ArticleID:

Authors: Ibarra, H.

Title: Homophily and differential returns: sex differences in network structure and access in an advertising firm

Year: 1992

Abstract: This paper argues that two network mechanisms operate to create and reinforce gender inequalities in the organizational distribution of power: sex differences in homophily (i.e., tendency to form same-sex network relationships) and in the ability to convert individual attributes and positional resources into network advantages. These arguments were tested in a network analytic study of men's and women's interaction patterns in an advertising firm. Men were more likely to form homophilous ties across multiple networks and to have stronger homophilous ties, while women evidenced a differentiated network pattern in which they obtained social support and friendship from women and instrumental access through network ties to men. Although centrality in organization-wide networks did not vary by sex once controls were instituted, relative to women, men appeared to reap greater network returns from similar individual and positional resources, as well as from homophilous relationships.

FullReference: Ibarra, H. (1992). Homophily and Differential Returns: Sex Differences in Network Structure and Access in an Advertising Firm. Administrative Science Quarterly, 37(3), 422–447. JSTOR. https://doi.org/10.2307/2393451

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ArticleID:

Authors: Ibarra, H.

Title: Personal networks of women and minorities in management: a conceptual framework

Year: 1993

Abstract: Despite voluminous research indicating that women and minorities have limited access to or are excluded from organizational networks, two central questions remain unanswered: (a) In what specific ways, if any, do the interaction networks of men and women and whites and racial minorities differ? and (b) What mechanisms produce those differences? The central thesis of the article is that the organizational context in which interaction networks are embedded produces unique constraints on women and racial minorities, causing their networks to differ from those of their white male counterparts in composition and characteristics of their relationships with network members. Organizational context is hypothesized to affect personal networks directly, as well as through its impact on individuals' strategies for managing constraints. A theoretical perspective that views women and minorities as active agents who make strategic choices among structurally limited alternatives is offered.

FullReference:

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ArticleID:

Authors: Ibarra, H.

Title: Race, opportunity, and diversity of social circles in managerial network

Year: 1995

Abstract: This study investigated the informal networks of white and minority managers. Minority managers had more racially heterogeneous and fewer intimate network relationships. Within the minority group, differences in advancement potential were associated with different network configurations: high-potential individuals balanced same- and cross-race contacts; others had networks dominated by ties to whites. High-potential minorities also had more contacts outside their groups, fewer high-status ties, and less overlap between their social and instrumental circles. Relative to whites, minority managers viewed similar network characteristics as providing less access to career benefits.

FullReference:

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ArticleID: A4

Authors: Brass D.

Title: Men's and Women's Networks: A Study of Interaction Patterns and Influence in an Organization

Year: 1985

Abstract: This study investigated the interaction patterns of men and women in an organization and the relationship of these patterns to (1) perceptions of influence, and (2) promotions to supervisory positions. Results indicated that individuals' positions in workflow and interaction networks relate strongly to measures of influence. Although women were rated as less influential than men, the two groups showed no difference on many measures. However, women were not well-integrated into men's networks including the organization's dominant coalition, and vice versa. Women whose immediate workgroups included both men and women were exceptions. A follow-up indicated that promotions were significantly related to centrality in departmental, men's, and dominant-coalition interaction networks.

FullReference: Brass, Daniel J. “Men's and Women's Networks: A Study of Interaction Patterns and Influence in an Organization.” The Academy of Management Journal, vol. 28, no. 2, 1985, pp. 327–343. JSTOR, www.jstor.org/stable/256204.

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ArticleID:

Authors: Burt, RS

Title: The gender of social capital.

Year: 1998

Abstract: Legitimacy affects returns to social capital. I begin with the network structure of social capital, explaining the information and control benefits of structural holes. The holes in a network are enterpreneurial opportunities to add value, and persons rich in such opportunities are expected to be more successful than their peers. Accumulating empirical research supports the prediction. However, women here pose a puzzle. The entrepreneurial networks linked to early promotion for senior men do not work for women. Solving the gender puzzle is an occasion to see how network models of social capital can be used to identify people not accepted as legitimate members of a population, and to describe how such people get access to social capital by borrowing the network of a strategic partner.

FullReference:

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ArticleID:

Authors: Ibarra, H.

Title: Paving an alternative route: gender differences in managerial networks

Year: 1997

Abstract: This research uses the network-analytic concepts of homophily, tie strength, and range to explore gender differences in characteristics of middle managers' information and career support networks. When the effects of position and potential for future advancement were held constant, women's netwotks were less homophilous than men's. Women high in advancement potential, however, relied to a greater extent than both high-potential men and less high-potential women on close ties and relationships outside their subunits. On the basis of these findings, we suggest that different types of networks may provide alternative routes to similar career resources for men and for women.

FullReference:

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ArticleID:

Authors: Ibarra, H., Carter, N. and Silva, C.

Title: Why men still get more promotions than women

Year: 2010

Abstract: Though companies now invest heavily in mentoring and developing their best female talent, all that attention doesn’t translate into promotions. A Catalyst survey of over 4,000 high potentials shows that more women than men have mentors—yet women are paid $4,600 less in their first post-MBA jobs, hold lower-level positions, and feel less career satisfaction. To better understand why, the authors conducted in-depth interviews with 40 participants in a mentoring program at a large multinational. All mentoring is not created equal, they discovered. Only sponsorship involves advocacy for advancement. The interviews and survey alike indicate that, compared with their male peers, high-potential women are overmentored, undersponsored, and not advancing in their organizations. Without sponsorship, women not only are less likely than men to be appointed to top roles but may also be more reluctant to go for them. Organizations such as Deutsche Bank, Unilever, Sodexo, and IBM Europe have established sponsorship programs to facilitate the promotion of high-potential women. Programs that get results clarify and communicate their goals, match sponsors and mentees on the basis of those goals, coordinate corporate and regional efforts, train sponsors, and hold those sponsors accountable.

FullReference:

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ArticleID:

Authors: Simon, C. J., and J. T. Warner

Title: Matchmaker, matchmaker: The effect of old boy networks on job match quality, earnings, and tenure

Year: 1992

Abstract: Firms often view job applicant referrals from current employees as more informative than direct applications or referrals through formal labor market intermediaries such as placement firms. We argue that old boy networks reduce employers' uncertainty about worker productivity. Using Jovanovic's job matching model, we show that workers hired through the old boy network should (1) earn higher initial salaries, (2) experience lower subsequent wage growth on the job, and (3) stay on the job longer than otherwise comparable workers hired from outside the network. We find considerable support for this theory using data from the 1972 Survey of Natural and Social Scientists and Engineers.

FullReference:

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ArticleID:

Authors: Aldrich, Howard, Pat R. Reese and Paola Dubini

Title: Women on the Verge of a Breakthrough: Networking among Entrepreneurs in the United States and Italy.

Year: 1989

Abstract: The literature on work, marriage and the family, and organized social life irrtplies that women are embedded in different personal networks than men, with potential conseauences for their rates of business formation, sirvival, and growth. We tested this implication by studying the personal networks of potential and active entrepreneurs in the Research Triangle Area, North Carolina and Milan, Italy. Instead of substantial differences in the networks of men and women, we were surprised by the degree of similarity we discovered, within and between countries. Networking activity is very similar within each country, as is network density. However, the sex composition of networks differs dramatically by sex in both countries. In some respects, the gap between the male and female worlds appears to have dosed substantially, but the personal networks of women in both countries still include few men.

FullReference:

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ArticleID:

Authors: GAIL M. McGUIRE

Title: Gender, Race, Ethnicity, and Networks: The Factors Affecting the Status of Employees' Network Members

Year: 2000

Abstract: This study sheds light on the informal mechanisms that contribute to inequality by examining the relationship between gender, race/ethnicity, and networks. Drawing on network theory and status construction theory, the author examines the routes through which employees' sex and race/ethnicity affect the status of their network members. The analyses indicate that women and people of color had network members with lower status than men and Whites because they occupied positions that limited their access to and ability to attract powerful employees. The author concludes that structural rather than personal exclusion explains race/ethnic and sex differences in the status of network members.

FullReference:

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ArticleID: A8

Authors: Durbin, Susan

Title: Creating Knowledge through Networks: a Gender Perspective

Year: 2011

Abstract: This article offers a theoretical analysis of knowledge creation through networking, specifically drawing upon the example of female senior managers as potential knowledge creators. The article constructs a model of networks and their corresponding knowledge and organizational types. It highlights the importance of differentiating between formal and informal networks and shows that senior women have limited access to and are often excluded from strategic informal networks, such as the old boys’ network. Restricted network access denies involvement in the exchange and creation of tacit knowledge and ultimately, organizational resources and power. The strength of network ties may also impact upon the quality of knowledge exchanged within networks, its level of complexity and strategic relevance. The article contributes to the debate on the gendering of the knowledge economy and suggests a theoretical approach to understanding women’s inclusion and exclusion from knowledge creation in organizations.

FullReference: Durbin, S. (2011). Creating Knowledge through Networks: A Gender Perspective. Gender, Work & Organization, 18(1), 90–112. https://doi.org/10.1111/j.1468-0432.2010.00536.x

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ArticleID: A3

Authors: Benschop, Y

Title: The Micro-politics of Gendering in Networking.

Year: 2009

Abstract: Networking processes contribute to the perpetuation of gender inequalities in everyday practices in organizations. This article examines the implications of the conceptualization of gender as practice for social network theory. The three central elements of this critical feminist approach to networking are the study of agency, identity construction and the micro-political processes of networking and gendering. To illustrate that networking practices are gendering practices, that there are various manifestations of those practices, and the way in which networking and gendering are intertwined, the networking practices of four white, Dutch female and male account managers are discussed. This micro-political analysis suggests that networking does not necessarily reinforce gender inequality, which opens up the possibility of examining which combinations of networking and gendering contribute to changing the gender order.

FullReference: Benschop, Yvonne. 2009. ‘The Micro-Politics of Gendering in Networking’. Gender, Work & Organization 16(2): 217–37.

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ArticleID:

Authors: Dianne Bevelander and Michael John Page

Title: Ms. Trust: Gender, Networks and Trust—Implications for Management and Education

Year: 2012

Abstract: Despite knowing how important social capital is and despite the fact that so much time, money, and attention is given to raising the status of women in managerial ranks, women have yet to achieve anything like equal status at the top level of organizational hierarchies. One factor that has received limited attention in the literature is that of differences in the way men and women network and that the way women network might not only disadvantage their own professional career progression but also put other women at a disadvantage as well. This study explores this phenomenon and specifically looks at how social network size varies with level of trust between parties. Our results suggest women tend to trust each other less in a risky professional environment compared to men. Though women were found to have the same scale social networks, they exhibit a greater reduction in aggregate network size at higher trust levels. We find that women socialize with each other, but when it comes to a matter of risk taking, women exclude each other and prefer to network with men. Implications for development and management education are discussed and avenues of future research are considered.

FullReference:

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ArticleID:

Authors: DENISE BENOIT SCOTT

Title: SHATTERING THE INSTRUMENTAL-EXPRESSIVE MYTH: The Power of Women's Networks in Corporate-Government Affairs

Year: 1996

Abstract: Women in corporate-government affairs are involved in work networks at all levels; yet, there are significant differences in the character of ties by gender. This article challenges claims that women's work connections are not instrumental, and hence not powerful, relative to men's. The author argues that, although limited, women are in key positions to influence business-government relations and their own situations.

FullReference:

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ArticleID:

Authors: Miller, J., J. R. Lincoln, and J. Olson.

Title: Rationality and equity in professional networks: Gender and race as factors in the stratification of interorganizational systems.

Year: 1981

Abstract: The organizational principles of rationality and equity account for the bureaucratic leveling effect on social differences posited by Weber. An inference from this framework, that organizational systems will neither create nor reinforce inequality based on gender or race, was examined with data provided by the members of six multiagency social service delivery systems. The dependent variable was a measure of access to the networks of interorganizational exchange that tied together the agencies in these systems. This measure, called centraliy, did not vary by race or gender. However, an analysis of first-and second-order interaction effects indicated that the combinations of investments and contributions that were predictive of centrality were very different for white men, white women, nonwhite men, and nonwhite women. A complicated process of negotiation for resource and advantages was indicated that is not easily reconciled with deductions from classical organizational theory.

FullReference:

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ArticleID:

Authors: Cross C, Armstrong C.

Title: Understanding the Role of Networks in Collective Learning Processes: The Experiences of Women

Year: 2008

Abstract: The problem and the solution. Despite the rapid increase of women in both junior and middle management positions in organizations globally, women comprise a very small percentage of senior executives. One explanation for the scarcity of senior women in organizational life is that women tend to lack access to the relevant networks, which are often biased toward male membership.To reach senior executive positions, women need to either bypass or establish a way into these networks.Within these networks, the learning tends to begin as individualized incidental learning, but develops into collective learning, as women form their own networks and learn from each other in an anticipatory fashion.The authors believe that through efforts to provide more direct access to formal female networks, collective learning can take place in a more structured and efficient fashion. Providing such structured opportunities for knowledge sharing among female managers could form the lynchpin of a successful collective learning strategy.

FullReference:

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ArticleID:

Authors: Burt, S.

Title: The networks and success of female entrepreneurs in China

Year: 2019

Abstract: Despite population opinion in China favoring men over women, data on a large probability sample of Chinese entrepreneurs show that men and women — on average — build similar network structures, experience similar distributions of network advantage, achieve similar levels of business success, and experience similar performance returns to their network advantage. Digging into network content, male and female entrepreneurs have similarly close and trusting relations with similar kinds of contacts, with one exception, gender homophily: men are more likely than women to operate in a network composed entirely of men, while women operate more often than men in a network containing multiple female contacts. There is also gender pattern in the use of contacts, reflecting conservative attitudes in the broader society: Women are the object of more interaction on technical matters out of the public eye, while men are the preferred contact for representation (men and women more often cite male contacts for help in founding the business, dealing with suppliers, and dealing with customers). The gender pattern is more obvious in the business contacts of men than in the business contacts of women, and more linked with business success for men. In sum, there is gender pattern to the networks around male and female entrepreneurs, but the network theory of advantage from access to structural holes similarly predicts the success of male and female entrepreneurs regardless of gender.

FullReference:

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ArticleID:

Authors: Edling C, Farkas G, Rydgren J.

Title: Women in power: Sex differences in Swedish local elite networks

Year: 2013

Abstract: Women occupy a small minority of elite positions in contemporary society. In addition, the minority of women who gain access to influential elite positions are often assumed to have their actual influence circumscribed by mechanisms of marginalization. However, systematic evidence to support the latter view is relatively scarce. We apply social network analysis to study sex differences in local elite networks in Sweden, and show empirically that, despite the fact that women are the minority group across all elite dimensions, female elites uphold the same ‘structural status’ as male elites.

FullReference:

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ArticleID:

Authors: Essers, Caroline

Title: Networking among female ethnic minority entrepreneurs

Year: 2003

Abstract: The labor market in the multicultural society is a major arena where the interrelation of gender and ethnicity is expressed in processes of discrimination, sexism and racism. For women from ethnic minorities, one way to avoid these problems is to work in migrant enterprises. As this may ease tensions related to ethnicity, it does not solve gender-related problems like the subordination of women and the perception of female migrants as ‘just’ daughters, mothers and wives by male co-migrants. Female ethnic minority entrepreneurship may be the way to escape such processes. In the Netherlands, 25% of all ethnic minority entrepreneurs are female. However, little is known about their socio-economic background and the way they perceive their businesses. Moreover, there is a theoretical haphazardness concerning the phenomenon female ethnic minority entrepreneurship. Although recently researchers have opted for an integral theory called the ‘mixed-embeddedness’ approach as to explain ethnic minority entrepreneurship through a combination of personal, sociocultural and structural factors, the role of gender still seems to be underexposed in this theory. Likewise, the literature concerning entrepreneurial networking has hardly interfered with both gender and ethnicity. Therefore, this paper provides a state of affairs concerning the research and literature on ethnic minority entrepreneurship, gender and networks. It argues that a better understanding of female ethnic minority entrepreneurship requires further scientific attention and that a contribution needs to be made to theory development regarding the interrelation of ethnicity and gender in entrepreneurship and in entrepreneurial networks particularly. Numa sociedade multicultural o mercado de trabalho é uma arena onde a interrelação entre género sexual e etnicidade é expressa via processos de discriminação, sexismo e racismo. Para as mulheres de minorias étnicas, uma forma de evitar estes problemas é trabalhando para companhias que lidam com as questões da emigração. Isto pode reduzir as tensões relacionadas com a etnicidade, mas não resolve os problemas relacionados com o género sexual, tais como a subordinação das mulheres e a percepção de que as mulheres emigrantes são ‘apenas’ filhas, mães e esposas de emigrantes homens. O empreendorismo por minorias étnicas do sexo feminino pode ser a forma de escapar a tais processos. Na Holanda 25% dos empreendedores pertencentes a minorias étnicas são mulheres. No entanto, pouco se sabe sobre o seu background socio-económico e sobre a forma como elas percepcionam os respectivos negócios. Além do mais, existem algumas lacunas teóricas no que respeita ao fenómeno do empreendorismo por minorias étnicas do sexo feminino. Apesar do gosto recente pela perspectiva designada mixed-embeddeness, para explicar o empreendorismo por minorias étnicas através de uma combinação de factores pessoais, socio-culturais e estruturais, o papel do género sexual parece ainda pouco explorado nesta teoria. De igual forma, a literatura sobre redes de empreendorismo tem contribuído pouco para o conhecimento sobre género sexual e etnicidade. Assim, este artigo oferece uma revisão destes assuntos no que respeita à investigação e literatura sobre empreendorismo por minorias étnicas, género sexual, e redes. Defende-se a necessidade de criar mais conhecimento sobre empreendorismo por minorias étnicas do sexo feminino, assim como a de contribuir para o desenvolvimento da teoria no que respeita à interrelação entre etnicidade e género sexual no empreendorismo e, particularmente, em redes de empreendorismo.

FullReference:

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ArticleID:

Authors: Campbell, K.

Title: Gender differences in job-related networks

Year: 1988

Abstract: Despite the conventional wisdom that employed women suffer by dint of their exclusion from “old boy” networks, there has been little investigation of gender differences in networks and their implications for occupational outcomes. This article represents a first step toward incorporating network concepts into analysis of gender-based occupational inequalities. In it, I document differences between the job-related networks of women and men in a sample of recent job changers in four white-collar occupations. Women know persons in fewer occupations than men; their networks are negatively affected by having children younger than 6, and by changing jobs in response to their spouses' mobility;men's networks are unaffected by these constraints.

FullReference:

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ArticleID:

Authors: Gail M. McGuire

Title: Gender, Race, and the Shadow Structure: A Study of Informal Networks and Inequality in a Work Organization

Year: 2002

Abstract: In this article, I analyze survey data from more than 1,000 financial services employees to understand how gender inequality manifests itself in employees' informal networks. I found that even when Black and white women had jobs in which they controlled organizational resources and had ties to powerful employees, they received less work-related help from their network members than did white men. Drawing on status characteristics theory, I explain that network members were less likely to invest in women than in white men because of cultural beliefs that rank women below that of white men. While past research has documented how employers use gender to rank workers and distribute rewards unequally, my research indicates that workers use gender to categorize and rank their network members as well.

FullReference:

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ArticleID:

Authors: Daniel J. Brass and Marlene E. Burkhardt

Title: Potential Power and Power Use: An Investigation of Structure and Behavior.

Year: 1993

Abstract: This study explored the relationships between potential organizational power, viewed as structural position, and the use of power through behavioral tactics. Results indicate that structural position, measured as an individual's network centrality and level in the organizational hierarchy, and behavior--use of assertiveness, ingratiation, exchange, upward appeal, rationality, and coalition formation--relate independently and significantly to others' perceptions of the individual's power. In addition, structure partially mediated the relationship between behavior and power, and the behavioral strategies partially mediated the structure-power relationship. Significant interaction effects were also found.

FullReference:

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ArticleID:

Authors: Qureshi, Saiqa Saddiqa Saleem, Farida

Title: Impact of networking on career progression: Moderating role of gender

Year: 2016

Abstract: The purpose of the study was to investigate the moderating role of gender in the relationship of networking behavior's and career progression of individuals. Five dimensions of networking behavior's: Maintaining Contacts (MC), participating in Community (PC) increase in Internal Visibility (IIV), engaging in Profession Activities (EPA), and socializing (NS) were taken in consideration. A structured questionnaire was used to collect data from 29 banks (head offices and more than 100 branches) from major cities of Pakistan. The proposed model was tested using a sample of 332. Structural Equation Modelling technique and group difference test was used for data analysis. Results indicated that EPA and PC relationships of networking behaviors were not moderated while MC, IIV and NS are moderated by gender. MC and IIV have stronger relationship with career progression of males. However, NS has stronger relationship with career progression for females. Despite glass ceiling prevalent in Pakistan, these findings suggest that socializing plays a significant role in the career progression of females. Despite the limitations including common method variance and generalizability issue the current study's findings can be help in developing strategies for career progression of males and females in Pakistan.

FullReference:

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ArticleID:

Authors: South, Scott J., Charles M. Bonjean, William T. Markham, and Judy Corder

Title: Social structure and intergroup interaction: Men and women of the federal bureaucracy

Year: 1982

Abstract: Questionnaire data from female employees in a large federal bureaucracy are analyzed to test two theories on the effects offemales' proportional representation in work groups on intra- and intergender relations. In general, the data support hypotheses drawn from Blau (1977a) and Blalock (1967) which suggest that the proportional size of a minority subgroup is negatively related to its frequency of contact with, and amount of social support received from, the majority. In addition, female proportional representation is negatively associated with the amount of encouragement for promotion women receive from their male supervisors. Contrary to Kanter's (1977a, b) theory, token women are not found to face more severe organizational pressures than nontokens. However, it is suggested that the dynamics of tokenism described by Kanter tend to partially offset the negative association between female representation and the frequency and quality of male-female interaction patterns. Female representation is found to have significant, but counterbalancing, effects on mutual social support among female workers.

FullReference:

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ArticleID:

Authors: Hans Siebers

Title: (Post)bureaucratic organizational practices and the production of racioethnic inequality at work

Year: 2015

Abstract: Explanations of racioethnic inequality in organizations highlight the role of stereotypes, prejudices, biases, and discrimination in the production of such inequality. However, little is known about the impact that regular organizational practices have, either curbing or exacerbating racioethnic inequality at work. This paper argues that bureaucratic practices curb while post-bureaucratic practices exacerbate racioethnic inequality. First, this paper shows that unequal access to career advancements and payment between majority and minority employees of the Dutch national tax administration is partly due to the prevalence of post-bureaucratic ways of labour control. Second, linked to forms of labour control, post-bureaucratic ways of organizing the primary process also contribute to the production of such racioethnic inequality. Regarding both labour control and the structuring of the primary process, minority employees have an interest in the application of bureaucratic concepts that limit the space for stereotypes, prejudices, biases, and discrimination whereas post-bureaucratic concepts amplify this space.

FullReference:

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ArticleID:

Authors: Robert T. Blackburn, David W. Chapman, and Susan M. Cameron

Title: ‘‘‘Cloning’’ in Academe: Mentorship and Academic Careers

Year: 1981

Abstract: Mentor professors were surveyed with respect to their most successful "prot6g~s" regarding scholarly production, the mentorship role, and their careers. Career stage, network stratification, and weak-tie theories provided the conceptual frameworks. The 62 mentors were highly productive professors who were predominantly both graduates and employees of research universities. Mentors overwhelmingly nominated as their most successful proteges those whose careers were essentially identical to their own--i.e., their "clones." Women mentors named as most successfully prote~g6s more than twice as many females and males than men did. More productive mentors linked with a greater number of proteges but were less knowledgable about their personal lives, as Granovetter's theory would predict. The results also demonstrate the openness of the network within stratified levels.

FullReference:

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ArticleID:

Authors: Kadri Aavik

Title: ‘The most important decisions are made in the sauna’: the role of social capital in creating intersectional privilege in the career narratives of Estonian male managers

Year: 2015

Abstract: This article contributes to discussions on social capital in relation to masculinities, as it explores how talking about relying on social capital legitimates and normalises the hegemonic status of intersectionally privileged unmarked groups. This is examined through narratives of ethnic Estonian male managers. The narratives suggest that while these managers make use of social capital as a resource available to them in securing work-related success, they underestimate, take for granted and do not challenge the prominent role of social ties in this process, discursively obscuring ways how social capital works in hiring and promotion. These discursive practices enable intersectionally privileged men not only to maintain successful careers, but also to reproduce their hegemonic status in the society more generally, as well as help to display complicity with hegemonic masculinity and participate in the construction of this ideal in the context of managerial work. Privileged groups who are able to pass as unmarked – such as elite ethnic majority men – have the power to legitimate in the context of work certain norms, values, rules and practices which do not stand out as unusual when practiced by these groups themselves, similarly to how whiteness constructs itself as normative.

FullReference:

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ArticleID:

Authors: Cabrera, S.F. and Thomas-Hunt, M.C.

Title: “Street Cred” and the Executive Woman: The Effects of Gender Differences in Social Networks on Career Advancement

Year: 2007

Abstract: Drawing upon Cabrera and Thomas-Hunt's (2006) theoretical framework for the advancement of executive women, we identify gender differences in social networks as an important determinant of the relative perceived credibility of men and women and the opportunities for hire and promotion available to them. A review of the existing research literature on gender and social networks is presented and several potentially fruitful avenues for future research in this area are discussed.

FullReference:

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ArticleID:

Authors: Jouharah M. Abalkhail, Barbara Allan

Title: “Wasta” and women’s careers in the Arab Gulf States

Year: 2016

Abstract: Purpose Women are under-represented in senior positions across the world, and this paper aims to explore the impact of wasta on women’s careers in the Arab Gulf States. This paper has two main objectives: to understand the phenomenon of wasta and how it manifests itself within public organisations in the Gulf region; and to examine how wasta is impacting on women’s career advancement. Design/methodology/approach Qualitative interviews were conducted with 18 female managers working in public organisations in the Arab Gulf region. Findings The findings indicate that wasta refers to a social network of interpersonal connections, rooted in family and kinship ties, and linked to family affairs as well as work. In addition, the findings demonstrate that, as a result of wasta, social networks in the workplace, in the Arab Gulf Region, include family connections, and this is different to workplace networks in Western societies which are frequently limited to professional contacts and separate from family or friendship networks. In addition, the findings show that wasta may be used to support women’s career progression, providing they have access to appropriate wasta. Furthermore, the findings revealed that women, in the Arab Gulf Region, rely directly on their male family member’s connections, as career facilitators, to gain access to organisational opportunities. Practical implications The paper provides some practical suggestions for helping to overcome the potential negative effects of wasta and to ensure that organisations make the best use of their talent. Hence, this research could potentially inform national policy and organisational policymakers and, in particular, influence recruitment and selection practices to ensure that they are based on competence rather than personal connections. Originality/value The paper is based on empirical work in an under-researched, non-Western context. There is extensive literature on gender and management and leadership in Western cultures, and this paper contributes to the developing body of research on women in the Arab cultures. It provides a better understanding of the phenomenon of wasta, and it highlights the long-term consequences of wasta on employees, particularly women, working in public organisations. Also, it contributes to theory on the culture of organisations by highlighting the often neglected influences of the broader social and cultural systems, including patriarchal practices, on women’s positions in the organisational hierarchy.

FullReference:

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ArticleID:

Authors: Jung-Jin Kim, Eunjoo Chang

Title: A comparative study of career success between Korean and American women managers

Year: 2010

Abstract: This study investigated factors affecting the career success of Korean and American female managers and compared the relations of variables using structural equation modelling. As a criteria of career success, career satisfaction and employability were included, and as factors affecting career success, growth needs, political skill, supervisor support, and the size of an informal network were considered. Multi-group analysis demonstrated that the effect of growth needs was positive for Korean, but negative for American women. Political skill had no significant effect on Korean women's career satisfaction, but had a significantly positive effect for American on a marginal level. Further, political skill had no significant effect on Korean women's employability, but had a significantly positive effect on that of American women. The effect of political skill on supervisor support was found to be positive both for Korean and American female managers, but the effect was greater for American.

FullReference:

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ArticleID:

Authors: Diviák, T., Coutinho, J.A. & Stivala, A.D.

Title: A Man’s world? Comparing the structural positions of men and women in an organized criminal network

Year: 2020

Abstract: The crime gender gap is the difference between the levels of participation of men and women in crime, with men responsible for more crime than women. Recent evidence suggests that the crime gender gap is closing, both in crime in general and in organized crime. However, organized crime differs from other forms of criminal activity in that it entails an organizational structure of cooperation among offenders. Assessing whether the gender gap in organized crime is narrowing is not only about the overall levels of involvement of women, but about their roles and positions within the organized criminal structure, because the involvement of women does not mean that they are in influential positions, or that they have power or access to resources important for the commission of organized crime. This paper uses a social network approach to systematically compare the structural positions of men and women in an organized criminal network. We use a dataset collected by Canadian Law Enforcement consisting of 1390 individuals known or suspected to be involved in organized crime, 185 of whom are women. Our analysis provides evidence for an ongoing gender gap in organized crime, with women occupying structural positions that are generally associated with a lack of power. Overall, women are less present in the network, tend to collaborate with other women rather than with men, and are more often in the disadvantageous position of being connected by male intermediaries. Implications for theory and law enforcement practice are discussed.

FullReference:

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ArticleID:

Authors: Ruolian Fang and Zhen Zhang

Title: A Meta-Analysis on Women’s Social Network Position: Does Education Help?

Year: 2017

Abstract: We meta-analytically review studies on gender difference in people’s occupancy of central positions in organizational social networks. Drawing upon the human capital perspective of network formation, we examine the potential disadvantages (or advantage) for women to have less (or more) central positions than men and the moderating role of education in reducing such gender differences. Results based on 111 independent samples (N = 17,972) reveal that women have higher in-degree and closeness centrality in organizational expressive networks, and higher out-degree and closeness centrality in organizational instrumental networks. Further, gender differences in brokerage position and eigenvector centrality in both expressive and instrumental networks were moderated by women’s education (as compared to men’s as a group), such that women’s disadvantages of occupying central networks positions were mitigated by their better education. Our study sheds important light on gender stratification in informal structures of organizational networks and shows the pivotal role of education in reducing inequalities for women in occupying central positions in organizational networks.

FullReference:

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ArticleID:

Authors: Felichism W. Kabo

Title: A Model of Potential Encounters in the Workplace: The Relationships of Homophily, Spatial Distance, Organizational Structure, and Perceived Networks

Year: 2016

Abstract: Potential face-to-face encounters are foundational to most workplace social interactions. There is little resolution on the question of what factors are antecedent to these encounters. This study examines the association of potential encounters with homophily, spatial distance, organizational structure, and perceived networks. Real-time, fine-grained data were collected using ultrawide-band location-tracking technology deployed at a knowledge-intensive subunit of a global manufacturing firm. The organization comprised scientists and engineers responsible for environmental policy, and emissions reporting and trading at the parent company. Potential encounters were constructed from the location data and modeled on the factors above using dyadic network regression models. The results show that spatial distance, organizational structure, and perceived network ties are all significantly related to potential encounters. Surprisingly, the homophily variables were nonsignificant. The contributions of this research regarding the relationship between potential face-to-face encounters and homophily, spatial distance, organizational structure, and perceived networks are discussed.

FullReference:

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ArticleID:

Authors: Jasmien Khattab, Daan van Knippenberg, Anne Nederveen Pieterse and Morela Hernandez

Title: A Network Utilization Perspective on the Leadership Advancement of Minorities

Year: 2020

Abstract: Social network researchers have shown that, compared to their effect on majority employees, structural constraints can cause minority employees to end up in network positions that limit their access to resources (i.e., social capital) and that consequently limit their access to professional opportunities. These findings, however, do not explain why structurally equivalent minority and majority employees achieve differential returns of social capital on their leadership advancement. We propose that majority and minority employees differ in terms of network utilization, which is the extent to which individuals utilize their existing network ties. We theorize why and how network utilization processes—career and work utilization of network ties—can explain employees’ (i.e., actors) influence on their leadership advancement. We also explicate the process through which actors’ direct and indirect network connections (i.e., alters) contribute to such outcomes through both career-supporting utilization and work-supporting utilization with actors. We conclude by outlining the boundary conditions of network utilization theory, a theory that changes the current understanding of how existing social network ties can perpetuate the underrepresentation of minorities in leadership positions.

FullReference:

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ArticleID:

Authors: Yang Yang, Nitesh V. Chawla, and Brian Uzzi

Title: A network’s gender composition and communication pattern predict women’s leadership success

Year: 2019

Abstract: Many leaders today do not rise through the ranks but are recruited directly out of graduate programs into leadership positions. We use a quasi-experiment and instrumental-variable regression to understand the link between students’ graduate school social networks and placement into leadership positions of varying levels of authority. Our data measure students’ personal characteristics and academic performance, as well as their social network information drawn from 4.5 million email correspondences among hundreds of students who were placed directly into leadership positions. After controlling for students’ personal characteristics, work experience, and academic performance, we find that students’ social networks strongly predict placement into leadership positions. For males, the higher a male student’s centrality in the school-wide network, the higher his leadership-job placement will be. Men with network centrality in the top quartile have an expected job placement level that is 1.5 times greater than men in the bottom quartile of centrality. While centrality also predicts women’s placement, high-placing women students have one thing more: an inner circle of predominantly female contacts who are connected to many nonoverlapping third-party contacts. Women with a network centrality in the top quartile and a female-dominated inner circle have an expected job placement level that is 2.5 times greater than women with low centrality and a male-dominated inner circle. Women who have networks that resemble those of high-placing men are low-placing, despite having leadership qualifications comparable to high-placing women.

FullReference:

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ArticleID:

Authors: Rachel Alsop

Title: A novel alternative. Book groups, women, and workplace networking

Year: 2015

Abstract: Drawing on the results of a small qualitative research project involving four work-based book groups—three in the UK and one in the USA—this article examines the ways in which participation in workplace reading groups facilitates women's networking within work organizations, in terms of both formal and informal as well as expressive and instrumental networking. It has long been recognized that women's employment progression is hampered, in part, by their exclusion from male-dominated networks. Taking a gendered approach to the analysis of workplace networking, this study suggests that book groups can function as an alternative to traditional old boys' networks, in some instances. Within the workplace, the collective reading of literature, I suggest, can potentially function as a means to extend the social as well as the more career-focused opportunities of its participants.

FullReference:

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ArticleID:

Authors: Maureen A. Scully

Title: A Rainbow Coalition or Separate Wavelengths? Negotiations Among Employee Network Groups

Year: 2009

Abstract: Employee network groups are increasingly common in the workplace, such as a women’s network, an African American caucus, or a GLBT resource group. These groups may seem like natural allies for addressing inequality at work, particularly subtle forms of second generation discrimination. However, they often compete for attention, resources, and the limited political will of top managers to make changes. This article examines four cases in which employee groups were able to negotiate effective alliances across their own differences. They do so by reframing areas of shared interests, using and adapting social movement tactics, and reaching for outcomes with broader societal significance for equal economic opportunity.

FullReference:

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ArticleID:

Authors: Hyang Won Kwon

Title: A Social Embeddedness Perspective on Turnover Intention: The Role of Informal Networks and Social Identity Evidence From South Korea

Year: 2017

Abstract: This study examines turnover intention through a social embeddedness perspective proposing that turnover intention may be a function of the degree to which an organization’s members are attached to one another in terms of relational ties and emotional bonds. Drawing on network theory and social identity theory, it was hypothesized that peripheral positions in informal networks (solidarity ties and instrumental ties) and marginal identity in the workplace may influence higher turnover intention. Sequential mixed methods design was utilized to explore the context-specific bases upon which informal networks and social identities can form and to test the generality of the link between the explored bases and turnover intention against larger samples using Ordered Logistic Model. The results showed that (a) peripherally positioned individuals in informal networks will likely have high turnover intention and (b) individuals with marginal identity in the workplace will likely have high turnover intention. The study results suggest that the social factors accrued from informal networks and social identities deserve enhanced attention in both theorization and personnel management.

FullReference:

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ArticleID:

Authors: I. S. Buhai, M. J. van der Leij

Title: A Social Network Analysis of Occupational Segregation

Year: 2020

Abstract: We develop a network model of occupational segregation between social groups divided along gender or racial dimensions, generated by the existence of positive assortative matching among individuals from the same group. If referrals are important for job search, then expected homophily in the structure of job contact networks induces different career choices for individuals from different social groups. This further translates into stable occupational segregation equilibria in the labor market. We derive conditions for wage and unemployment inequality in the segregation equilibria and characterize both the first and the second best social welfare optima. We find that utilitarian socially optimal policies always involve segregation, but that integration policies are justifiable by additional distributional concerns. Our analysis suggests that social interaction through homophilous job referral networks is an important channel for the propagation and persistence of gender and racial inequalities in the labour market, complementary to classical theories such as taste or statistical discrimination.

FullReference:

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ArticleID:

Authors: Isabella Alcañiz Ernesto Calvo Marcelo Escolar

Title: A Survey Experiment on “Bad Bosses”: The Effect of Social Networks on Gender Solidarity

Year: 2020

Abstract: Are women and men in position of authority judged differently? If a gender evaluation gap exists, is it due to persistent stereotypes or notions of gender solidarity? We explore gender differences in judgement through a survey experiment in Argentina with a national sample of 4,068 employed respondents and four rotations randomly assigned in roughly equal samples (approximately 1000 respondents per treatment). Respondents were asked to recommend a salary increase to a “bad boss” who was characterized as aggressive and toeing the line of what is fair and appropriate. The survey experiment measures the extent to which respondents punish and reward female and male managers differently, and to the best of our knowledge, it is the first to measure gendered penalties for improper behavior by authorities. The main finding of the experiment is that women are more likely to punish male bad bosses and men are more likely to punish female bad bosses, although the former are more sensitive to treatment. We explain variation in the propensity to penalize bad behavior by men and women in position of authority as a function of respondents’ social and personal networks. Study findings carry significant implications for the study of the gender pay gap.

FullReference:

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ArticleID:

Authors: Troy Heffernan

Title: Academic networks and career trajectory: ‘There’s no career in academia without networks’

Year: 2020

Abstract: Academic networks have been found to play a significant role in career trajectory via employment opportunities, publishing openings, or being alerted to prospects not widely advertised. These results are reflective of Bourdieu’s notion that social capital can see an individual’s position within a field (in this article the field of academia) increase due to their network’s aggregate resources, which can be leveraged and see them attain success they may not have been able to achieve without their network’s capital and collective field position. This study surveyed more than 100 working academics and found that most participated in some form of academic networking. This article’s significance comes from exploring the lived experiences that have been identified by academics engaging in active network building. The work demonstrates the significant benefits that can result from being involved in well-positioned academic networks, but also reveals how networks are viewed as methods that can subvert merit-based achievements within the field.

FullReference:

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ArticleID:

Authors: Jennifer Lawrence Chris Lonsdale NickLe Mesurier

Title: Access denied? Exploring the causes of the low representation of women in senior executive positions within procurement

Year: 2018

Abstract: Recent surveys report the representation of women in senior executive positions within procurement as both very low and lower than in other professions. In this paper, the authors explored the causes of this. The authors interviewed 41 female and male procurement professionals from a range of sectors and seniority levels. Different views were encountered, but overall the findings suggested that female advancement within procurement is affected by both generic organisational and procurement-specific impediments, including inadequate work design, male-dominated cultures, negative stereotypes, high levels of travel and an aggressive ethos that characterises many procurement functions. The latter was said to be greater where procurement functions lacked ‘cultural maturity’. The findings suggested that both the procurement literature and procurement profession need to do more to address these impediments to female advancement. Ways forward are suggested.

FullReference:

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ArticleID:

Authors: Tina Forsberg Kankkunen

Title: Access to Networks in Genderized Contexts: The Construction of Hierarchical Networks and Inequalities in Feminized, Caring and Masculinized, Technical Occupations

Year: 2013

Abstract: This article aims to contribute knowledge on how access to hierarchical networks of communication is constructed through organizational contexts associated with the gendered nature of feminized, caring work and masculinized, technical work, respectively. The article is based on interviews with 43 middle managers. Both men and women in male‐dominated technical occupations and female‐dominated caring occupations were interviewed. Eight interviews with politicians and strategic managers were also carried out. The results show that middle managers' access to hierarchical networks differs between feminized and masculinized contexts; hierarchical networks between organizational levels are common in male‐dominated technical jobs, while such networks are almost non‐existent in female‐dominated caring occupations. The results illustrate how organizational conditions follow the gender segregation in organizations and the labour market and, further, how these contexts shape men's and women's access to hierarchical networks. The results also illustrate how the patterns of networks create and reproduce inequalities in sex‐segregated organizations.

FullReference:

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ArticleID:

Authors: Jennifer L. Moren Cross, Nan Lin

Title: Access to Social Capital and Status Attainment in the United States: Racial/Ethnic and Gender Differences

Year: 2008

Abstract: This chapter examines the effects of access to social capital on status attainment outcomes by using a national sample of Americans. It explains how gender and/or racial/ethnic characteristics may condition such effects. It also studies the relationship between access to social capital and status attainment. This chapter determines that access to social capital can still have a relevant contribution to current status.

