle mechanism to reinforce intergroup inequality, the present research (N = 1,315) examined the relation between benevolent sexism (i.e., a chivalrous yet subtly oppressive view of women) and helping. In cross-gender interactions, the endorsement of (Studies 1, 3, and 4) or exposure to (Study 2) benevolent sexism predicted (a) men's preference to provide women with dependency-oriented help (i.e., direct assistance) rather than tools for autonomous coping, and (b) women's preference to seek dependency-oriented help rather than tools for autonomous coping. Benevolent sexism did not predict men's and women's engagement in dependency-oriented helping relations in same-gender interactions. Studies 1 and 2 examined behavioral intentions in response to a series of hypothetical scenarios; Studies 3 and 4 examined actual behavior in tests of mathematical and logical ability, and pointed to assumed partner's expectations as a potential mediator. The converging evidence supports the hypothesis that benevolent sexism encourages engagement in cross-gender helping relations that perpetuate traditional gender roles.

Tinsley, C. H., Howell, T. M., & Amanatullah, E. T. (2015). Who should bring home the bacon? How deterministic views of gender constrain spousal wage preferences. *Organizational Behavior and Human Decision Processes*, 126, 37-48.

The authors' abstract:

Despite the rise of dual-income households in the United States and a narrowing of the nation's gender wage gap, we find that many men and women still prefer the husband to be the primary breadwinner. To help explain intra-marital wage preferences, we argue for a new construct, gender determinism, which captures the extent to which a person believes gender categories dictate individual characteristics. We show that deterministic views of gender increase both intra-marital wage gap preferences and work choices that may perpetuate the gender wage gap. Our results hold in both student and non-student samples, suggesting some endurance of these beliefs. We discuss how our findings contribute to extant research on implicit person theory and gender role theory, and the implications of our findings for gender wage equity.