FullReference:

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ArticleID:

Authors: Gungaphul, Mridula and Kassean, Hemant

Title: An Insight into the Networking Approaches of Women Entrepreneurs in Mauritius

Year: 2012

Abstract: Studies on gender and entrepreneurship often attempt to compare personal characteristics, business practices and behaviour of male and female entrepreneurs. One key element in entrepreneurship that has started to gain attention is networking. Networking can be of strategic importance to entrepreneurs since starting a business requires resources such as capital, labour and information and advice. Networks thus contribute to the access of the needed support and facilities to entrepreneurs and potential ones in starting and operating their businesses effectively. Furthermore, networks are related to business performance as the contacts from these networks form the social capital of entrepreneurs. Research in many countries has shown that although women are involved in networking, they nonetheless lack suitable and effective social networks compared to men. Since it is generally accepted that there is a relationship between networks and the survival and success of businesses, especially in small and medium enterprises (SMEs), the main objectives of the present study is to investigate the network composition of female entrepreneurs in Mauritius and also to identify the benefits derived from networking. The study will also identify causes, if any, that hinders the networking practices of women entrepreneurs. Ten women entrepreneurs from diverse sectors formed part of a focus group, the chosen method of data collection for this study. The findings reveal that female entrepreneurs tend to favour family and friends in their contact lists. Their networks comprise more women than men. The reasons and benefits derived from their networks include receiving business support and emotional support. The main hindrance preventing women to network effectively is due to family responsibilities. The findings from this study provides useful insights for support institutions, policy makers and entrepreneurs – especially women entrepreneurs – in identifying ways and means about how to enrich social networks to ensure success and survival of businesses.

FullReference:

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ArticleID:

Authors: Terri A.Scandura, Ethlyn A.Williams

Title: An Investigation of the Moderating Effects of Gender on the Relationships between Mentorship Initiation and Protégé Perceptions of Mentoring Functions

Year: 2001

Abstract: Recent research has suggested that the more the mentor is involved in relationship initiation the greater the benefits that the protégé may receive. No research, however, has examined the impact of protégé gender on the relationship between initiation and mentoring received. The results of this study indicate that male protégés perceived more mentoring than female protégés in protégé-initiated mentorships. Female protégés, however, reported receiving more mentoring than male protégés if the relationship was mentor-initiated or where both mentor and protégé initiated the relationship. Protégés in informal mentorships reported receiving more mentoring than those in formal organizational programs. The findings of this study also indicate that protégés may benefit more from same-sex relationships than cross-sex relationships with respect to role modeling.

FullReference:

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ArticleID:

Authors: Mark P. Orbe

Title: An Outsider within Perspective to Organizational Communication: Explicating the Communicative Practices of Co-Cultural Group Members

Year: 1998

Abstract: Drawing from muted group and standpoint theories, this article advances an outsider within perspective describing the ways that traditionally marginalized group members communicate in mainstream organizational settings. Specifically, the author explicates the process by which different co-cultural group members (i.e., people of color, women, gay/lesbian/bisexuals, persons with disabilities) come to adopt one or more communication orientations while interacting within dominant organizations. The strength of the model presented lies in its approach to studying diversity in organizations based on the lived experiences of those traditionally situated on the margins of organizational power structures.

FullReference:

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ArticleID:

Authors: Severina, Wambeti Njagi; Edabu, Paul; Kimani, Cecilia

Title: Analysis of Influence of Sponsorship Career Function of Mentorship on Women's Leadership Advancement in Kenyan Universities

Year: 2016

Abstract: Women working in Kenyan universities should be provided with the many benefits of sponsorship, a mentorship function. Mentors should for example give their mentees challenging assignments which prepare them for top leadership positions. But it is possible that women may not be getting this support from their mentors. Therefore, the researcher did this study for the purpose of establishing the influence of sponsorship on women's leadership advancement in Kenyan universities. A mixed methodology, using a triangulation design-convergence model was applied to achieve the objective. It was established that women receive limited sponsorship and only in some facets of this career mentoring function thus they are left to face many difficulties as they try to climb the career ladder. The conclusion was that women working in Kenyan universities should get holistic sponsorship within mentorship if they are to advance to top leadership positions in the universities. The recommendation was that structures be set up in universities so that women get not only informal but formal mentorship, inclusive of the career function of mentorship. These structures should as well be provided in other organizations in the country.

FullReference:

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ArticleID:

Authors: Isabel Fernandez-Mateo, Zella King

Title: Anticipatory Sorting and Gender Segregation in Temporary Employment

Year: 2011

Abstract: We examine the roots of gender segregation in the screening process by using a longitudinal data set of candidates considered for temporary projects at a staffing firm and following their progress through the hiring pipeline. Theories invoked to explain gender segregation across jobs traditionally rely on firm-specific human capital and expectations of future commitment to explain this phenomenon. These do not apply in this setting. Yet we find that the staffing firm is more likely to shortlist women for low-paid projects and less likely to do so for high-paid ones. These effects are due to women being considered for different projects than men, and associated at least partially to the level of competition within vacancies. Although client companies also exhibit some gender-sorting behavior in the later steps of the hiring process, they are more likely to prefer women and less likely to sort them into lower-paid projects. Our findings are consistent with “anticipatory gender-sorting” mechanisms, by which first screeners generate segregation when narrowing down the pool of candidates for later decision makers. We discuss the implications of this case for theories of gender stratification and workplace inequality, especially in mediated labor markets.

FullReference:

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ArticleID:

Authors: Lindsey Trimble O’Connor

Title: Ask and you shall receive: Social network contacts’ provision of help during the job search

Year: 2013

Abstract: Social network contacts—the people who are asked to help with others’ job searches—are key players in the job networking process. Before job seekers can become employed with the help social networks, contacts must first be able and willing to share the social resources job seekers need for their search. Little is known about the factors that affect contacts’ ability and willingness to do this. Analyses of a unique dataset of contacts show that they typically have access to resources and help job seekers by sharing them. Still, contacts are better able to help when they are male, employed, and better educated than job seekers. They are more willing to help when they perceive job seekers to be “good” workers. In identifying the conditions in which contacts provide social resources, this study illustrates how social networks are a productive job search strategy for some, but not all, job seekers.

FullReference:

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ArticleID:

Authors: Thomas Davidson, Paromita Sanyal

Title: Associational Participation and Network Expansion: Microcredit Self-Help Groups and Poor Women's Social Ties in Rural India

Year: 2017

Abstract: Group-based microcredit has become a globally adopted anti-poverty intervention. An important institutional variant of this is the self-help group (SHG) model, where non-commercialized lending is done through neighborhood-based savings and lending associations. We examine the effect of women's participation in SHGs in India on their social networks and social capital. We use household survey data, including rich social network information from seventy-five villages in rural Karnataka. In a context where women's interactions are largely restricted to their kinship networks and heavily constrained by rural life and patriarchal norms, participation in SHGs provides opportunities for socially isolated women to form new relationships. Descriptive analyses show that SHG participants, despite being more socioeconomically disadvantaged than non-participants, have significantly more incoming ties from nonkin than both non-participant women and men. After using propensity score matching to model selection into microcredit associations, we find consistent evidence that SHG participants have significantly more ties from nonkin and that these ties originate from other participants. We conclude that relationships formed within SHGs extend beyond the group and constitute important social capital, as women form friendships, give each other advice, and exchange vital basic needs resources.

FullReference:

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ArticleID:

Authors: Ajay Mehra, Martin Kilduff and Daniel J. Brass

Title: At the Margins: A Distinctiveness Approach to the Social Identity and Social Networks of Underrepresented Groups

Year: 1998

Abstract: Using distinctiveness theory, this research showed that the relative rarity of a group in a social context tended to promote members' use of that group as a basis for shared identity and social interaction. Relative to majority group members, racial minorities and women in a master of business administration cohort were more likely to make identity and friendship choices within-group. The marginalization of racial minorities in the friendship network resulted both from exclusionary pressures and from minority individuals' own preferences for same-race friends. By contrast, the marginalization of women resulted more from exclusionary pressures than from their preferences for woman friends.

FullReference:

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ArticleID:

Authors: Hakak, Luciana Turchick; Holzinger, Ingo; Zikic, Jelena

Title: Barriers and paths to success: Latin American MBAs' views of employment in Canada

Year: 2010

Abstract: Purpose ‐ This paper aims to examine perceived barriers and paths to success for Latin American immigrant professionals in the Canadian job market. Design/methodology/approach ‐ Findings are based on 20 semi-structured interviews with Latin American graduates of Canadian MBA programs. Interviews were analyzed for emergent categories and common themes. Findings ‐ Despite their strong educational backgrounds, participants perceived several challenges to their success in the Canadian workplace, specifically, language barriers, lack of networks, cultural differences and discrimination. They also identified factors that influenced their professional success in Canada, such as homophilious networks and their Latin American background. Research limitations/implications ‐ By investigating stories of Latin American immigrant professionals, the study explores subjective views of immigration experiences and discrimination in this unique and rarely examined group. A larger sample will increase the confidence of the study's findings and future studies should examine dynamics of these issues over time. Originality/value ‐ This paper presents insight onto the labor market experiences and coping mechanisms of the currently understudied group of Latin American immigrant professionals in Canada. The study's qualitative approach enabled the examination of challenges experienced by immigrant professionals beyond those typically studied in this literature (e.g. devaluation of foreign credentials) and led to the finding that being Latin American can act both as a disadvantage in the form of discrimination and as an advantage as it differentiates immigrant professionals from other job seekers.

FullReference:

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ArticleID:

Authors: Jane Tonge

Title: Barriers to networking for women in a UK professional service

Year: 2008

Abstract: Purpose The purpose of this paper is to explore the use of personal contact networks in the UK public relations sector, focusing on the barriers to networking identified by practitioners. Design/methodology/approach Empirical research using qualitative methodologies of in‐depth interviews and repertory grids conducted with directors, managers and executives in seven UK public relations agencies. Findings UK public relations practitioners in the study may face up to 17 barriers to networking drivers and actions. Three types of barriers emerged–psychological, situational and social. Female practitioners identified all 17 barriers to networking, whereas men identified seven. Research limitations/implications An insight into the differences in men and women's networking experiences in a growing professional service, especially those negatively influencing their activities. Gender differences are identified and the apparent exclusion from power networks, especially of younger females. Practical implications UK public relations practitioners may be hindered in the key managerial area of networking, with women perceiving themselves to face more barriers than men. This poses challenges for practitioners to overcome such obstacles, especially for women in this female‐dominated industry. Consultancies must consider remedial strategies to counter barriers their employees face, or potentially limit their access to resources and influence which personal networks can bring. Originality/value The paper is one of the first studies into personal contact networks in the UK public relations industry. It reveals the extent to which both men and women in this professional service face barriers to networking. The paper identifies that women in particular may experience more than twice as many barriers as male counterparts and suggests younger women may be being placed at a disadvantage.

FullReference:

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ArticleID:

Authors: Sherwin Davidson

Title: Beyond Colleagues: Women Leaders and Work Relationships

Year: 2018

Abstract: Framed by the Stone Center's relational-cultural theory (Fletcher, 2007), which proposes that mutual growth occurs through connection, this qualitative exploratory study examines relationships with women colleagues that contribute to the quality of women's leadership experiences in higher education. Women leaders are affected by gendered organizational culture and by stereotypes of leadership that are predominantly male. They also face contradictions concerning their relationships with each other. Women are perceived to be relationally-oriented and socially responsive, but also back-biting and competitive; expected to show relational skills, but with no acknowledgement of what their skills contribute to organizations; expected to practice solidarity but also perceived as "queen bees." In the face of these contradictions, interviews with 15 women in leadership at five U.S. universities illuminate the character and contributions of select relationships that women leaders themselves identify as contributing factors to the quality of their leadership experiences. Ten benefits, which accrue both to the women and their institutions, emerged. Two of these benefits are: (1) strategizing and problem-solving; and (2) clarity of ideas, knowledge, and perspective. The benefits loosely align with the five positive outcomes associated with the Stone Center's relational-cultural model. Results offer alternative ways to think about women leaders' work-related relationships, recasting the usually invisible skills women bring to them as skills critical to enhancing their leadership, beneficial to the organization, and a means of challenging the status quo of gendered institutional culture.

FullReference:

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ArticleID:

Authors: Natalie Wreyford

Title: Birds of a feather: informal recruitment practices and gendered outcomes for screenwriting work in the UK film industry

Year: 2015

Abstract: The film industry offers an exemplary case study for examining the recruitment processes to which the ‘socialized worker’ (Gill and Pratt, 2008) is subject. Even among the creative industries, film is exceptional in its reliance on networking and word of mouth as its primary – and in many cases only – tool for recruitment and for identifying the ‘right’ candidate for the job (Blair, 2000a). Increasingly there is evidence that reliance on personal networks and informal employment practices has different outcomes for men and women (Grugulis and Stoyanova, 2012). Hiring on short‐term contracts in a context of ambiguity, risk and uncertainty, necessitates reliance on social networks and informal subjective criteria, with outcomes that reinforce the status quo (Bielby and Bielby, 1999). Fenstermaker, West and Zimmerman argue that to overcome gender inequality ‘we will need to understand the mechanisms by which it is sustained in institutional social arrangements’ (Fenstermaker et al., 2002: 38). This article will unpack how recruitment procedures that rely on ‘connections’ and ‘affinities of habitus’ (Bourdieu, 1984: 151) can contribute to the way that gender inequality is sustained for screenwriters.

FullReference:

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ArticleID:

Authors: Maura A. Belliveau

Title: Blind Ambition? The Effects of Social Networks and Institutional Sex Composition on the Job Search Outcomes of Elite Coeducational and Women’s College Graduates

Year: 2005

Abstract: In this paper, I develop a perspective on women’s career attainment focused on how employers’ salary offers may be constructed based on their assumptions regarding women’s access to comparative salary information. Therefore, although the use of social networks in job search may enhance women’s actual knowledge of prevailing wages, I hypothesize that institutional characteristics that employers could assume to constrain women’s networks and concomitant access to salary information will directly affect salary offers, as well as moderating the influence of network ties on pay. To test this perspective, job search outcomes of women attending elite coeducational and women’s colleges were examined. Regarding the number of offers obtained, women who consulted with proportionally more male peer and employed adult male advice ties received significantly more job offers than women using fewer male advice contacts. With regard to salary offers, this study reveals an institutional sex composition effect: women exiting single-sex institutions (i.e., women’s colleges) received significantly lower salary offers than women from coeducational schools, even after accounting for human capital, job characteristics, and institutional reputation. The effects of social networks on pay were moderated by institutional sex composition such that women exiting women’s colleges received lower returns in the form of salary to their cross-gender advice ties than did women from a matched coeducational institution. Implications of these results for theories of social capital and women’s occupational attainment are discussed.

FullReference:

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ArticleID:

Authors: Levitte, Yael

Title: Bonding Social Capital in Entrepreneurial Developing Communities - Survival Networks or Barriers?

Year: 2009

Abstract: This paper focuses on the interaction between social capital and entrepreneurship in Aboriginal communities in Canada. Using statistical and interview data from three First Nations communities in northern Ontario, I examine if and how bonding networks turn into tangible resources for business development. The paper also highlights ways in which community relationships hinder entrepreneurship and turn into barriers to economic development. The paper concludes with examples of how insight into the interaction between public policy and social networks can help understand the barriers and opportunities facing community developers in marginalized communities around the world.

FullReference:

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ArticleID:

Authors: Sungjoo Choi

Title: Breaking Through the Glass Ceiling: Social Capital Matters for Women’s Career Success?

Year: 2019

Abstract: This study examines the relationship between social networking as a potential upward mobility strategy for women and their career advancement. The federal data from the 2007 Career Advancement Survey (CAS) were analyzed using ordered logistic regressions and OLS multiple regressions. The results showed that having a supportive supervisor and/or mentor was positively related to the likelihood of being appointed to critical roles and being assigned important work, while having important contacts was positively associated with temporary promotions. In addition, engaging in professional and formal networks showed a marginally positive association with work assignment. Gender congruence in supervisory dyads was positively associated with role assignment. The findings regarding gender differences in relationships reported a stronger positive relationship between having a supportive supervisor and/or mentor and temporary promotions for women than for men. Women were more likely to be temporarily promoted than men when they have a supportive supervisor and/or mentor. Women who have a female supervisor were more likely to be temporarily promoted and to be assigned critical roles than men or women who have a male supervisor.

FullReference:

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ArticleID:

Authors: Louise Marie Roth

Title: Bringing Clients Back In: Homophily Preferences and Inequality on Wall Street

Year: 2004

Abstract: Using qualitative data from a cohort sample of 76 current or former Wall Street professionals, I argue that the perception that clients prefer homophily with their service providers shapes Wall Street careers and contributes to gender inequality. I also reveal how some women on Wall Street partially insulate themselves from biases against them by deliberately avoiding positions that are most dependent on client relationships. I hypothesize that the strength of client preferences for homophily in service providers in the Wall Street context is related to the high status of this service profession and its clients.

FullReference:

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ArticleID:

Authors: Shehla R. Arifeen

Title: British Muslim women's experience of the networking practice of happy hours

Year: 2020

Abstract: Purpose Networking is deemed important for women in careers. The purpose of this paper is to draw attention to the interaction of a specific networking practice with a religious practice and its implications on British Muslim women (BMw). The practice ‘happy hours’ is closely linked with drinking alcohol (Flores-Pereira et al., 2008), while alcohol consumption is forbidden in Islam. Design/methodology/approach A qualitative research approach was used to interview 37 participants who were in managerial or professional positions. Findings The findings demonstrate that the presence of alcohol in work-related socializing is a norm, making the practice of ‘happy hours’ invisible and legitimate (Acker, 2006), thereby contributing inadvertently to reinforcing inequality regimes in organizations. Furthermore, the interaction of contradictory religious beliefs/practices of individual employees and organizational practices presents challenges for Muslim women, who feel they have to participate in happy hours as a networking practice in order to progress in careers. While it involves emotional effort, as they persuade themselves to join in activities where alcohol is being served, it paradoxically results in feelings of exclusion and marginalization within the group, as they do not drink alcohol. Originality/value This paper focuses on the micro/individual level of analysis, singling out the Muslim female voice while positioning ‘happy hours’ as a ‘networking practice’. It also contributes to the underexplored area of the role of religion and individual behaviour in organizations (Tracey, 2012).

FullReference:

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ArticleID:

Authors: Bedford, Olwen Hwang, Shu‐Ling

Title: Building Relationships for Business in Taiwanese Hostess Clubs: the Psychological and Social Processes of Guanxi Development.

Year: 2013

Abstract: Guanxi refers to personal ties between individuals as well as to an individual's whole network of personal relationships. Most studies of business guanxi have focused on how guanxi may be used to achieve business goals and little attention has been paid to the process of guanxi development. We examined this process in a particular context commonly believed to be important for building business relationships in Taiwan: hostess clubs. We used an indigenous psychological framework to conduct a qualitative study in order to fully capture the participants' own perspectives of these processes. The participants were 43 Taiwanese men (mean age = 38.5) with a range of occupations. The results highlight the psychological and social processes associated with building guanxi for business in hostess clubs. The main purpose of socializing was to bond with and test other men by demonstrating a facility with the social etiquette and exchanging mianzi (face) and renqing (favours). Most participants said that the practice was helpful to their jobs or was part of their job description. The implications for women of the results are discussed.

FullReference:

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ArticleID:

Authors: Sherry Robinson , Hans Anton Stubberud

Title: Business Incubator Explanations: Networking and Gender Differences

Year: 2009

Abstract: Research investigating gender differences in small business performance has frequently shown women-owned businesses to be smaller in terms of sales, profits and number of employees (Cooper, Gimeno-Dascon, & Woo, 1994; Kalleberg & Leicht, 1991; Loscocco & Leicht, 1993; Watson & Robinson, 2003). One reason for this may be social networks that are not as diverse and useful as men’s networks, making it more difficult for women to access external business resources. Business incubators attempt to enhance tenants’ networks, and thus increase access to needed resources. In this theoretical paper, it is argued that even though all incubatees are likely to benefit from networking assistance, it may be especially useful for women with less diverse networks. Suggestions for future research based on this conceptual framework are also presented.

FullReference:

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ArticleID:

Authors: Baker Ahmad Alserhan Mohammed A. Al‐Waqfi

Title: Businesswoman networking: An Eastern perspective

Year: 2011

Abstract: Networking studies remain limited, often overlooking key structure, content, and cultural issues. This article attempts to fill the gap through describing the networking attributes of composition (who), motives (why), faste and methods (how), and network building and maintenance. Results show that (1) businesswomen indicated a preference for male networks, (2) formal networks were more socially accepted, and (3) online networks are becoming popular. Finally, although businesswomen need to extend their networking activities through participating in mainstream networks, cultural limitations on intergender interactions need to be considered; imposing a specific networking model (i.e., male‐dominated) might force women into more isolation. ©2011 Wiley Periodicals, Inc.

FullReference:

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ArticleID:

Authors: Meg G. Hancock, Heidi Grappendorf, Janelle E. Wells, Laura J. Burton

Title: Career Breakthroughs of Women in Intercollegiate Athletic Administration

Year: 2017

Abstract: Participation in mentoring is integral for advancement within sport organizations, particularly for women (Bower, 2009; Shaw, 2006). However, it is unclear how mentoring contributes to opportunities for career advancement or breakthroughs (e.g., opportunities for new functional roles, project oversight) (Mainiero, 1994). Therefore, the purpose of this study was to understand the role of mentoring as it pertains to career breakthroughs for women in intercollegiate athletic administration. This qualitative study included 51 focus group participants in athletic administration at NCAA-member institutions (divisions, I, II, and III). Results suggested mentoring as a critical factor in career advancement. Participants indicated having a mentor was highly desired. Mentoring relationships with someone internal and external to their respective athletic departments was important. However, there was little consensus on the benefits or drawbacks of having a mentor of the same or opposite sex. Implications and strategies for developing mentoring relationships are also discussed.

FullReference:

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ArticleID:

Authors: Polly Parker Michael B. Arthur Kerr Inkson

Title: Career communities: a preliminary exploration of member‐defined career support structures

Year: 2004

Abstract: This paper explores the concept of career communities: social structures that provide career support and frequently transcend the boundaries of any single organization. The theoretical background notes the convergence of a number of different perspectives from both career development and organization studies, pertaining to the social contextualization of careers. The methodology involved eliciting expressions of the (individual) subjective career from the members of three potential career communities, and then exploring (communal) inter‐subjective interpretations in focus groups. Our results suggest that career communities typically involve a hybrid of types rather than any one pure type. Preliminary support is found for the view that career communities facilitate career support, sensemaking and learning. The results invite further research into career communities and have implications for organizational behavior and human resource management, suggesting greater appreciation of the extra‐organizational as well as intra‐organizational communities in which careers develop. Copyright © 2004 John Wiley & Sons, Ltd.

FullReference:

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ArticleID: A2

Authors: Briscoe-Palmer, S., & Mattocks, K.

Title: Career Development and Progression of Early Career Academics in Political Science: A Gendered Perspective

Year: 2020

Abstract: In this article, we examine the career development and progression of Early Career Academics in the discipline of political science in the UK. The primary focus is to explore whether and to what extent career development is gendered. With data from a survey of Early Career Academics as well as semi-structured interviews, the article shares personal experiences of professional development, exposing the challenges women in the profession face, including the gendered aspects of networking and mentoring, as well as broader issues of isolation, exclusion, and discrimination. These challenges are compounded by the structural contexts of UK Higher Education.

FullReference: Briscoe-Palmer, S., & Mattocks, K. (2020). Career Development and Progression of Early Career Academics in Political Science: A Gendered Perspective. Political Studies Review

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ArticleID:

Authors: N Bu, JP Roy

Title: Career Success Networks in China: Sex Differences in Network Composition and Social Exchange Practices

Year: 2005

Abstract: Through structured interviews with 108 senior and middle managers in China, we compared the composition and social exchange practices of Chinese male and female managers’ career success networks (CSNs). The results indicated that most of the CSN ties formed by both male and female managers are with men, especially power ties. Male and female managers differed in the extent to which they engaged in instrumental and expressive transactions with same- and opposite-sex CSN alters, reciprocated the help provided by CSN alters, and socialized outside of the workplace with opposite-sex alters. The implications of these results for career success in China are discussed

FullReference:

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ArticleID:

Authors: Andrew Shipilov, Giuseppe Labianca, Valentyn Kalnysh and Yuri Kalnysh

Title: CAREER-RELATED NETWORK BUILDING BEHAVIORS, RANGE SOCIAL CAPITAL, AND CAREER OUTCOMES.

Year: 2007

Abstract: We studied 459 social servants to determine how their career network building behaviors were related to their social capital, and how this affected their speed of promotion within their organizational hierarchy. Results suggest that greater use of network building behaviors leads to greater range social capital, which leads to faster promotion. Factor analysis suggested two main strategies for network building behaviors: networking within structured groups organized around activities (foci) and informal unstructured networking. Informal unstructured networking behaviors were related to greater range social capital and faster promotion, while structured foci networking behaviors were unrelated.

FullReference:

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ArticleID:

Authors: Katherine Dashper

Title: Challenging the gendered rhetoric of success? The limitations of women‐only mentoring for tackling gender inequality in the workplace

Year: 2018

Abstract: Mentoring is widely acknowledged to be an important contributor to women's career success and progression, but women often struggle to access mentoring networks that can help sponsor and develop their careers. Formal mentoring programmes designed specifically for women help overcome this challenge, but such schemes may at the same time reinforce masculine discourses which position women as deficient in relation to the invisibly male norm that is implicit within contemporary working practices. Drawing on a formal women‐only mentoring programme built on gender‐positive goals to empower women to ‘be the best they can be’ within the events industry, this article considers the extent to which such programmes can both challenge and reproduce gendered discourses of business and success. Interviews with mentors and mentees illustrate how such programmes make gender visible within business and individual careers, but masculinist underpinnings of organizational discourses remain invisible, unacknowledged and thus largely unchallenged.

FullReference:

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ArticleID:

Authors: Nailin Bu and Jean-Paul Roy

Title: Chinese managers' career success networks: the impact of key tie characteristics on structure and interaction practices

Year: 2008

Abstract: Structured personal interviews were conducted with 105 senior and mid-level Chinese male and female managers, in which each respondent provided information about their career success network (CSN) ties. Using this data, we tested hypotheses on: (1) the age composition of Chinese managers’ CSNs; (2) the face-to-face interaction practices within Chinese managers’ CSNs; and (3) the roles of tie sex composition and tie content (position-centred versus person-centred ties) in influencing the age composition of and interaction practices within Chinese managers’ CSNs. The results demonstrated that both Chinese male and female managers, while generally preferring to form CSN ties with individuals who are older than themselves, are relatively more reluctant to include middle-aged or elder women in their CSN. The age of those included in the respondents’ CSN was also influenced by tie content and whether the tie spans the organizational boundary. With respect to interaction practices within the CSN, tie content moderated the relationship between tie sex composition and interaction practice. Female managers’ person-centred ties with men had significantly lower levels of interaction outside the workplace than person-centred ties composed of members of the samesex. However, this difference was not exhibited in the case of position-centred ties. Interestingly, the reluctance to socialize with the opposite-sex exhibited by female managers did not appear to be shared by their male counterparts. The implications of these results for career success in China are discussed.

FullReference:

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ArticleID:

Authors: Mary Anne Gaffney, Ruth Ann McEwen, Mary Jeanne Welsh

Title: Communication networks of women and men in a public accounting firm: A comparative analysis

Year: 2001

Abstract: Although men and women enter public accounting in comparable numbers, a disproportionately small number of women advance to the rank of partner. A suggestion is sometimes made that women are either unaware of, or intentionally excluded from, informal communication networks within a firm. These networks socialize individuals into the organization, provide support and offer opportunities to informally influence decisions. The general assumption is that women are not integrated into organizational communication networks; however there has been no empirical research on actual network formation within an accounting firm. This study reports the results of an analysis of work and friendship networks among women and men in an office of an international accounting firm. The analysis uses a computer algorithm to identify networks of closely connected individuals known as cliques and to derive measures of an individual's prominence within communication networks. The clique analysis shows a notable lack of close relationships between female managers and male partners. Although women participate in the firm's informal communication networks, female mangers are less prominent in informal networks and do not have close ties with male partners, which suggests that women may face a glass ceiling in advancement to partner

FullReference:

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ArticleID:

Authors: Kate Dashper

Title: Confident, focused and connected: the importance of mentoring for women's career development in the events industry

Year: 2017

Abstract: The events industry is female-dominated numerically, yet men continue to occupy the majority of senior roles and positions of influence. A variety of factors contribute to this persistent glass ceiling, including shortage of female role models, lack of confidence, inflexible working hours and limited professional networks. Mentoring has been shown to begin to address some of these challenges women may face in progressing to senior positions. This paper reports on research conducted on a formal industry-wide mentoring programme for women that aims to pair female professionals with leading industry figures in a supportive, collaborative and focused programme of development activities. Drawing on data from 37 interviews with mentees on the programme, conducted over the course of one year, the article considers if and how mentoring can help empower women in the events industry to aim high and proactively advance their careers. Findings suggest that mentoring can have positive effects on women’s confidence, ability to plan professionally and build supportive and enabling networks. The study shows the value of a structured, formal programme for mentoring activities and suggests that, although mentoring alone will not redress gender inequality in the events industry, it provides a valuable and effective mechanism for individual career development and empowerment.

FullReference:

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ArticleID:

Authors: PATRICIA DRENTEA

Title: Consequences of Women's Formal and Informal Job Search Methods for Employment in Female-Dominated Jobs

Year: 1998

Abstract: Using data from the General Social Survey and the National Organizations Survey, this study assesses the extent to which job search methods affect gender composition in a job. In contrast to past research and the popular notion that networking maximizes job search outcomes, it is found that women who use informal job search methods had jobs with more women in them compared to not using such methods. Women using formal job search methods had jobs with fewer women in them compared to not using these methods. For men, job search methods were not associated with the gender composition of the job.

FullReference:

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ArticleID:

Authors: Stackman RW, Pinder CC.

Title: Context and Sex Effects on Personal Work Networks

Year: 1999

Abstract: This study tests hypotheses concerning the similarities and differences between men's and women's instrumental, expressive and overlapping work networks. The study's sample was drawn from three organizations representing distinctly different industries. As expected, women and men differed in several structural characteristics of their expressive networks but, with the exception of homophily (i.e. the number of same-sex ties), their instrumental work networks were essentially similar. In addition, there were systematic differences among the work networks of participants employed by the three organizations. The results support the general proposition that both structural differences and sex influence the patterns of people's networks in the workplace, but that a distinction must be made between individual's instrumental and expressive networks. Implications for future research, through the integration of our findings with other researchers, are addressed in the discussion.

FullReference:

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ArticleID:

Authors: Deb Verhoeven ,Katarzyna Musial ,Stuart Palmer ,Sarah Taylor,Shaukat Abidi,Vejune Zemaityte,Lachlan Simpson

Title: Controlling for openness in the male-dominated collaborative networks of the global film industry

Year: 2020

Abstract: Studies of gender inequality in film industries have noted the persistence of male domination in creative roles (usually defined as director, producer, writer) and the slow pace of reform. Typical policy remedies are premised on aggregate counts of women as a proportion of overall industry participation. Network science offers an alternative way of identifying and proposing change mechanisms, as it puts emphasis on relationships instead of individuals. Preliminary work on applying network analysis to understand inequality in the film industry has been undertaken. However, in this study we offer a comprehensive approach that enables us to not only understand what inequality in the film industry looks like through the lens of network science but also how we can attempt to address this issue. We offer a data-driven simulation framework that investigates various what-if scenarios when it comes to network evolution. We then assess each of these scenarios with respect to its potential to address gender inequality in the film industry. As suggested by previous studies, inequality is exacerbated when industry networks are most closed. We review evidence from three different national film industries on network relationships in creative teams and identify a high proportion of men who only work with other men. In response to this observation, we test several mechanisms through which industry structures may generate higher levels of openness. Our results reveal that the most critical factor for improving network openness is not simply the statistical improvement of the number of women in a network, nor the removal of men who do not work with women. The most likely behavioural changes to a network will involve the production of connections between women and powerful men.

FullReference:

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ArticleID: A7

Authors: Forret, Monica

Title: Correlates of networking behavior for managerial and professional employees

Year: 2001

Abstract: Networking is an important strategy for managing one’s career, but little is known about those who engage in networking behaviors. A study of 418 managers and professionals was conducted to examine the relationship of personal and job characteristics to involvement in networking. Multiple regression results showed that gender, socioeconomic background, self-esteem, extraversion, favorable attitudes toward workplace politics, organizational level, and type of position are significant predictors of involvement in networking behaviors. Implications of these results and directions for future research on networking are discussed.

FullReference: Forret, M. L., & Dougherty, T. W. (2001). Correlates of Networking Behavior for Managerial and Professional Employees. Group & Organization Management, 26(3), 283–311. https://doi.org/10.1177/1059601101263004

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ArticleID:

Authors: Sloan MM, Evenson Newhouse RJ, Thompson AB

Title: Counting on Coworkers: Race, Social Support, and Emotional Experiences on the Job

Year: 2013

Abstract: Recent research suggests that supportive relationships between coworkers benefit worker well-being. Less is known about the distribution of social support among different groups of workers. In this article, we use data from a random sample of state employees to examine whether black and white workers differ in the number of ties they have to coworkers, the quality of these ties, and the effects of social support on workplace emotional experiences. Our findings suggest that compared to their white counterparts, African Americans are disadvantaged in terms of workplace social ties and perceived coworker support. Race differences in job characteristics do not explain these differences; however, there is some evidence that the racial composition of the workplace may influence the formation of workplace social ties. In addition, both black and white workers experience similar emotional benefits of social support.

FullReference:

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ArticleID:

Authors: Hunt, L., LaRoche, G., Blake-Beard, S., Chin, E., Arroyave, M., & Scully, M.

Title: Cross-cultural connections: Leveraging social networks for women's advancement.

Year: 2009

Abstract: Social networks have long been touted as instrumental conduits for advancing one's career and gaining access to resources. Social networks are composed of connections with individuals that vary on a number of dimensions: formal vs. informal, strong vs. weak ties, homogeneity vs. heterogeneity, instrumental vs. psychosocial, and status, to name a few. The benefits that accrue from social network connections are considered social capital for individuals. From its origins social capital has morphed to become almost a kind of merit that those advancing toward the upper class seek to cultivate. It has become capital in the purse of individuals, rather than a tenor of social life collectively generated, as in its original sense. Most people are familiar with "the old boys' network" and the power and influence that it wields. How do women of color and White women create such value in their networks? Drawing on both the literature and the experiences of a diverse group of women, we explore women's cross-cultural connections. We examine the quality and diversity of one's social network in relation to the power structure, particularly in light of the increasing importance of cultural competence in the workplace

FullReference:

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ArticleID:

Authors: Helen Donelan, Clem Herman, Karen Kear, Gill Kirkup

Title: Cross‐gender networking in the workplace: causes and consequences

Year: 2009

Abstract: Purpose The purpose of this paper is to investigate how women working in science, engineering and technology use online networking, for career and professional development purposes. Design/methodology/approach A combined qualitative and quantitative approach is taken, using interviews for the first phase of the research and online surveys for the second. The findings are discussed and presented with reference to theories on career development and in the context of recent work on women's networks and online social networking. Findings The paper defines a typology of online networks and identifies the motives women have for engaging with the different types. The data imply that women are successfully using online networks to find support, advice and collaboration from women working in similar environments. However, the data only identify a few examples where the use of online networks has led to a specific new job opportunity. Research limitations/implications The findings are limited by the samples used, as they were self‐selected. In the first phase of the research, the sample was biased in favour of those using information and communication technologies. In the second phase, women using some form of online network were purposefully targeted in order to understand the motives and benefits associated with these activities. Originality/value The paper provides new insights into how professional women are networking online. It extends recent work into women's networks and networking strategies and presents a timely exploration into how these are being affected by the growth of online social networking.

FullReference:

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ArticleID:

Authors: Ignace Ng, Irene Hau‐siu Chow

Title: Cross‐gender networking in the workplace: causes and consequences

Year: 2009

Abstract: Purpose This study seeks to examine how individual and organizational characteristics as well as attitudinal factors can affect the network composition of female managers. Another of its objectives is to examine the effect of cross‐gender network on the quit intention of female managers. Design/methodology/approach A survey questionnaire was administered, seeking information on the personal characteristics and attitudes of the 91 managers, the characteristics of the organization for which the respondent works, and the network characteristics of the respondents in Hong Kong. Findings The results show that positive attitudes towards women's leadership qualities and higher ratio of females in top management positions are associated with a lower cross‐gender instrumental network for females. Perceived discrimination or being married encourages female managers to seek a cross‐gender network. Cross‐gender networks reduce the quit intentions of female managers. Originality/value The study offers a better understanding of how networks change involves an examination of both the characteristics of the network holder and the larger context in which the network holder is located. It contributes to the scant evidence on the consequences of cross‐gender networking for female managers in the Chinese context.

FullReference:

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ArticleID:

Authors: Olwen Bedford

Title: Crossing Boundaries: An Exploration of Business Socializing (Ying Chou for Guanxi) in a Chinese Society

Year: 2015

Abstract: Business socializing may be a critical hindrance to career advancement for many women. Chinese societies place particular emphasis on the development of personal relationships (guanxi), and the workplace is no exception. Work relationships are often built through after-hours socializing (ying chou). For a woman to succeed in business socializing, she must cross out of the office and into a context in which workplace expectations for professional conduct may not apply. She must also cross traditional gender role boundaries that conflict with the requirements of business socializing. Like her male counterparts, she achieves the long-term benefits of socializing by crossing interpersonal boundaries to turn professional contacts into personal ones. This exploratory study investigated women’s business socializing through in-depth interviews with 36 professional women in a Chinese society. Thematic analysis of the interviews revealed the challenges of socializing and the tactics women used to overcome them, highlighting how women leverage gender stereotypes and social norms to build relationships for work. I make cross-cultural comparisons of the challenges encountered by Chinese and Western women engaged in work-related relationship development and discuss cross-cultural differences that may be important in conceptualizing future investigations of gender and workplace relationships. The findings have implications for managers and corporate policies in and outside Taiwan and for foreign business people conducting business in Chinese societies.

FullReference:

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ArticleID:

Authors: Osofsky, J., Wood, L.

Title: Crossing the Charles: A Study of the Experiences, Networks, and Career Paths of Harvard JD/MBA Alumni

Year: 2005

Abstract: Since the Harvard JD/MBA program's official beginning in 1971, 350 students have graduated with joint degrees. However, to date, no systematic studies of JD/MBA programs (at Harvard or other universities) have ever been undertaken. "Crossing the Charles," therefore, is the first study of its kind. It presents the results of an empirical analysis of Harvard JD/MBA alumni which focused on understanding their educational experiences, networks, career paths, and relationships to Harvard Business School and Harvard Law School. Our methodology included surveying all JD/MBA alumni, conducting in-depth qualitative interviews, and analyzing resume data. This study was conducted under the supervision of Professors David Wilkins, Guhan Subramanian, and Detlev Vagts during our studies at Harvard (from which we both graduated in 2005). Its results are striking. It indicates that JD/MBAs have substantially different experiences at business school and law school, perceive important differences between the networks of each school, and that the career paths of JD/MBAs have markedly changed over the past three decades. In the process, it offers many insights - and raises important questions - about the Harvard JD/MBA program and joint degrees more generally. Given the increasingly interdisciplinary nature of graduate education and the legal and business professions more generally, we believe that it offers a valuable contribution to the literature on law and business.

FullReference:

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ArticleID:

Authors: Udo Staber and Howard E. Aldrich

Title: Cross-National Similarities in the Personal Networks of Small Business Owners: A Comparison of Two Regions in North America

Year: 1995

Abstract: Following Granovetter (1985), we propose a social embeddedness model of business relations to explain how the personal networks of business owners are constructed. Using questionnaire survey data on 261 business owners in Atlantic Canada and the Research Triangle area in North Carolina, we examine two issues: what are the characteristics of business owners' personal networks; and to what extent does social networking behavior vary across regions with different business environments? Our empirical results are consistent with the embeddedness model. In both regions, friends and family are at the centre of owners' networks, the networks are of long duration, and the owners make moderate use of brokers in assembling network members.

FullReference:

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ArticleID:

Authors: Michael W. Morris, Joel Podolny, Bilian Ni Sullivan

Title: Culture and Coworker Relations: Interpersonal Patterns in American, Chinese, German, and Spanish Divisions of a Global Retail Bank

Year: 2008

Abstract: This paper examines coworker networks in the American, Chinese, German, and Spanish divisions of a global retail bank. Because the bank has standardized structure and policies across countries, it is possible to examine how norms rooted in national culture impact on various features of informal ties. We propose that cultures vary in the models on which coworker interaction norms are based, with market, family, law, and friendship relations serving as alternative templates. In elucidating these templates, we generate hypotheses about how each culture's norms influence the content and structure of employees' interactions with coworkers. Results from an egocentric network survey largely support the hypotheses. We discuss implications for organizational behavior research on culture as well as practical implications for multinational firms.

FullReference:

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ArticleID:

Authors: Young AM, Cady S, Foxon MJ.

Title: Demystifying Gender Differences in Mentoring:Theoretical Perspectives and Challenges for Future Research on Gender and Mentoring

Year: 2006

Abstract: Issues of gender and mentoring are explored through several theoretical lenses—similarity-attraction paradigm, power dependence, social exchange, biological, and psychological theories—to provide a more comprehensive view of mentoring from a gender-based perspective. Issues related to gender and mentoring presented in past mentoring research and tenets from several theoretical bases are used to develop research propositions. The relevance of studying gender issues in mentoring is emphasized and suggestions for conducting research on gender and mentoring are presented.

FullReference:

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ArticleID:

Authors: Fernanda Llussa

Title: Determinants of Entrepreneurship: Are Women Different?

Year: 2011

Abstract: n this paper we investigate, for the first time, how individual determinants of entrepreneurship - such as age, income, education, work status, skills, access to networks and fear of failure - differ between males and females. We conduct our exercise using individual data provided by the Global Entrepreneurship Monitor (GEM), available for 46 countries, between 2001 and 2004. The literature on entrepreneurship has uncovered differences in the rate of entrepreneurship between men and women, with women generally displaying lower entrepreneurial activity than men. This is important since, as we show, entrepreneurial activity is positively related across countries with the female to male entrepreneurial ratio. We examine total entrepreneurship rates, as well as entrepreneurship driven by opportunity and by need. We find that indeed entrepreneurial activity rates are lower for females across all but one of the countries in the sample. Looking at categorical groups – by age interval, education, work status, etc. – we find that female entrepreneurial rates are significantly lower than for males. For the first time we test for differences in the characteristics of female and male entrepreneurs and find that female entrepreneurs are slightly older, more frequently at home or not working, lower income and lower educated, and less access to business networks than their male counterparts. AS to the determinants of entrepreneurial rates themselves, the main differences across genders are the lower impact of secondary education and the larger impact of skills and fear of failure in female entrepreneurial rates relative to males. Results for entrepreneurship by opportunity and by necessity confirm the larger importance of specific skills for women creating new businesses. Our results suggest that facilitating access to business networks and specific business skills are the most powerful instruments to increase the rates of female entrepreneurship.

FullReference:

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ArticleID:

Authors: H.A.K.N.S.Surangi

Title: Discourse Analysis in Women Entrepreneurial Networks: A Review of the Literature

Year: 2014

Abstract: Over the past few years much has been written about the rapid spread of various types of firm networking, the area of women entrepreneurs’ networks and small business entrepreneurship is still a challenging research field. This paper reviews literature addressing women business owners from the network perspective of understanding their contribution to the existing knowledge. The paper makes use of a discourse analysis to examine a selection of empirical research articles from 2000 to 2012 on women networks in entrepreneurship research in order to convey the key concept, main findings, key contribution, and the methodology. Moreover, it identifies in a broader literature the hegemonic statements with regard to women and networks in entrepreneurship and default of the existing research. Main findings based on the discourse analysis reveal six hegemonic statements; women businesses have higher discontinuance rates and one suggested reason for this problem is that women lack of networking, women have a less diverse network, women are disadvantaged compared to men and therefore cannot network effectively, women are more likely to network with men, women favor “strong ties” and women network size is small. Methodologically, the current status of research on networks and entrepreneurship validates that most of the knowledge is gained through cross-sectional surveys. Entrepreneurs may reveal their thoughts, their experience and reflections only if the relationship between the researcher and the researched is symmetrical. Qualitative approaches are suggested in order to “tap” the voice. Moreover, researcher hopes that the literature review on women entrepreneurial network will give some inspiration to researchers.

FullReference:

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ArticleID:

Authors: Adam M. Kleinbaum, Toby E. Stuart, Michael L. Tushman

Title: Discretion Within Constraint: Homophily and Structure in a Formal Organization

Year: 2013

Abstract: Homophily in social relations results from both individual preferences and selective opportunities for interaction, but how these two mechanisms interact in large, contemporary organizations is not well understood. We argue that organizational structures and geography delimit opportunities for interaction such that actors have a greater level of discretion to choose their interaction partners within business units, job functions, offices, and quasi-formal structures. This leads us to expect to find a higher proportion of homophilous interactions within these organizational structures than across their boundaries. We test our theory in an analysis of the rate of dyadic communication in an email data set comprising thousands of employees in a large information technology firm. These findings have implications for research on homophily, gender relations in organizations, and formal and informal organizational structure.

FullReference:

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ArticleID:

Authors: Samuel B. Bacharach, Peter A. Bamberger and Dana Vashdi

Title: Diversity and Homophily at Work: Supportive Relations Among White and African-American Peers

Year: 2005

Abstract: Dividends from employee diversity may require intergroup knowledge and information sharing, which in turn may depend on supportive peer relations. Yet little is known about the antecedents of such supportive relations among the racially dissimilar. We posited that the relative prevalence of supportive relations among dissimilar peers will be higher in work units with high task interdependence and a strong peer support climate but will decline as the proportion of racially different others increases (a “homophily” effect). An inverse relationship between the proportion of racially different others and supportive relations among whites and blacks was found; it was curvilinear and moderated by support climate.

FullReference:

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ArticleID:

Authors: Hans-GeorgWolff Klaus Moser

Title: Do specific types of networking predict specific mobility outcomes? A two-year prospective study

Year: 2010

Abstract: Previous research has established a general relation between networking and career outcomes, as postulated by theories on protean careers and career self management. We suggest that specific facets of networking behavior differentially affect specific career mobility outcomes over time. In a 2-year prospective study, we examined the impact of six facets of networking on the likelihood receiving a promotion, changing employer, or remaining in the current position. Results show that internal networking is related to promotions and change of employer, whereas external networking is only related to change of employer. Moreover, internal networking shows a differential relation with the temporal proximity of promotions where using internal contacts predicts promotions in the first year and building and maintaining internal contacts predict promotions in the second year. However, this temporal pattern did not hold for external networking, where only maintaining external contacts predicted change of employer in the second year.

FullReference:

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ArticleID:

Authors: Nancy J. Miller Terry L. Besser Jennifer V. Riibe

Title: Do Strategic Business Networks Benefit Male-and-Female-Owned Small-Community Businesses?

Year: 2006

Abstract: This research, based on social capital and strategic networking theory, explored small business owners' use of formal networking as a strategy for conducting business in competitive markets. Data were collected from 285 men and 111 women, who operated small businesses in small communities and were members of one of 29 business networks. Findings, based on hierarchical regression, suggest there are descriptive differences among male and female small business owners such as the business size and years of ownership that should be further explored. However, no differences were found for perceived network benefits based on gender, size of business, or years of ownership. Variables central to social capital and strategic network theory held a positive effect on network benefits (R^sup 2^ = .580), suggesting strategic business networks do benefit both male- and female-owned small community businesses. Understanding how small community businesses operate and interact in network organizations has implications for business improvement and, ultimately, small community development.

FullReference:

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ArticleID:

Authors: Arias Díaz-Faes, Adrián ; Otero-Hermida, Paula; Ozman, Müge; D'Este, Pablo

Title: Do women in science form more diverse research networks than men? An analysis of Spanish biomedical scientists

Year: 2020

Abstract: This paper examines the role of gender in the formation of research collaboration networks, by investigating the composition of networks through connections to diverse professional communities. Drawing on an ego network approach, we examine gender differences among researchers’ networks in terms of partner diversity, openness and brokerage roles. We use data from 897 valid responses to a questionnaire administered to biomedical scientists in Spain, which enquired into multiple aspects of personal research networks. Our findings show that women form more diverse networks and brokerage triads than men. This result is reinforced if we consider the most heterogeneous brokerage triads in terms of professional differences among network partners (i.e., consultant and liaison). Our results suggest that women are more likely to access non-redundant knowledge and richer research perspectives via their knowledge-flow intermediary roles. This research suggests the need for analyses of gender and networks that go beyond a gender-to-gender approach.

FullReference:

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ArticleID:

Authors: Mark Lutter

Title: Do Women Suffer from Network Closure? The Moderating Effect of Social Capital on Gender Inequality in a Project-Based Labor Market, 1929 to 2010

Year: 2015

Abstract: That social capital matters is an established fact in the social sciences. Less clear, however, is how different forms of social capital affect gender disadvantages in career advancement. Focusing on a project-based type of labor market, namely the U.S. film industry, this study argues that women suffer a “closure penalty” and face severe career disadvantages when collaborating in cohesive teams. At the same time, gender disadvantages are reduced for women who build social capital in open networks with higher degrees of diversity and information flow. Using large-scale longitudinal data on career profiles of about one million performances by 97,657 film actors in 369,099 film productions between the years 1929 and 2010, I analyze career survival models and interaction effects between gender and different measures of social capital and information openness. Findings reveal that female actors have a higher risk of career failure than do their male colleagues when affiliated in cohesive networks, but women have better survival chances when embedded in open, diverse structures. This study contributes to the understanding of how and what type of social capital can be either a beneficial resource for otherwise disadvantaged groups or a constraining mechanism that intensifies gender differences in career advancement.

FullReference:

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ArticleID:

Authors: Deborah A. O'Neil, Margaret M. Hopkins, Sherry E. Sullivan

Title: Do women's networks help advance women's careers? Differences in perceptions of female workers and top leadership

Year: 2011

Abstract: Purpose The use of women's networks is emerging as one method of advancing women's careers within organizations. However, the value of these networks has been questioned. The purpose of this study is to examine how potential differences in the perceptions of network members and the firm's executive leadership about the purposes and anticipated outcomes of a women's network may impact women's career advancement. Design/methodology/approach The authors interviewed 21 members of an intra‐firm women's network and six members of the executive leadership team of a global organization. To examine the qualitative data, they used a process of thematic analysis to discover prevalent themes in the transcribed interviews. Findings Both members of the women's network and the executive leadership team placed responsibility for women's career advancement upon the individual; the firm's male‐dominated culture and organizational constraints were not emphasized. While members of the women's network recognized how the network could be used to contribute to the firm's strategic goals, the executive leadership team did not recognize the network's possible effect on the firm's bottom line. Originality/value Examines how potential differences in the perceptions of network members and the firm's executive leadership about the purposes and anticipated outcomes of a women's network may impact women's career advancement.

FullReference:

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ArticleID:

Authors: Michael Sagas & George B. Cunningham

Title: Does Having “the Right Stuff” Matter? Gender Differences in the Determinants of Career Success Among Intercollegiate Athletic Administrators

Year: 2004

Abstract: The purpose of this study was to explore gender differences on the determinants of career success (i.e., career satisfaction and promotions) through the differential return hypothesis. Human capital and social capital were both hypothesized to have a greater influence on the men's career success than on the women's. A questionnaire was used to gather data from 213 (74 men, 139 women) NCAA Division I athletic administrators. Results suggest that social capital was more influential for men than for women in gaining promotions in administration. However, differential returns were not noted for the human capital determinants on either career success variables.

FullReference:

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ArticleID:

Authors: Phyllis Tharenou

Title: Does Mentor Support Increase Women's Career Advancement More than Men's? The Differential Effects of Career and Psychosocial Support

Year: 2005

Abstract: Based on past research on mentoring, this study examined whether mentor career support helped women's career advancement more than it did men's, and more than psychosocial (emotional) support did. The sample of 3220 Australians, chiefly from the public sector and finance and business service industry, was surveyed twice, a year apart. Mentor career support increased women protégés' advancement more than it did men's, whereas psychosocial support generally reduced women's advancement more than it did men's. Unexpectedly, female mentors, not males, had the strongest effects, both helping and hindering their protégé's advancement. Mentor support was not related to men's advancement. Why mentoring was differently related to men's and women's advancement was discussed.

FullReference:

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ArticleID:

Authors: Chow, I. H.- siu, & Ng, I.

Title: Does The Gender Of The Manager Affect Who He/She Networks With?

Year: 2007

Abstract: Based on a sample of 72 managers from Hong-Kong and1032 associates identified by these managers, the results show that female managers network with other females for expressive support but when seeking instrumental contents, they network with male associates. We also found that females are less likely to approach female associates they have strong ties with but are more likely to approach similarly ranked colleagues. They are also unlikely to approach higher ranked female colleagues to network on instrumental contents. Taken together, these results imply that for female managers seeking instrumental support, they should focus on peer-relationships with other females as well as on male associates with whom they have strong ties with. From a stakeholder’s point view, more attention should be paid to designing and implementing social policies and integrating a gender perspective into all public policies. This calls for setting up an integrated network of structure, mechanism and processes designed to arouse more gender-awareness, increase the number of women in decision-making role, facilitate the formulate of gender-sensitive policies and programs. Long-term strategies should be developed to build up women through personal growth process, promote integration and equality in the workplace.

FullReference:

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ArticleID:

Authors: Ine Gremmen, Agnes Akkerman and Yvonne Benschop

Title: Does where you stand depend on how you behave? Networking behavior as an alternative explanation for gender differences in network structure

Year: 2013

Abstract: The purpose of this study is to gain insight into the relations between gender, networking behavior and network structure, in order to investigate the relevance of gender for organizational networks. Semi-structured interviews with 39 white, Dutch, women and men account managers were analyzed both qualitatively and quantitatively. Our study’s results show that the men account managers employ exchange and affect-based trust networking and, to a lesser extent, authoritative networking, whereas the women account managers employ affect-based trust and also use exchange. Authoritative networking appears to foster higher status ties, exchange networking behavior fosters lower status ties and affect-based trust networking fosters equal status ties. Gender differences in network structure may be explained by networking behavior rather than by gender. Our study is limited by the size of our group of respondents (n 5 39). A larger sample is needed to test hypotheses concerning the relations between networking behavior, network structure and gender in a more rigorous manner than our study allowed. However, our research material enabled us to test these relations in a sound, be it preliminary way. Our study suggests to focus less on gender as a demographic bivariate category to explain gender differences in network structures and outcomes. In so doing, organizational network research will gain more insight into how gender expectations are negotiated in networking. In organizational practice, this will support organization members to employ the diversity of networking behaviors necessary to generate optimal network structures and outcomes. While most organizational network research focuses on network structures, we introduce the relational process of fostering network relations as central to women’s and men’s networking behavior. Networking behavior may have greater explanatory power for differences in network structure, than gender as a demographic, bivariate variable.

FullReference:

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ArticleID:

Authors: Ostroff, C., & Atwater, L. E.

Title: Does whom you work with matter? Effects of referent group gender and age composition on managers' compensation.

Year: 2003

Abstract: Much research has examined gender and age effects on compensation, concluding that a wage gap exists favoring men and negative stereotypes against older workers persist. Although the effect of an employee's gender or age has been widely studied, little work has examined the impact of the demographic characteristics of a focal employee's immediate referent groups (e.g., subordinates, peers, or supervisors) on pay. The effect of the gender and age composition of a focal manager's subordinates, peers, and supervisor on the manager's compensation levels was investigated in a sample of 2,178 managers across a wide range of organizations and functional areas. After controlling for a number of human capital variables, results indicated that not only does a wage gap favoring men exist, but also managerial pay is lower when managers' referent groups are largely female, when subordinates are outside the prime age group, and when peers and supervisors are younger. (PsycINFO Database Record (c) 2016 APA, all rights reserved)

FullReference:

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ArticleID:

Authors: Linda Perriton

Title: Does Woman + a Network = Career Progression?

Year: 2006

Abstract: Question:I am an ambitious and talented junior manager who has recently been hired by FAB plc, a large multinational company. I am also a woman and, as part of my induction pack, have received an invitation to join FABFemmes — the in-company women's network. I don't think my gender has been an obstacle to my success thus far and so I don't really feel the need to join. But on the other hand I don't want to turn my back on something that might offer me a useful source of contacts to help me advance up the career ladder. What would be the best thing to do? — Ms Ambitious, UK

FullReference:

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ArticleID:

Authors: Ruolian Fang Daniel J. McAllister Michelle K. Duffy

Title: Down but not out: Newcomers can compensate for low vertical access with strong horizontal ties and favorable core self‐evaluations

Year: 2016

Abstract: We draw upon and extend socialization resources theory to explain how organizational newcomers leverage their social capital resources (i.e., vertical access and horizontal tie strength within their communication networks) and personal resources (i.e., core self‐evaluations) to learn about and assimilate into their work and organizations. The findings of a multiwave study of organizational entrants in China reveal the synergistic effects of relational and personal resources for newcomer adjustment. Newcomers learn and assimilate effectively not only when they have vertical connections to high‐status organization members but also when they can compensate for their lack of high‐status connections by leveraging their strong horizontal ties with peers and favorable core self‐evaluations. These findings provide a practical perspective on how to tailor newcomer onboarding practices to facilitate effective newcomer adjustment.

FullReference:

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ArticleID:

Authors: Dunn, M. B.

Title: Early Career Developmental Networks and Professionals’ Knowledge Creation

Year: 2017

Abstract: This article examines the relationships between professionals’ early career developmental networks and their knowledge creation. An empirical study of 167 novice professionals finds that novices’ knowledge creation benefits from both closed and open structures in developmental networks, but the effects depend on whether they work with a prominent mentor. Traditional developmental networks, characterized by dense structures, relate positively to novices’ future knowledge creation, except when there is a prominent mentor in the network, suggesting that density and prominence are substitutable forms of social capital. Entrepreneurial developmental networks, where novices are positioned between disconnected mentors within the developmental network, relate negatively to future knowledge creation for all novices, including those with prominent mentors. Finally, the extent to which the developmental network reaches collaborators in the broader professional network relates positively to novices’ future knowledge creation, and this effect is strongest for those novices with prominent supervisors in the developmental network. Overall, these findings suggest important implications for understanding novices’ developmental networks and their knowledge creation.

FullReference:

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ArticleID:

Authors: Terhi Nokkala,Bojana Ćulum,Tatiana Fumasoli

Title: Early Career Women in Academia: An Exploration of Networking Perceptions

Year: 2017

Abstract: This chapter explores women’s networking perceptions by focusing on early career women in social sciences. Within an exploratory research design it asks how early career women define the early career stage in academia, what definitions, meanings and interpretations they give for networks and networking, how they construct the networking process and their ability to establish and/or join networks, as early career researchers and as women. Based on two group interviews with 12 participants, our findings show that early career women in academia favour networking with peers based on shared interests (organic networking). At the same time though, they challenge and step over the perceived gender divide, recognizing the increasing importance of strategic networking for one’s career. A balance between compliance to existing rules, i.e. networking with (male) seniors, and differentiation from traditional practices, i.e. networking with female colleagues in similar positions and challenging perceived ‘old boys clubs’ appears to be a common objective of our respondents. This shows that, while not challenging networking per se, early career women in academia are nonetheless aware of the ‘rules of the game’, which they address by enacting blended networking processes to reach both their objectives in terms of career, and their professional and personal satisfaction. A research agenda is proposed, which draws on the structure-agency nexus and calls for the broadening of the empirical sample in terms of types of respondents and of higher education institutions.

FullReference:

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ArticleID:

Authors: Ragins, Belle Rose, Cotton, John L.

Title: EASIER SAID THAN DONE: GENDER DIFFERENCES IN PERCEIVED BARRIERS TO GAINING A MENTOR.

Year: 1991

Abstract: This study examined factors related to perceived barriers to gaining a mentor. Women reported more such barriers than men. In addition, individuals lacking previous experience as protégés reported greater barriers to obtaining a mentor than experienced protégés. Theoretical implications are discussed.

FullReference:

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ArticleID:

Authors: Asma Rauf, Jay Mitra

Title: Egocentric Network Analysis of Personal Networks Ethnic Minority Female Entrepreneurs

Year: 2011

Abstract: The main objective of the paper is to explore and explain the differences/similarities in personal networks of, and their use by, immigrant and British born Pakistani female entrepreneurs for business growth. A broad range of studies has explored the social context of ethnic minority and immigrant entrepreneurship by assuming all minority entrepreneurs as a cohesive group without taking into account intergroup (geographical categorisation) and intra-group (generational) differences. These differences are explained by socio-economic and cultural factors such as family background and support, ethnicity, religion, education, and more importantly personal network (Metcalf et. al., 1996; Basu, 1998). The blend of culture and religion depicted in entrepreneurial practices of Pakistani entrepreneurs is an interesting area to explore. Our particular interest is to explore the interactional dimension of the personal networks of Pakistani female entrepreneurs and its impact on the growth of their business. In order to explore the meaning and perceptions attached to relationships and the way they are being used for flourishing the entrepreneurial ventures, we use egocentric network analysis to take the „ego‟s‟ (Pakistani female entrepreneur‟s) perspective to understand the individual entrepreneur's experiences of and with ties in personal networks. In-depth interviews are carried out with „name generator‟ questions and sociograms were used to explore the nature of network ties and reasons for their formation. By generating an in depth understanding of the distinctive use of personal networks for growth of business by Pakistani female entrepreneurs the paper provides in depth knowledge and understanding of a particular ethnic minority group that will be of use to business owners (Pakistani female entrepreneurs), academic researchers and policy makers.

FullReference:

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ArticleID:

Authors: Author links open overlay panelBruce C.Straits

Title: Ego-net diversity: Same- and cross-sex coworker ties

Year: 1996

Abstract: Negative binomial regression analysis is used to explore how characteristics of 1985 GSS respondents and their work environments contribute to the inclusion of female and male coworkers in their personal networks. Compared to women, men cited more same-sex and fewer cross-sex coworker ties. The results support a model of gender differences in workplace interaction that arise from differing social structural positions (e.g. occupational sex composition and prestige) as well as from individual dispositions.

FullReference:

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ArticleID:

Authors: Judith R. Blau and Richard D. Alba

Title: Empowering Nets of Participation

Year: 1982

Abstract: To test the implications of field work in a psychiatric hospital for children, this study focuses on the effects of network properties of organizational units, personal network position, and other individual attributes, on individual power. The contextual analysis is carried out by two linked regression equations, one at the individual and one at the contextual level, a procedure that has methodological advantages over a single regression model. The results suggest that sheer complexity can undermine inequalities among bureaucratic units and occupational groups, and that organizational democracy is fostered when complex role relations promote extensive interunit communication. Specifically, we find that a main mechanism that endows individuals with power is found in the local domains of participation, i.e., the organizational units of which they are members, and that the capacity of such a unit to empower its members depends on its integration in organization-wide communication networks. The basis of this integration is conceived as overlapping circles of weak ties that inhibit segmentation along occupational or organizational lines and sustain wide participation by rewarding those who participate.

FullReference:

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ArticleID:

Authors: RachelSilveyRebeccaElmhirst

Title: Engendering Social Capital: Women Workers and Rural–Urban Networks in Indonesia’s Crisis

Year: 2003

Abstract: Recent approaches to social capital have cautioned against the view that social networks are resources to be called upon in times of crisis. We contribute a feminist perspective to this argument and call attention to the gendered power relations of social capital and social networks. We draw on field studies that examine women migrants’ rural–urban networks in two regions of Indonesia during the 1997–99 economic crisis period. Our findings direct attention toward the gender-specific limitations of social capital as a resource for development, and identify some ways in which the costs and benefits of social capital are organized by gender.

FullReference:

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ArticleID:

Authors: Alessia Sammarra, Silvia Profili, Fabrizio Maimone, Gabriele Gabrielli

Title: Enhancing Knowledge Sharing in Age-Diverse Organizations: The Role of HRM Practices

Year: 2017

Abstract: Building on these insights, this chapter looks at the role of the human resource management (HRM) system as a key facilitator of effective knowledge sharing in age-diverse organizations. To this end, the chapter focuses on HR planning, training and development, performance appraisal, and reward systems, each of which can be used to develop the motivations, norms, and accountability structures that encourage employees of different ages to bridge their differences and integrate their unique perspectives and knowledge. This chapter suggests ways of tailoring HRM practices to unlock the benefits of age diversity, which may help organizations exploit and capitalize on the knowledge-based resources held by their younger and older employees.

FullReference:

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ArticleID:

Authors: Kathleen M. Quinlan

Title: Enhancing Mentoring and Networking of Junior Academic Women: what, why, and how?

Year: 1999

Abstract: There is a variety of career‐supportive relationships that provide career guidance and psycho‐social support vital to career success. Each person's network contains a range of different types of relationships and contacts that serve different purposes. This paper clarifies some of these different types of relationships, the benefits each offers, and what they have to offer academic women. Formal mentoring, networking and peer support programmes are presented and discussed.

FullReference:

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ArticleID:

Authors: Loscocco K, Monnat SM, Moore G, Lauber KB.

Title: Enterprising Women: A Comparison of Women’s and Men’s Small Business Networks.

Year: 2009

Abstract: This study demonstrates the importance of social context to the study of networks vital to business success. Results from analyses of the personal and business characteristics associated with different types of networks, a topic that has been neglected in past research, show the importance of structural perspectives emphasizing that women and men in the same situations have similar networks. Yet there are some network differences even among these women and men who operate the same kinds of businesses. This suggests that insights from gender construction perspectives should be integrated into network and other gender inequality studies.

FullReference:

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ArticleID:

Authors: Loscocco K, Monnat SM, Moore G, Lauber KB.

Title: Enterprising Women: A Comparison of Women's and Men's Small Business Networks

Year: 2009

Abstract: This study demonstrates the importance of social context to the study of networks vital to business success. Results from analyses of the personal and business characteristics associated with different types of networks, a topic that has been neglected in past research, show the importance of structural perspectives emphasizing that women and men in the same situations have similar networks. Yet there are some network differences even among these women and men who operate the same kinds of businesses. This suggests that insights from gender construction perspectives should be integrated into network and other gender inequality studies.

FullReference:

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ArticleID:

Authors: M. R. Marvel, I. H. Lee and M. T. Wolfe

Title: Entrepreneur gender and firm innovation activity: A multilevel perspective

Year: 2015

Abstract: Using a multilevel approach, we explore the entrepreneur gender-innovation relationship in new ventures. We investigate individual education, interfirm network ties, and firm regional location using a sample of 4265 new Korean firms. Results show that male entrepreneurs, compared with female, are more likely to complete engineering or natural science degrees, maintain heterogeneous interfirm network ties, and locate firms in clustered regions. Further, engineering or natural science degrees, heterogeneous interfirm network ties, and locating in clustered regions are positively associated with firm innovation. We find that individual education, interfirm network ties, and firm regional location mediate the entrepreneur gender-firm innovation relationship.

FullReference:

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ArticleID:

Authors: Kim Klyver, Siri Terjesen

Title: Entrepreneurial network composition: An analysis across venture development stage and gender

Year: 2007

Abstract: Purpose The purpose of this paper is to explore gender differences in the composition of entrepreneurs' networks at four new venture stages: discovery, emergence, young, and established. Design/methodology/approach The study used ANOVA and linear regression on a sample of 134 female and 266 male entrepreneurs. Findings Female entrepreneurs have significantly lower proportions of males in their social networks in early venture development stages, but similar levels at later stages. Research limitations/implications Taken together, the findings suggest that, just as women in traditional organizations adapt social networks similar to men in order to succeed, their entrepreneurial counterparts build more “male‐oriented” networks as they proceed through venture phases. Originality/value This study uses a representative sample of male and female entrepreneurs to explore network composition at four distinct stages. The findings suggest that female entrepreneurs who are able to persist in the new venture process develop networks similar to their male counterparts.

FullReference:

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ArticleID:

Authors: Gina Santos, Carla Susana Marques, Vanessa Ratten

Title: Entrepreneurial women’s networks: the case of D’Uva – Portugal wine girls

Year: 2019

Abstract: Purpose The purpose of this paper is to assess women winemakers’ motivations for and objectives in creating a formal, horizontal, and inter-organizational network in Portugal. To this end, an analysis was carried out of the practical case of a network of women wine producers from some of the main wine regions of Portugal (i.e. D’Uva – Portugal Wine Girls). Design/methodology/approach Qualitative data analysis was carried out of in-depth semi-structured interviews with seven wine producers and the network manager. The content analysis of interviews was done with QSR International’s NVivo Version 11 software. Findings The results support the conclusion that the D’Uva – Portugal Wine Girls network promotes the creativity and innovation fundamental to communicating unique features to consumers. These are narrated in a feminine, cohesive, and united voice and supported by a passion for winemaking. The network is open to adding other women producers, which could contribute to its growth and further sharing of knowledge, contacts, and experiences. Research limitations/implications The findings provide a better understanding of the processes of internationalization and networking among women winemakers in Portugal. Practical implications The benefits of this network in terms of relationships were examined, showing that the stimulation of better performance and the effects of antecedents were important in the creation and formalization of the network. Originality/value This research sought to contribute to the literature on female entrepreneurship and, more specifically, networks of entrepreneurial women. The findings stress that, through the formalization of networks, women can gain more advantages, namely, sharing knowledge and experiences, increasing their level of internationalization, and expanding their networks.

FullReference:

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ArticleID:

Authors: Dawson C, Fuller-Love N, Sinnott E, O’Gorman B.

Title: Entrepreneurs' Perceptions of Business Networks: Does Gender Matter?

Year: 2011

Abstract: This paper looks at perceptions of entrepreneurial networks and the gender differences in networking. Women's networks tend to be more limited and to focus on family and friends, whereas male entrepreneurs generally have wider networks. The results of the study indicate that female entrepreneurs have a significantly more positive attitude towards networking, especially once the business has been established. The main benefits of networks for both men and women are better business contacts, sharing knowledge, problem solving and social aspects. Female entrepreneurs also believe that networks can provide them with learning opportunities and enable them to develop management skills.

FullReference:

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ArticleID:

Authors: Shayegheh Ashourizadeh, Thomas Schøtt

Title: Entrepreneurs’ gender, age and education affecting their networks in private and public spheres: Denmark, Middle East and North Africa

Year: 2013

Abstract: The purpose is to account for entrepreneurs’ networking in private and public spheres, as influenced by gender, age and education in the context of culture. The Global Entrepreneurship Monitor has surveyed 17,742 entrepreneurs’ networking for advice in Denmark and 14 countries representative of the Middle East and North Africa. Analyses show that entrepreneurs are networking in the private sphere of family and friends, especially in traditional culture in Middle East and North Africa, and are networking in public spheres, especially in secular-rational culture in Denmark. Male entrepreneurs’ network is broader than female entrepreneurs, especially in the public sphere and especially in traditional culture, whereas women network more intensely in the private sphere. Age influences networking in the way that networking in the private sphere is more extensive among young than among older entrepreneurs. Education influences networking in the way that networking in the public sphere is especially extensive among educated entrepreneurs.

FullReference:

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ArticleID:

Authors: Ziyu Long, M. Patrice Buzzanell, B. Lindsey Anderson, C. Jennifer Batra, Klod Kokini & F. Robyn Wilson

Title: Episodic, Network, and Intersectional Perspectives Taking a Communicative Stance on Mentoring in the Workplace

Year: 2014

Abstract: We propose a research agenda to study mentoring as constituted communicatively from episodic, network, and intersectional perspectives. The episodic perspective highlights the everyday communicational events and moments of interactions where actions and meanings of mentoring are co-constructed. The network perspective encourages a holistic analysis of myriad agents, relationships, and evolutions for mentoring at different levels and stages in the form of communicative networks. Finally, the intersectional perspective enables researchers to view men-torship as comprised of complex, politically invested, and socially constructed intersections of identities. We call for communication research and practice on mentoring from these perspectives.

FullReference:

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ArticleID:

Authors: Asma Basit

Title: Ethnography of Female Diaspora Networks: The Emerging Case of Pakistani Female Entrepreneurs in London

Year: 2017

Abstract: The business environment of a host country reflects the complex interplay of multiple social, cultural and religious factors with the lives and work of ethnic minority women. The distinct social context of each ethnic or immigrant group determines its position in the host country. Every ethnic minority group has its unique characteristics, social and cultural conventions and resources that facilitate or constrain their entrepreneurial endeavours. As social actors, ethnic minority entrepreneurs draw support and resources from the ‘network of social relations’; hence it is the ‘social network’ that facilitates or constraints the social actors’. It is the formation and utilization of a network of relationships that shapes the entrepreneurial outcomes which are not independent of external factors. Exploration of the outcomes of the interplay of gender, ethnicity and religion shaping the personal network of Pakistani female entrepreneurs forms the focus of this article in which ethnographic inquiry is used to explore the ‘meaning and perception’ attached to social relations by Pakistani female entrepreneurs in a special ethnic and immigrant context. Gender as a ‘social practice’ influenced by religious and cultural values leads Pakistani females to maintain ‘women only networks’ and rely on kinship networks. Transition from ethnic to non-ethnic and expansion of network is the outcome of mistrust on ethnic community members.

FullReference:

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ArticleID:

Authors: C. DouglasJohnson, Lillian T.Eby

Title: Evaluating career success of African American males: It's what you know and who you are that matters

Year: 2011

Abstract: The objectives of the present study were to identify the factors related to career success of college educated, African American men and to explore the relative importance of human capital, social capital, individual differences, and demographic attributes in predicting career success. Using a sample of 247 African American males, we found some variables identified in previous research using primarily Caucasian samples were related to career success with this sample, while others were not. Additionally, human capital variables and demographic variables were found to the most important sets of predictors for career success. Theoretical and practical implications, as well as limitations and suggestions for future research are discussed.

FullReference:

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ArticleID:

Authors: Monica G. Burke & Joelle D. Carter

Title: Examining Perceptions of Networking among African American Women in Student Affairs

Year: 2015

Abstract: Since career networks offer access to upper level positions, being a part of one can offer opportunities and access to information, knowledge and referrals for career mobility. However, the duality of race and gender can create a distinctive challenge to gaining access to career networks, which are crucial components to rise to the upper level of leadership positions. The purpose of this article is to explore the perceptions of African American women in the field of student affairs regarding perceptions of career networking and mentoring on their career advancement and professional growth. Specific emphasis was also placed on their viewpoints describing how the formation of their career network facilitates access to resources, information, and career advancement. Implications and recommendations are provided for the development of programs and initiatives to advance African American women in student affairs.

FullReference:

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ArticleID:

Authors: Chris M. Smith

Title: Exogenous Shocks, the Criminal Elite, and Increasing Gender Inequality in Chicago Organized Crime

Year: 2020

Abstract: Criminal organizations, like legitimate organizations, adapt to shifts in markets, competition, regulations, and enforcement. Exogenous shocks can be consequential moments of power consolidation, resource hoarding, and inequality amplification in legitimate organizations, but especially in criminal organizations. This research examines how the exogenous shock of the U.S. prohibition of the production, transportation, and sale of alcohol in 1920 restructured power and inequality in Chicago organized crime. I analyze a unique relational database on organized crime from the early 1900s via a criminal network that tripled in size and centralized during Prohibition. Before Prohibition, Chicago organized crime was small, decentralized, and somewhat inclusive of women at the margins. However, during Prohibition, the organized crime network grew, consolidated the organizational elites, and left out the most vulnerable participants from the most profitable opportunities. This historical case illuminates how profits and organizational restructuring outside of (or in response to) regulatory environments can displace people at the margins.

FullReference:

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ArticleID:

Authors: Nikos Bozionelos

Title: Expatriation outside the boundaries of the multinational corporation: A study with expatriate nurses in Saudi Arabia

Year: 2009

Abstract: To date, research has largely neglected individuals who become expatriates on their own initiative and outside the boundaries of multinational corporations. This study, which focused on 206 non‐Saudi expatriate nurses employed in a Saudi Arabian hospital, investigated the relationship of job satisfaction and turnover intentions with four factors: cross‐cultural training, protégé experience, peer support, and the cultural clusters of the home and host countries. The study also examined the role of gender in the relationship of work attitudes with protégé experience and peer support. Protégé experience had the most consistent relationship with job satisfaction and turnover intentions, while attendance of cross‐cultural training before expatriation was not involved in any of the identified relationships. In most conditions, protégé experience and peer support were associated with higher job satisfaction for expatriates of Arab origin. Finally, gender did not play a moderating role in the relationship of work attitudes with mentoring or peer support. These results shed light on the factors that help determine the success of non‐corporate‐sponsored expatriates and have implications for practice and future research. © 2009 Wiley Periodicals, Inc.

FullReference:

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ArticleID:

Authors: Nelson Aguirre-Duarte, Peter Carswell, Timothy Kenealy

Title: Exploring gendered patterns of interaction within an inter-professional health care network

Year: 2020

Abstract: Background: Numerous studies have shown gender-based similarity affects interactions in organizational contexts. However, studies in the health care arena have shown contradictory findings. Objective: To explore gender homophily in an inter-professional network comprising doctors and nurses across the primary and secondary care interface in diabetes care. Methods: A Social Network Analysis was conducted with primary and secondary care clinicians responsible for diabetes care in Auckland New Zealand. Three different methods were used to test gender affinity in 40 health professionals (GPs, endocrinologist and specialist nurses). First, a metric analysis of homophily ranking corrected for potential differences in gender proportions was conducted. Homophily ranking is scored between -1 (perfect heterophily) and 1 (perfect homophily). We also examined the ego-net composition and measured the density of interactions among men and women in the network. Results: Gender homophily was close to 0, indicated that network members were likely to interact with males and females without preferences, a result that was confirmed through ego-net composition. Conclusions: This study in diabetes managed care network found little evidence to support the impact of gender homophily on communication exchange. This contrasts with other studies in the health care context. Other influences need to be explored at this context. Key Words: Social Network Analysis, ego-net composition, homophily, healthcare.

FullReference:

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ArticleID:

Authors: A Morgan, J Quesenberry, E Trauth

Title: Exploring the Importance of Social Networks in the IT Workforce: Experiences with the "Boy's Club"

Year: 2004

Abstract: Currently, the information technology (IT) workforce is composed largely of males, while women remain an under represented minority. Not unlike other sectors, informal social networks exist which are often termed the “Old Boy’s Network.” In these networks, men are able to share information in a less formal setting, learn to trust each other, and establish personal relationships. However, these networks can be potentially problematic for women working in the field if they are excluded from important information and resources. This paper explores how women are affected by and relate to these networks. A conceptual framework is presented that explains the reactions and strategies with respect to the network that women employ for continued participation in the information technology workforce. The framework illustrates the experiences of proactive and reactive “insiders” and “outsiders” to the network.

FullReference:

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ArticleID:

Authors: Asma Mushtaq, Kamal Badar, Muhammad Anwar, Syed Gohar Abbas

Title: Exploring the Relationship of Network Centrality and Academic Performance of Female Students

Year: 2016

Abstract: This research endeavor aims to investigate the impact of network centrality (degree, closeness and betweenness) on academic performance (CGPA) of female students in an academic advice network. Where degree centrality refers to the number of direct links that an actor has with other actors, betweenness centrality refers to the degree to which an actor lies on the geodesic paths between other actors and closeness centrality focuses on how close a member is to all other members in network. Data was collected from 182 female students enrolled in various programs at a public sector University in Baluchistan through name generators for egocentric network by Burt. Techniques of correlation and standard multiple regression analysis are employed to test the hypotheses. The results of statistical analysis revealed that high degree and betweenness centrality leads to increase academic performance of students whereas higher closeness centrality leads to decrease academic performance. The result of the study has practical implications for students� academic life: it will aid the female students to discover structural pattern of social ties of their advice network and enhance their tendency for forming more ties related with academic advices for the achievement of excellent academic performance.

FullReference:

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ArticleID:

Authors: Linda A. Renzulli, Howard Aldrich, James Moody

Title: Family Matters: Gender, Networks, and Entrepreneurial Outcomes

Year: 2000

Abstract: In this article, we explore several factors that may have an effect on business start-ups, focusing on possible gender differences. We conceptualize social capital as inhering in people's relations with others and examine the association between men's and women's social capital and their likelihood of starting a business. Two aspects of respondents' social capital are highlighted: the extent to which their business discussion networks are heterogeneous and the extent to which they contain a high proportion of kin. We show that a high proportion of kin and homogeneity in the network, rather than a high proportion of females in the network or being female, are critical disadvantages facing potential small business owners.

FullReference:

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ArticleID:

Authors: Giulia Rossello1 and Robin Cowan

Title: Far from random? The role of homophily in student supervision

Year: 2019

Abstract: The paper studies racial and gender homophily in student supervision relationships in a context of social transformations, South Africa academia. We develop a technique to separate choice homophily from that induced by the system. Comprising two permutation tests repeated at two levels of aggregation, system and departments. We find clear evidence of homophily in student supervision, along racial lines in particular. Roughly half of the observed homophily is induced by the departments composition and stays constant over time. Overall, choice homophily has similar magnitude along racial and gender dimensions. Further, we ask where choice homophily originates in the demographic groups of students and professors. We find that white (male) students have high tendency to form same-type relations, while among professors it is black (female) who display the higher frequency. Group differences show that choice homophily is likely to originate from students in the former majority.

FullReference:

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ArticleID:

Authors: Debra S. Malewicki, Cathleen A. (Folker) Leitch

Title: Female & Male Entrepreneurs' Perceived Value of Formal Networks: Are There Differences?

Year: 2011

Abstract: Since entrepreneurs play a crucial role in job creation, and evidence suggests that networks play an important role in both facilitating new businesses and helping existing businesses grow, a strong incentive exists to better understand and support entrepreneurial network development. In this study, we examine the differential values perceived by female and male entrepreneurs of entrepreneurial network organizations (ENOs). Women perceived a higher economic benefit (instrumental value) from the network than men, as well as a higher affective value. There were no significant differences on perceived normative value from ENO's.

FullReference:

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ArticleID:

Authors: ampton A, Cooper S, Mcgowan P.

Title: Female Entrepreneurial Networks and Networking Activity in Technology-based Ventures: An Exploratory Study

Year: 2009

Abstract: The ability to develop and manage effective networks is a crucial entrepreneurial competence for venture establishment and growth. Relatively little attention has been paid to the network development and networking activities of female entrepreneurs in general, and even less to such activities in technology-based ventures.The limited existing evidence suggests that female entrepreneurs may develop different approaches to network development and participation to that of their male counterparts.This article presents findings from exploratory, qualitative research conducted in Northern Ireland, which focused on the nature and dynamics of female entrepreneurial networks in traditionally male-dominated science, engineering and technology-based ventures. Drawing upon information-rich evidence from 18 in-depth interviews with the lead female entrepreneurs of technology-based ventures, insights are presented into the nature and dynamics of female entrepreneurial networks and networking at different stages of the business life cycle.

FullReference:

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ArticleID:

Authors: Paola PaoloniMarco Valeri

Title: Female Entrepreneurship and Management in the Immigrant Reception Sector in Italy

Year: 2018

Abstract: The aim of this paper is to verify whether relational capital allows increasing the information inherent in the process of the network of female cooperative micro-enterprises. The focus on Italy is justified on the grounds that the phenomenon of immigration in Italy has become a central theme in the political and social debate. Based on the literature on the subject and on previous research results it is useful to ask the following research question: does the network affect the competitive advantage of female micro-enterprises operating in the field of immigrant reception in Italy? To gather data for our study, a qualitative research methodology was adopted using a case study approach based on examining in depth current events of real life (Yin in Case study research: design and methods. Sage Publications, Thousand Oaks, 2009). The survey has involved two enterprises, Formland and Altea, which are two out of the ten business realities committed to immigrants’ reception within the area of the Italian region Lazio. The first one is a female-run business, which includes eight reception centers scattered throughout the territory (four in the province of Frosinone, two in the province of Caserta and two in that of Naples), the second one is an entirely female-owned enterprise and counts around forty reception structures. The structure of the interviews reflects the need to examine the personal features of female managers, the organizational aspects and the style of leadership, the task environment in which the enterprise works and the main possible benefits, or obstacles, they might obtain, or face. The paper develops the CAOS model of micro-entrepreneurship, examining the personal characteristics of a female entrepreneur (C), the environment in which a micro-enterprise operates (A), organizational and managerial aspects (O) and the motivations for starting a new business (S). Using this model, the authors are able to correlate these factors, classify different types of connections, and to identify the kind of existing relationships. The analysis shows a predominant use of networks characterized by informal and permanent relationships, supporting the need to reconcile work and family and to involve relatives and friends in the network. This emphasizes the lack of strategy in the female-run micro-enterprises. Given that female management is regarded as central to the development and welfare of economies, deepening the knowledge of how women managers lead business can contribute to improving the effectiveness of policies aimed at promoting the participation of female managers in the economy.

FullReference:

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ArticleID:

Authors: Durbin S, Tomlinson J.

Title: Female part-time managers: networks and career mobility

Year: 2011

Abstract: The promotional prospects, career mobility and networking experiences of 16 female part-time managers are explored in this article. It attempts to explain the labour market position of female part-time managers, comparing their employment experiences, career progression and networking while working full and part-time. The majority had successful career histories while full-time but these careers stalled once a transition to part-time work was made. Many voiced frustration with their employment prospects in terms of mobility and promotion, which were limited given the perceived lack of quality jobs at managerial level in the external labour market. There was recognition that networking had made an important contribution to career progression but for most women, the transition into part-time employment meant that opportunities to network decreased due to time constraints.

FullReference:

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ArticleID:

Authors: Unger RK, Sheese K, Main AS.

Title: Feminism and women leaders in SPSSI: Social networks, ideology, and generational change

Year: 2010

Abstract: We look at women leaders in the Society for the Psychological Study of Social Issues (SPSSI) as a case study to explore the roots of second wave feminist leadership in psychology and its impact on the acceptance of gender as an important part of the field. Although all psychological organizations excluded many women from leadership until the latter part of the 20th century, the SPSSI, despite the contradiction between its socially activist agenda and exclusionary practices, was unusual because its ideals attracted many accomplished women to become members. In order to provide a richer view of women's professional leadership and its consequences, we conducted a cohort analysis of the personal and professional circumstances of those women elected to office in the SPSSI over the past 70 years. We examine the complex interaction between the internalization of sexist norms, the use of formal and informal social structures (especially those involving collegial networking), political ideology, and social change. Based on our analysis, we suggest that the achievements of individual women appear to be less influential than the development of a critical mass of women leaders with a politically activist agenda and commitment to a social constructionist theoretical frame. The rediscovery of the history of women in psychology began at the onset of second wave feminism and continues today. Although much has been written about the intellectual contributions of women to psychology, little attention has been paid to women's involvement in organizational aspects of the field. This omission is hardly surprising because, until recently, few women have held leadership positions at any level of the American Psychological Association (APA). Their absence extended across subdisciplinary and ideological boundaries. Even organizations that held progressive views about race and class inequalities paid little attention to gender as either a scholarly or an organizational issue, and few women held leadership roles in these organizations. The lack of female leadership in professional organizations is not simply a footnote to women's history. As we will show in our article, there is an intimate connection between personal circumstances, political ideology, and the production of scholarship. We focus on one organization—the Society for the Psychological Study of Social Issues (SPSSI)—as a case history to explore the complex interaction among women leaders, the informal aspects of organizational structure, ideology, and cultural change. We will look at what we know about the women who were included—as well as those who were excluded—and at generational changes in women leaders. Our analysis is, however, largely limited to those women elected to office in SPSSI because we believe that election represents an organizational acknowledgement of a woman's leadership (although we certainly understand that there are many other forms of leadership). Rather than focus on the individual accomplishments of particular women (that is, replacing “great men” with “great women”), we will examine the circumstances that helped determine whether a particular woman was recognized professionally as well as what she did with that recognition. Personal epistemology (e.g., one's view of why things are the way they are), social networks, and cultural and professional norms all played a role. Further, we examine how exclusion, and later inclusion, affected women leaders personally and shaped their research and scholarly concerns. Drawing from the literature on the importance of professional organizations and collegial networks, we argue that the exclusion of women from organizational leadership for a large part of the 20th century helps explain not only their limited career options as compared to those of their male peers, but also the nature of psychology and its inattention to gender.

FullReference:

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ArticleID:

Authors:

Title: Flexibility and Fairness: Effects of the Network Form of Organization on Gender Equity in Life Science Careers

Year: 2004

Abstract: Why do women have more opportunities in some employment settings? I investigate how organizational form affects gender stratification among life scientists. I propose that firms governed by networks, rather than bureaucracies, allow for greater equity. Hierarchy and rules hide gender bias, while reliance on ties outside the organization provides transparency and flexibility. I analyze the careers of 2,062 U.S. life scientists and interviews with 41 scientists. I examine employment data by gender for two patterns: early entrance into the biotechnology industry and promotion within network and hierarchical organizations. Gender does not affect when a scientist enters the biotech industry but is related to promotion. Men are more likely to attain early supervisory-level positions across organizational settings. Female scientists are nearly eight times more likely to supervise in biotech firms than in more hierarchical settings. The two organizational forms—network and hierarchy—provide different employment experiences for female scientists.

FullReference:

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ArticleID:

Authors: Florence Villesèche, Emmanuel Josserand

Title: Formal women-only networks: literature review and propositions

Year: 2017

Abstract: Purpose The purpose of this paper is to review the emerging literature on formal women-only business networks and outline propositions to develop this under-theorised area of knowledge and stimulate future research. Design/methodology/approach The authors review the existing literature on formal internal and external women-only networks and use the broader social capital and network literature to frame their arguments and develop propositions. Findings Propositions are developed regarding how both internal and external formal women-only business networks can be of value for members, firms/organisations and the wider social group of women in business. Research limitations/implications The authors focus on the distinction between external and internal formal women-only networks while also acknowledging the broader diversity that can characterise such networks. Their review provides the reader with an insight into the state of the art and a set of propositions that present opportunities for future research. Practical implications The paper provides insights into how women in business, organisations and wider society can leverage value from both internal and external formal women-only business networks. Social implications The paper contributes to research showing that the social structure of interactions and context can impact women’s standing in the workplace. Originality/value The paper sheds light on the under-studied and under-theorised phenomenon of formal women-only business networks. Beyond the individual member level, the authors suggest that such networks can be of value for organisations and the wider social group of women in management and leadership positions.

FullReference:

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ArticleID:

Authors: Marc-David L. Seidel, Jeffrey T. Polzer and Katherine J. Stewart

Title: Friends in High Places: The Effects of Social Networks on Discrimination in Salary Negotiations

Year: 2000

Abstract: This article tests hypotheses about the effects of social networks on inequitable salary negotiation outcomes using a U.S. high-technology company's salary negotiation data for 1985-1995. Analyzing results of 3,062 actual salary negotiations, we found that members of racial minority groups negotiated significantly lower salary increases than majority members, but this effect was dramatically reduced when we controlled for social ties to the organization. Having a social tie to the organization significantly increased salary negotiation outcomes, and minorities were less likely than majority members to have such a social tie.

FullReference:

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ArticleID:

Authors: Staber, Udo

Title: FRIENDS, ACQUAINTANCES, STRANGERS: GENDER DIFFERENCES IN THE STRUCTURE OF ENTREPRENEURIAL NETWORKS

Year: 2013

Abstract: The importance of social networks in the entrepreneurial process is generally recognized, but systematic empirical research on the structural properties of entrepreneurial networks has been sparse. In this paper, gender differences in the density and diversity of the personal networks of 124 small business owners in the Maritime provinces are studied. The key findings are that women's networks are wider, have a higher proportion of strangers in them and include a higher proportion of cross-sex ties.

FullReference:

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ArticleID:

Authors: Dorothy Markiewicz, Irene Devine, Dana Kausilas

Title: Friendships of women and men at work: Job satisfaction and resource implications

Year: 2000

Abstract: Interpersonal networks and quality of women and men’s close work friendships in three work settings were investigated to assess potential impact of gender socialization and organizational structure factors on patterns of interaction within same‐sex and opposite‐sex work friendships, and to examine whether friendship quality would predict salary and job satisfaction and if this would differ as a function of the sex of the employee or the friend. Findings indicate that homophilous ties are stronger than opposite sex ties, which support previous research on relationships in the work environment. Work context influenced the nature of relationships among women and men. In contrast to research on friendships outside the workplace, work friendships involving women were not consistently rated as more satisfying and ratings varied across work settings. Quality of close male friendships was more associated with career success and job satisfaction than quality of close female friendships.

FullReference:

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ArticleID:

Authors: Steve McDonald, S. Michael Gaddis, Lindsey B. Trimble, Lindsay Hamm

Title: Frontiers of Sociological Research on Networks, Work, and Inequality

Year: 2013

Abstract: Purpose – The introductory chapter to this special issue highlights contemporary scholarship on networks, work, and inequality.Methodology – We review the last decade of research on this topic, identifying four key areas investigation: (1) networks and hiring, (2) networks and the labor process, (3) networks and outcomes at work, and (4) networks and institutional dynamics.Findings – Social networks play an important role in understanding the mechanisms by which and the conditions under which economic inequality is reproduced across gender, race, and social class distinctions. Throughout the review, we point to numerous opportunities for future research to enhance our understanding of these social processes.

FullReference:

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ArticleID:

Authors: Lily Hua Fang, Sterling Huang

Title: Gender and Connections among Wall Street Analysts

Year: 2017

Abstract: We examine how alumni ties with corporate boards differentially affect male and female analysts’ job performance and career outcomes. Connections improve analysts’ forecasting accuracy and recommendation impact, but the effect is two to three times as large for men as for women. Connections also contribute to analysts’ likelihood of being voted by institutional investors as “star” analysts, but act as a partial substitute to performance for men, while a complement to performance for women. Our evidence indicates that men benefit more than women from connections in both job performance and the subjective evaluation by others.

FullReference:

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ArticleID:

Authors: Hanson S. and Blake M.

Title: Gender and Entrepreneurial Networks

Year: 2009

Abstract: In a recent critical survey in 2003, Peter Nijkamp argued for the importance of networks and networking for successful entrepreneurship and emphasized the strategic advantage that dense urban areas afford to networks. Nijkamp's arguments are extended herein by investigating the impact of an entrepreneur's identity on network formation, use and opportunity. Focus is made specifically on gender to emphasize the ways networks are embedded in place-based social, economic, cultural, and political structures, which shape entrepreneurs' identities and affect access to resources. The review reveals, first, how little is known about gender and entrepreneurial networks in general and especially about the gendered geography of such networks; and, second, the importance of investigating the impacts of social identity on entrepreneurs' networks if the relationships between entrepreneurship and place are to be understood.

FullReference:

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ArticleID:

Authors: Jennifer Merluzzi

Title: Gender and Negative Network Ties: Exploring Difficult Work Relationships Within and Across Gender

Year: 2017

Abstract: This study applies a social network approach toward understanding gender and negative work relationships. Given that work is increasingly organized using diverse, informal work groups inside firms, we stand to benefit from better knowledge of whether and how negative interactions in the workplace may be gendered. Using rich network data collected inside two firms, this study examines the networks of professional managers citing a difficult work relationship (negative tie) revealing gender similarities and differences. Although women and men do not differ in their likelihood to cite a negative work tie, women are more likely (than men) to cite a woman as a negative tie. This propensity to cite a woman as difficult however is reduced among women who cite having more women in their social support networks at work compared with women citing fewer women for support. These effects remain robust to a host of controls and exploratory analyses that include analyzing the content of respondent explanations of the negative tie, formal rank differences between the respondent and target of the negative tie, and possible links to organizational commitment and subsequent employee exit. Overall, this study brings a fine-grained, relational perspective to the study of gendered negative work ties, contributing to scholarship on network disadvantage.

FullReference:

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ArticleID:

Authors: Felizitas Sagebiel

Title: GENDER AND NETWORK AWARENESS IN/FOR SUCCESSFUL LEADERSHIP IN ACADEMIC SCIENCE AND ENGINEERING

Year: 2018

Abstract: This paper focuses on gender and network awareness and their importance for academic leadership positions in Science, Engineering and Technology (SET). Empirical material stems from a German study (2009 to 2012) which focussed on the potential for innovation among women in leadership positions and the barriers they experience. The basis is a qualitative study with case studies in different organisations, a technical university and different research institutes from one big governmental research organisation. Semi-structured interviews and focus group discussions with female and male professors are the empirical basis for results. Research questions focus on effects of gender awareness on women professors’ strategic responses, different responses of individuals to inequalities when they become more network aware, and the importance of both gender and network awareness to counter inequalities. Gender aware female professors are more successful in individual coping strategies (handling visibility, fighting for acceptance and against discrimination, solidarity and support of women). Gender aware organisational cultures are evident in mentoring programs and equal opportunity policies. Interviewed professors show an overall high networking awareness. They are convinced that successful leadership in a technical field requires inclusion in internal and external networks, especially for information, cooperation and projects. Women in SET need to be gender and network aware to overcome hindrances stemming from their limited participation in powerful informal men’s networks.

FullReference:

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ArticleID:

Authors: Meredith L. Woehler

Title: GENDER AND NETWORKING: BUILDING AND BENEFITING FROM HIGH STATUS TIES IN THE WORKPLACE

Year: 2017

Abstract: While organizations have significantly reduced the overt and intentional forms of sex discrimination that impeded women’s careers in the past, a great deal of research suggests women continue to face informal barriers in the workplace. One such arena in which women tend to be disadvantaged is in their workplace networks. In many ways, men and women have similar networks, yet women are less likely than their male counterparts to have personal relationships with high status coworkers. Scholars have long suggested that these strategic connections are valuable and may be especially beneficial to or necessary for women. Networking has long been touted as one way women can overcome workplace disadvantage by strategically developing and/or capitalizing on such networks, which can enable their success and satisfaction at work. However, networking is a considerable investment. Indeed, networking has been called women’s third shift, after work and family responsibilities. As such, it is vital that we understand how women and men can best capitalize on their investments in networking. This research seeks to add to our scholarly understanding by examining the extent to which men and women can translate their networking behaviors into high status connections and capitalize on those connections to enhance their performance and job satisfaction. Results suggest networking behaviors enable men and women to have friends with higher informal status. However, while men’s networking behaviors are related to having higher ranking (formal status) friends, women’s networking behaviors are related to having lower ranking friends. Post-hoc analyses begin to explore the possibility that these gender differences are due to choices made by or others’ reactions to male and female networkers. Results also distinguish between employees’ gender and legitimacy to shed light on how and why men and women can develop and capitalize on high status connections, providing practical implications for employees and organizations seeking to intervene to enable women and men to develop high status connections. This research uses multimethod data to illuminate ways in which both women and men can translate their networking behaviors into high status connections, workplace performance, and job satisfaction.

FullReference:

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ArticleID:

Authors: Gwen Moore & J. Allen Whitt

Title: Gender and Networks in a Local Voluntary-Sector Elite

Year: 2000

Abstract: Focusing on gender inequality in a local community elite, we investigate the role of gender in access to and participation in networks of nonprofit trustees in Louisville, Kentucky. We examine two types of network relations: participation in the network of overlapping board memberships (the “structural network”) and interpersonal ties of collegiality and friendship (the “social network”). Asking whether the gender hierarchy found in most private and public sector organizations is mirrored in this inner circle of trustees, with men occupying the most influential positions in the structural and social networks, we find some male advantage in the structural network. Men predominate in holding most board seats, occupying multiple board seats, and in having slightly greater network centrality. By contrast, women hold the edge in the social network, with slightly greater centrality and higher levels of social integration. Women's disadvantage in the structural network is at least partly counterbalanced by their prominence in the social network of trustees in Louisville. Results indicate that the local nonprofit sector includes a small number of women (but no people of color) in leadership roles.

FullReference:

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ArticleID:

Authors: Kathryn Aten Marco DiRenzo Dina Shatnaw

Title: Gender and professional e-networks: Implications of gender heterophily on job search facilitation and outcomes

Year: 2017

Abstract: A lack of access to high stature, typically male, professional contacts and the social capital they provide is one likely barrier to women's career advancement. The increasing use of electronic professional networking sites is making these high value contacts more accessible and changing the composition characteristics of people's professional networks; yet limited research explores e-networks in professional contexts. This study examines the role of gender heterophily on e-network facilitation and, in turn, on a set of job-search related outcomes through a survey of full-time, salaried LinkedIn users. We find that women's e-networks are characterized by greater gender heterophilly than men's. E-networks comprised of high proportions of ties with men enabled individuals to experience shorter job search duration and attain higher salaries. These effects were partially explained by the increased likelihood of receiving direct assistance from a network contact to secure new employment (i.e. network facilitation).

FullReference:

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ArticleID:

Authors: Jean E. Wallace

Title: Gender and Supportive Co‐Worker Relations in the Medical Profession

Year: 2013

Abstract: Women's growing numerical representation in the professions has not necessarily translated into women being truly integrated in these occupations. Questionnaire data are used to examine whether female physicians are socially integrated in the male‐dominated profession of medicine in terms of the support they receive from their medical colleagues compared to male physicians. The literature on tokenism and homophily suggests that women in male‐dominated professions receive less support than their male colleagues, whereas the social support literature predicts that women typically receive more emotional support than men but less informational and instrumental support. The results of this study shed light on the complex and multi‐layered ways in which gender is relevant to our understanding of the extent to which co‐workers provide empathy, information and assistance to one another.

FullReference:

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ArticleID:

Authors: Robson PJA, Jack SL, Freel MS.

Title: Gender and the Use of Business Advice: Evidence from Firms in the Scottish Service Sector

Year: 2008

Abstract: Within the UK the levels of female entrepreneurship are considerably lower than in many of its peer countries. As part of a strategy to remedy this apparent shortfall, and to improve the environment for existing female-owned businesses, the UK Department of Trade and Industry (DTI) launched a ‘Strategic Framework for Women's Enterprise’ in 2003. A central rationale for the development of this strategy is a belief in the inadequacies of current business-advice provision and limited access to informal and formal business networks, mentors, and business support for women. However, there appears to be little evidence, either in this paper or in the body of previous research, to support the view that, within the UK, government agencies need to shape business support to reflect the gender of the business user. Drawing upon a sample of 650 small service sector firms in Scotland, we report the findings of a detailed postal questionnaire concerned with exploring usage and satisfaction of a range of formal and informal sources of business advice amongst male and female business owners. Bivariate analysis shows that amongst formal sources women are more likely to use friends and relatives, the Small Business Gateway, and chambers of commerce but are less likely to use suppliers and consultants. However, multivariate analysis suggests that, within the service sector, neither use of external advice nor impact of advice—either formal or informal—is greatly influenced by gender. Rather, it was the characteristics of service sector firms, most notably the number of employees and exporting activity, that explained the use of external advice. Therefore, a nongendered view of business support by the DTI appears more appropriate within the service sector. Nevertheless, the data do indicate more frequent use of informal family-network contacts amongst women business owners.

FullReference:

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ArticleID:

Authors: Darush Yazdanfar , Saeid Abbasian

Title: Gender and the use of external business advice: a Swedish study

Year: 2015

Abstract: Purpose The aim of this study is to examine whether there are significant differences between female and male entrepreneurs’ use of consultation during business start-ups. Design/methodology/approach Using several statistical tools, including ANOVA and seemingly unrelated regressions, empirical analyses are conducted on a unique and firm-level panel database of 837 female- and 1926 male-owned active small firms. Findings The results indicate that gender may be an important variable in the use of advice among small business owners in Sweden. Female owners in this study are shown to be more eager than male owners to use external business advice, and do so to a higher extent. Practical implications One implication of this study is that firms may not be able to use all business advice types simultaneously during their start-up stage, so an ordered list of consultancy services would help them prioritize and adjust their needs accordingly. Because the use of business advice is context-based, the findings of this study may not be generalized to firms in other countries. This paper shows some gender-based attributes/features relating to the use of business advice, which need to be better integrated into policymaking for the future assistance of small businesses. Originality/value This article focuses on an important issue and is unique partly because few studies have examined the relationship between gender and external business advice. By explicitly and empirically examining this issue, this article makes a contribution to the small- and medium-sized enterprises’ literature.

FullReference:

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ArticleID:

Authors: Phyllis Tharenou

Title: Gender differences in advancing to the top

Year: 2003

Abstract: Recently, there has been much empirical interest in why women are so poorly represented in executive ranks in organizations. This review summarizes the findings from recent empirical studies into the causes of gender differences in advancement to executive levels. The results are categorized to answer three questions based on the major arguments for, and assumptions made about, gender differences in advancement to the top of organizations. Are there gender differences in advancing to the top of organizations because (1) women lack the relevant knowledge, skills and expertise, that is, human capital, (2) women lack the relevant networks, are stereotyped as unsuitable, and are in male organizational cultures, that is, social capital, and/or (3) different factors are needed to advance to higher than to lower levels; women incrementally develop fewer of these factors and resources than men, and thus advance less to the top? The review most supports the second proposition. Surprisingly, even though there are many studies, several critical questions have not been addressed with strong research designs. Research using rigorous designs is especially needed to test the major theoretical frameworks.

FullReference:

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ArticleID:

Authors: Kim Klyver, Sharon Grant

Title: Gender differences in entrepreneurial networking and participation

Year: 2010

Abstract: Purpose The purpose of this paper is to investigate the relationship between an individual's personal acquaintance with an entrepreneur and his/her participation in entrepreneurial activity at three distinct new venture stages: discovery (intending to start a business), start‐up (actively in the process of starting a business), and young (running a business for less than three months). Design/methodology/approach Using Global Entrepreneurship Monitor data from 35 countries (n=311,720) pooled across three years (2002‐2004) and multinomial logistic regression, the paper examines the relationship between entrepreneurial networking and entrepreneurial participation across gender. Gender differences in entrepreneurial networking are also examined. Findings The findings indicate that individuals who personally know an entrepreneur are more likely to participate in entrepreneurial activity at any venture stage but that female entrepreneurs, compared with their male counterparts, are less likely to be acquainted with an entrepreneur. Taken together, these findings suggest that one of the reasons why women are less likely to become entrepreneurs is that they lack entrepreneurial resource providers or role models in their social networks. Research limitations/implications The paper is subject to two limitations. First, the paper includes a single item measure of social network composition. Second, although the paper includes data from 2000 to 2004, the dataset is cross‐sectional and is thus based on different cohorts of participants. The paper offers a number of implications for theory, practice, and future research. One of the most important implications is that female entrepreneurship participation could be enhanced by policy directed at promoting female entrepreneur role models and connecting women with entrepreneurs. Originality/value The paper utilizes a representative sample of 311,720 individuals in 35 countries. Entrepreneurs are classified as operating at three distinct phases of the entrepreneurial process: discovery, start‐up, and young and the relationship between entrepreneurial networking and entrepreneurship participation is examined within each of these phases.

FullReference:

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ArticleID:

Authors: Kim Klyver

Title: Gender differences in entrepreneurial networks: adding an alter perspective

Year: 2011

Abstract: Purpose By adding an alter perspective to the traditional ego perspective on gender differences in entrepreneurial networks, the purpose of this study is to investigate whether involvement of family members who are not partners and exchange of emotional support is associated not only with the gender of the entrepreneurs but also the gender of entrepreneurs' alters. Design/methodology/approach Building on homophily theory, relational theory and social support theory, three hypotheses are developed and tested on a representative sample of Danish entrepreneurs and their alters. A hierarchical logistic regression approach is applied. Findings It is found that female focal entrepreneurs are more likely to involve female and family members who are not partners. Furthermore, it was found that female focal entrepreneurs would more likely involve female family members while male focal entrepreneurs would more likely involve male family members. And finally, it was found that females and males are equally likely to receive emotional support while females are more likely to provide it. Research limitations/implications An important lesson from this study is that both focal actors and alters have an essential role in the entrepreneurial act and that females and males perform different roles and functions as both the focal entrepreneurs and as alters. Originality/value This study is unique in the sense that it adds an alter perspective to the traditional ego perspective on entrepreneurial networks.

FullReference:

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ArticleID:

Authors: Mitchell G. Rothstein, Liane M. Davey

Title: Gender differences in network relationships in academia

Year: 1995

Abstract: Examines gender differences in networking characteristics and benefits in a sample of university faculty. Generates hypotheses from Ibarra′s theoretical framework for explaining differences between women′s and men′s interpersonal networks. Finds significant differences between women and men, but, contrary to Ibarra′s theory of interpersonal networks, some of these differences favour women.

FullReference:

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ArticleID:

Authors: Friederike Mengel

Title: Gender differences in networking

Year: 2020

Abstract: Gender differences in networking have been cited as an important reason behind gender earnings and promotion gaps. Despite this fact there is comparatively little evidence on whether such differences exist or what they look like. We conduct a series of experiments to gain insight into these questions. The experiments are designed to understand differences in the strategic use of networks, when both men and women have the same opportunities to network. While we do find evidence of gender earnings and promotion gaps in the lab, we do not find evidence of gender differences in network formation, except for the fact that men display more homophily than women. Women and men do, however, not systematically differ in terms of the number of links formed or received nor in terms of their centrality in the network. Earnings and promotion gaps appear partly because male decision makers are more likely to reward their (predominantly male) network neighbours with increased earnings as well as promotion.

FullReference:

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ArticleID:

Authors: Yonghong Jade Xu & Cynthia L. Martin

Title: Gender Differences in STEM Disciplines: From the Aspects of Informal Professional Networking and Faculty Career Development

Year: 2011

Abstract: This study examines informal professional networks (IPNs) and their role in the underrepresentation of women faculty in traditionally male-dominated science, technology, engineering, and mathematics (STEM) disciplines. A mixed-methods design was taken in which interviews were conducted during the qualitative phase to gather information of faculty networking experiences and the importance of IPNs in their career development. An online survey was developed based on the findings from the interviews and used to gather data during the quantitative phase to further probe the patterns and functions of IPNs. Major findings are reported, including the meaningful impact of IPNs on the career development of faculty in STEM disciplines and some significant gender differences in networking patterns.

FullReference:

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ArticleID:

Authors:

Title: Gender differences in the creation of different types of social capital: A multilevel study

Year: 2006

Abstract: This study examined gender differences in the creation of hard and soft social capital in a sample of 352 female and 486 male faculty members. Men were shown to be more effective in creating hard social capital, but, unexpectedly, women were not found to be the emotional specialists they often are thought to be. Moreover, multilevel analyses indicated that men were more effective in using emotional intensity of ties to create hard social capital, and they were also more effective using team-related resources to create both hard and soft social capital.

FullReference:

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ArticleID:

Authors: Chaudhry Abdul Khaliq, Muqqadas Rehman, Saba Shaukat, Nauman Aslam, Munaza Amin

Title: Gender Differences of Social Networking in SME’s: An Explanatory Study of Pakistan

Year: 2016

Abstract: The purpose of this paper is to examine the gender differences in the social networks of small and medium enterprises of Pakistan. For this purpose data has been collected through survey questionnaire. The questionnaire were distributed among male and female entrepreneurs of different industries through probability random sampling. 200 questionnaires were distributed in the different industries of Lahore, Pakistan and 163 valid questionnaires were received at a response rate of 81.5%. SPSS 21.0 is used in which independent sample t-test is used in order to examine the gender differences in social network. Findings of this study shows that there is no difference between gender relating to network size, network activity, network centrality and network density.

FullReference:

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ArticleID:

Authors: MOHSEN JADIDI, FARIBA KARIMI, HAIKO LIETZ and CLAUDIA WAGNER

Title: GENDER DISPARITIES IN SCIENCE? DROPOUT, PRODUCTIVITY, COLLABORATIONS AND SUCCESS OF MALE AND FEMALE COMPUTER SCIENTISTS

Year: 2018

Abstract: Scientific collaborations shape ideas as well as innovations and are both the substrate for, and the outcome of, academic careers. Recent studies show that gender inequality is still present in many scientific practices ranging from hiring to peer-review processes and grant applications. In this work, we investigate gender-specific differences in collaboration patterns of more than one million computer scientists over the course of 47 years. We explore how these patterns change over years and career ages and how they impact scientific success. Our results highlight that successful male and female scientists reveal the same collaboration patterns: compared to scientists in the same career age, they tend to collaborate with more colleagues than other scientists, seek innovations as brokers and establish longer-lasting and more repetitive collaborations. However, women are on average less likely to adopt the collaboration patterns that are related with success, more likely to embed into ego networks devoid of structural holes, and they exhibit stronger gender homophily as well as a consistently higher dropout rate than men in all career ages.

FullReference:

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ArticleID: A1

Authors: van den Brink, M. and Benschop, Y.

Title: Gender in Academic Networking: The Role of Gatekeepers in Professorial Recruitment

Year: 2013

Abstract: The aim of this study is to build a theoretical framework to understand how gendered networking practices produce or counter inequalities in organizations. We introduce a practice approach combined with a feminist perspective in organization network studies. The notions of gender and networking as social practices allow better insights into what people say and do in networks, and the ways that networking produces or counters gender inequalities. We draw on empirical material about professorial appointments in Dutch academia and analyse the accounts of gatekeepers illuminating their networking practices. The accounts show which networking practices gatekeepers routinely use in recruitment and how these networking practices are intertwined with gender practices. We use the notion of mobilizing masculinities to understand the self‐evident identification of men gatekeepers with men in their networks, and to understand how both men and women gatekeepers prefer the male candidates that resemble the proven masculine success model. Furthermore, this study provides the first empirical insights in mobilizing femininities in which women search for and support women candidates. We show how the gender practice of mobilizing femininities is a more precarious and marked practice than mobilizing masculinities. Mobilizing femininities in networking is intended to counter gender inequalities, but is only partially successful. Through constructions of ‘who you can trust’ or ‘who is a risk’, gatekeepers exercise the power of inclusion and exclusion and contribute to the persistence of structural gender inequalities.

FullReference: van den Brink, M. and Benschop, Y. (2014), Gender in Academic Networking. Journal of Management Studies, 51: 460-492.

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ArticleID:

Authors: Tay K. McNamara, Marcie Pitt-Catsouphes

Title: Gender variation in the antecedents of task advice network size: Organizational tenure and core self-evaluations

Year: 2014

Abstract: Research finds gender differences in the size, quality, and consequences of social networks in the workplace. Building on these studies, we focus on one type of social network: task advice networks, which we define as the networks that act as conduits for information and knowledge directly related to work task completion. Using data on over 1300 employees, we test the relationships between task advice network size and two variables – organizational tenure and core self-evaluations, examining differences by gender. We find a larger positive association between core self-evaluations and task advice network size for men than for women. Additionally, we find that men, but not women, have larger networks when lower in tenure.

FullReference:

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ArticleID:

Authors: Raina A. Brands and Ajay Mehra

Title: Gender, Brokerage, and Performance: A Construal Approach

Year: 2019

Abstract: We present a new theory that seeks to explain differences in the performance of men and women friendship network brokers—individuals who bridge disconnected friends. In contrast to previous audience-centered explanations, our phenomenological theory emphasizes how brokers construe (i.e., perceive and interpret) their networks. We contend that when women perceive themselves as brokers in friendship networks they experience threat, rooted in negative stereotypes about women brokers, which undermines their performance. Using data from a cohort of MBA students, Study 1 finds that women (but not men) exhibit lower performance when they perceive themselves as brokers in small-group friendship networks. Using data from a larger group of MBA students, Study 2 replicates this finding and rules out the possibility that underlying differences in the propensity to connect those whom one bridges may explain the observed gender-based difference in broker performance. Using an experimental design, Study 3 finds that elevated anxiety about task performance and negative social evaluations mediate the relationship between brokerage and performance for women but not for men. Women and men differ in how they psychologically construe brokerage in friendship networks, and this difference helps to account for gender differences in the performance of network brokers.

FullReference:

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ArticleID:

Authors: Handley, Janet

Title: Gender, networks and talent management : interim findings of a narrative inquiry

Year: 2014

Abstract: Despite an enduring concern with the acquisition, development and retention of talent, literature in the field has tended to retain a practitioner focus. More recent work, however, includes attempts to develop a more robust empirical and critical perspective, with occasional calls for an analysis of the gendered aspect of talent management. This paper is aimed at partially filling the ‘gender gap’ in talent management research. Part of a larger narrative study, findings presented here focus particularly on the role of networks in gendering the translation of talent management into practice.

FullReference:

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ArticleID:

Authors: Spurk, D., Meinecke, A. L., Kauffeld, S., & Volmer, J.

Title: Gender, professional networks, and subjective career success within early academic science careers: The role of gender composition in inside and outside departmental support networks.

Year: 2015

Abstract: The present study analyzed (a) gender differences in the gender composition (i.e., the proportion of male to female contacts) of professional support networks inside and outside an individual’s academic department and (b) how these differences in gender composition relate to subjective career success (i.e., perceived career success and perceived external marketability). Results showed that the networks’ gender composition is associated with subjective career success. Men’s networks consist of a higher proportion of male to female supporters, which, in turn, was positively related to subjective career success. Additional analyses revealed that the findings could not be accounted for by alternative factors, such as network size, networking behaviors, and career ambition

FullReference:

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ArticleID:

Authors: GiorgiaDi Tommaso, MauroGatti, MichelaIannotta, AjayMehra, GiovanniStilo, PaolaVelardi

Title: Gender, rank, and social networks on an enterprise social media platform

Year: 2020

Abstract: In this paper, we harness server-side data—540,000 messages generated by 2085 users on TamTamy, an Enterprise Social Media (ESM) platform—to examine how gender and rank shaped “homophily” (the tendency to connect with similar others) and centrality in an ESM network. Drawing on the logic of “distinctiveness theory,” which argues that the numeric rarity of a category in a given setting promotes the use of that category as a basis for connecting with others, we hypothesized and found: (a) the tendency to connect with same-gender others was stronger among women than among men; (b) the tendency to connect with same-rank others was stronger among high-ranking employees than among low-ranking employees; (c) for high-ranking men, rank was more important than gender as a basis for connecting with others; and (d) for low-ranking women, gender was more important than rank as a basis for connecting with others. We also found that whereas higher ranking individuals were more likely to be in central (bridging) positions in the overall network, gender was unrelated to network centrality. Our study suggests that the affordances of ESM for open and distributed communications notwithstanding, the social networks that emerge on ESM platforms may reinforce social stratification on some dimensions while diminishing it on others.

FullReference:

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ArticleID:

Authors: Jerome A. Katz & Pamela M. Williams

Title: Gender, self-employment and weak-tie networking through formal organizations

Year: 1997

Abstract: Aldrich and colleagues have used intensive study of samples of convenience in their research on social networking among female entrepreneurs. This means that several questions remain only partially answered. Foremost among these is the incidence of social networking itself, differences in the level of networking between female entrepreneurs and logical comparison groups - male entrepreneurs and female salaried managers, and that most networking theories are developed for strong–tie rather than weak–tie processes. Building on the conceptualizations of Aldrich and colleagues, we chose a secondary analysis approach to a neglected aspect of social networking, weak–tie network linkage in formal organizations, using a representative sample of American self–employed and salaried managers drawn from the General Social Survey (GSS). The results suggest that entrepreneurs' weak–tie network efforts are less than those of managers, with female entrepreneurs engaging in weak–tie networking less than salaried male managers. Explanations of why these results differ from studies by Aldrich and colleagues, and implications for future research, are given.

FullReference:

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ArticleID:

Authors: Lettice Kinunda Rutashobya, Issack Shimba Allan & Kerstin Nilsson

Title: Gender, Social Networks, and Entrepreneurial Outcomes in Tanzania

Year: 2009

Abstract: This article presents results of a study that investigates egocentric network differences between female and male entrepreneurs and their entrepreneurial outcomes in Tanzania. Based on a random sample of 272 micro-, small, and medium-size enterprises, the study reveals that female and male entrepreneurs have diverse networks. However, when compared to their male counterparts, female entrepreneurs' strong ties included more kin members. No significant gender difference in the composition of weaker ties was observed, suggesting gender differences in the choice of individuals with whom to have strong ties but not with whom to have weak ties. A significant gender difference in entrepreneurial outcomes at both start up and at the time of research was found, suggesting an antecedent networking behavior influence on performance.

FullReference:

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ArticleID:

Authors: SM Kim

Title: Gender, Social Networks, and Microenterprise: Differences in Network Effects on Business Performance

Year: 2019

Abstract: This article aims to find if female micro-entrepreneurs have different social networks that affect their business performance compared to males. This article uses the longitudinal Panel Study of Entrepreneurial Dynamic (PSED) II data set (2005-2011) in the US

FullReference:

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ArticleID:

Authors: Karen A. Longman, Jessica Daniels, Candy M. O’Connor, Richard J. Wikkerink, Jolyn E. Dahlvig, and Janie M. Harden Fritz

Title: Gendered Definitions and Self-Perceptions Of Leadership in Christian Higher Education: The Centrality Of Relationships, Authenticity, and Communicative Influence

Year: 2015

Abstract: This study contributes to an understanding of religious communication in institutional contexts, specifically, communicative elements of leadership theory and practice in Christian higher education. The research explored how 26 emerging leaders (10 men; 16 women) within the Council for Christian Colleges & Universities (CCCU) defined leadership and described themselves as leaders. All leaders highlighted authenticity, communicative influence, and relationships as pivotal to their leadership. No significant gender-based differences were found when analyzing the interview transcripts, although women’s language related to communicative influence showed characteristics of cooperation and mutuality, whereas men’s language was framed more directly in terms of influence. Leadership was also closely aligned with institutional mission and values and influenced by the cultural context of their institution.

FullReference:

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ArticleID:

Authors: Felicia F.Tian, XinLiu

Title: Gendered double embeddedness: Finding jobs through networks in the Chinese labor market

Year: 2017

Abstract: Inspired by the concept of “double embeddedness,” we argue that the gender gap in network-based job searching depends on the degree of legitimacy of gender status beliefs across institutional contexts. Analyses from the 2008 Chinese General Social Survey show that the gender gap in network-based job searching is larger in the market sector than in the state sector, as the gender status beliefs are more legitimate in the former than in the latter. Additionally, the sector difference of the gender gap in network-based job searching is significant when the resources channeled through networks are information-related, but it is insignificant when the network resources are influence-related. These findings indicate that job searching is double embedded in social networks and in cultural institutions.

FullReference:

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ArticleID:

Authors: Matthew Katz , Nefertiti A. Walker , and Lauren C. Hindman

Title: Gendered Leadership Networks in the NCAA: Analyzing Affiliation Networks of Senior Woman Administrators and Athletic Directors

Year: 2017

Abstract: The purpose of this study is to examine and compare the informal networks of both senior woman administrators (SWAs) and athletic directors (ADs) within National Collegiate Athletic Association Division I institutions. Drawing on extant literature citing the underrepresentation of women in sport leadership positions, we incorporate a network approach to build and analyze affiliation networks of SWAs and ADs. Guided by the framework of Leadership in Networks, we argue that the social structures within which ADs and SWAs operate impact opportunities for leader emergence and leadership outcomes. By comparing the AD and SWA affiliation networks, we illustrate the differences in informal networks among men and women leaders in sport, highlighting how informal networks may contribute to the lack of women in sport leadership positions. Previous scholars have long cited an “old boys’ club” as a barrier to women achieving leadership positions, but we argue these studies have largely relied on dispositional evidence rather than methodological and analytical strategies designed specifically to examine relationships and the corresponding network structures. Our results indicate that the SWA network is far less cohesive than the AD networks, and the few women in the AD networks are largely located outside the center of the affiliation networks. Implications regarding the impact of informal networks on the underrepresented nature of women in leadership positions are discussed.

FullReference:

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ArticleID:

Authors: Eunju Rho Kangbok Lee

Title: Gendered Networking: Gender, Environment, and Managerial Networking

Year: 2018

Abstract: This article examines how gender influences top managers’ networking activities and what situational factors intensify or ameliorate such gender effects. Focusing on female top managers’ efforts to engage in external networking activities, the authors conceptualize how and why female managers might develop different networking patterns and how such relationships could be redirected by several contingent factors specific to the context of U.S. local school districts. Using three sets of surveys on managerial behavior and management styles supplemented with six years of information related to organizational contexts, the authors find that, in general, gender differences lead to corresponding differences in the extent of involvement in managerial networking. Such effects are moderated by situational factors that impede or facilitate the number of available strategic managerial choices that allow managers to cope with them. The findings emphasize the need to consider the strengths and weaknesses of gender conjointly in assessing networking behaviors.

FullReference:

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ArticleID:

Authors: Deborah Belle, Laurel Smith-Doerr, Lauren M. O’Brien

Title: Gendered Networks: Professional Connections of Science and Engineering Faculty

Year: 2014

Abstract: These findings argue for increasing women’s representation in university departments to above 15% and providing assistance to women in STEM departments without critical mass to ensure that they have adequate opportunities to collaborate in research.

FullReference:

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ArticleID:

Authors: Kent Wickstrøm Jensen

Title: Gendering of firms’ collaboration networks and innovation: a global study with a focus on China, Japan and South Korea

Year: 2014

Abstract: Innovation in a firm is embedded in a network around the firm, typically, and its networking benefits its innovation. This embeddedness is gendered, we hypothesise, in the way the women’s firms tend to network less than men’s firms, also when controlling for other things. This micro-level dynamic further differs among societies, notably among China, Japan, South Korea and other countries, we hypothesise. The hypotheses about the world generally, and specifically about mainland China, Japan and South Korea, uses data on 24,937 established firms in 68 countries, from the Global Entrepreneurship Monitor, analysed by hierarchical linear modelling. Findings suggest that networking is more extensive in men’s firms. Second, innovation is higher in women’s firms. Third, firms’ networking benefits innovation similarly much in men’s firms and in women’s firms. Finally, the gender gap is similarly wide in Japan, South Korea and China, and the countries differ in their firms’ networking and innovation.

FullReference:

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ArticleID:

Authors: Thomas Schøtt , Maryam Cheraghi

Title: Gendering pursuits of innovation: embeddedness in networks and culture

Year: 2014

Abstract: Innovation is embedded in networks that are embedded in culture. An entrepreneur's network of advisors comprises a network within the private sphere of family and friends and a network outside, in the public sphere. This networking is gendered, we hypothesise, in that typically, the private sphere network is heavily utilised by women, whereas the public sphere network is stronger for men. We also hypothesise, that these gendered networks are embedded in culture, in that women's networks are reduced within traditional culture, and that culture moderates the effects of networks on innovation. 68,984 entrepreneurs in 67 countries were surveyed by the Global Entrepreneurship Monitor, and analysed by hierarchical linear modelling. Entrepreneurs' gender is found to influence their networks, in that women network more in the private sphere, whereas men network more in the public sphere, but networks are smaller in traditional culture than in secular–rational culture. Typically, the private sphere network impedes innovation, whereas the public sphere network benefits innovation, especially in traditional culture.

FullReference:

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ArticleID:

Authors: Roberto M. Fernandez and M. Lourdes Sosa

Title: Gendering the Job: Networks and Recruitment at a Call Center

Year: 2005

Abstract: Understanding the mechanisms driving gender segregation has become a key focus in research on gender and labor markets. While the literature often invokes gender-sorting mechanisms that operate prehire, the data used to study these processes are usually collected on posthire populations. This article examines the workings of prehire mechanisms determining job sex segregation. Analyzing unique data on the recruitment and hiring process for customer service representatives at a telephone service center, all of the factors examined—preapplication choices, gender homophilous networks, and screeners’ choices—play significant roles in the gender segregation of this job. The analyses also show that making inferences about prehire processes on the basis of posthire data can be misleading. The authors conclude by discussing the theoretical and methodological implications of these findings.

FullReference:

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ArticleID:

Authors: Abraham, Mabel

Title: Gender-role Incongruity and Audience-based Gender Bias: An Examination of Networking among Entrepreneurs.

Year: 2020

Abstract: While most research explaining the persistence of gender inequality has focused on how decision makers' own biases perpetuate inequities, a growing body of work points to mechanisms of bias that may arise when a decision maker is concerned with satisfying a third party or audience. Using data from 2007 to 2013 on 2,310 members of a popular networking organization for entrepreneurs, I examine the extent to which the presence of third parties leads to gender inequality in resource exchange, or connections to potential clients. I show that decision makers are most apt to favor male network contacts in exchanges involving a third party when considering whether to connect a contact in a male-typed occupation. Decision makers do not display this gender bias in exchanges that do not involve a third party or when sharing connections to potential clients with contacts in gender-neutral or female-typed occupations. This setting offers a unique opportunity to compare gender inequality in exchanges involving a third party with cases that do not involve a third party, providing direct evidence of the effects of audiences or third parties for gender inequality.

FullReference:

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ArticleID:

Authors: Tracy L. Dumas, Katherine W. Phillips, Nancy P. Rothbard

Title: Getting Closer at the Company Party: Integration Experiences, Racial Dissimilarity, and Workplace Relationships

Year: 2013

Abstract: Using survey data from two distinct samples, we found that reported integration behaviors (e.g., attending company parties, discussing nonwork matters with colleagues) were associated with closer relationships among coworkers but that this effect was qualified by an interaction effect. Racial dissimilarity moderated the relationship between integration and closeness such that integration was positively associated with relationship closeness for those who were demographically similar to their coworkers, but not for those who were demographically dissimilar from their coworkers. Additionally, this moderation effect was mediated by the extent to which respondents experienced comfort and enjoyment when integrating. These findings highlight the importance of creating the right kind of interactions for building closer relationships between employees, particularly relationships that span racial boundaries.

FullReference:

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ArticleID:

Authors: Gray, Deborah M. and Hicks, Nancy and Rundels, Jennifer,

Title: Getting in the Game: Putting Golf at the Forefront of Your Networking Toolbox

Year: 2020

Abstract: Research suggests that networking is imperative for career success in business, particularly in industries like sales and marketing. Success in the sales industry is directly tied to the ability to network and build relationships. One of the key goals of this article was to shed light on the relationship between women, business, and golf as a potential networking tool. There are many people who believe golf is the “pièce de résistance” of business networking, yet there is no research to support this assumption. To boot, women report golf as one of the primary informal networks they feel most excluded from (Catalyst, 1995; Sylla, 2014). This exclusion creates a disadvantage for women in sales and marketing because they golf less than men (Morgan & Martin, 2006). More than 500 pages of articles about women and golf were included in a content analysis. Three primary categories emerged from the data: the benefits of golf for women in business, the effects of not golfing, and the reasons why women don’t golf. Recommendations are included for managers who may want to encourage their teams to “get in the game.”

FullReference:

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ArticleID:

Authors: Mette D. Hersby Michelle K. Ryan Jolanda Jetten

Title: Getting Together to Get Ahead: The Impact of Social Structure on Women's Networking

Year: 2009

Abstract: This paper examines the impact of socio‐structural variables (i.e. perceptions of permeability, stability and legitimacy of intergroup relations) on the extent to which professional women perceive a women's network as a collective strategy for status enhancement. A survey among network members (n=166) suggests that the extent to which women support and consider a network to benefit women as a collective is dependent on perceptions of whether individual mobility is possible (permeability of group boundaries) and beliefs that organizational conditions will improve for women in the future (stability of conditions for women). Specifically, the network is less likely to be perceived as a collective vehicle for change when individual advancement is possible (because intergroup boundaries are perceived as permeable) and status improvement in the future is unlikely. However, regardless of beliefs about the future, when female participants perceive that many barriers to individual advancement exist (due to the impermeability of intergroup boundaries), the network is considered in more collective terms presumably because the only way to challenge the status quo is through a collective effort. The practical implications for organizations that wish to or have established a women's network are discussed.

FullReference:

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ArticleID:

Authors: Huang, Jiehua; Aaltio, Iiris

Title: Guanxi and social capital: Networking among women managers in China and Finland

Year: 2014

Abstract: Considering that women are still under-represented in management, researchers have claimed that networking is an important career management tool for women. This study aims to empirically explore how women managers benefit from social networks in the information technology (IT) field in China and Finland. Guanxi, an Eastern term for social networking, has seldom been studied in terms of gender and career, especially within cross-cultural research. Social capital is a Western term for social networks. Using questionnaires, in-depth interviews and interpretive analysis, we compare the composition and structure of social networks used by women managers within the information technology sector in the two countries. The results show: (1) that in both contexts, there is an effect of female-to-male dyads, which are mainly within power- and work-related networks (e.g. most ties of ‘influence’ are with older men) while female-to-female dyads are mostly ‘social’, (2) China has relatively small networks while Finland has networks differentiated on the basis of function, and (3) there are differences in the structure and participant strategies in networks and networking in the two contexts.

FullReference:

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ArticleID:

Authors: Smith-Hunter, A. E., & Venezio, C.

Title: Hispanic Women Entrepreneurs: Human Capital, Financial Capital, And Network Structure Relationships

Year: 2006

Abstract: In this paper, Hispanic women entrepreneurs are examined through a variety of perspectives. First, the analysis presented is an overview of miscellaneous characteristics, including financial information, age and marital status. The analysis continues with a look at the relationships between human capital, financial capital and network structures for the Hispanic women entrepreneurs. The study thus serves three purposes. First, it explores in depth areas of women entrepreneurship that are not always given an extensive focus; namely human capital and network structures. Second, it delineates how these dimensions are measured and are related to each other. Finally, it adds to the limited body of research on Hispanic women entrepreneurs, providing additional illumination for this sector.

FullReference:

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ArticleID:

Authors: Simon, Samantha J.

Title: Hollywood power brokers: Gender and racial inequality in talent agencies.

Year: 2019

Abstract: As the US labour market shifts towards project‐based, contractual and contingent work, the importance of intermediary brokerage organizations will continue to grow. In this article, I use Joan Acker's theory of gendered organizations to examine Hollywood talent agencies as one case of these powerful intermediary organizations. The power structures, promotion process, mentoring networks and discourses described by the talent agents I interviewed privilege white men. The agents interviewed for this study described their top management as being overwhelmingly composed of men, they discussed the patrimonial systems of mentorship and exclusive male networks that advantage white men, and talked about colleagues and clients in ways that valorized elite masculinity and disparaged femininity. Thus, the organizational structures and culture of these talent agencies collectively create an environment that reproduces itself, encouraging white men to join and persist, and presenting barriers to women and racial minority men. Although the focus of this article is on Hollywood talent agencies, the findings from this research help explain how inequality is reproduced in the non‐traditional work arrangements that characterize the new economy. [ABSTRACT FROM AUTHOR]

FullReference:

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ArticleID:

Authors: J. Miller McPherson and Lynn Smith-Lovin

Title: Homophily in Voluntary Organizations: Status Distance and the Composition of Face-to-Face Groups

Year: 1987

Abstract: Recent work on the organized sources of network ties and on the social structural determinants of association are synthesized to produce several hypotheses about homophily. These hypotheses are tested with data on 304 face-to-face groups from 10 communities. We find that friends are more similar on status dimensions than chance and that this homophily is produced both by the restricted opportunity structure offered by the group and by homophilous choices made within the group. Organizational heterogeneity leads to substantially greater dyadic status distance within the organization, while organization size consistently reduces dyadic status distance. At a given level of diversity, a larger group will permit more homophilous friendship pairing. However, correlated status dimensions create little reduction in dyadic social distance. In general, homogeneity within groups is the overwhelming determinant of homophily.

FullReference:

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ArticleID:

Authors: Y. Connie Yuan, Geri Gay

Title: Homophily of Network Ties and Bonding and Bridging Social Capital in Computer-Mediated Distributed Teams

Year: 2006

Abstract: This research studied homophily of network ties in distributed teams in both task-related instrumental networks and non-task related expressive networks. Homophily of network ties was examined in terms of demographic and social characteristics, including gender, race, geographic location, and group assignment. Social network data were collected from 32 students enrolled in a distance learning class from two universities. MQAP regression analysis showed that homophily in gender and in race had no significant impact on the development of either instrumental or expressive ties. In instrumental networks, both homophily in group assignment and in location had significant impact on the development of network ties. In expressive networks, homophily in location had significant impact on the development of network ties, but the impact of homophily in group membership was only marginally significant. Further analysis of bonding ties with people of the same group and bridging ties with people from different groups showed that bonding social capital can exert significant influence on performance.

FullReference:

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ArticleID:

Authors: Langford, C.R., Lengnick-Hall, M.L. & Kulkarni, M.

Title: How Do Social Networks Influence the Employment Prospects of People with Disabilities?

Year: 2013

Abstract: We explore the role of social networks used by people with disabilities for finding employment. In addition, we outline obstacles to network building for those with a disability. We contend that this group is often constrained and they underutilize their networks during job searches. Both factors are likely to result in negative employment outcomes and contribute to the employment gap between those with and without a disability. We outline how key network characteristics such as homophily, tie strength, and centrality influence job search outcomes for those with a disability differently than for those without a disability. Furthermore, we propose that although individuals with disabilities develop and rely upon networks that are comprised of close bonds with similar individuals that are either unemployed or underemployed in lower status positions, optimal networks for employment purposes should consist of diverse acquaintances that occupy central positions and higher status jobs within organizations. Finally, we outline propositions to guide future research on this neglected topic and also suggest practical implications.

FullReference:

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ArticleID:

Authors: Afreen Huq, Caroline Swee Lin Tan & Vidhula Venugopal

Title: How do women entrepreneurs strategize growth? An investigation using the social feminist theory lens

Year: 2020

Abstract: This paper explores the strategic success factors of fast-growth women entrepreneurs, explicating how their gendered strategies influence their growth paths. Drawing on social feminist theory, our qualitative study posits that a conscious choice of female perspective can be the central principle behind women’s entrepreneurial behavior and positively associated with growth. Our findings provide a more nuanced understanding of how women entrepreneurs weave together (economic) growth with personal and social outcomes, while shaping their key strategic success factors – client relationship and branding, organizational values and culture, networking behavior, and leadership and management – with female attributes and values attained through socialization.

FullReference:

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ArticleID:

Authors: Christina Constantinidis

Title: How Do Women Entrepreneurs Use the Virtual Network Facebook?: The Impact of Gender

Year: 2011

Abstract: This paper examines the views and attitudes of a sample of 228 female entrepreneurs in Belgium towards the virtual social network Facebook. It uses statistical analysis to evaluate the impact of their gendered sector of activity and of their self-perceptions on: how Facebook is perceived as responding to gender-related difficulties; how Facebook is used in terms of objectives and activities; how Facebook supports women's networks; and the outcomes of Facebook for women-owned businesses. The results highlight significant differences according to women's sectors of activity and self-perceptions with regard to how Facebook is perceived and used. They support the idea of an active posture of women entrepreneurs, allowing for action to be taken to deconstruct and counterbalance existing gender dynamics. The paper highlights certain implications for public and private initiatives and underlines the potential of this and other virtual social networking sites for women's entrepreneurship.

FullReference:

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ArticleID:

Authors: Dustin C. Read, Patti J. Fisher, Luke Juran

Title: How do women maximize the value of mentorship? Insights from mentees, mentors, and industry professionals

Year: 2019

Abstract: Purpose The purpose of this paper is to explore the perceptions of women working in the commercial real estate industry to assess how they approach mentoring relationships and take steps to maximize the value derived therefrom. Design/methodology/approach Through thematic analysis of 39 interviews conducted with women serving as local chapter presidents of CREW Network, the paper offers insights as to how women position themselves to receive mentorship throughout their careers and engage with mentors to address their evolving needs. In particular, three themes of commitment, reciprocity in the mentoring relationship and mentee motivation emerged. Findings The results suggest that this is a strategic process and one in which many women are proactively engaging to ascend to leadership positions in the corporate world. While the study is limited to those working in commercial real estate, clear implications exist for other industries. Originality/value By identifying and exploring these themes, the paper serves as a starting point for future research considering how women inside and outside of the commercial real estate industry can more strategically pursue mentorship and use it to attain leadership roles.

FullReference:

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ArticleID:

Authors: Rand, Sarah Jane

Title: How do women's networks affect women's career advancement and the success of their sponsoring organization ?

Year: 2014

Abstract: Women continue to be underrepresented in senior corporate leadership roles in the United States. For meaningful change to occur, women and leaders in their organizations must work together to confront the issues underlying women's lack of career progress and develop strategies to facilitate women's advancement. This study engaged organizational leaders, women's network leaders, and women's network members in an exploration of the merits of one career development strategy frequently employed by large organizations: the formation of company-sponsored women's networks. This study was grounded in feminist case methodology and the prevailing literature on women's networks in organizations and women's career development and advancement. The guiding question in this study was, "How does involvement in a formal women's network affect members' career advancement and the success of their sponsoring organization?" Study results confirm that participating in a women's network can positively impact women's career success, but advancement as a result of involvement may be limited. Network leaders and members were more likely than organizational leaders to believe the network could directly affect members' advancement. Several strategies to increase the likelihood of advancement through a women's network are discussed. The network's efforts to support women's career success were identified by the participants as primary means of organizational success. The conclusions and recommendations presented are directed toward professional women and organizational leaders who are interested in learning about the role and value of women's networks in organizations.

FullReference:

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ArticleID:

Authors: Westphal, James D., Milton, Laurie P.

Title: How Experience and Network Ties Affect the Influence of Demographic Minorities on Corporate Boards.

Year: 2000

Abstract: This study examines how the influence of directors who are demographic minorities on corporate boards is contingent on the prior experience of board members and the larger social structural context in which demographic differences are embedded. We assess the effects of minority status according to functional background, industry background, education, race, and gender for a large sample of corporate outside directors at Fortune/Forbes 500 companies. The results show that (1) the prior experience of minority directors in a minority role on other boards can enhance theft ability to exert influence on the focal board, while the prior experience of minority directors in a majority role can reduce their influence; (2) the prior experience of majority directors in a minority role on other boards can enhance the influence of minority directors on the focal board, and (3) minority directors are more influential if they have direct or indirect social network ties to majority directors through common memberships on other boards. Results suggest that demographic minorities can avoid out-group biases that would otherwise minimize their influence when they have prior experience on other boards or social network ties to other directors that enable them to create the perception of similarity with the majority.

FullReference:

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ArticleID:

Authors: Yang J, Liu C, Wang C, Zhang Q.

Title: How Gender and Political Will Affect Employees’ Social Network Embeddedness

Year: 2019

Abstract: We examined the interaction between motivation (political will) and gender in affecting employees’ embeddedness of advice network. We found, for males, these with high political will have higher out-degree centrality than those with low political will, but the opposite for in-degree centrality. Political will does not affect females’ network positions.

FullReference:

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ArticleID:

Authors: Astrid Schulz, Matthias Dorgeist, Christoph Heckwolf, Andrea Wolffram, Jennifer DahmenAdkins and Anne Göttgens

Title: How Informal Processes and Relationships Shape Gendered Careers in STEM

Year: 2019

Abstract: The number of women in the STEM sciences decreases the higher you look up the career ladder. Although the number of female university entrants reached 22% fifteen years ago, the percentage of female professors at universities and universities of applied sciences in this subject group in Germany is currently around 12%. Universities and other science and research organizations react to this problem by introducing new policies, which aim to ‘fixing the women’ by conveying relevant career skills to them. Such measures are based on the assumption that a successful career depends first and foremost on the decisions and properties of the individual. In this article, we address the problem of this actor-oriented perspective, which disregards the fact that gender-specific barriers in the field of STEM sciences do not only result from supposedly different behaviour of women that could be 'retrained' or simply adapted. Rather, we focus on hurdles, which arise from the influence of informal relationship networks, which are embedded in the structural and cultural context of the scientific field. We refer to contributions from research literature on gender, work, and organisation as well as social network analysis in order to problematize and expand the actor-oriented perspective. Using the network practice of 'creating visibility', which is described in two case studies in the field of STEM sciences as career-relevant, it is shown how specific cultural and structural framework conditions influence informal networks. The success of network practices depends, among other things, on the perception and recognition of peers, which is influenced by gender- and field-specific stereotypes. In order to propose a more differentiated analysis of gender-specific barriers in STEM careers in higher education, we draw our attention to the multi-layered conditions of informal network and relationship constellations.

FullReference:

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ArticleID:

Authors: Jennifer L. Nelson

Title: How Organizational Minorities Form and Use Social Ties: Evidence from Teachers in Majority-White and Majority-Black Schools1

Year: 2019

Abstract: This article draws on 11 months of multisite ethnographic fieldwork and 103 interviews to investigate how teachers in school faculty of varying racial compositions form and use their social ties to secure professional, political, and emotional resources at work. Findings show that, in general, white teachers in the numerical minority in their schools secured all resource types through their same-race ties, while black teachers in the numerical minority secured primarily emotional resources from their same-race ties. Given these observed differences, the author shows how the form and use of the two minority groups’ social ties stem in large part from distinctive organizational practices. In turn, the tie differences can account for differences in social integration and resource access in the organization. The data allow for comparisons to patterns among majority groups.

FullReference:

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ArticleID:

Authors: Reagans R, Zuckerman E, McEvily B.

Title: How to Make the Team: Social Networks vs. Demography as Criteria for Designing Effective Teams

Year: 2004

Abstract: We compare two alternative approaches for evaluating the potential of a work group or team: one that focuses on team members' demographic characteristics and one that focuses on the members' social networks. Given that people's network contacts often share their demographic attributes (i.e., the network is homophilous), the two approaches seem equivalent and the first seems preferable because it is easier to implement. In this paper, we demonstrate several important limits to this rationale. First, we argue and show, in an analysis of 1,518 project teams in a contract research and development firm, that even when internal organizational networks are significantly homophilous with respect to demographic variables, the very logic of the causal structure that underlies theories of demographic diversity carries ambiguous performance implications. This ambiguity is due to the fact that demographic diversity has opposing effects on two social network variables—internal density and external range—each of which has a positive effect on a team's performance. We also demonstrate that a focus on demographic criteria is problematic because the demographic makeup of an organization can place inherent limits on a manager's ability to shape the demographic composition of a team. The ambiguous performance implications and the inherent limits placed on a manager's ability to manage a team's demography reduce the likelihood that a manager's interventions will be successful. The performance implications of managing a team's social capital, however, are clear.

FullReference:

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ArticleID:

Authors: Véronique Goehlich, Briony Gilbertson, Kerstin Bremser

Title: Implementation of Female Mentoring Programs in German Companies: Still Some Way To Go

Year: 2019

Abstract: Gender diversity in higher management levels of companies is becoming an increasingly relevant topic – organizations in general are realizing the necessity of having a higher proportion of women in higher level management positions. This can only be achieved through actively promoting women in business. Various HR instruments are available to support a gender diversity strategy, one of which is mentoring. This chapter ascertains in what way mentoring is a sustainable instrument for the promotion of women in business specifically in Germany, by analyzing mentoring programs in various German companies from the points of view of both mentees and mentors. With the help of an online survey among female mentors and mentees and the theory given in the literature, the organizational aspects as well as the implementation of such programs are assessed with the aim of recognizing potential areas of improvement for companies in Germany in future. Based on this analysis, it can be concluded that mentoring for women is organized quite successfully in Germany, but that nevertheless certain areas of consideration exist in view of the general organization and the communication and marketing of the program.

FullReference:

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ArticleID:

Authors: Canham H, Maier C.

Title: In the Blood: The Consequences of Naturalising Microsegregation in Workplace Social Networks

Year: 2020

Abstract: This study explored workplace social networks in order to understand practices of inclusion and exclusion in the context of an increasingly diverse workplace in post-apartheid South Africa. We found that the ways in which space is occupied shows marked continuities with the era of formalised segregation during the preceding periods of colonialism and apartheid. We contend that intergroup relations theory and homophily assist in providing a partial understanding of the pervasive microsegregation observed within a South African organisation. We offer that a historied account of the continuing race-based accounts of microsegregation is more productive for understanding this phenomenon in a country with a past that formalised segregation across all areas of social life. We explore the meanings that people assign to segregation patterns within the workplace based on data emerging out of 54 interviews, nine naturalistic observations and a group discussion conducted within the headquarters of a major bank in Johannesburg. Discourses of linguistic and cultural differences were used to rationalise segregation and naturalise racialised differences. The material effects of segregation were noted to be particularly onerous for Black bankers. As a capitalist class, we however found that Black bankers resist, adapt, subvert and reinscribe power relations in ways that simultaneously serve their interests while also potentially limiting their opportunities. We point to the agentic aspects of social networks for marginalised groups and contend that representation is not sufficient to ensure inclusion.

FullReference:

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ArticleID:

Authors: YasamanGorjiMichaelCarneyRajshreePrakash

Title: Indirect nepotism: Network sponsorship, social capital and career performance in show business families

Year: 2020

Abstract: We distinguish between direct and indirect forms of nepotism where the former is based on simple family preferment and the latter based upon demonstrated competence in an occupational field. We hypothesize that indirect forms of nepotism are in the form of network sponsorship by third-party associates of prominent show business families in the Hollywood movie industry. We predict that sponsorship will have significant beneficial effects on show business family relatives’ career performance and that the effect is accentuated for women in show business families. We find strong support for our sponsorship hypotheses, but we also note the continuing importance of direct forms of family preferment in an industry characterized by single project organizations and boundaryless careers.

FullReference:

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ArticleID:

Authors: Faye K. Cocchiara, Eileen Kwesiga, Myrtle P. Bell, Yehuda Baruch

Title: Influences on perceived career success: findings from US graduate business degree alumni

Year: 2010

Abstract: Purpose The purpose of this paper is to examine the perceptions of US MBA and specialist master's degree alumni to determine the influence that their degree program experiences had on subsequent perceptions of career success. Design/methodology/approach Data were collected from 318 alumni MBA and specialist master's degree recipients from a large university in the southwestern USA; more than half of them were male. The university provided independent demographic data used to match respondents' surveys. Findings Evidence was found that men and women graduates perceived their post‐graduate degree success differently, with women graduates reporting less salary gain but higher hierarchical levels and job satisfaction compared to men. Social capital and perceived discrimination indirectly affected the reported career success of graduates on hierarchical level salary gain. Research limitations/implications Use of self‐report data, for all model variables, puts the findings at risk for common‐method bias. Additionally, while discrimination measure had acceptable reliability for this sample, it has not been widely validated. Practical implications The findings that women viewed their graduate program as less effective for advancing their careers than men despite earning higher grades suggests that business schools emphasize improving graduate student experiences as well as managerial competencies. Organizations' leaders should make their diversity management practices readily apparent as women and minority MBA graduates are likely to view such practices as important during their job search. Originality/value This study contributes to the knowledge of factors that influence career success.

FullReference:

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ArticleID:

Authors: Magnan, Nicholas and Spielman, David J. and Gulati, Kajal and Lybbert, Travis J.

Title: Information Networks Among Women and Men and the Demand for an Agricultural Technology in India

Year: 2015

Abstract: Although there is ample evidence of differences in how and where men and women acquire information, most research on learning and household decisionmaking only considers access to information for a single, typically male, household head. This assumption may be problematic in developing-country agriculture, where women play a fundamental role in farming. Using gender-disaggregated social network data from Uttar Pradesh, India, we analyze agricultural information networks among men and women. We test for gender-specific network effects on demand for laser land leveling - a resource-conserving technology - using data from a field experiment that combines a Becker-DeGroot-Marschak (BDM) auction with a lottery. We find that factors determining male and female links are similar, although there is little overlap between male and female networks. We find some evidence of female network effects on household technology demand, although male network effects are clearly stronger. Public and private efforts to promote technological change in smallholder agriculture often rely on social networks to transmit information across large numbers of farmers. Our results indicate that extension services can leverage female networks in order to reach more households when promoting new technologies.

FullReference:

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ArticleID:

Authors: Michele Rene Gregory

Title: Inside the Locker Room: Male Homosociability in the Advertising Industry

Year: 2009

Abstract: The use of the term homosociability by male employers and employees has been a key issue in the construction and maintenance of the gendered labour market, especially in senior‐level jobs. Male homosociability encompasses the formal old boys' networks and informal clubs or meetings, as well as humour and banter, referred to metaphorically in this article as the locker room. This article examines the locker room and its resulting forms of socializing, socialization, communication and rituals found in the advertising industry. To gain a clearer understanding of how the locker room constructs workplace opportunities, this article draws upon qualitative research and analysis and examines major service occupations in the advertising industry and the executives who inhabit them. Studying the relationship between the locker room and the production process provides additional perspectives on service work in the corporate sector, occupations and gender inequality.

FullReference:

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ArticleID:

Authors: Mary Cianni & Beverly Romberger

Title: Interactions with senior managers: Perceived differences by race/ethnicity and by gender

Year: 1995

Abstract: Differences among junior managers in their perceptions of various types of interactions with senior managers and levels of self-efficacy in initiating interactions were investigated. Study variables were determined following preliminary focus group interviews. These variables were subjected to a multivariate analysis of covariance (MANACOVA) to assess differences among the various racial, ethnic, and gender groups. Data were derived from a 53% response rate to a survey of 3106 junior managers in a Fortune 500 company. Subjects included Asian men (n = 29), Asian women (n = 21), Black men (n = 94), Black women (n = 84), Hispanic men (n = 28), Hispanic women (n = 18), White men (n = 708), and White women (n = 647). Results reveal that women perceived having less access to career-related interactions and to informal interactions with senior managers. Women also reported lower levels of self-efficacy in their personal skills and abilities in informal social activities. Black managers presented higher levels of self-efficacy related to initiating career-related interactions than White managers and Asian managers. Asian managers reported lower levels of self-efficacy related to initiating informal interactions with senior managers than Black, Hispanic, and White managers. Findings suggest that gender has a stronger influence than race or ethnicity on the nature of interactions with senior managers within this organization.

FullReference:

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ArticleID:

Authors: Ronald J. Burke, Mitchell G. Rothstein, Julia M. Bristor

Title: Interpersonal networks of managerial and professional women and men: descriptive characteristics

Year: 1995

Abstract: Presents descriptive information on interpersonal networks, both inside and outside of one′s organization, among managerial and professional women and men. Sex differences were also examined. Data were collected from 57 women and 55 men in early and mid‐career stages using questionnaires. Respondents indicated an average of 4.9 individuals in their inside networks and 2.8 individuals in their outside networks. There was a higher percentage of men in both networks, but the difference was smaller in outside than in inside networks. Respondents interacted with inside and outside network members about once a week. Inside network members held staff rather than line jobs, were at slightly higher organizational levels and were only modestly connected to powerful organizational leaders. Outside networks consisted mostly of friends and spouses. The networks of women and men had some differences. Women′s networks contained more women than did men′s networks. Women also received a greater number of developmental functions from their outside network, with a similar tendency from their inside network as well.

FullReference:

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ArticleID:

Authors: Bapna, Sofia and Funk, Russell

Title: Interventions for Improving Professional Networking for Women: Experimental Evidence From the IT Sector

Year: 2020

Abstract: Professional networks are vital for individuals’ career advancement. Research demonstrates, however, that women are often disadvantaged in their access to such networks. Using a randomized field experiment at an IT conference, we found that women had worse networking outcomes than men. Relative to men, women met 42% fewer new contacts, spent 48% less time talking to them, and added 25% fewer LinkedIn connections. We theorized that in fields where women are underrepresented (e.g., IT) two networking barriers—search and social—differentially affect men and women. We designed and experimentally tested interventions for reducing these barriers. The search intervention was designed to facilitate locating diverse contacts and information. The social intervention was designed to facilitate helping behavior and connecting across social boundaries. We find that the search intervention increased the number of new contacts women met by 57%, the time they spent talking with them by 90%, the number of LinkedIn connections they added by 29%, and their odds of changing jobs by a factor of 1.6. The social intervention increased the time women spent talking to new contacts by 66%. The interventions did not improve men’s outcomes. Our results show that simple interventions can help women grow their networks and find jobs.

FullReference:

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ArticleID:

Authors: N Bozionelos

Title: Intra-organizational network resources: Relation to career success and personality

Year: 2003

Abstract: The study investigated the relationship of career instrumental and expressive intra-organizational network resources with extrinsic and intrinsic career success and with the Big-Five of personality in a sample of 264 white-collar workers. Total network resources were associated with extrinsic and intrinsic career success above the contribution of human capital, demographics and mentoring received. And instrumental network resources contributed more strongly than expressive network resources to extrinsic career success. Furthermore, instrumental network resources emerged as important for intrinsic evaluations of hierarchical and interpersonal career success while expressive network resources emerged as important for intrinsic evaluations of job and interpersonal career success. There was limited support for the influence of personality on the accumulation of network resources. As hypothesized, conscientiousness was negatively associated with instrumental network resources; however, extraversion, openness and agreeableness failed to make significant contributions to network resources over and above the contribution of human capital and demographics. The implications of the findings for individual career tactics and for organizational practices are discussed. (PsycINFO Database Record (c) 2017 APA, all rights reserved)

FullReference:

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ArticleID:

Authors: Blanchard A.K., Blanchard J.C.

Title: Isolation, Lack of Mentorship, Sponsorship, and Role Models

Year: 2020

Abstract: Despite the increasing prevalence of women in medicine, they still represent a small percentage of medical school faculty. Due to a “leaky” pipeline, women often do not advance past midlevel academic positions, and few have senior leadership roles. Women may engage in meaningful academic or clinical work that does not traditionally lead to promotion. Even when publication rates are similar within a given field, women still have a slower career trajectory as compared to men. The paucity of women in medicine, especially in leadership roles, can lead to professional isolation, which contributes to burnout and its long-term consequences. Academic institutions can implement a number of strategies to help combat professional isolation among women including promoting mentorship, sponsoring, and coaching activities, creating focused pathways for promotion, providing constructive feedback, and developing a transparent organizational structure.

FullReference:

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ArticleID:

Authors: Sliskovic, Tanja; Tipuric, Darko.

Title: It is Lonely at the Top for Men - Gendered Perspective on Trust and Value Homophily in Professional Egocentric Social Networks of Top Managers

Year: 2015

Abstract: In this paper, we contribute to the debate on gender differences regarding utilization of professional social network resources. We studied how cognitive trust, or trust in someone’s competence, affective trust, or trust that comes from the heart; and sharing values, beliefs and attitudes relate to career success for female and male managers. Results of our research show that thriving women seem to have more confidence in the competence of their alters, more relationships based on affect and social support, and they share more of the same values and attitudes with their professional network members than top men do. In fact, the relationships between the observed independent and dependent variables are negative for men and positive for women. We conducted the study on a sample of managers from large Croatian companies and we notice the observed gender differences only with managers in privately owned companies. We step away from the structural argument in explaining differences between men and women, and suggest that thriving female and male managers interpret their professional social worlds in a distinctly different manner. We argue that the underlying reasons for such different perceptions between genders are in different social expectations placed upon women and men in professional arenas.

FullReference:

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ArticleID:

Authors: HUFFMAN ML, TORRES L.

Title: It's Not Only “Who You Know” that Matters: Gender, Personal Contacts, and Job Lead Quality

Year: 2002

Abstract: Previous research has shown that personal contacts are powerful intermediaries in transmitting job lead information for both job seekers and employers and therefore could contribute to various forms of gender inequality by, for example, providing higher-quality job leads to men than to women. The authors use a unique data set that includes information on the quality and source of individual job leads to explore whether the overall quality of job lead information depends solely on various attributes of recipients' contacts or whether job lead quality is also conditional on gender. These data are based on a diverse sample of professional, technical, and managerial workers from California. Findings indicate that the overall quality of the respondent's job leads is a product of their gender and that of the person providing the lead. In addition, net of a variety of factors, women and men with young children at home receive significantly lower-quality job leads.

FullReference:

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ArticleID:

Authors: Xuefeng Niu, Wei Xu, Ye Liu, Guixin Wang and K. K. Klein

Title: Job-Search Channels of Migrant Workers in Large Chinese Cities: A Case Study of Shanghai

Year: 2016

Abstract: In the process of urbanization in China, a large number of migrant workers from underdeveloped regions, especially rural areas, flow to economically developed regions and cities to search for employment opportunities. Their job search is facilitated by a large number of labor market intermediaries that exist in cities, as well as abundant recruitment information from the Internet or other media and various types of job fairs., This study, based on a survey of migrant workers in Shanghai, examines the patterns and determinants of migrant workers' job-search approaches after their arrival. It focuses on the influence of migrants' personal characteristics and prior experiences of migration and employment on their choice among labor market intermediaries and personal social networks as compared to those who found jobs without any assistance. The results show that nearly half of migrant workers find jobs through personal social networks and a further 29.0 percent find jobs through labor market intermediaries. The results also show that those who are male, lowly educated, and recently arrived tend to use labor market intermediaries to find jobs, and those who are female and have been in the city for a long time or whose origin is near Shanghai tend to use social networks to find jobs. Our results suggest that migrant workers are heterogeneous in terms of labor market experiences and that lowly skilled and newly arrived migrants occupy an inferior position in the urban labor market.

FullReference:

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ArticleID:

Authors: Raina A. Brands, Martin Kilduff

Title: Just Like a Woman? Effects of Gender-Biased Perceptions of Friendship Network Brokerage on Attributions and Performance

Year: 2013

Abstract: Do women face bias in the social realm in which they are purported to excel? Across two different studies (one organizational and one comprising MBA teams), we examined whether the friendship networks around women tend to be systematically misperceived and whether there were effects of these misperceptions on the women themselves and their teammates. Thus, we investigated the possibility (hitherto neglected in the network literature) that biases in friendship networks are triggered not just by the complexity of social relationships but also by the gender of those being perceived. Study 1 showed that, after controlling for actual network positions, men, relative to women, were perceived to occupy agentic brokerage roles in the friendship network—those roles involving less constraint and higher betweenness and outdegree centrality. Study 2 showed that if a team member misperceived a woman to occupy such roles, the woman was seen as competent but not warm. Furthermore, to the extent that gender stereotypes were endorsed by many individuals in the team, women performed worse on their individual tasks. But teams in which members fell back on well-rehearsed perceptions of gender roles (men rather than women misperceived as brokers) performed better than teams in which members tended toward misperceiving women occupying agentic brokerage roles. Taken together, these results contribute to unlocking the mechanisms by which social networks affect women’s progress in organizations.

FullReference:

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ArticleID:

Authors: Emily Yarrow

Title: Knowledge hustlers: Gendered micro‐politics and networking in UK universities

Year: 2020

Abstract: This article explores the role of gendered academic networks in the context of research evaluation, and women’s lived experiences of UK universities. Gendered power is conceptualised as an important aspect of inequality regimes, providing insight into how men maintain power and how power dynamics and informal networks function, characterised in this article as ‘the hustle’. A case study comprising 80 in‐depth, semi‐structured qualitative interviews was completed in a UK university. Acker’s theory of inequality regimes informed the central analytical framework, and Bradley’s resource‐based theory of power was used to explore the power dynamics in the case study. The findings have resulted in the creation of a conceptual framework which theorises the hybridised nature of inequality, gendered power and organisational lived experience, in which inequality regimes and gendered power interact and are mutually reinforced through informal processes. This article argues, from the findings of the empirical research, that in the context of the neoliberal university, inequality regimes and gendered power interact, and are mutually reinforced through informal processes and networks—‘the hustle’.

FullReference:

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ArticleID:

Authors: Jennifer Merluzzi, Adina Sterling

Title: Lasting Effects? Hiring Through Referrals and the Post-Entry Career Outcomes of African Americans and Women

Year: 2015

Abstract: The authors examine the effects of referral-based hiring on the number of promotions employees receive after entering organizations and the differences in this effect across demographic groups using a two-study multi-method approach. The first study uses data collected from a single organization on approximately 16,000 employees hired over an eleven-year period, while a second study uses data collected from two experiments. The authors theorize that referral-based hiring will disproportionately increase African American’s and women’s number of promotions because it legitimates otherwise traditionally illegitimate employees within organizations. Consistent with this expectation, the authors find evidence that referral-based hiring has a positive effect on promotions for African Americans compared to Caucasians but no disparate effect on the promotions of women compared to men in the first study. In the second study, and in line with their theorizing, they find evidence that the positive benefits of referrals that accrue to African Americans stem from legitimation benefits that affect careers.

FullReference:

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ArticleID:

Authors: Merluzzi J, Sterling A.

Title: Lasting Effects? Referrals and Career Mobility of Demographic Groups in Organizations

Year: 2016

Abstract: While prior research has suggested that network-based hiring in the form of referrals can lead to better career outcomes, few studies have tested whether such career advantages differ across demographic groups. Using archival data from a single organization for nearly 16,000 employees over an 11-year period, the authors examine the effect of hiring by referrals on the number of promotions employees receive and the differences in this effect across demographic groups. Drawing on theories of referral-based hiring, inequality, and career mobility, they argue that referral-based hiring provides unique promotion advantages for minorities compared to those hired without a referral. Consistent with this argument, they find that referrals are positively associated with promotions for one minority group, blacks, even after controlling for individual and regional labor market differences. The authors explore the possible mechanism for this finding, with initial evidence pointing to referrals providing a signal of quality for black employees. These results suggest refinement to prior research that attests that referral-based hiring disadvantages racial minorities.

FullReference:

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ArticleID:

Authors: Ko Kuwabara, Claudius A. Hildebrand and Xi Zou

Title: Lay Theories of Networking: How Laypeople’s Beliefs About Networks Affect Their Attitudes Toward and Engagement in Instrumental Networking

Year: 2016

Abstract: There is growing evidence of a “knowing-doing gap” in networking: many people feel conflicted or ambivalent about engaging in instrumental networking, even while recognizing the importance of being well-connected. Here we turn to an important piece of the puzzle that has been undertheorized: laypeople’s beliefs about the nature of networks. Borrowing from the literature on lay theories in motivational psychology, we examine the effects of how laypeople construe different components of networks—individuals and their social intelligence, social relations, and social capital—as relatively fixed or malleable. We explain how each belief affects people’s attitudes toward both the utility and morality of networking, with consequences for their engagement in different forms of networking (searching for new ties, maintaining existing ties, and leveraging social capital). We also consider these beliefs’ downstream consequences for the size, diversity, and cohesiveness of networks people build. Overall, by examining the role of domain-specific beliefs and attitudes that undermine people’s motivation to network, our model departs from existing views of networking based on rationality, personality, and perception to shed new light on the motivational psychology of networking.

FullReference:

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ArticleID:

Authors: Rotolo T, Wharton A.

Title: Living across Institutions: Exploring Sex-Based Homophily in Occupations and Voluntary Groups

Year: 2003

Abstract: Occupational sex segregation is well documented. Research on voluntary associations shows that these also are segregated by sex. However, little is known about the connections between these institutions. In this research, we explore the effects of occupational sex composition on the sex composition of respondents' voluntary memberships. We find a positive relationship between the sex composition of men's occupations and the sex composition of their voluntary memberships. This effect is found for women only when full-time homemaking is considered as an occupation. We attribute differences in our findings to the nature of occupational ties in social networks.

FullReference:

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ArticleID:

Authors: Susan Vinnicombe, Val Singh

Title: Locks and keys to the boardroom

Year: 2003

Abstract: This paper reports an interview study with 12 directors in a major international telecommunications company, to identify the career paths which they took to reach board level in their organisation. The aim was to ascertain whether there were gender differences in the career facilitators and barriers met en route to the top. The six male and six female directors were asked about the further obstacles which they perceived would have to be faced. Visibility through mentoring and challenge was the facilitator which led to success in their earlier careers. Using Kirchmeyer’s classification, evidence was found to support her four categories of barriers in this UK sample: human capital (lack of qualifications and languages in a globalised world); individual (being aggressive, being female, impostor syndrome); interpersonal (gaining entry to organisational politics); and family determinants. For both men and women, family roles impacted their energy levels at work. It was found that the career hurdles and facilitators were very similar for both men and women directors.

FullReference:

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ArticleID:

Authors: Hyun-Jung Lee, Chei Hwee Chua, Christof Miska, Günter K. Stahl

Title: Looking out or looking up: gender differences in expatriate turnover intentions

Year: 2017

Abstract: Purpose With the steady increase in the number of female expatriates and multinational corporations’ (MNCs’) pressing need for global female talent, understanding the factors that attract and retain female expatriates is urgent. Drawing from the literatures on gender differences in (domestic) labor turnover and gender differences in social networks, the purpose of this paper is to investigate gender differences in expatriates’ turnover intentions. Design/methodology/approach The authors collected data via a questionnaire survey from an international sample of female (n=164) and male (n=1,509) expatriates who were on a company-sponsored international assignment at the time of completing the survey. Findings The findings show that female expatriates’ turnover intentions are mainly explained by satisfaction with company support. In contrast, male expatriates’ turnover intentions are explained by repatriation concerns and perceived gap between within- and outside-company career-advancement opportunities, in addition to satisfaction with company support. The authors did not find any gender differences in the levels of turnover intention per se. Practical implications Since males dominate the expatriate cadre of most companies, existing expatriate retention strategies are likely to be geared toward males. Companies that value and want to retain their female talent need to gain a better understanding of what matters to female expatriates in their decisions to stay or leave the company, and adjust their expatriation and repatriation management strategies accordingly. Originality/value The study is one of the first to empirically test the gender differences in expatriate turnover intentions. The authors propose two underlying mechanisms that explain gender differences in expatriate turnover intentions: social integration and career advancement. The findings point to an important new research frontier that focuses on gender differences in the underlying mechanisms of turnover intentions rather than in the level of turnover intentions.

FullReference:

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ArticleID:

Authors: Amy B. Diehl

Title: Making Meaning of Barriers and Adversity: Experiences of Women Leaders in Higher Education

Year: 2014

Abstract: Extensive research has demonstrated that women aspiring to and serving as leaders face many barriers, which creates a glass ceiling effect for women's advancement into top leadership positions. In higher education, women hold only 26 percent of all college and university presidencies. The objective of this qualitative study was to discover the meaning of adversity for women leaders in higher education. Face-to-face interviews were conducted with 26 women in senior leadership roles in higher education. The research question was "How do women leaders in higher education make meaning of adversity?" Participants reported experiencing wide-ranging types of adversity, including gender-based leadership barriers. While adversity had a generally positive effect on participant identity, it had disparate effects on self-esteem, power, connections to others, and worldviews. The common thread was that adversity can lead to growth and opportunity but such benefits are intertwined with pain and loss.

FullReference:

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ArticleID:

Authors: Amy B. Diehl Leanne M. Dzubinski

Title: Making the Invisible Visible: A Cross‐Sector Analysis of Gender‐Based Leadership Barriers

Year: 2016

Abstract: Despite an abundance of educated, qualified women in the workforce, they continue to be underrepresented at the top of institutional leadership hierarchies. Theories of gendered organizations explain that work processes reproduce gendered structures of society in the workplace. These processes advantage men while forming barriers to women's success. This paper extends critical human resource development (HRD) theory by applying the concept of sexism hidden in the workplace to leadership and by outlining both social and organizational practices that create gender inequities in leadership. Our cross‐sector analysis of women leaders in religion and higher education revealed twenty‐seven gender‐based leadership barriers which operate at the macro, meso, and micro levels of society. We argue that most current efforts to promote women into leadership focus one by one on only a few barriers, primarily those within organizations, while failing to take into account the wide variety of barriers and their prevalence across all societal levels. We offer strategies to address barriers across all three levels to help organizations create gender‐equitable leadership environments.

FullReference:

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ArticleID:

Authors: Hana Milanov, Rachida Justo, Steven W.Bradley

Title: Making the most of group relationships: The role of gender and boundary effects in microcredit groups

Year: 2015

Abstract: Relationships and networks are important for a range of entrepreneurial outcomes. However, gender scholars' efforts to compare networks across genders rarely extend to provide empirical evidence for the link between networks and performance. Building on expectation states theory and network perspectives, we examine between- and within-gender differences in the network size–performance relationship, highlighting the conditions under which some females leverage their relationships for firm performance better than others. Using data collected from microcredit entrepreneurs in Kenya, we find that the number of within-group ties positively influences firm performance but more positively for male entrepreneurs. For female entrepreneurs, this relationship is contingent on both their individual and their group's characteristics. We discuss implications and future research directions for the gender, networks, and microcredit literatures.

FullReference:

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ArticleID:

Authors: Elizabeth Hamilton Volpe, Wendy Marcinkus Murphy

Title: Married professional women's career exit: integrating identity and social networks

Year: 2011

Abstract: Purpose The purpose of this paper is to address the idea of “opting out” for married professional women by presenting a conceptual investigation into the impact that a woman's identity and social networks have in shaping her decisions surrounding career exit. A model is developed and intended to help researchers in this area move beyond existing frameworks when attempting to explain and predict women's career exit. Design/methodology/approach Research from the identity, social networks, turnover, and careers literatures was analyzed and integrated to put forth a new theoretical lens, represented by the conceptual model developed in this paper, that helps to explain married professional women's career exit. Findings Development of the model reveals a complex, reciprocal relationship between a woman's identity and her social network and depicts how these factors act in concert to shape women's decisions regarding career exit or “opting out.” This model also highlights the importance of structural constraints shaping a woman's social network, moderators impacting the relationship between a woman's identity and career exit behaviors, and outcomes of career exit. Originality/value Although identity is a fundamental element of career development and relationships with others serve as an origin of self and source of self‐understanding, the integration of these perspectives has been conspicuously absent from research on women's career exit. Examining the convergence of identity and social networks and the reciprocal relationship these constructs have on career phenomena advances our knowledge of why married professional women choose to “opt out” or exit their careers.

FullReference:

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ArticleID:

Authors: Jamshed Memon, M. Z. A. Rozan, Kamariah Ismail, Agha Jahanzeb

Title: Mentor Protege Matchmaking Framework for IT Entrepreneurs: A Qualitative Study

Year: 2018

Abstract: This study proposes a framework for matchmaking a mentor and mentee by exploring intentions of entrepreneurs towards mentoring. The framework based on Theory of Planned Behaviour, Institutional Theory and Social Exchange Theory were applied to explore factors that influenced intentions of IT-Entrepreneurs in Malaysia towards mentoring. It was applied at three different phases to understand how selection of mentor changes from one phase to another, and identify type of mentoring support that entrepreneurs need during each phase. Qualitative data were collected from entrepreneurs through semi-structured interviews and analysed using NVivo10. Findings showed that entrepreneurs need different mentoring support and skills when they go through each phase of their entrepreneurial career. The conception phase is the most important phase because entrepreneurs are still in the process of developing their product and want a mentor to help them to evaluate the viability of their product. Entrepreneurs at this phase are also more concerned about the surface level characteristics of mentor such as age, gender, race and language than the other phases. At the start-up phase, entrepreneurs want a mentor who can provide them networking support and help them in decision making. Besides that, the IT entrepreneurs think that mentoring services provided in the incubators are very generic and not helpful. On the contrary, entrepreneurs at the growth phase want a mentor whom they see as a role model and is more experienced and successful. Entrepreneurs at this phase do not care much about factors such as gender, race and religion of the mentor.

FullReference:

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ArticleID:

Authors: Bozionelos, Nikos

Title: Mentoring and Expressive Network Resources: Their Relationship with Career Success and Emotional Exhaustion Among Hellenes Employees Involved in Emotion Work

Year: 2007

Abstract: Although mentoring has been identified as an important career resource for protégés in the Anglo-Saxon cultural cluster, pertinent research in other cultures is still scarce. The relationship of mentoring and expressive network resources with protégés' career success and emotional exhaustion was investigated in a sample of 104 Hellenes (Greek) bank employees performing frontline service jobs. The number of mentors that respondents reported they have had was related to their extrinsic career success. However, currently having a mentor was not related to intrinsic career success and was marginally related to emotional exhaustion. In contrast, the amount of expressive network resources was strongly related to both intrinsic career success and emotional exhaustion. The results are discussed with respect to extant research, the national cultural context of the study and the cross-cultural transferability of human resource systems. The general tentative conclusion is that relationships with mentors and expressive network resources appear to be important resources for employees across cultures, but the relative potency of their benefits is influenced by the national cultural characteristics.

FullReference:

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ArticleID:

Authors: Feeney MK, Bozeman B.

Title: Mentoring and network ties

Year: 2008

Abstract: Using questionnaire data obtained from a sample of state government managers, our study examines social capital foci (network ties) of mentoring relations. Others have shown that network ties are relevant to career development and advance. We begin with the assumption that enhanced network ties are generally beneficial. We investigate variation in mentorships, which enhance network ties within the focal organization and within organizations external to the focal organization. We examine a number of factors hypothesized as shaping the relationship between mentoring and the development of network ties, including attributes of the protégé and of the mentoring relationship. Our results show that the sex of the protégé and of the mentor does not affect the quantity of network ties conveyed. However, relationships in which protégé and mentor sex is matched provide more network ties. Counter to our expectations, there is no significant difference in the amount and focus of network ties accruing from formal, organizationally sanctioned mentoring and informal mentoring.

FullReference:

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ArticleID:

Authors: Lisa Catherine Ehrich

Title: Mentoring and Networking for Women Educators

Year: 1994

Abstract: The importance of mentoring and networking for women in management and administration has been identified in recent articles in Women in Management Review. Contributes to the growing body of literature in this area by examining some of the different sources of mentoring and kinds of networks available to women educators who are aspiring to higher educational administration posts in Australian Government schools. Argues that it is much easier for male teachers and male educational administrators to access power through mentoring and networking than it is for female teachers and female educational administrators because mentoring and networking have both been traditionally male dominated practices.

FullReference:

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ArticleID:

Authors: Buzzanell PM, Long Z, Anderson LB, Kokini K, Batra JC

Title: Mentoring in Academe: A Feminist Poststructural Lens on Stories of Women Engineering Faculty of Color

Year: 2015

Abstract: We analyzed the mentoring narratives of women of color in faculty in engineering using feminist poststructural narratological lenses. We found that university mentoring systems were designed to align with master narratives of mentoring but did not coincide with women faculty’s own mentoring stories. Specifically, women engineers regarded their mentee experiences and cultures of mentoring with varying levels of suspicion, ambiguity, vulnerability, and dis/enchantment that became embodied in alternative subject positions, emplotments, and agency. We contribute to greater understandings of mentoring processes as well as difference and inclusion in science, technology, engineering, and math (STEM) academic workplaces.

FullReference:

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ArticleID:

Authors: Nicola Curtin, Janet Malley & Abigail J. Stewart

Title: Mentoring the Next Generation of Faculty: Supporting Academic Career Aspirations Among Doctoral Students

Year: 2016

Abstract: We know little about the role of faculty mentoring in the development of interest in pursuing an academic career among doctoral students. Drawing on Social Cognitive Career Theory, this study examined the relationships between different kinds of mentoring (instrumental, psychosocial, and sponsorship) and academic career self-efficacy, interests, and goals. Analyses controlled for race, gender, field, and candidacy status. Psychosocial and instrumental mentoring predicted feelings of self-efficacy in one’s ability to pursue an academic career, and exerted significant indirect effects through that self-efficacy, on students’ interest in such a career. Race-gender comparisons indicated that sponsorship was not an important predictor for non-URM men, in contrast to the other groups.

FullReference:

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ArticleID:

Authors: Ziyu Long, Patrice M. Buzzanell, Klod Kokini, Robyn F. Wilson, Jennifer C. Batra, Lindsey B. Anderson

Title: MENTORING WOMEN AND MINORITY FACULTY IN ENGINEERING: A MULTIDIMENSIONAL MENTORING NETWORK APPROACH

Year: 2018

Abstract: Based on network mapping of 12 in-depth interviews, this exploratory study analyzes the configurations and evolutions of engineering faculty's mentoring networks. Gender, race/ethnicity, and academic ranking have shaped faculty's mentoring experiences. Women and ethnic minority faculty in our study tend to be more proactive in building mentoring networks, and their networks generally consist of more diverse nodes compared to men and majority participants' mentoring networks. Participants' mentoring networks evolve as faculty move up academic ranks—assistant professors have extensive mentoring network with diverse mentor nodes; associate professors experience a shrinking of mentoring networks; and full professors assume the role of mentors in others' mentoring networks. Findings suggest a multidimensional and evolutionary network approach has the potential to offer holistic understandings of mentoring and important theoretical and practical implications to women and minority engineering faculty development and inclusivity.

FullReference:

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ArticleID:

Authors: Fiona M. Kay Jean E. Wallace

Title: Mentors as Social Capital: Gender, Mentors, and Career Rewards in Law Practice

Year: 2009

Abstract: Previous studies have demonstrated that mentoring provides numerous career benefits to individuals and organizations. This article advances past work by examining the effects of individuals’ primary and multiple developmental relationships in a longitudinal study of the careers of lawyers. We develop a social capital perspective on mentorship emphasizing reciprocity of exchange, resource mobilization, and normative expectations embedded within mentoring relationships. We empirically assess mentoring benefits across a diverse range of career rewards. The results provide evidence that male lawyers gain more from their mentor‐derived social capital than female lawyers. Specifically, male lawyers with mentors of senior status benefit with elevated earnings, greater perceived fairness in their workplace, and greater work satisfaction. Women with multiple mentors, however, report enhanced work satisfaction. Implications for research on mentoring, social capital, and professional careers are discussed.

FullReference:

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ArticleID:

Authors: Montes López E, O’Connor P.

Title: Micropolitics and meritocracy: Improbable bed fellows?

Year: 2018

Abstract: Universities present themselves as meritocratic organizations; however, there is evidence that such claims are ‘rationalised myths’. This article is concerned with the perceived effect of micropolitics on academic careers in two case study universities: a collegial Spanish and a managerial Irish one. The data are drawn from 86 semi-structured interviews with academics (43 from each context). The focus is on two aspects of micropolitics: those related to career experiences, particularly networks; and those related to the evaluation of candidates, particularly double standards. Research results show that informal social networks are perceived to facilitate career progression; and these are referred to in particular by the Spanish male respondents. Double standards in evaluation are used to favour specific candidates: local ones in the Spanish case, men in the Irish case. Men in the Spanish context refer more openly than their Irish counterparts to these double standards, arguably reflecting the strength of discourses other than merit in that context. The results suggest that the informal structure influences the formal structure regardless of the governance model, raising fundamental questions about the nature of universities and the limitations of structural changes.

FullReference:

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ArticleID:

Authors: Vera Rocha Mirjam van Praag

Title: Mind the gap: The role of gender in entrepreneurial career choice and social influence by founders

Year: 2020

Abstract: Research summary Women continue to be disproportionately underrepresented in new venture creation. We investigate whether and how founders can differently influence future entrepreneurial career choices of their male and female joiners. Using a large sample of startup firms with personnel where founders interact closely with joiners, we demonstrate that founders have a strong influence on a joiner's entrepreneurial career choice if both are female. We find empirical support for role modeling as a key underlying mechanism, accounting for alternative explanations such as selective matching based on gender and push‐driven factors. These findings increase our understanding of the roles of socialization and organizational context in shaping the career outcomes of employees, and provide evidence of a multiplier effect of female entrepreneurs. Managerial summary Women are less likely to be entrepreneurs than men. We investigate whether working in a startup founded by a woman instead of a man influences individuals' decision to become an entrepreneur later. We find this to be the case for women. This result is best explained by female founders acting as role models for their female employees in male‐dominated domains. Female founders able to break gender stereotypes seem to have an influence on the career choices of their female employees, especially among those who have lacked contact with entrepreneurs. Moreover, this influence is stronger if the female founder and employee have similar backgrounds. These findings confirm the importance of social interactions at work and suggest new ways to inspire more women to launch startups.

FullReference:

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ArticleID:

Authors: Chen W, Tan J, Tu F.

Title: Minding the Gender Gap: Social Network and Internet Correlates of Business Performance Among Chinese Immigrant Entrepreneurs

Year: 2015

Abstract: Existing studies have been inconclusive on whether and the extent to which gendered social networks contribute to the gender gap in business performance. Drawing on a random sample of Chinese Canadian entrepreneurs, this research examines the nexus of social networks, Internet use, and the gender gap in business performance. Results reveal a marked gender difference in firm size, which becomes narrowed after social networks, voluntary association participation, Internet use, and business characteristics are controlled. More important, network composition and structural position have different implications for men and women entrepreneurs. Men are more effective in converting relational advantages into business advantages. Interaction effects suggest that kin homophily hurts women’s business performance but not men’s. Yet, women gain more from participating in transnational entrepreneurship.

FullReference:

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ArticleID:

Authors: Rumens, Nick

Title: Minority support: Friendship and the development of gay and lesbian managerial careers and identities

Year: 2011

Abstract: Purpose ‐ This paper aims to explore how gay men and lesbians draw upon workplace friendship for developing and sustaining managerial careers and identities. Design/methodology/approach ‐ The study adopts a qualitative design, using data collected from semi-structured interviews with four lesbians and eight gay men, all employed in managerial roles in the UK. Findings ‐ Data reveal the importance of workplace friendship as a resource for mentoring, climbing managerial career ladders, fitting into existing work cultures and developing gay and lesbian managerial identities. A significant finding is that participants preferred to befriend heterosexual colleagues, to that end complicating previous research that suggests gay and lesbian friendship preferences tend to be marked by similarity in regard to sexual identity. Work friends enable and constrain the development and visibility of gay and lesbian managerial identities and careers. Research limitations/implications ‐ Although the data are not generalisable, it is of concern that gay men and lesbians continue to be disadvantaged by heteronormative constructions of gender and sexuality. While gender and sexual norms can limit the visibility and embodiment of gay and lesbian managers in the workplace, the study reveals also how gay sexualities can be utilised as a resource for developing influential friendships. Originality/value ‐ This article provides insights into issues not previously covered or understudied in the organisation studies literature such as the agency of gay men and lesbians in constructing different types of workplace friendships as a resource for developing managerial identities and careers.

FullReference:

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ArticleID:

Authors: Davis AE, Renzulli LA, Aldrich HE

Title: Mixing or Matching? The Influence of Voluntary Associations on the Occupational Diversity and Density of Small Business Owners' Networks

Year: 2006

Abstract: Most employeeswork in large organizations, enjoying the potential benefits of forming career-enhancing intraorganizational networks. By contrast, small business owners must look to external contexts such as voluntary associations for their business-enhancing ties. This research discusses ways through which involvement in voluntary associations can enhance or diminish occupational diversity and density for owners' networks. Whether owners met their alters (members of respondents'business discussion network, individuals they nominated as persons with whom they would discuss business matters) in voluntary association memberships and whether comemberships are concentrated in one or dispersed among several organizations influence the occupational diversity and density of their networks. The article concludes that voluntary association memberships help owners overcome some of the career isolation produced by their social location.

FullReference:

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ArticleID:

Authors: Sandra S. Smith

Title: MOBlllZlNG SOCIAL RESOURCES: Race, Ethnic, and Gender Differences in Social Capital and Persisting Wage Inequalities

Year: 2000

Abstract: Drawing on a social capital theoretical framework, I examine race, ethnic, and gender wage inequalities. Specifically, I extend past research by analyzing differences in the mobilization of different types of job contacts, what these types of contacts and their level of influence “buy” job seekers in the labor market, and the extent to which differences in social resources explain between-group variations in wages. Four aspects of job contacts are implicated: the race and gender of the job contact, the strength of the relationship between the job seeker and the job contact, and the job contact’s influence. Employing the Multi-City Study of Urban Inequality, I find that white men are more likely to mobilize weak, white, male, and influential contacts, those contacts hypothesized to positively impact employment outcomes. Moreover, their greater mobilization of male and influential ties helps to explain a substantial part of their wage advantage over white women and Latinos. However, in many ways, their overall social resource advantage seems somewhat overstated. They reap no advantages over blacks, Latinos, and white women in their use of weak and white ties. Furthermore, results indicate that the benefits of social resources appear largely contingent on the social structural location of job seekers mobilizing them, less on any benefits inherent in different “types” of job contacts.

FullReference:

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ArticleID:

Authors: Barsness, Zoe I., Diekmann, Kristina A, Seidel, Marc-David L

Title: MOTIVATION AND OPPORTUNITY: THE ROLE OF REMOTE WORK, DEMOGRAPHIC DISSIMILARITY, AND SOCIAL NETWORK CENTRALITY IN IMPRESSION MANAGEMENT.

Year: 2005

Abstract: This study examined relationships among remote work, demographic dissimilarity, social network centrality, and the use and effectiveness of impression management behaviors. In our findings, a higher proportion of time spent working remotely from supervisors increased the frequency of supervisor- and job-focused impression management, but reduced social network centrality decreased job-focused impression management. Social network centrality moderated the relationships between job-focused impression management and both remote work and sex dissimilarity. Sex dissimilarity intensified a negative association between job-focused impression management and performance appraisal. Both sex dissimilarity and network centrality enhanced the positive association between supervisor-focused impression management and performance appraisal.

FullReference:

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ArticleID:

Authors: Leah D. Sheppard and Karl Aquino

Title: Much Ado About Nothing? Observers' Problematization of Women's Same-Sex Conflict at Work

Year: 2012

Abstract: We propose that individuals are inclined to believe that women have difficulty working with one another. Management researchers have reinforced this assumption by propagating concepts such as the queen bee syndrome and by neglecting to provide balanced perspectives with accounts of conflict among men at work. We suggest that observers are inclined to problematize conflict among women at work relative to conflict among men, and that this tendency might be partly responsible for perceptions that women have difficulty working with one another. We provide empirical evidence to support this notion. We first review the literature on conflict between women at work and address its shortcomings to set the stage for our study.

FullReference:

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ArticleID:

Authors: Ivan M. Manev and William B. Stevenson

Title: Nationality, Cultural Distance, and Expatriate Status: Effects on the Managerial Network in a Multinational Enterprise

Year: 2001

Abstract: We study the role of three characteristics of international managers-nationality, cultural distance, and expatriate status, for their network ties. A network analysis of cross-subsidiary interactions among 457 managers in an MNE demonstrates that managers form strong expressive ties with peers with smaller cultural distance and from the same status group. However, managers form strong instrumental ties with peers who are different on these background characteristics. The implications for international management theory and practice are discussed.

FullReference:

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ArticleID:

Authors: Sameer B. Srivastava

Title: Network Intervention: Assessing the Effects of Formal Mentoring on Workplace Networks

Year: 2015

Abstract: This article assesses the effects of formal mentoring on workplace networks. It also provides conceptual clarity and empirical evidence on expected gender differences in the effects of such programs. Qualitative interviews with 40 past participants in a formal mentoring program at a software laboratory in Beijing, China, provide insight into the core mechanisms by which such programs produce network change: access to organizational elites, participation in semiformal foci, enhanced social skills, and legitimacy-enhancing signals. These mechanisms are theorized to lead to an expansion in protégés' networks, relative to those of non-participants in formal mentoring. Legitimacy-enhancing signals are theorized to enable female protégés to derive greater network benefit from formal mentoring than their male counterparts. Empirical support for these propositions comes from a longitudinal quasi-experiment involving 75 employees who experienced the treatment of formal mentoring and 64 employees in a matched control group. A second empirical strategy, which exploits exogenous variation in the timing of treatment and enables a comparison of the post-program networks of one treated group to the pre-program networks of another treated group, provides corroborating support. These findings contribute to research on the efficacy of formal mentoring, gender and workplace networks, and the cumulative advantage or disadvantage that can arise from network change.

FullReference:

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ArticleID:

Authors: Christina D. Falci, Megumi Watanabe

Title: NETWORK MARGINALIZATION OF WOMEN IN THE WORKPLACE: A CASE IN ACADEMIA

Year: 2020

Abstract: This research explores gender differences in the local (e.g., network size) and global (e.g., nestedness) structure of a faculty member's network across three types of workplace relationships. Applying network and social psychological theories, we hypothesize that women will experience marginalization within informal network ties, including research and friendship. In contrast, we do not expect any gender differences in formal networks connections measured as committee comembership. Using survey data drawn from faculty within 22 STEM departments at a large Midwestern Research I university, we find that faculty women have smaller research and friendship networks than men. Moreover, women are more likely than men to reside on the periphery relative to being in the core of research and friendship networks. We find no gender differences in the network structure of committee comembership networks. Across informal and formal networks, we further find no gender differences in a faculty member's connection to central actors in the network (i.e., recursive centrality).

FullReference:

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ArticleID:

Authors: Miller NJ, Besser TL, Vigna D.

Title: Networking Among Apparel Store Owners in Small U.S. Communities: Developing Social Capital

Year: 2011

Abstract: Traditionally, female-owned businesses are proportionally smaller in number of employees and sales volume than male-owned businesses. These characteristics often further complicate women’s ability to start or maintain small community businesses. The central premise of the research under discussion is that membership and participation in a business network can offer opportunities for women that may not form otherwise. Both social capital theory and strategic network theory form the basis for this phase of a sequential mixed method study. With knowledge gained from a prior quantitative analysis of twenty-nine established networks this study provides a qualitative case study analysis of a new women’s apparel store network’s activities over a five-year period. Findings suggest that a network develops when individuals share a common vision, exchange resources, and implement innovations that build competitive advantages for the member business. This research provides practical information for advancing formation of women-owned business networks in small communities.

FullReference:

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ArticleID:

Authors: Ehido, A., Ibeabuchi, C., & Halim, B. A.

Title: Networking and Women Academics’ Career Success in the Malaysian Research Universities

Year: 2019

Abstract: Women career success is an important focus in today's research works. Past research reveals limited attention on the relationships between networking behaviors and women academics’ career success. Thus, this study investigates the influence of networking behaviors on the objective and subjective career success of 146 women academics in two Malaysian research universities. The study utilized a descriptive - correlational study design and used a questionnaire for the data collection. From the regression analysis, active involvement in networking behaviors was found to contribute significantly to women academics’ objective and subjective career success. This study enhances career success among women academics in the Malaysian research universities by highlighting the networking opportunities they have to achieve greater success in their careers. Therefore, these findings are useful to human resource development practitioners to include in their developmental programs and to encourage lifelong learning.

FullReference:

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ArticleID:

Authors: Gerrard Macintosh &Michael Krush

Title: Networking Behavior and Sales Performance: Examining Potential Gender Differences

Year: 2017

Abstract: Although networking is generally believed to be important in sales, relatively little research has addressed the benefits of networking. The research reported here specifically examines potential differences in the benefits of networking for male and female salespeople. The results show that different forms of networking are related to sales performance, but that the impacts are different for men and women. Men benefit more from customer networking, while women benefit more from professional networking.

FullReference:

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ArticleID: A9

Authors: Monica L. Forret and Thomas W. Dougherty

Title: Networking Behaviors and Career Outcomes: Differences for Men and Women?

Year: 2004

Abstract: Engaging in networking behaviors, by attempting to develop and maintain relationships with others who have the potential to provide work or career assistance, is considered to be an important career management strategy. This study explores the relationship between networking behavior and career outcomes (i.e., number of promotions, total compensation, perceived career success) in a sample of managerial and professional employees. Furthermore, we investigate whether networking behavior is as beneficial for women as it is for men. Results indicated that some types of networking behavior were related to both objective and perceived career outcomes. In addition, gender differences do impact the utility of networking behavior as a career-enhancing strategy. Explanations of our results and implications for engaging in networking behavior are discussed.

FullReference: Monica L. Forret, & Dougherty, T. (2004). Networking Behaviors and Career Outcomes: Differences for Men and Women? Journal of Organizational Behavior, 25(3), 419-437

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ArticleID:

Authors: Author links open overlay panelStanCromieProfessorSueBirley

Title: Networking by female business owners in Northern Ireland

Year: 1992

Abstract: Women form a very significant proportion of the labor force in the U.K., but both their salaries and their organizational status lag significantly behind those of men, even in female-dominated industries. Consequently, women are turning increasingly to business proprietorship as a means of overcoming labor market and organizational subordination. However, research to date has shown some evidence that female entrepreneurs face more problems and are in an even more precarious position than their male colleagues. A multitude of factors can have an influence on the viability of a new venture, but recently researchers have begun to focus on the significance of the owner-manager's personal contact network as an aid to business development. Thus, for example, those entrepreneurs with large, diverse, and closely knit networks of associates are likely to draw their advice and assistance from an equally large pool. However, networks are the product of personal drive and historical experiences, and the social structure and domestic duties of many women together with their subordinate organizational roles may result in female entrepreneurs having less developed, more closely knit networks than men. Using a modified version of the personal contact network instrument developed by Aldrich et al. (1987), the authors collected data on the size, diversity, density, and effectiveness of the networks of 204 male entrepreneurs and 70 female entrepreneurs in Northern Ireland in an attempt to discover whether the personal contact networks of women are significantly different from those of men. The research posed four basic hypotheses: 1. 1. Women will be less active networkers than men. 2. 2. Women will have less dense networks than men. 3. 3. Women will incline towards discussions with other women. 4. 4. Family members will be the most important persons in the contact network of female owner-managers. Contrary to expectations, the results indicate that, with the exception of the gender of the individuals in the personal contact network, female networks are remarkably similar to those of men. Thus, for example, they are just as active in their networking as men, their personal contact networks are as diverse as those of men, and they are no more likely to consult family and friends than are men. However, analysis of the cross ties shows that they tend to rely heavily upon a male colleague as their prime contact but to revert to their own sex for the rest. In contrast, their male colleagues relied almost entirely on members of their own sex for advice.

FullReference:

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ArticleID:

Authors: Margaret Linehan

Title: Networking for female managers’ career development: Empirical evidence

Year: 2001

Abstract: In recent years there has been an increase in the number of women pursuing managerial careers. Previous studies have established that, throughout Europe, women’s advancement to senior domestic management positions has been very slow, despite legislative changes, including the European Union’s social protocol, to enforce issues related to equal opportunity such as equal pay and sex discrimination. The number of women managers pursuing international management careers, however, remains considerably lower than the number in domestic management. Previous research has established that only 3 percent of women are international managers. The data presented in this paper assert that female managers who are not part of an organisational support network experience even further career disadvantages. Based on an extensive empirical research study conducted with senior female international managers, the paper highlights the role which organisational networks have on the career development of female managers.

FullReference:

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ArticleID:

Authors: Jia Wang

Title: Networking in the workplace: Implications for women's career development

Year: 2009

Abstract: Although the value of social capital for organization and individual career success is widely recognized, gender as a moderator in the building of social capital in organizational settings has not received adequate research attention. This chapter looks at how professional women use one aspect of social capital—networks—to assist with their career progression.

FullReference:

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ArticleID:

Authors: Banu Ozkazanc‐Pan Susan Clark Muntean

Title: Networking towards (in)equality: Women entrepreneurs in technology

Year: 2018

Abstract: Deploying a multidimensional framework focusing on individual, organizational and societal factors, we investigate gendering practices through which women entrepreneurs become disadvantaged in the technology sector. Through qualitative fieldwork, we focus on women entrepreneurs' experiences networking to access valuable entrepreneurial resources and examine the role of technology incubators and accelerators in facilitating this access. These organizations have the potential to mitigate gender inequities by adopting gender‐aware practices such as increasing access to networks and resources that might otherwise be unreachable for women technology entrepreneurs. Focusing simultaneously on the complex intersections of networking, organizational practices at incubators and accelerators, and institutionalized gender norms in society, we outline how different gendering practices work separately and in tandem to marginalize women technology entrepreneurs. We observe that these organizations engage in ‘gender neutral’ recruitment practices and promote transactional networking which result in the replication rather than eradication of gender inequality. Moreover, organizational attempts to address ‘gender issues’ as they relate to technology entrepreneurs re‐inscribe rather than disrupt societal gender norms. Our research offers new insights for understanding the interrelated individual, organizational and societal factors contributing to gender inequality in technology entrepreneurship and provokes discussion on the possibilities for social change.

FullReference:

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ArticleID:

Authors: Jen Zdroik, Kathy Babiak

Title: Networking with a purpose: men and women’s perception of career networking in sport NGBs

Year: 2017

Abstract: Purpose Networking practices are considered to be an important career advancement strategy. However, little empirical research exists which provides understanding of this phenomenon as it relates to the differences in practices and experiences between genders. The purpose of this paper is to explore how the role and nature of networking and career relationships in nonprofit sport organizations is perceived to impact career development. Design/methodology/approach In total, 34 semi-structured interviews were conducted with male and female executives in a range of nonprofit organizations to elicit views, attitudes, and information regarding formal and informal networking strategies and practices employed in this context. Findings Findings highlight differences in perceptions of how networking is defined, the central role of mentors, the nature of networking relationships, and networking strategies. The authors found that there are various perceived barriers with regard to gender and organizational culture in sport national governing bodies (NGBs). Research limitations/implications Networking practice and policy implications are discussed for sport NGBs and other organizations. The authors offer recommendations for future research. Originality/value The project adds value to the understanding of the career advancement of women as it directly compares perceptions of men and women.

FullReference:

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ArticleID:

Authors: Maria Bogren, Yvonne von Friedrichs, Øystein Rennemo, Øystein Widding

Title: Networking women entrepreneurs: fruitful for business growth?

Year: 2013

Abstract: Purpose The purpose of this paper is to explore the kinds of contacts and networks women find supportive in their role as business leaders, and which also support their willingness to grow their business. The approach is to investigate the context of women entrepreneurs and the kinds of supporting social networks of which they are part. This is seen in relation to their willingness to grow. Design/methodology/approach Questionnaires were sent to women entrepreneurs in mid‐Sweden and mid‐Norway, relating to supportive assets and willingness for growth. Findings The results show: that personal networks are seen as a more supportive asset than business networks; that personal contacts with other entrepreneurs are regarded as valuable; and that women entrepreneurs who are positive towards new networks already have a more heterogenic network than those who do not express this willingness. Practical implications Without a relational attitude and a willingness to put oneself into a relational interplay, women entrepreneurs will have a hard time succeeding in growing their businesses. Originality/value This study is unique in three ways: first, it combines different theoretical perspectives, above all a variety of network perspectives seen in an entrepreneurial context. Second, from a huge set of data containing women entrepreneurs, the paper presents valid findings about social network configurations among this group. Third, it introduces the term “willingness”, and discusses the effects related to this and to network expansion and business growth. These dimensions help us to increase the understanding of networking and growth in women‐owned enterprises.

FullReference:

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ArticleID:

Authors: Emmerik, IJ. Hetty van; Euwema, Martin C.; Geschiere, Myrthe; Schouten, Marieke F.A.G.

Title: Networking your way through the organization: Gender differences in the relationship between network participation and career satisfaction

Year: 2006

Abstract: Purpose ‐ The purpose of this study is to focus specifically on formal and informal networking and their relationship with career satisfaction. It was expected that men would engage more in networking and that men are able to use networking effectively than women, which will be shown in the achievement of greater career satisfaction. Design/methodology/approach ‐ Hypotheses were tested with hierarchical regression analyses, using a sample of 180 (69 percent) female and 80 (31 percent) male employees from a Dutch bank. Findings ‐ Results show that the female respondents engaged more in both formal and informal networking than male respondents. However, hierarchical regression analyses showed that the association between participating in network activities and career satisfaction is significantly stronger for men than for women. Research limitations/implications ‐ There is certainly a need for longitudinal data to resolve issues concerning differential dropout of women and the development of effective social networks. Practical implications ‐ The female employees profit less from networking in terms of career satisfaction. One possible solution may be to try to develop especially the networking competences of women. Originality/value ‐ Elaborating on the social network perspective this study of the participation in formal and informal networks examined gender differences in the association of networking with career satisfaction. Although the female employees in this study engage more in networking, they profit less from it in terms of career satisfaction.

FullReference:

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ArticleID:

Authors: Manello Alessandro, Cisi Maurizio, Devicienti Francesco, Vannoni Davide

Title: Networking: a business for women

Year: 2019

Abstract: This paper uses firm-level data and Data Envelopment Analysis (DEA) methods to investigate the effects of participation in formal networking activities and of female representation in leadership positions on firm’s economic efficiency. Our findings show that firms belonging to a network have a higher level of technical efficiency (i.e., the position of network members is closer to the technical efficient frontier), while the presence of women in senior roles (CEO, president, or member of the board of directors) is associated to lower efficiency scores. However, the observed performance strongly increases when firms with women in top positions participate to networks, hinting at superior returns for female networking. This interaction effect is found to be stronger in female-intensive working environments and networks, as well as in innovative and digital intensive sectors.

FullReference:

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ArticleID:

Authors: Maria Socratous

Title: Networking: a male dominated game

Year: 2018

Abstract: Purpose Using primary data from an online survey in addition to 29 semi-structured interviews among chartered accountants and academics in Cyprus, originally collected for the purposes of a PhD research, this paper aims to investigate the importance of networking with regards to women’s progression in the workplace, as well as the barriers women are faced with in their attempt to “play” the networking game in according to the male rules. Design/methodology/approach The use of an inductive approach was considered appropriate since there is little existing research on gender issues in Cypriot organisations. For the purposes of the study, a two-step qualitative approach was taken. Step 1 was an online survey with both closed and open-ended questions delivered to employed Cypriot men and women. Step 2 of the study comprised semi-structured, in-depth interviews. The interviews were conducted with specific, preselected employees, both men and women, comprising chartered accountants from the BIG Four companies in Cyprus and academics working at the University of Cyprus. Findings The research reported in this paper suggests that while there is the perception that men and women share the same opportunities within the workplace and women do not progress by choice, there appear to be various structural and cultural influences at play. It is clear that women are restricted from networking opportunities either intentionally or due to cultural and societal norms and this results in minimising their chances of breaking the glass ceiling and progressing to the top of the organisational ladder. Originality/value The research focuses on the impediments women in Cyprus are faced with in their attempt to network. There is no previous research on this subject in Cyprus.

FullReference:

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ArticleID:

Authors: John Watson

Title: Networking: Gender differences and the association with firm performance

Year: 2011

Abstract: This study had two primary objectives. First, to determine whether there are any systematic networking diffesrences between male and female SME owners. Second, to determine if there is an association between networking and firm performance, for both male- and female-controlled SMEs. The results of examining 2,919 male- and 181 female-controlled SMEs (with at least one employee) over a three-year period suggest little difference in the networks accessed by male and female SME owners after controlling for education, experience, industry, age and size. The results also indicate that several formal and informal networks are positively associated with firm survival but only formal networks appear to be associated with growth. In particular, accessing an external accountant is associated with survival and growth for both male- and female-controlled SMEs.

FullReference:

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ArticleID:

Authors: Ibarra, H., Deshpande, P.

Title: Networks and identities: Reciprocal influences on career processes and outcomes

Year: 2004

Abstract: Networks of relationships are the social resources as well as social contexts in which careers take shape. A large body of empirical research provides evidence of the central role networks play in the career development process. Networks directly shape career outcomes by regulating access to jobs, providing mentoring and sponsorship, channeling the flow of information and referrals, augmenting power and reputations, and increasing the likelihood and speed of promotion (e.g., Brass, 1984; Burt, 1992; Granovetter, 1973; Higgins & Kram, 2001; Podolny & Baron, 1997). Social networks also affect careers indirectly as settings in which processes such as socialization and identity development unfold (Barley, 1990; Van Maanen & Schein, 1979). Career decisions are socially embedded and, thus, influenced by the social networks that affect referrals and opportunities as well as the development and change in people's identities over time.

FullReference:

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ArticleID:

Authors: Kathryn M.Bartol, XiaomengZhang

Title: Networks and leadership development: Building linkages for capacity acquisition and capital accrual

Year: 2007

Abstract: Social networks can aid the leadership development process through facilitating access to important developmental assignments and the acquisition of capabilities to handle associated challenges. Although much of the traditional focus of leadership development has been on building intrapersonal capabilities, functioning effectively as a leader necessitates the development of interpersonal capabilities associated with dyadic ties and relational capabilities associated with patterns of ties within networks. Such capabilities allow aspiring managers to accrue not only human capital, but social and system capital as well. Aspiring managers can tap task, career, and friendship/support networks to aid developmental and career success. Structure factors, including strategic choices, network characteristics, and the technological interface moderate the ability of managers to convert potential network contacts into significant leadership development and capital accrual. Personal factors also influence leadership development prospects. Overall, there are many ways in which network concepts associated with dyadic and relational levels of analysis can facilitate addressing the challenges that are key to leadership development.

FullReference:

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ArticleID:

Authors: Gray, M., Kurihara, T., Hommen, L. and Feldman, J.

Title: Networks of exclusion: job segmentation and social networks in the knowledge economy

Year: 2007

Abstract: Purpose This paper aims to highlight the need to understand the mechanisms of inclusion and exclusion in the workplace which are often embedded in micro‐level work practices. It explores how social networks and the resources contained within them function differentially among workers to reinforce existing patterns of preferential access to the most desirable positions in the labour market. Design/methodology/approach Using in‐depth interviews of electrical engineers in a case study firm in the IT industry in Cambridge, England, the paper outlines the strong gendered and ethnic patterns of segmentation within the engineering occupation. Findings The paper finds significant inequalities in access to, and awareness of, the resources contained within some social networks in the workplace. Originality/value The study critiques the extension of social capital theory into the workplace due to its conceptual and methodological focus on positive outcomes.

FullReference:

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ArticleID:

Authors: Alakaleek, Wejdan M

Title: Networks of female entrepreneurs in technology-based firms in Jordan: structure, content and evolution

Year: 2015

Abstract: Female entrepreneurs establishing new firms in Jordan mostly do not have adequate internal resources to help support the successful emergence and growth of their enterprise. Agreement has emerged among scholars that network ties are an effective source or route through which entrepreneurs are able to reach and obtain the resources necessary to assist their firm through its various stages development. Understanding more about how Jordanian female entrepreneurs engage in networking in order to establish and grow their firms, might help inform policy intervention as well as inform theory by identifying the model of network development in a field where there is a lack of studies and literature that explores the networking behaviour of female entrepreneurs, particularly in Eastern societies. Thus, this research investigates the development of networks for resource acquisition by exploring the experiences of female entrepreneurs in 14 technology-based firms in Jordan. It explores the structural characteristics and the content of their networks and how they have developed over time to deliver advantage in resource acquisition during the venture formation and early development stages. Rich qualitative data were collected utilising a two-stage, in-depth interview approach. Evidence is presented as to how changes in aspects of network structure, including diversity, reachability, density, centrality and the presence of strong and weak ties, yield different types of resources available to the entrepreneurs. The network structure of female entrepreneurs at start-up was characterised by business ties established within male-dominated networks. There was evidence of these women building new strong ties and reaching out through a small number of indirect ties. Typically there was a high degree of interconnectedness between different parts of the women’s networks, which were characterised by their density. These structural characteristics of the network enabled these women to reach and obtain human capital, financial resources and achieve legitimacy. As the female entrepreneurs grew their businesses there were changes in the network structure as it became characterised by a higher level of diversity in terms of types of tie. The prominence of male-dominated network ties continued, but there was a growing presence of weak ties; a decline in the level of network density; and the appearance of centrality, where women started to act as a broker between two other actors in their networks. These changes saw the women benefitting mainly in building network ties, including gaining access to new contacts of different types. The research revealed that professional business ties and access through these ties play an important role in venture creation and growth. These business ties are used to act as the gateway to resources rather than the personal ties identified in previous research. Further, in support of network-based research suggesting that the entrepreneurs’ network ties and their structural characteristics change overtime as the resource needs change, this research provides empirical evidence of the changing content (resources) that these structural characteristics provide through the start-up and early development stages. Therefore, the findings of this exploratory research on female technology entrepreneurs in Jordan contribute to theory development at the intersection of work on network processes, network development and entrepreneurship in Middle Eastern societies. The findings also have a number of implications for policy and practice, which are considered in the conclusions to the thesis.

FullReference:

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ArticleID:

Authors: Deirdre A. Royster

Title: Networks of Inclusion, Networks of Exclusion: The Production and Maintenance of Segregated Opportunity Structures.” Race and the Invisible Hand: How White Networks Exclude Black Men from Blue-Collar Jobs

Year: 2003

Abstract:

FullReference:

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ArticleID:

Authors: Steve McDonald, Nan Lin, Dan Ao

Title: Networks of Opportunity: Gender, Race, and Job Leads

Year: 2009

Abstract: Researchers have commonly invoked isolation from job opportunities as an explanation for persistence of gender and race inequality in the labor market, but few have examined whether access to information about job opportunities varies by race and gender. Findings from nationally representative survey data reveal significant white male advantage in the number of job leads received through routine conversations when compared to white women and Hispanics. Differences in social network resources (social capital) partly explain the deficit among Hispanics, but fail to account for the job lead gap between white women and men. Further analyses show that inequality in the receipt of job information is greatest at the highest levels of supervisory authority, where white males receive substantially more job leads than women and minorities.

FullReference:

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ArticleID:

Authors: Thorgerdur Einarsdottir, Gudbjorg Linda Rafnsdottir, Margret Sigrun Sigurdardottir, Magnus ThorTorfason

Title: Networks, homogeneity and gender in Icelandic business elites

Year: 2020

Abstract: This paper examines business elites in the context of social networks, identity and residential homogeneity. Our focus is gender diversity in business elites and how social activities conducive to networking interact with residential homogeneity. We find that the greater the involvement of top managers in local social activities, the greater the residential homogeneity. This relationship is stronger for women than for men, even though the individual measures are similar for both genders. We suggest that local social activities may foster a shared identity that is especially important for women, as they lack a shared gender identity with men in the group. The paper adds to both theoretical and practical knowledge on the lack diversity in business elites.

FullReference:

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ArticleID:

Authors: Teemu Tallberg

Title: Networks, Organisations and Men: Concepts and Interrelations

Year: 2003

Abstract: Research on men’s networks and homosociality in and around organisations can produce knowledge on organisational power relations, and contribute to the efforts to promote equality in working life. The search for a conceptual framework to study these issues arises in this paper from my ongoing work on men's social networks and gendered power in and around organisations. Men give each other social support through networks in which formal and informal relationships intermingle, but networks are also contexts of competition and oppression, and of construction of masculinities that are in hierarchical relations with each other and with femininities. For studying the networks men have with each other in work organisations I suggest a broader starting point that contextualises these homosocial networks with men’s other personal relations, and integrates different perspectives deriving from social network analysis, critical studies on men and organisational studies.

FullReference:

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ArticleID:

Authors: Candace Jones Elizabeth Hamilton Volpe

Title: Organizational identification: Extending our understanding of social identities through social networks

Year: 2011

Abstract: Although organizational identification is founded on social identity and symbolic interactionist theories, current theories emphasize a social identity whereby organizational members categorize themselves and others based on roles and membership in an organization or work unit. In contrast symbolic interactionism, which resides in interpersonal relationships, is rarely theorized or empirically assessed in studies of organizational identification. We use survey data collected at an academic institution to explore how the strength and structure of an individual's social network both directly influences organizational identification as well as moderates the relation between social identity, or categorical, antecedents and organizational identification. Our results show that the size of an individual's network as well as the interaction between relationship strength and prestige better explain organizational identification than do antecedents based solely on categorization and social comparison processes. Thus networks of relationships, which have been a foundational but much neglected premise and process for organizational identification, are brought back into a theory of organizational identification.

FullReference:

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ArticleID:

Authors: Lawrence, B. S.

Title: Organizational Reference Groups: A Missing Perspective on Social Context

Year: 2006

Abstract: This paper introduces and empirically explores the concept of an organizational reference group: the set of people an individual perceives as belonging to his or her work environment that defines the social world of work in which he or she engages. The concept is proposed to fill a gap in studies of social context. Scholars tend only to infer, not identify, the people an individual is aware of at work. This surmise creates no problem in groups or small organizations where everyone knows everyone else. However, it becomes troublesome in large organizations where the set of people one individual discerns may vary considerably from that of another. Social network studies of large organizations examine people an individual perceives, but focus on interpersonal communication through salient relationships. They tend to neglect the many distant others who populate an individual's social context: those known only through company newsletters or office gossip, those with whom the individual never has contact, and those who carry little immediate salience. Data from a large organization are used to explore whether organizational reference groups provide distinct, useful information about individuals' perceptions of their social context at work. The findings replicate those showing individuals' preferences for similar others, but also note previously unobserved systematic differences in the composition of close associations compared to the broader ones of organizational reference groups. Distant associations are considerably more homogeneous than close ones. Moreover, the results show that organizational reference groups illuminate career referent selection and expected achievement beyond what would be learned from a typical social network analysis.

FullReference:

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ArticleID:

Authors: Kilduff, M. and Brass, D. J.

Title: Organizational Social Network Research: Core Ideas and Key Debates

Year: 2010

Abstract: Given the growing popularity of the social network perspective across diverse organizational subject areas, this review examines the coherence of the research tradition (in terms of leading ideas from which the diversity of new research derives) and appraises current directions and controversies. The leading ideas at the heart of the organizational social network research program include: an emphasis on relations between actors; the embeddedness of exchange in social relations; the assumption that dyadic relationships do not occur in isolation, but rather form a complex structural pattern of connectivity and cleavage beyond the dyad; and the belief that social network connections matter in terms of outcomes to both actors and groups of actors across a range of indicators. These leading ideas are articulated in current debates that center on issues of actor characteristics, agency, cognition, cooperation versus competition, and boundary specification. To complement the review, we provide a glossary of social network terms.

FullReference:

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ArticleID:

Authors: Alison M. Konrad, Vaughan Radcliffe and Duckjung Shin

Title: Participation in Helping Networks As Social Capital Mobilization: Impact on Influence for Domestic Men, Domestic Women, and International MBA Students

Year: 2015

Abstract: This study examines participation in helping networks among MBA students and its impact on subsequent ratings of influence by peers. Helping networks reflect the mobilization of social capital where network contacts exchange social and material resources. As such, helping networks are distinct from friendship networks, which represent access to social capital but not necessarily its use. We identify three dimensions of social capital mobilization with different effects on status, specifically, mutual helping, nonmutual help giving, and nonmutual help receiving. Findings indicate that social capital mobilization through nonmutual help giving is a positive predictor of influence among peers at a later point in time. Nonmutual help receiving and mutual helping are unrelated to influence when nonmutual help giving is controlled. Gender moderates this relationship, but international student status does not. Nonmutual help giving does not enhance the perceived influence of women, particularly among domestic men. These findings support theories of status devaluation for marginalized groups and have implications for the value of the MBA for female students relative to their male peers. Future research on the predictors and outcomes of social capital mobilization can enhance understanding of the organizational experiences of diverse identity groups.

FullReference:

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ArticleID:

Authors: Miha Škerlavaj, Vlado Dimovski, Kevin C Desouza

Title: Patterns and Structures of Intra-organizational Learning Networks within a Knowledge-Intensive Organization

Year: 2010

Abstract: This paper employs the network perspective to study patterns and structures of intra- organizational learning networks. The theoretical background draws from cognitive theories, theories of homophily and proximity, theories of social exchange, the theory of generalized exchange, small-worlds theory, and social process theory. The levels of analysis applied are actor, dyadic, triadic, and global. Confirmatory social network analysis (exponential random graph modeling) was employed for data analysis. Findings suggest: (1) central actors in the learning network are experienced and hold senior positions in the organizational hierarchy; (2) evidence of homophlly (In terms of gender, tenure, and hierarchical level relations) and proximity (In terms of geographical and departmental distances) in learning relationships; (3) learning relationships are non-reciprocal; and (4) transitivity and high local clustering with sparse inter-cluster ties are significant for intra-organizational learning networks.

FullReference:

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ArticleID:

Authors: Jay Mitra & Asma Basit

Title: Personal networks and growth aspirations: a case study of second-generation, Muslim, female entrepreneurs

Year: 2019

Abstract: We explore critically the personal networks of second-generation, British-born Muslim female entrepreneurs. Our qualitative study uses preference theory and egocentric network analysis to understand how developing and navigating personal networks affect growth aspirations. Nineteen in-depth interviews are carried out to explore the nature of network ties using sociograms. We find that the personal networks of second-generation female entrepreneurs of Pakistani origin are a product of gender, culture and religion, where choices in kinship, friendship and business or professional ties in those networks, are underpinned by the complex mix of gender, culture and religion. Kinship and ethnicity are kept at bay while religion and mistrust inform their choices for gendered business growth activities. The findings of the study provide new insights into personal perspectives on aspirations for growth induced by network ties of female entrepreneurs. This should contribute to a critical and a more nuanced understanding of female and minority entrepreneurship. We conclude with particular implications for entrepreneurship theory and practice.

FullReference:

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ArticleID:

Authors: Emmanuel Lazega Marijtje van Duijn

Title: Position in formal structure, personal characteristics and choices of advisors in a law firm: A logistic regression model for dyadic network data

Year: 1997

Abstract: This paper presents a statistical model for the analysis of binary sociometric choice data, the p2 model, which provides a flexible way for using explanatory variables to model network structure. It is applied to examine the influence of the formal structure of an organization on interactions among its members. It is shown to provide a general and precise method for addressing this substantive issue. We identify the respective effects of position in the formal structure (status, seniority, division of work and office membership) and selected personal characteristics of members of a corporate law firm on their choices of advisors. Flows of advice are shown to be consistently shaped by status games and the pecking order in the firm. Other dimensions help members in mitigating the effect of this strong rule. This approach ultimately provides more understanding of how members of such firms try to balance cooperation and competition in terms of access to and management of key resources.

FullReference:

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ArticleID:

Authors: BiqiZhangaMaggie L.WestfalbcCornelia L.GriggsdYa-ChingHungeDavid C.ChangbCassandra M.Kelleherbc

Title: Practice patterns and work environments that influence gender inequality among academic surgeons

Year: 2020

Abstract: Background Practice pattern and work environment differences may impact career advancement opportunities and contribute to the gender gap within highly competitive surgical specialties. Methods Using a 2000–2015 New York statewide dataset, we compared board-certified pediatric surgeons by specialist case volume and Herfindahl-Hirschman Index (HHI), which quantifies surgeon focus within specialist case mix. Results 51 pediatric surgeons were analyzed for 461 surgeon-years. Female surgeons had lower case volume (159 cases/year versus 214, p < 0.01), lower shares of specialist cases (14.1% versus 16.7%, p = 0.04), and less focused practices (HHI 0.16 versus 0.20, p = 0.03). Female surgeons’ networks had fewer colleagues (7.2 versus 12.1, p < 0.01), and lower annual total (388 versus 726, p < 0.01) and specialist case volume (83 versus 159, p < 0.01), even after accounting for career length. However, female surgeons performed more cases within their networks (49% versus 36%, p = 0.04) and worked at major teaching hospitals as often as men (76% versus 76%, p = 0.97). Conclusion The challenges that female surgeons face may be reflective of organizational inequities that necessitate intentional scrutiny and change.

FullReference:

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ArticleID:

Authors: Laura Berger Yvonne Benschop Marieke van den Brink

Title: Practising Gender When Networking: The Case of University–Industry Innovation Projects

Year: 2015

Abstract: This paper gains insight into the role of gender in interpersonal networks, which is largely neglected in research on networking. We do so by exploring the concept of ‘practising gender’, the spatial‐temporal accomplishment of gender practices, when people build, maintain and exit social networks. The paper is based on a study of male‐dominated technological collaboration projects between universities and industry. Our analysis of observations of project meetings and interviews with project participants demonstrates how people in real time and space draw from culturally available gender practices in their networking with each other. This practising of gender was found to be done largely unreflexively, sometimes through humour, within allegedly trivial activities such as pouring coffee and socializing as well as in critical activities such as composing the network. The exploration of the practising of gender in relation to culturally available gender practices enabled us to examine how those gender practices are reproduced, stretched or challenged when people network. We show how focussing on the dynamic side of gender allows us to get better insight into how gender inequalities in networks are reproduced or countered on the micro‐interactional level.

FullReference:

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ArticleID:

Authors: Raymond A. Friedman Kellina M. Craig

Title: Predicting Joining and Participating in Minority Employee Network Groups

Year: 2004

Abstract: Do minority employees join network groups due to social identity, dissatisfaction with conditions at work, or career costs and benefits? Results show that joining is driven by social identity as well as expected costs (backlash) and benefits (career enhancement) but not by dissatisfaction, making it unlikely that they will become oppositional. Participation is also driven by cost‐benefit calculations and social identity (via the effect social identity has on the perceived benefits of network groups).

FullReference:

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ArticleID:

Authors: Lambert TA, Eby LT, Reeves MP.

Title: Predictors of Networking Intensity and Network Quality Among White-Collar Job Seekers

Year: 2006

Abstract: Networking has been identified as an important predictor of both reemployment and career success. This research examines the extent to which several sociodemographic variables (gender, race, and age) and one personality variable (proactive personality) predict the intensity with which individuals engage in networking and the perceived quality of their networks. Consistent with our expectations, age demonstrates a curvilinear relationship with network diversity, and proactive personality is positively related to networking intensity. No effects are found for gender or race. Implications for research and practice are discussed.

FullReference:

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ArticleID:

Authors: Adina D. Sterling

Title: Preentry Contacts and the Generation of Nascent Networks in Organizations

Year: 2014

Abstract: This paper investigates the impact of individuals' social ties at organizational entry on the formation of intraorganizational networks. When individuals enter organizations with one or more preentry relationships in place, I argue they form more extensive networks post entry than their untied counterparts. However, it is also suggested that under some conditions—i.e., when quality is more certain—the relationship between pre- and postentry social structure is contingent on individuals' quality attributes. I test and find support for these hypotheses in a study of new business and law professionals. The results indicate that individuals with an initial advantage in social ties form more extensive networks post entry than those without such an advantage, and that when certainty about quality is high, this effect depends on the quality attributes of the new entrants. Implications of this study for research on social networks, resource accumulation, and inequality are discussed.

FullReference:

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ArticleID:

Authors: Talia Esnard, Deirdre Cobb-Roberts, Vonzell Agosto, Zorka Karanxha, Makini Beck, Ke Wu & Ann Unterreiner

Title: Productive Tensions in a Cross-Cultural Peer Mentoring Women’s Network: A Social Capital Perspective

Year: 2015

Abstract: A growing body of researchers documents the unique barriers women face in their academic career progression and the signiﬁcance of mentoring networks for advancement of their academic trajectories as faculty. However, few researchers explore the embedded tensions and conﬂicts in the social processes and relations of mentoring networks, and the implications this has for social capital. Using this as our starting point, our narrative reﬂections suggest that while productive orientations and shared experiences as women faculty of color promote supportive professional roles; the structural, relational, and cultural dynamics subtly frame the basis of our tensions. In moving beyond these, we advance the need for structured and constructive engagement of our differences in building the social capital of peer mentoring networks. While this is not an easy task, we hold that it requires ﬂuid and ongoing negotiations of these relationships if collective goals are to be realized.

FullReference:

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ArticleID:

Authors: McGregor, J., McGregor, J.

Title: Profiling a New Generation of Female Small Business Owners in New Zealand: Networking, Mentoring and Growth.

Year: 2002

Abstract: The contribution of female small business owners to economic development in Western developed countries such as New Zealand, Australia, the United Kingdom, the United States and Canada, is generally under–researched and traditionally grounded in male norms. Increasingly policy–makers acknowledge that in countries like New Zealand where 85% of business employs five or less people, small business offers the greatest employment potential. Not enough is known, though, about the growth orientation and characteristics of female small business owners. This article reports findings from the largest empirical study of small business undertaken in New Zealand and provides inter–gender comparison between male and female small business owners and for intra–gender contrast between networked female small business owners and women who did not belong to a business network. The results showed that the networked women, who were in the main better educated and more affiliative by nature, were more expansionist than both other female small business owners and men. The networked women were also more likely to have a business mentor. The findings confound earlier research suggesting women are less growth–orientated and wish only to satisfy intrinsic needs from their businesses. The article concludes by discussing the need to acknowledge the heterogeneity of female small business and what this means for policy–makers when assessing their socio–economic potential.

FullReference:

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ArticleID:

Authors: Dawn E. Chanland Wendy Marcinkus Murphy

Title: Propelling diverse leaders to the top: A developmental network approach

Year: 2017

Abstract: Scholars and practitioners are making a strong business case for greater representation of women and other underrepresented groups on senior management teams and boards. A model is developed that highlights how to create optimal developmental networks—groups of developers who help advance people's careers and personal growth—that can assist in propelling diverse leaders into the upper echelons of their organizations and board positions. Several literature streams are integrated in order to identify developmental networks that will help diverse leaders overcome barriers to breaking the glass ceiling in greater numbers. Numerous strategies intended to shape diverse leaders' network structure and content are discussed, as are contextual challenges that may inhibit optimal networks' development. Lastly, theoretical and practical implications for individuals and organizations are highlighted.

FullReference:

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ArticleID:

Authors: Guillermo E. Dabos Denise M. Rousseau

Title: Psychological Contracts and Informal Networks in Organizations: The Effects of Social Status and Local Ties

Year: 2013

Abstract: Informal social networks in organizations shape how employees understand their employment relationship. Networks can aid or undercut HR efforts to promote psychological contracts that benefit both employees and the employer. Data collected from 96 university faculty members demonstrate that network influence from both social status in the organization's larger informal structure and local ties with socially proximate colleagues shape psychological contract beliefs. Specific effects, however, vary by type of contract term. When contract terms involve resources employees compete for (e.g., opportunities for career advancement), effects are found for social status, such that those who are better positioned in the advice network hold more positive beliefs regarding the extent of the employer commitment. When contract terms involve noncompetitive resources broadly available to all employees (e.g., concern for employee well‐being), network effects reveal comparable beliefs between those who share a direct friendship tie (cohesion) or the same friends in common with other faculty members (structural equivalence). Implications for research and HR practice are discussed.

FullReference:

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ArticleID:

Authors: Woodson, K.

Title: RACE AND RAPPORT: HOMOPHILY AND RACIAL DISADVANTAGE IN LARGE LAW FIRMS

Year: 2015

Abstract: This Article calls attention to a different, heretofore unacknowledged source of racial disadvantage in these firms, one that is neither dependent upon these inferences of racial bias, nor incompatible with them. Cultural homophily, the tendency of people to develop rapport and relationships with others on the basis of shared interests and experiences, profoundly and often determinatively disadvantages many black attorneys in America’s largest law firms. Although not intrinsically racial, cultural homophily has decidedly racial consequences in this context because of the profound social and cultural distance that separates black and white Americans, evident in pronounced racial patterns in a wide variety of social and cultural behavior. Drawing evidence from interviews of seventy-five black attorneys who have worked as associates at large law firms throughout the country, this Article argues that homophily-based behavior deprives many black attorneys of equal access to critical relationship capital in predominantly white firms, thereby reinforcing racial inequality.

FullReference:

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ArticleID:

Authors: Dreher, G. F., & Cox, T. H., Jr.

Title: Race, gender, and opportunity: A study of compensation attainment and the establishment of mentoring relationships.

Year: 1996

Abstract: In this article, hypotheses concerned with how race, gender, and mentoring experiences account for compensation outcomes among master of business administration (MBA) program graduates are considered. African-American and Hispanic MBAs were less likely than their White counterparts to establish mentoring relationships with White men. Women with MBAs were less likely than men with MBAs to form such relationships. Graduates who had been able to establish mentoring relationships with White men displayed an average annual compensation advantage of $16,840 over those with mentors displaying other demographic profiles. There were no compensation differences between those who had established mentoring relationships with women or minority men and those who had not established a mentoring relationship. (APA PsycInfo Database Record (c) 2016 APA, all rights reserved)

FullReference:

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ArticleID:

Authors: McGuire, Gail M

Title: Race, Gender, and Social Support: A Study of Networks in a Financial Services Organization

Year: 2012

Abstract: A wealth of research indicates that social support improves employees' well-being and job performance. What is not well understood is how employees' race and gender influence the receipt of this type of support. I analyze qualitative and quantitative data to understand how race and gender influence the social support that workers receive. The results suggest that neither structural nor relational factors explain why blacks receive social support from fewer network members than whites. There is some evidence that relational factors contribute to gender differences in the receipt of social support, however. Interviews with workers suggest that gender schemata, the sex-typing of networks, reactions to racial discrimination, and differences in the value placed on social support contribute to race and gender differences in social support.

FullReference:

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ArticleID:

Authors: Kelly A. Mollica, Barbara Gray, Linda K. Treviño

Title: Racial Homophily and Its Persistence in Newcomers' Social Networks

Year: 2003

Abstract: This study examined the formation and persistence of homophilous, or same-race, friendship ties among racial minorities and whites in a “newcomer” setting. Homophilous ties provide valuable sources of mutual support but may limit racial minorities' access to resources and information in organizations. Study participants were first-year MBA students who entered a program at the same time. We measured network ties at two times: six weeks after the beginning of the students' first semester in the program, and at the beginning of the following semester 3 1/2 months after the second survey. We also administered a separate survey measuring social identity salience prior to the first network survey. Despite the fact that there were fewer same-race ties for racial minorities to choose from, their friendship networks demonstrated greater homophily than those of whites early in the formation of the network and over time. Also, African-Americans were more likely than whites to seek out homophilous friendship ties in other class sections. Race as a salient social identity group membership was positively related to homophily for African-Americans, Hispanics, and whites. Over the time period studied there was no significant change in homophily among the racial groups' networks, despite the explicit promotion of diversity in recruitment of students, formation of heterogeneous classes and teams, and active support by the MBA program administrators. We discuss the practical implications of our findings for organizations that are attempting to increase cultural diversity and promote active interaction among individuals from different racial and ethnic backgrounds.

FullReference:

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ArticleID:

Authors: Holder, Aisha M. B. Jackson, Margo A. Ponterotto, Joseph G.

Title: Racial microaggression experiences and coping strategies of Black women in corporate leadership.

Year: 2015

Abstract: The purpose of this study was to examine the experiences of racial microaggressions in the workplace and coping strategies of Black women managers in corporate American positions. Semi-structured interviews were conducted with 10 Black women who had worked as senior-level corporate professionals, acknowledged that subtle racism exists in contemporary U.S. society, and had personal experiences of racism in the workplace. A phenomenological methodology was used to uncover the lived experiences of these women. Results yielded racial microaggression themes including environmental manifestations, stereotypes about Black women, assumed universality of the Black experience, invisibility and exclusion. Coping strategies included religion and spirituality, armoring, shifting, support networks, sponsorship and mentorship, and self-care. Directions for future research, clinical and theoretical implications of experiences of racial microaggressions, and coping strategies of professional Black women in corporate America are discussed.

FullReference:

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ArticleID: A10

Authors: Holgersson, Charlotte

Title: Recruiting Managing Directors: Doing Homosociality

Year: 2013

Abstract: This article examines homosociality in the context of top management recruitment in Sweden, drawing on interviews with chairmen of the board and three recruitments of managing directors. The analysis suggests that homosociality is done through two main practices: (re)defining competence and doing hierarchy, resulting in a preference for certain men and the exclusion of women. It is argued that the preference of men can be understood as an unreflexive practice, which can explain why many Swedish male managers are aware of the adverse conditions women face and claim to be pro-equality but continue to recruit men for management positions. In light of this, it is also argued that homosociality and gender discrimination can be seen as two sides of the same coin.

FullReference: Holgersson, C. (2013). Recruiting Managing Directors: Doing Homosociality. Gender, Work & Organization, 20(4), 454–466. https://doi.org/10.1111/j.1468-0432.2012.00595.x

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ArticleID:

Authors: Jc. Bruno Teboul, Tim Cole

Title: Relationship Development and Workplace Integration: An Evolutionary Perspective

Year: 2005

Abstract: In this article, the authors argue that recent scholarship emanating from the field of evolutionary psychology (EP) promises to further current understanding of relationship development processes in organizations. To this end, they briefly review EP's core assumptions about human nature and behavior and then examine three adaptive mechanisms that underlie close relational functioning in the workplace. Specifically, the authors describe how reciprocal altruism and preference for similarity, coupled with sensitivity toward prestige hierarchies, underscore the exchange and coordination activities of employees' relationships at work. The proposed model of relationship development is discussed in terms of employee adjustment and integration processes. In conclusion, the authors highlight the potential of EP as both (a) a metatheoretic framework through which seemingly disparate areas of scholarship can be unified, and (b) a vehicle for theoretical development, a catalyst of novel predictions about communication in organizations, grounded in ultimate, rather than proximate, causation.

FullReference:

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ArticleID:

Authors: M. Cristina Díaz García, Sara Carter

Title: Resource mobilization through business owners' networks: is gender an issue?

Year: 2009

Abstract: Purpose In this paper, a social capital perspective is presented to illustrate the interaction between gender and resource mobilization through business owners' networks. Design/methodology/approach This paper explores the resources provided by key supporters of small and young Spanish business owners within the professional service sector. Findings The findings suggest that a small group of key individuals provides a diverse range of mainly intangible support to the entrepreneur. Overall, the paper finds only limited support for the idea that male and female networks differ in resource mobilization except for the source of contacts‐referrals and emotional capital. The importance of including emotional capital is evident in the fact that men and women seek it in large numbers, although few studies consider it within the resources provided by the entrepreneurial networks, since it is normally attributed to women and the private sphere. Research limitations/implications It seems that women business owners, through their embeddedness in networks, can build a bridge between their agency and the structure which normally implies some constraints for them due to the gender‐belief system. Establishing a mentorship program can prove very useful, since business owners prioritize obtaining intangible resources from their key supporters: ideas‐advice, emotional support, and contacts‐referrals. Originality/value Despite the research attention on social capital in recent years, prior work has tended to focus on how actors connect (structural dimension); however, there is a dearth of research about the resources actors can potentially gain access to by examining with whom they connect. Moreover, few studies have recognized the impact of gender on networking experiences.

FullReference:

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ArticleID:

Authors: Grossman EB, Yli-Renko H, Janakiraman R.

Title: Resource Search, Interpersonal Similarity, and Network Tie Valuation in Nascent Entrepreneurs’ Emerging Networks

Year: 2010

Abstract: This article contributes to the entrepreneurship and network literatures by addressing the fundamental research question of how a new venture’s initial network ties are formed. The authors focus on the broad network search evinced by nascent entrepreneurs at the very earliest stages of venture and network creation and examine some of the instrumental and interpersonal mechanisms driving nascent entrepreneurs’ value attributions about the contacts met during this network search. The authors utilize a unique empirical data set of 1,407 entrepreneur–contact dyads collected during a 6-month period of real-time nascent venture activity. Their results suggest a view of new venture network construction in which the content benefits conferred through anticipated or real resource acquisition form a clear basis for entrepreneurs’ assessments of value, with the process benefits of interpersonal age and gender similarity playing an amplifying role. Contrary to their expectations, the authors did not observe direct interpersonal similarity effects. Their findings shed light on some of the very early decision processes that underlie an entrepreneur’s network search and thus are critical to network formation.

FullReference:

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ArticleID:

Authors: Grossman EB, Yli-Renko H, Janakiraman R.

Title: Resource Search, Interpersonal Similarity, and Network Tie Valuation in Nascent Entrepreneurs’ Emerging Networks

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Abstract: This article contributes to the entrepreneurship and network literatures by addressing the fundamental research question of how a new venture’s initial network ties are formed. The authors focus on the broad network search evinced by nascent entrepreneurs at the very earliest stages of venture and network creation and examine some of the instrumental and interpersonal mechanisms driving nascent entrepreneurs’ value attributions about the contacts met during this network search. The authors utilize a unique empirical data set of 1,407 entrepreneur–contact dyads collected during a 6-month period of real-time nascent venture activity. Their results suggest a view of new venture network construction in which the content benefits conferred through anticipated or real resource acquisition form a clear basis for entrepreneurs’ assessments of value, with the process benefits of interpersonal age and gender similarity playing an amplifying role. Contrary to their expectations, the authors did not observe direct interpersonal similarity effects. Their findings shed light on some of the very early decision processes that underlie an entrepreneur’s network search and thus are critical to network formation.

FullReference:

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ArticleID:

Authors: Podolny, J. M., & Baron, J. N.

Title: Resources and Relationships: Social Networks and Mobility in the Workplace

Year: 1997

Abstract: We examine how the structure and content of individuals' networks in the workplace affect intraorganizational mobility. Consistent with prior research, we find that an individual's mobility is enhanced by having a large, sparse network of informal ties for acquiring information and resources. However, in contrast to previous work, we emphasize the importance of consistent role expectations for performance and mobility. We find evidence that well-defined performance expectations are more likely to arise from a small, dense network of individuals. We develop a typology of network contents and document the interaction between network structure and content in analyses of mobility among employees of a high-technology firm. We also examine how the effects of tie duration on mobility vary by tie content. We discuss the implications of our results for theory and research on networks and organizational mobility.

FullReference: Podolny, J. M., & Baron, J. N. (1997). Resources and Relationships: Social Networks and Mobility in the Workplace. American Sociological Review, 62(5), 673–693. https://doi.org/10.2307/2657354

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ArticleID:

Authors: Leigh Allison,and Jessica Kaminsky

Title: Safety Communication Networks: Females in Small Work Crews

Year: 2017

Abstract: Construction workers experience one of the highest workplace injury and fatality rates in the United States. Recent research has shown that worker demographics such as language affect safety communication in small work crews. Noting the lack of gender diversity among construction workers, this research extends this past work by exploring how gender impacts work crew safety communication using social network analysis (SNA). The data, collected in transportation construction work zones in Washington State, show females have significantly (p≤0.05) lower amounts of in-degree (incoming ties) and in-closeness (distance for information to travel) than males in mixed-gender crews. Furthermore, mixed-gender crews have lower formal density and higher informal density than all-male crews. Practically speaking, this research shows that mixed-gender crews have different safety communication patterns than the more homogenous all-male crews. In order to understand the specific connections between the communication patterns and crew safety performance, safety professionals should track incidents, near misses, and hazards at the crew level. Furthermore, to create more cohesive safety communication, project managers, superintendents, and supervisors should foster communication cultures that are inclusive of all members.

FullReference:

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ArticleID:

Authors: Bryan R. Johnson, Matthew T. Seevers, and Todd C. Darnold

Title: School Ties: Social Capital and Student Performance in Individual and Group Tasks

Year: 2015

Abstract: Purpose of the Study: This study seeks to understand the unique impact of social capital on student performance. We present hypotheses that link a student’s social capital to his/her performance on individual and group tasks. In both task settings, we posit that social capital has a curvilinear relationship (inverted U-shape) with performance, such that students’ performance is enhanced as social capital increases, but may exhibit declines if students over-invest in the initiation and development of their relationships Method/Design and Sample: We surveyed undergraduate students—primarily marketing majors—enrolled in a required upper-level business course at a private, midwestern university. Using a questionnaire, we obtained roster-based, sociometric data on interpersonal ties for all 65 students enrolled in the course. Results: The results partly support an association between a student’s social capital and his/her performance. Specifically, we find evidence that the performance-enhancing effects of social capital (1) are evident in group tasks, rather than in individual tasks; and (2) may be best conceptualized as a curvilinear effect. Value to Marketing Educators: The marketing literature exhibits a growing curiosity around the role of social networks and their impact on student effectiveness in the classroom and beyond. This study raises awareness of the unique role that a student’s social capital plays in group task performance, as well as limitations on its effectiveness.

FullReference:

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ArticleID:

Authors: Chutney Walton Guyton, Ferlin McGaskey

Title: Sending an SOS: How Social Support Networks Contribute to the Success of Black Lesbians at Predominantly White Institutions

Year: 2012

Abstract: Little is known about the college experiences of Black lesbians at predominantly White institutions (PWIs). The purpose of our study was to explore the social support systems that these students develop in order to be successful. Six women consented to interviews that lasted 45–60 minutes. The results indicate that there are three primary sources of support on campus support, off campus support, and family. With regards to on and off campus support, our participants mostly turned to friends to emotional and appraisal support, family for instrumental support, and campus administrators, faculty, and organizations for informational support. The research also indicated that the women's support networks could be characterized by a great degree of multiplexity and homophily. We conclude the article with recommendations for policy and future research.

FullReference:

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ArticleID:

Authors: Shelley Bird

Title: Sensemaking and Identity: The Interconnection of Storytelling and Networking in a Women's Group of a Large Corporation

Year: 2007

Abstract: Based on the action research model of inquiry, this article is an interpretive ethnographic case study, exploring the power of narratives as a sensemaking device for members of a women's resource network in a large corporation during a time of significant organizational change, and the influence of storytelling on the networking practices of its members. Data are based on participant observation, formal and informal interviews, focus groups, and document analysis, including presentations, meeting notes, and e-mail correspondence. Drawing on the concepts of sensemaking, identity construction, and habitus, analysis of the members' stories suggests three key conclusions: reliance on collectively constructing stories; use of stories to deal with ambiguity and anxiety; and use of stories to construct and regulate identity. When viewed through a narrative lens, these results illuminate the interconnection of storytelling and networking strategies in a women's resource network that provides a hybrid of both expressive and instrumental benefits.

FullReference:

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ArticleID:

Authors: Author links open overlay panelSusan M.Schor

Title: Separate and unequal: The nature of women's and men's career-building relationships

Year: 1997

Abstract: Provides information about interpersonal relationship of successful women for advancement in careers. Organizational positions of mentors; Differing functions of mentors; Differences in network characteristics by gender.

FullReference:

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ArticleID:

Authors: arkas, Gergei M

Title: Service Club Membership and Forms of Social Capital among Swedish Community Elites

Year: 2012

Abstract: Social clubs and other voluntary settings have repeatedly been pointed out as sites where social elites encounter each other and enjoy the opportunity to cultivate their within-elite personal relations under informal circumstances. Since elites’ personal connections represent a non-trivial aspect of their entrepreneurial opportunity structures, i.e. how they are able to get things done, it is essential to understand the significance of voluntary activities for elites’ personal networks. We lack, however, unequivocal knowledge about this. The aim of the present article is therefore to empirically explore how service club membership—one particularly prevalent form of voluntary activity among community elites—potentially affects such actors’ personal networks. The study is theoretically informed by a network-based conception of individual-level social capital, and distinguishes between brokerage and closure forms of social capital-producing mechanisms. Empirically, the study draws upon data collected through personal interviews with 248 local elites (politicians, corporate leaders, civil servants, etc.) in four mid-sized Swedish municipalities, and focuses particularly on the potential effect of Rotary Club membership among the elites. The results suggest that Rotary Club membership may have an optimizing impact on local elites’ personal networks, in terms of the relative prevalence of brokerage opportunities and tendencies towards social closure.

FullReference:

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ArticleID:

Authors: Gina Lewis and Venkat R. Krishnan

Title: Sex Differences in Power: The Role of Network Centrality and Value Systems

Year: 2004

Abstract: This study looked at perceived power of men and women and how it is affected by their value systems and network centrality, using a sample of 84 customer service executives (42 men & 42 women) from two organizations in India. Results show that centrality is positively related to power for men but not for women. Analysis of variance reveals that women have less power than men have, and analysis of covariance shows that this difference in power between the sexes continues to exist even after controlling for centrality. While value systems of men and women differ, sex differences in value systems do not affect centrality or power. Suggestion is made that women should tap personal sources to increase their power.

FullReference:

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ArticleID:

Authors: McPherson, J. M. , & Smith-Lovin, L.

Title: Sex segregation in voluntary organizations

Year: 1986

Abstract: We analyze the sex composition of 815 face-to-face voluntary organizations in 10 communities to determine the extent of sex integration produced by voluntary affiliation. The sex segregation in these groups is substantial; nearly one-half of the organizations are exclusively female, while one-fifth are all male. Instrumental organizations (business-related and political groups) are more likely to be sex heterogeneous, while expressive groups are likely to be exclusively male or female. From the point of view of the individual, the typical female membership generates face-to-face contact with about 29 other members, less than four of whom are men. Male memberships, on the other hand, produce contact with over 37 other members on the average, nearly eight of whom are female. Men's contacts are both more numerous and more heterogeneous. We conclude that there is little support for the sex integration hypothesis in these data, although the sex heterogeneity of instrumental groups (especially those which are job-related) indicates that this pattern may change as women move into the labor force in increasing numbers. The paper explores some consequences of segregation for the organizations and the social networks they generate.

FullReference:

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ArticleID:

Authors: Sameer B. Srivastava

Title: Shadowing Networks: A Field Experiment to Assess the Effects of Cross-Training on Workplace Networks1

Year: 2012

Abstract: This article assesses the effects of cross-training, a core element of the “high performance work” practices that have diffused broadly across firms, on workplace social networks. The author derives theoretical propositions about the effects of cross-training on the size and composition of workplace networks, the moderating role of individual differences in cognition about the self as a collaborative actor, and the differential effects of cross-training on the networks of male versus female participants. Semi-structured interviews with 40 past program participants and a longitudinal field experiment involving 91 participants in a cross-training program at a software development laboratory in China and 85 matched non-participants reveal that: (1) relative to nonparticipants, participants in cross-training reported an expansion in workplace networks; (2) the tendency to form bridging ties was amplified for participants with a more collaborative implicit self-concept; and (3) relative to males, female participants reported a greater expansion in workplace networks. These findings contribute to research on workplace practices and network change, cognition and social networks, and sex-based differences in workplace networks.

FullReference:

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ArticleID:

Authors: Steve McDonald Christine A. Mair

Title: Social Capital Across the Life Course: Age and Gendered Patterns of Network Resources

Year: 2010

Abstract: Despite increasing research interest in network dynamics and cumulative advantage/disadvantage processes, little remains known about how social capital varies across the life course. While some researchers suggest that social capital increases with age and others argue the opposite, this study tests these contradictory assertions by analyzing multiple indicators of social capital from a nationally representative data set on working‐age U.S. respondents. The findings reveal evidence of both social capital accumulation and decline. Social resources from occupational contacts tend to increase with age, but eventually level off among older respondents. Changes in voluntary memberships follow a similar pattern. However, daily social interaction is negatively associated with age. Overall, the results suggest that social capital embedded in occupational networks tends to accumulate across the career, even in the face of a general decline in sociability. The study also uncovers gender differences in these social capital trajectories that are linked to the distinct life experiences of men and women.

FullReference:

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ArticleID:

Authors: Adelina Broadbridge

Title: Social capital, gender and careers: evidence from retail senior managers

Year: 2010

Abstract: Purpose The article aims to show how using the framework of social capital can be useful in understanding the careers of senior retail managers. Design/methodology/approach A qualitative research design in the form of 17 biographical interviews with 11 men and six women was adopted to understand the perceived influence and active involvement of social capital factors in retail career development at senior levels. Findings Men and women were equally aware of the importance of accumulating social capital factors for career development purposes, although they considered that the accumulation of human capital factors to be crucial in their own career development. Evidence indicated that women and men had benefited from borrowing social capital early in their career. However, having reached senior status the ways and reasons women accumulate social capital seemingly differ from the men's. Overall, men acquired social capital and used networking techniques more strategically and instrumentally than the women with regard to career development purposes. Senior women talked about engaging in expressive networks for social support and to overcome macho cultures. Research limitations/implications The research is limited to 17 qualitative interviews and so cannot be generalised to the wider population. Rather, it is intended to instigate debate over the importance of social capital in careers. Practical implications The findings imply that gender impacts access to and accumulation of social capital for career development purposes. It highlights issues that need to be explored in more detail so as to enable a more complete understanding of the factors important for people's careers. Originality/value The paper contributes to an understanding of men's and women's career development in relation to social capital, an area that has received limited attention in the human resource and retail fields

FullReference:

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ArticleID:

Authors: Rita Mano

Title: Social Capital, Homophily Ties and Networking Modes: A Gendered Approach to Ceos Evaluations of Organizational Performance

Year: 2017

Abstract: In this study we examine the effect of gender variations in social capital and networking modes on performance evaluations. We drawupon social capital theory and the contrast between a “gendered” vs. a “performative” modeling of women’s work behavior to examine the effect of gender differences in (a) use of homophily -ascribed / achieved-ties and (b) networking -consulting / sharing- modes on performance evaluations. The results from a sample of 135 men and women CEOs indicate that the sharing networking mode has positive effects on performance evaluations for both men and women CEOs, but women, report a negative effect of homophily ties. The results support the assumptions developed in the “performative” hypothesis suggesting that gender is not a “feature” of women CEOs’ behavior in the workplace

FullReference:

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ArticleID:

Authors: Mukta Kulkarni

Title: Social Networks and Career Advancement of People With Disabilities

Year: 2012

Abstract: Although organizational social networks are known to influence career mobility, the specific direction of this influence is different for diverse employee groups. Diversity in organizational network research has been operationalized on various dimensions such as race and ethnicity, age, religion, education, occupation, and gender. Missing in this stream of research are application and implications of social networks as they influence career advancement of people with disabilities. The objective of this conceptual article is to outline how social network characteristics such as network density, multiplexity, cohesiveness, and homophily influence career advancement of individuals with a disability. The author concludes by proposing that human resource development professionals can engage in structured socialization programs, network audits, focused training, and the creation of an inclusive climate to ensure that social networks do not pose a deterrent to career advancement of minorities such as people with a disability.

FullReference:

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ArticleID:

Authors: Lisa Torres & Matt L. Huffman

Title: Social Networks and Job Search Outcomes among Male and Female Professional, Technical, and Managerial Workers

Year: 2002

Abstract: Scholars have debated whether informal or formal job search methods mediate gendered employment outcomes for women job-seekers relative to men. Existing research suggests that women are disadvantaged in terms of pay and opportunities when using personal contacts or other informal methods to secure job-related information. However, these studies have focused primarily on women in gender-typical occupations. This study contributes to the debate by asking whether women in gender-atypical occupations are also similarly disadvantaged when using contacts as a source of job information; and if so, in what ways do contacts matter? Based on a sample of male and female professional, technical, and managerial workers, we examine the role of personal networks in securing job-related information.

FullReference:

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ArticleID:

Authors: ShwetaMishra

Title: Social networks, social capital, social support and academic success in higher education: A systematic review with a special focus on ‘underrepresented’ students

Year: 2020

Abstract: Widening higher education participation has resulted in efforts directed towards increasing higher education access. However, inequality in higher education completion continues to exist. Social factors have been found to play an important role in academic achievement. Given the role of social factors, this article examines the academic outcomes of students from a social network, social capital, and social support perspective with a special focus on underrepresented groups in higher education. The article is based on a systematic review of literature where evidence shows that the networks of students including their family, ethnic and religious affiliations, friends, and faculty play a role in academic success. The article details a framework describing how network members of underrepresented groups complement each other with regard to resources offered and contribute to academic success.

FullReference:

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ArticleID:

Authors: Lamertz K, Aquino K.

Title: Social Power, Social Status and Perceptual Similarity of Workplace Victimization: A Social Network Analysis of Stratification

Year: 2004

Abstract: This article develops and tests a comprehensive social structural model of social power and status effects on victimization in organizations. Victimization focuses on the extent to which individuals perceive themselves to be the target of negative or aggressive behaviors by others. The conceptual framework elucidates how formal and informal status differences associated with access to social powers in three different social networks are related to victimization perceptions. Using dyads as the unit of analysis in a sample of government employees, we find that asymmetric relationships between two actors in the friendship and advice networks, and structural equivalence in the advice and dislike networks are associated with perceptual agreement. The results suggest that stratification in a social system may create the context in which victimization thrives because it affects access to informal forms of social power.

FullReference:

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ArticleID:

Authors: Christian Waldstrøm, Henning Madsen

Title: Social relations among managers: old boys and young women's networks

Year: 2007

Abstract: Purpose This study seeks to investigate whether there are gender differences in the importance placed on two types of network support among managers in organisations. Prior research indicates that it can be expected that female managers will not have their social contact needs satisfied to the same extent as their male colleagues and that female managers do not regard their nearest colleagues as friends to the same extent as male managers. Design/methodology/approach Large scale survey of managers in Denmark. Findings The first hypothesis is neither supported nor rejected, since the gender differences are strongly influenced by age, when controlling for sector, marital status, and children living at home. While male managers tend to see their colleagues more as friends, the older they are, the reverse is true of female managers. The second hypothesis is clearly rejected, since no gender differences are found. Originality/value The paper identifies the crucial role of age in the gender differences in perception of social support, offering a new interpretation of female managers' use of workplace networks.

FullReference:

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ArticleID:

Authors: Victor Zengyu Huang, Anup Nandialath, Abdulkareem Kassim Alsayaghi, Emine Esra Karadeniz

Title: Socio‐demographic factors and network configuration among MENA entrepreneurs

Year: 2013

Abstract: Purpose The field of entrepreneurship has seen a dramatic increase in studies focusing on networks and relations. Research in this area has thus far focused on how the structure and quality of entrepreneurs' existing interpersonal ties shape information access and thereby influence entrepreneurial outcomes. The purpose of this paper is to extend the focus further by examining how the entrepreneur's socio‐demographic profile affects advisory network configuration in the Middle East and North Africa (MENA) context. Design/methodology/approach In this paper, the authors used Global Entrepreneurship Monitor (GEM) data, at the individual level (total early‐stage entrepreneurial activities) in 14 countries within the MENA region over the course of three years (2009, 2010 and 2011). The sample of networks is obtained from the entrepreneurs identified among the adults interviewed in the adult population survey of GEM participating countries from the MENA region. Findings Strong evidence was found that socio‐demographic variables such as gender, age, income and education have an impact on the usage of advice‐seeking networks by entrepreneurs across MENA. For instance, the findings suggest that women entrepreneurs in the MENA region tend to rely more on personal networks compared to male entrepreneurs. Originality/value The paper's contribution is novel in providing empirical evidence exposing the interplay between socio‐demographic factors, new venture start‐up phases, to entrepreneurial networks. Prospective scholarly research need to improve our understanding about the effects of network evolution on the entrepreneurial trajectory, as well to develop a greater understanding on how, when and why MENA‐based entrepreneurial networks emerge, develop and change over time.

FullReference:

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ArticleID:

Authors: Robinson, Sherry; Stubberud, Hans Anton.

Title: SOURCES OF ADVICE IN ENTREPRENEURSHIP: GENDER DIFFERENCES IN BUSINESS OWNERS' SOCIAL NETWORKS

Year: 2009

Abstract: Access to resources, particularly sources of information and advice, is highly important to start-up companies. Men have traditionally enjoyed stronger formal networking positions than have women because they have more often worked in managerial and executive positions before starting businesses. Informal social networks are often sex-segregated as well. Whereas men are more likely to identify their most important supporters as lawyers, accountants, and other professionals, with spouses second, women tend to say their spouses are their most important supporters, followed by close friends (Hisrich & Brush, 1986). The result is that women entrepreneurs are often at a disadvantage in terms of their social networks and the resources, information, and advice they can obtain through them. To examine this issue more closely, this study analyzes data from the European Union regarding business owners’ reported sources of advice. The results show that women were more likely than men to name friends and family as a source of advice. On the other hand, men were more likely than women to name professional acquaintances and professional consultants as sources of advice. This difference could have implications for business performance as the information acquired from informal sources (family and friends) is not likely to be as useful as that obtained from more formal sources such as professional acquaintances and consultants.

FullReference:

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ArticleID:

Authors: Marilyn Drury

Title: Still Alone at the Table? Women Working in Technology Organizations

Year: 2016

Abstract: Women working in information technology (IT) organizations experience a variety of challenges related to traditionally male dominated IT organizational cultures. As competition for IT staff has become global, IT organizations must realize that a great source for staff can be found in women. Unfortunately, the gendered elements of organizations, particularly IT environments, tend to promote male traditions, processes, and environments. Organizations must start reducing barriers, becoming more diverse, and invest in creating opportunities for women to enter and succeed in IT professions. Women seeking IT careers and advancement must understand gendered hegemonies and pursue actions to address and overcome challenges they encounter so they are no longer alone at the table.

FullReference:

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ArticleID:

Authors: Aldrich, H. E. Brickman Elam, A. Reese, P. R.

Title: Strong Ties, Weak Ties and Strangers: Do Women Owners Differ from Men in Their Use of Networking to Obtain Assistance? Entrepreneurship in a Global Context

Year: 1997

Abstract:

FullReference:

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ArticleID:

Authors: Rothstein, M.G., Burke, R.J. and Bristor, J.M.

Title: Structural characteristics and support benefits in the interpersonal networks of women and men in management

Year: 2001

Abstract: This study investigated a series of hypotheses stemming from Ibarra's (1993) proposed conceptual framework for understanding differences between women's and men's interpersonal networks. Using a sample of 112 managers, we examined differences between women's and men's network structural characteristics, and the relationships between these characteristics and support benefits obtained. Consistent with Ibarra, we found that certain network characteristics varied considerably between women and men managers. Women and men tended to belong to different networks in their organizations. Although both groups obtained similar amounts of support from their networks, women managers received their support from substantially different networks, characterized by lower levels of status and power in their organizations. Results are interpreted with respect to Ibarra's theoretical propositions concerning differences between women's and men's networks in organizations.

FullReference:

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ArticleID:

Authors: Robin J. Ely, Herminia Ibarra and Deborah M. Kolb

Title: Taking Gender Into Account: Theory and Design for Women's Leadership Development Programs

Year: 2012

Abstract: We conceptualize leadership development as identity work and show how subtle forms of gender bias in the culture and in organizations interfere with the identity work of women leaders. Based on this insight, we revisit traditional approaches to standard leadership topics, such as negotiations and leading change, as well as currently popular developmental tools, such as 360-degree feedback and networking; reinterpret them through the lens of women's experiences in organizations; and revise them to meet the particular challenges women face when transitioning into senior leadership. By framing leadership development as identity work, we reveal the gender dynamics involved in becoming a leader, offer a theoretical rationale for teaching leadership in women-only groups, and suggest design and delivery principles to increase the likelihood that women's leadership programs will help women advance into more senior leadership roles.

FullReference:

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ArticleID: A6

Authors: Brass; Galaskiewicz; Greve; Tsai

Title: Taking stock of networks and organizations

Year: 2004

Abstract: The central argument of network research is that actors are embedded in networks of interconnected social relationships that offer opportunities for and constraints on behavior. We review research on the antecedents and consequences of networks at the interpersonal, interunit, and interorganizational levels of analysis, evaluate recent theoretical and empirical trends, and give directions for future research, highlighting the importance of investigating cross-level network phenomena.

FullReference: Brass, D. J., Galaskiewicz, J., Greve, H. R., & Wenpin Tsai. (2004). Taking Stock of Networks and Organizations: A Multilevel Perspective. Academy of Management Journal, 47(6), 795–817. https://doi.org/10.5465/20159624

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ArticleID:

Authors: Cynthia Webster, Oscar Grusky, Deborah Podus & Alexander Young

Title: Team Leadership: Network Differences in Women's and Men's Instrumental and Expressive Relations

Year: 1999

Abstract: Recent studies have emphasised differences in leadership styles between women and men. Women have an “interactive” leadership style while men are more “directive” and “authoritative.” Social network analysis is used to examine differences in eight mental health case management teams, half formally supervised by women and half by men. The techniques used are graphical displays and measures of centrality. Results show male leaders as the most central team member for both instrumental and expressive relations. Female leaders, however, do not adhere to a single leadership style. Team centralisation also differs with gender composition of teams influencing leadership differences.

FullReference:

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ArticleID:

Authors: Elin Bjarnegård, Rainbow Murray

Title: The Causes and Consequences of Male Over-Representation: A Research Agenda

Year: 2015

Abstract: While there are many studies on gender and politics, nearly all of them focus on women rather than men. And while there are many studies of male elites, almost none of them recognises that men, as well as women, are gendered subjects. We propose a new direction of research that focuses on a gendered analysis of male elites. We are interested in the ways in which male elites reproduce, and the mechanisms by which they wield and maintain power. We consider the networks, socialisation, culture, and patterns of behaviour that reinforce male dominance within politics. We are also interested in masculinity and the way that this manifests itself within the political realm. How does this masculinity influence working environments and cultures, the kind of people who can enter politics and the types of outcomes that might emerge as a result? Finally, we are interested in exploring the domain of men’s interests, challenging the notion that these are met automatically in countries where men are over-represented within positions of political power. Examining politics through a gendered focus on men rather than women invites a raft of new questions that have yet to be explored systematically. Our paper proposes a research agenda for opening up a new field of study on men, masculinities and politics. We consider what causes and sustains male overrepresentation in politics, and what the consequences of male over-representation are for the performance and outcomes of politics.

FullReference:

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ArticleID:

Authors: Ehsan Fansuree Surin, Nurul Hafez Abd. Halil, and Oswald Timothy Edward

Title: The Comparative Analysis of Gender and Social Network among Malay SMEs Entrepreneurs in Malaysia

Year: 2015

Abstract: —The purpose of this paper is to make comparison in terms of social network between male and female Malay entrepreneurs in Small and Medium Enterprises (SMEs) in Malaysia. Social network is defined as interrelationship between the entrepreneurs and their contact (alter) in business venturing. However, there is limited understanding on how the entrepreneurs use their social network. Moreover, there is dearth attention given to investigate the social network in developing country especially in Malaysia. Both social network theory and structural perspective were employed in this quantitative-based study. The data gathered through the mail questionnaire method in which 93 are male and 72 female respondents representing 53 percent responded. Using t-test, the study reveals that there is no significance difference in terms of network size, network activity and network density for both genders. Implications and direction for further research are also presented.

FullReference:

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ArticleID:

Authors: Kevin T. Leicht and Jonathan Marx

Title: The Consequences of Informal Job Finding for Men and Women

Year: 1997

Abstract: This study examined the role that the gender of job informants plays in the job-finding process for men and women. Data on job seekers at a large bank were used to test hypotheses derived from work on social distance and gender segregation. Our results suggest that jobs found via cross-gender referrals are hierarchically lower than the jobs of the informants and that women refer job seekers to gender-typical jobs more than men do.

FullReference:

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ArticleID:

Authors: Denise Benoit Scott

Title: The costs and benefits of women's family ties in occupational context: Women in corporate—government affairs management

Year: 2010

Abstract: This article examines gender differences in the family relations of corporate-government affairs managers and how women's family status affects the context and character of their interactions with key people in business and government. In the last two decades, women have come to occupy a significant proportion of professional-managerial service occupations in the USA. Corporate public affairs management and corporate-government affairs management are areas where women have made tremendous headway. Jobs in public relations and government relations call for workers to form successful connections with clients, the public, other managers in the corporation, and others in their profession outside the corporation. Because of the nature of these jobs, the potential for 'personal' and 'professional' overlap is quite high, yet little research has focused on the effects of family on work relations for women who occupy these positions. Drawing primarily from in-depth interviews and a mail questionnaire, this research suggests that the family relations of women corporate-government relations managers are costly in terms of developing certain kinds of ties, but that there are also some positive effects. Family relations may even present a paradox; they are burdensome and at the same time potentially instrumental in extending women's connections and enhancing their opportunities. Este artículo examina las diferencias de género en las relaciones familiares de directores de asuntos empresariales/estatales, y cómo la condición familiar de las mujeres afecta el contexto y el caracter de sus interacciones con personajes clave en los negocios y en el gobierno. En las últimas dos décadas, las mujeres han llegado a ocupar un porcentaje importante de ocupaciones de servicio profesional/gerencial en los Estados Unidos. Hay dos terrenos donde las mujeres han hecho progresos enormes; en la dirección de asuntos empresariales/públicos y en la dirección de asuntos empresariales/estatales. En los puestos de trabajo en las relaciones públicas y en las relaciones estatales, los trabajadores tienen que forjar conexiones buenas con los clientes, el público, otros dirigentes de la misma empresa y con otros de la misma profesión fuera de la empresa. Debido a la naturaleza de estos puestos de trabajo, hay unas posibilidades bastante elevadas de que se coincidan lo 'personal' y lo 'profesional', pero pocas investigaciones se han enfocado en los efectos de la familia en las relaciones del trabajo para las mujeres que ocupan estos puestos. Esta investigación recurre primeramente a entrevistas a fondo y a cuestionarios por correo para sugerir que las relaciones familiares de las mujeres directoras de relaciones empresariales/estatales son costosas en cuanto al desarrollo de ciertas clases de conexiones, pero que también hay efectos positivos. Las relaciones familiares pueden constituir hasta una paradoja; representan una carga y, a la vez, pueden ampliar las conexiones de las mujeres y aumentar sus oportunidades.

FullReference:

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ArticleID:

Authors: Linehan, M., Scullion, H.

Title: The Development of Female Global Managers: The Role of Mentoring and Networking

Year: 2008

Abstract: This paper explores the role of mentoring and networking in the career development of global female managers. The paper is based on data collected from interviews with 50 senior female managers. The voices of the female managers illustrate some of the difficulties associated with informal organisational processes, in particular mentoring and networking, which hinder their career development. The findings confirm that female managers can miss out on global appointments because they lack mentors, role models, sponsorship, or access to appropriate networks – all of which are commonly available to their male counterparts. The interviewees suggest that men, as the dominant group, may want to maintain their dominance by excluding women from the informal interactions of mentoring and networking. The findings further suggest that if females had more access to networks and mentors they could be socialised in both the formal and informal norms of the organisation and gain career advantages from these. The managers reveal that they encounter additional barriers in ‹a man’s world’ and remind us that there is still much to be changed.

FullReference:

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ArticleID:

Authors: Manolova TS, Carter NM, Manev IM, Gyoshev BS.

Title: The Differential Effect of Men and Women Entrepreneurs’ Human Capital and Networking on Growth Expectancies in Bulgaria

Year: 2007

Abstract: Based on expectancy theory and social psychology perspectives, this study looks at the differential effects of men and women entrepreneurs’ human capital and networking on their growth expectancies in the context of a transitional economy. Survey data from men and women new venture owners in Bulgaria (n = 544) suggest that growth expectancy among men is significantly and positively associated with outside advice achieved through networking. Among women entrepreneurs, growth expectancy is significantly and positively associated with perceived benefits from prior experience. A Chow test for coefficient differences reveals that the determinants of growth expectancy for women entrepreneurs are significantly different than those for men, rendering support for perspectives from social psychology, which suggest that women have different socialization experiences and, as a result, conceive of their new venture growth differently. Implications for managerial practice and public policy are discussed.

FullReference:

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ArticleID:

Authors: Ryan Seebruck Scott V. Savage

Title: The Differential Effects of Racially Homophilous Sponsorship Ties on Job Opportunities in an Elite Labor Market: The Case of NCAA Basketball Coaching

Year: 2013

Abstract: We examine how an assistant coach's race and the race of his supervisor (the head coach) interact to affect future job quality. While past research argues that homophily is beneficial to job mobility, we find differential effects based on the race. OLS and OLR regression analyses on the quality of one's first head coaching job in NCAA men's basketball indicate that black assistant coaches working under black head coaches (black homophily) are significantly disadvantaged compared to all other racial combinations: white assistants with white supervisors (white homophily), white assistants with black supervisors (white heterophily), and black assistants with white supervisors (black heterophily). In contrast, there is no significant difference in job quality among the latter three groups: white homophily, white heterophily, and black heterophily. This indicates that while homophily is neither advantageous nor disadvantageous for whites, it is disadvantageous for black job candidates. This racially based disadvantage makes it difficult for minority job candidates to break through the glass ceiling and has real‐world financial implications.

FullReference:

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ArticleID:

Authors: Gwendolyn M. Combs

Title: The Duality of Race and Gender for Managerial African American Women: Implications of Informal Social Networks on Career Advancement

Year: 2003

Abstract: Research suggests that women have progressed in equalizing their representation,status,and earning power as managers in organizations. These improvements may not reflect the career advancement of managerial African American women. African American women contend with the convergence of race and gender in improving their organizational standing and career advancement opportunities. The literature on workplace social networks indicates that informal more than formal socialization systems are salient in advancing careers. Due to the duality of race and gender, African American women in managerial and executive positions may be forced into out-group status in terms of informal social networks. Informal social networks for managerial African American women may be less accessible and may operate under different dimensions than for their African American male and White female and male counterparts. Critical examination of the effect of the interaction of race and gender on informal networks of managerial African American women in organizations is needed.

FullReference:

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ArticleID:

Authors: Blommaert L, Meuleman R, Leenheer S, Butkēviča A.

Title: The gender gap in job authority: Do social network resources matter?

Year: 2019

Abstract: Women generally have less job authority than men. Previous research has shown that human capital, family features and contextual factors cannot fully explain this gender authority gap. Another popular explanation holds that women’s career opportunities are limited because their social networks comprise less beneficial contacts and resources than men’s. Yet, the role of social networks has received little attention in empirical research seeking to explain the gender gap in job authority. This study examines to what extent gender differences in social networks exist and are related to the gender authority gap. Drawing on two strands of social network theory, we develop hypotheses about the role of network diversity and network status. We test these hypotheses using representative longitudinal data from the NEtherlands Longitudinal Lifecourse Study (2009–2013). Results reveal that women generally had less diverse occupational networks in terms of contacts’ occupations and were less likely to know managers than men, network features which are found to be significantly related to job authority. Controlling for these gender differences in networks leads to a reduction of the observed gender authority gap that is statistically significant but modest in substantive terms.

FullReference:

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ArticleID:

Authors: DanielleKane

Title: The gendered transition to college: The role of culture in ego-network evolution

Year: 2011

Abstract: This article argues that gender norms and students’ entering network structure affect their transition to college. More specifically, just as Bourdieu (1977) posited that the education system privileges the culture of the dominant classes, I argue that elite universities favor those students who enter with sparse, diverse networks – the network capital of the adult upper class – and that their presence creates incentives that lead all students to adopt this structure. I predict that cultural mandates that encourage women to cultivate and manage ties actively will foster a more satisfying social transition than for men, who rely more on the very dense networks that the elite university environment undermines. I find that after one year at an elite university, students’ networks are sparser and more diverse. Interviews reveal that men from dense networks experience a particularly difficult social transition to the university. Because gendered cultural norms contribute so greatly to tie formation in this sample, I conclude that culture plays a key role in network evolution.

FullReference:

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ArticleID:

Authors: Iiris Aaltio, Jiehua Huang

Title: The guanxi ties of managers in mainland China – a critical analysis based on gender

Year: 2018

Abstract: Purpose Inadequate social networks are often seen as an explanation of the under-representation of women in management. Networks contain culture-specific features, as in China where the term guanxi is used, defined as a shared common identification held by two or more individuals (Jacobs, 1979). In several studies, guanxi has been found to relate positively to success at work both for the individual and the organization, but little is known about it from gender and career perspectives. Referring especially to the earlier studies by Chow and Ng (2004), the purpose of this paper is to address the meaning of guanxi networks for top women IT managers in mainland China. Design/methodology/approach The authors collected data from 21 women managers in mainland China, using a questionnaire about the composition and structure of their core guanxi networks and face-to-face interviews which allowed ample opportunity to elaborate the participants’ responses to items included in the questionnaire and their perspectives to using guanxi in general. The authors used both data in an interpretive analysis. Findings It was found that: there is a significant effect of female-to-male dyads concerning power and work-related guanxi bases, such as influence; there is a significant effect of female-to-female dyads concerning questions of private life and crisis, and women IT managers have a relatively limited guanxi base. The findings of this paper support Ibarra’s (1993) suggestion that a common strategy for women is to use and develop a functionally differentiated network. Based on findings, the authors further suggest that in building a successful managerial career, women managers in China need to reflect their gender, be gender-sensitive in building up their networks and stay incorporated at the core networks in the organization whatever gender they represent. They also suggest that because networks are dependent on culturally bound definitions (like guanxi), even the guanxi practices may vary locally in different parts of China. Research limitations/implications Women managers are important role models for younger female candidates and the possibility to close connections with them is relevant. Because networks are dependent on culturally bound definitions (like guanxi), even the guanxi practices may vary locally in different parts of China. For further studies, the authors suggest to focus on the consequences of guanxi practice limitations to women managers’ careers, especially from the perspective of private life responsibilities and the possible problematic nature of power ties between the gender(s). Originality/value Even if working life is becoming more and more global, the local and culture-based nature of networking remains. This paper contributes on the extensive research on social networking practices in China, often described in terms of guanxi, which has seldom been investigated using critical gender perspective.

FullReference:

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ArticleID:

Authors: Foley S, Linnehan F, Greenhaus JH, Weer CH.

Title: The Impact of Gender Similarity, Racial Similarity, and Work Culture on Family-Supportive Supervision

Year: 2006

Abstract: This study examines the relationship between demographic similarity in the supervisor-subordinate dyad and family-supportive supervision. The authors found that supervisors provided more family support to subordinates who were similar in either gender or race than to those subordinates who were dissimilar. In addition, family-supportive supervision was highest when subordinates were similar to supervisors in both gender and race. A family-supportive organizational culture was positively related to family-supportive supervision, although contrary to what was predicted, it did not attenuate the effects of gender similarity and racial similarity on family-supportive supervision. Implications of the findings and directions for future research are discussed.

FullReference:

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ArticleID:

Authors: Rochelle Parks-Yancy

Title: THE IMPACT OF SOCIAL CAPITAL ON AFRICAN-AMERICAN AND WOMEN SURVIVORS OF ORGANIZATIONAL DOWNSIZING

Year: 2004

Abstract: Research has found that African-Americans and women have opportunities for advancement in the traditional corporate environment through resources embedded in their social networks. However, layoffs can affect the composition of their social networks, their positions in the networks, and rewards from those networks. I suggest that the racial, cultural, and gender differences between African-American and women layoff survivors and White and male layoff survivors will negatively affect their access to and benefits from social capital resources. Yet, strong tie relationships with White and male layoff survivors in key strategic positions can help African-American and women survivors maintain their existing job position because they can then borrow the social capital resources of the White and male survivors. Thus, while research has found that weak ties help individuals advance in their workplaces, strong tie relationships with majority groups may be more beneficial to minority groups in maintaining their position after a layof

FullReference:

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ArticleID:

Authors: Helms, Marilyn M; Arfken, Deborah Elwell; Bellar, Stephanie.

Title: The Importance of Mentoring and Sponsorship in Women's Career Development

Year: 2016

Abstract: While the importance of mentoring for women's career development has been widely documented, little has been written within the academic literature solely about sponsoring or sponsorship. Recently the popular press has promoted sponsorship as a career objective of women or the output of mentoring, implying a linear progression over time. The authors conducted a pilot study to explore the ways in which women leaders made these distinctions in their career development.

FullReference:

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ArticleID:

Authors: Constantin Schoen ,Katja Rost,David Seidl

Title: The influence of gender ratios on academic careers: Combining social networks with tokenism

Year: 2018

Abstract: This paper examines how gender proportions at the workplace affect the extent to which individual networks support the career progress (i.e. time to promotion). Previous studies have argued that men and women benefit from different network structures. However, the empirical evidence about these differences has been contradictory or inconclusive at best. Combining social networks with tokenism, we show in a longitudinal academic study that gender-related differences in the way that networks affect career progress exist only in situations where women are in a token position. Our empirical results further show that women not in severely underrepresented situations benefit from the same network structure as men.

FullReference:

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ArticleID:

Authors: Dilani Jayawarna, Oswald Jones, Susan Marlow

Title: The influence of gender upon social networks and bootstrapping behaviours

Year: 2015

Abstract: This article analyses the influence of gender upon networking and bootstrapping behaviour drawing on a sample of entrepreneurs in the early stages of business start-up in the context of deprived communities in a developed economy. Whilst the data confirms the importance of bootstrapping for all new ventures, gender differences are identified in the use of strong and weak ties to support bootstrapping activities. A number of variations are subject to gendered influences; in addition, men and women make differing use of brokers. We also note a number of broad similarities between the bootstrapping and networking activities of women and men which dispel notions of essential gender differences thus, responding to calls to use positivist research to challenge, rather than axiomatically seek confirmation, of assumptions of essential female entrepreneurial deficiency.

FullReference:

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ArticleID:

Authors: Liza Howe-Walsh Sarah Turnbull Emmanouil Papavasileiou Nikos Bozionelos

Title: The Influence of Motherhood on STEM Women Academics' Perceptions of Organizational Support, Mentoring and Networking

Year: 2016

Abstract: The lack of women in senior positions in STEM within higher education is an ongoing concern. Identifying the barriers that STEM women face to progress their careers remains an important area of research. While previous studies have explored some of challenges associated with the gendered culture within higher education, less is known about the additional barriers faced by women with children. Using a survey of STEM women in the UK this study examines the influence motherhood has on women's perceptions of organisational support, mentoring and networking and identifies that STEM women with children are found to have less opportunity to engage with mentoring or to benefit from formal or informal networks within the institution. The findings have significant implications for the career progression of women with children and suggest that review of HR policy and practice to facilitate greater organisational support and in particular mentoring and networking requires the institution to take a far more proactive approach.

FullReference:

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ArticleID:

Authors: Diana Maguire

Title: The Influence of Online Social Capital On Women's Career Change

Year: 2016

Abstract: Women seeking to manage their careers have faced numerous challenges for decades. The influence of social capital on women's careers has been a concern of researchers, particularly within the contexts of women's underrepresentation in businesses' higher organizational ranks and societal expectations for women. This research builds on previous career studies and improves the understanding of women's career changes with consideration of their social capital behaviors online. The two research questions in the study are: To what degree does online social capital impact women's ability to make desired career changes in business? To what degree do workingwomen view online social networking platforms as a viable means to develop and maintain social capital? In phase one, a quantitative study was conducted via an online survey of over two hundred women working within nearly fifty companies in a southwestern New York and northwestern Pennsylvania region. In phase two, follow-up qualitative questions were asked of an age-stratified sample of women working in the region. The findings suggest that women's use of direct communications channels online is associated with developing and maintaining professional network contacts. Women in the study indicated a limited use and perception of social media tools for developing social capital. Factors including age and field of work were found to impact women's use of social media professionally as well. Future implications suggest investigating the activities women use to develop and maintain their career-related social capital networks over time to identify potential shifts in behavior or social media acceptance.

FullReference:

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ArticleID:

Authors: Tonge, J.

Title: The influence of position and gender on personal networks in a UK professional service

Year: 2010

Abstract: This paper presents empirical findings regarding the content and process of personal contact or social networks and networking of practitioners in a professional service. The focus of the study is public relations practitioners operating in seven consultancies across the UK, in Manchester, London, Yorkshire and Cheshire. Using qualitative methodologies including in-depth interviews and network mapping, the study reveals practitioners' network size and variety of contacts, and their role in client acquisition and retention. In particular, the study suggests that position and gender are two key influences on practitioners' personal networks. The study appears to identify that managers may have the smallest networks compared to their colleagues and especially lack weak tie contacts in the form of friends, and that female practitioners may have larger and more varied personal contact networks than men. The study thus offers an insight into personal network membership for public relations practitioners, hitherto unexplored, plus a deeper understanding of interactional dimensions of social networks and the gendered nature of networking in the UK public relations sector.

FullReference:

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ArticleID:

Authors: Farh J-L, Tsui AS, Xin K, Cheng B-S.

Title: The Influence of Relational Demography and Guanxi: The Chinese Case.

Year: 1998

Abstract: Two studies were conducted to investigate the indigenous concept of guanxi and its applications in the Chinese context. Guanxi refers to the existence of direct particularistic ties between an individual and others. We relate the concept to the idea of relational demography, which refers to similarities or differences between an individual and others on such factors as age, gender, race, religion, education, and occupation. The two studies focused on the importance of guanxi and relational demography in Chinese employment settings. In study 1, their importance was examined in a sample of 560 vertical dyads (i.e., between supervisor and subordinate) in Taiwan. In study 2, the effects were analyzed in a sample of 205 horizontal dyads, specifically between business executives and their important business connections (e.g., key customers, suppliers, bankers, government officials) in mainland China. Results support the importance of both guanxi and relational demography for subordinate trust in the supervisor, but only guanxi is found to be (extremely) important for business executives' trust in their connections. Implications for future cross-cultural research on the effect of common ties are discussed.

FullReference:

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ArticleID:

Authors: Janice Witt Smith & Toni Calasanti

Title: THE INFLUENCES OF GENDER, RACE AND ETHNICITY ON WORKPLACE EXPERIENCES OF INSTITUTIONAL AND SOCIAL ISOLATION: AN EXPLORATORY STUDY OF UNIVERSITY FACULTY

Year: 2005

Abstract: Racial and ethnic minorities and women in the professoriate have already achieved a level of career success to overcome obstacles and negotiate the educational process. Still, their experiences differ from their white male counterparts. They lag behind in terms of pay and mobility, and research on other occupations reveals that even “successful” minorities experience the workplace organization differently from white men (Nkomo and Cox 1990 Nkomo , S. M. and T. Cox . Jr. 1990 . “Factors Affecting the Upward Mobility of Black Managers in Private Sector Organizations.” The Review of the Black Political Economy 18 ( 3 ): 39 – 57 . [Google Scholar]; Yoder and Aniakudo, 1997 Yoder , J. F. and P. Aniakudo . 1997 . “Outsider Within the Firehouse: Subordination and Difference in the Social Interactions of African-American Women Firefighters.” Gender & Society 11 ( 3 ): 324 – 341 . [CSA] [Google Scholar]). Our study extends research in this area in two ways. First, we ask, to what extent do women and minorities in the professoriate experience the workplace differently from white men as evidenced in feelings of institutional and social isolation, and intention to turnover? Second, we avoid homogenizing racial and ethnic minority groups into a single “nonwhite” category. Thus, in exploring experiences of isolation, we distinguish among a wider range of racial, ethnic and gender groups. While we had insufficient numbers to look at a large number of minority groups, our findings indicate the importance of examining feelings of different types of isolation and the significance of the gendered and racialized nature of workplace organizations.

FullReference:

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ArticleID:

Authors: Sefiani, Yassine and Davies, Barry and Bown, Robin and Kite, Neilson

Title: The interface of networking and 'wasta' in an Arabic context

Year: 2016

Abstract: Purpose - The aim of this study is to uncover particular and significant methods of pursuing business connections, in the small manufacturing businesses of Tangier. Prior Work - The significance of networking and its impact on the performance of SMEs was revealed in a number of studies. There have been significant studies on the structural, relational, and cognitive dimensions of social capital in value creation. It can be noted that there are potentially significant differences in the concept of networking particularly those that are influenced by Arabic culture. Approach - A two-stage design, which incorporated both quantitative and qualitative approaches, was employed in this study. Approaches were employed in succession with the findings from the quantitative phase informing the qualitative phase. Initially, a paper and online survey questionnaire was administered to a population of 365 industrial SMEs to gain some insights on the perceptions of owner-managers of the impact of networking on business performance. Following the quantitative phase, fifteen in-depth face-to-face semi-structured interviews were conducted with selected owner-managers of SMEs, forming a judgmental selection, to explore their experiences, beliefs, and attitudes with respect to networking factor. Results - Both quantitative and qualitative phases of the study found that networking was a significant factor in influencing the success of SMEs. The concept of wasta, the Arabic word for connections, emerged from the qualitative phase. Findings show that using wasta, through politico-business networks is important since it enables access to current information that is crucial for the success of SMEs. The concept of wasta was also mentioned in relation to financial resources and suppliers. Findings revealed that strong relationships with suppliers enable firms to get financial resources in the form of trade credits. Furthermore, the relationship between wasta and human resources was also revealed. Findings showed that owner-managers use their network relations through wasta in order to recruit their staff. Implications - The findings of this study add to the understanding of networking in Arabic countries with the importance of wasta in an economy that functions on relationships. The findings of this study could therefore be useful to international managers to assist their intercultural effectiveness by adjusting to culture-specific networking in Tangier. Value - This study supports previous findings of Hutchings & Weir (2006) and contributes additional evidence that suggests the significance of wasta and its impact on SME success.

FullReference:

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ArticleID:

Authors: Raina A. Brands, Jochen I. Menges, Martin Kilduff

Title: The Leader-in-Social-Network Schema: Perceptions of Network Structure Affect Gendered Attributions of Charisma

Year: 2015

Abstract: Charisma is crucially important for a range of leadership outcomes. Charisma is also in the eye of the beholder—an attribute perceived by followers. Traditional leadership theory has tended to assume charismatic attributions flow to men rather than women. We challenge this assumption of an inevitable charismatic bias toward men leaders. We propose that gender-biased attributions about the charismatic leadership of men and women are facilitated by the operation of a leader-in-social-network schema. Attributions of charismatic leadership depend on the match between the gender of the leader and the perceived structure of the network. In three studies encompassing both experimental and survey data, we show that when team advice networks are perceived to be centralized around one or a few individuals, women leaders are seen as less charismatic than men leaders. However, when networks are perceived to be cohesive (many connections among individuals), it is men who suffer a charismatic leadership disadvantage relative to women. Perceptions of leadership depend not only on whether the leader is a man or a woman but also on the social network context in which the leader is embedded.

FullReference:

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ArticleID:

Authors: BRANDS, R. A.; MENGES, J. I.; KILDUFF, M.

Title: The Leader-in-Social-Network Schema: Perceptions of Network Structure Affect Gendered Attributions of Charisma.

Year: 2015

Abstract: Charisma is crucially important for a range of leadership outcomes. Charisma is also in the eye of the beholder--an attribute perceived by followers. Traditional leadership theory has tended to assume charismatic attributions flow to men rather than women. We challenge this assumption of an inevitable charismatic bias toward men leaders. We propose that gender-biased attributions about the charismatic leadership of men and women are facilitated by the operation of a leader-in-social-network schema. Attributions of charismatic leadership depend on the match between the gender of the leader and the perceived structure of the network. In three studies encompassing both experimental and survey data, we show that when team advice networks are perceived to be centralized around one or a few individuals, women leaders are seen as less charismatic than men leaders. However, when networks are perceived to be cohesive (many connections among individuals), it is men who suffer a charismatic leadership disadvantage relative to women. Perceptions of leadership depend not only on whether the leader is a man or a woman but also on the social network context in which the leader is embedded.

FullReference:

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ArticleID:

Authors: P. Fadil, C. Smatt, S. L. Segrest & C. Owen

Title: The Moderating Effects of Technology on Career Success: Can Social Networks Shatter the Glass Ceiling?

Year: 2009

Abstract: This paper reviews the demographic predictors of career success and proposes that technology plays a critical role in alleviating career success barriers for various demographic groups who have historically encountered barriers. Specifically we propose that technology can act as a moderator allowing minority groups greater participation and acceptance in networks. And, ultimately the greater participation and acceptance in networks will lead to greater career success for groups who have typically encountered “glass ceilings” based on demographic variables such as gender, age, race and ethnicity.

FullReference:

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ArticleID:

Authors: Bat Batjargal, Justin W. Webb, Anne Tsui, Jean-Luc Arregle, Michael A. Hitt, Toyah Miller

Title: The moderating influence of national culture on female and male entrepreneurs’ social network size and new venture growth

Year: 2019

Abstract: Purpose The purpose of this paper is to disentangle individual-level gender differences and norm-based gender roles and stereotypes to provide a finer-grained understanding of why female and male entrepreneurs experience different growth returns from their social networks across different national cultures. Design/methodology/approach This research uses a survey of 637 (278 female and 359 male) entrepreneurs across four nations varying on relational culture (importance of social relationships) and gender egalitarianism (importance of gender equality or neutrality in social and economic roles). Findings The authors find evidence that male entrepreneurs in high relational cultures benefit the most in terms of growth in revenues from larger network size while women in low relational cultures benefit the least. In cultures with low gender egalitarianism, male entrepreneurs benefit more from their larger social networks than did the female entrepreneurs. Practical implications The study presents implications for female entrepreneurs’ behaviors to gain more benefits from their social networks, especially in cultural contexts where relationships are important or where there is equality in gender roles. In these contexts, they may need to develop other strategies and rely less on social networks to grow their ventures. Social implications This research suggests that female entrepreneurs still are disadvantaged in some societies. National policy may focus on developing more opportunities and providing more support to women entrepreneurs as a valuable contributor to economic growth of the nations. Originality/value The authors disentangle the effects of gender differences, norm-based gender stereotypes and networks on entrepreneurial outcomes.

FullReference:

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ArticleID:

Authors: Diogo Lemieszek Pinheiro, Julia E. Melkers

Title: The need to look elsewhere: The push and pull of underrepresented minority faculty professional networks

Year: 2011

Abstract: Minority faculty are dramatically underrepresented in science. Qualitative studies of minorities in the workplace point to evidence of exclusion, and qualitatively different experiences in the work environment. Yet, little is known about how these factors matter in the structure and resources of professional networks of underrepresented minorities (Blacks, Hispanics, and Native Americans). Most studies have focused on work environment issues, and little is known about minority networks. Do underrepresented minorities develop different career-oriented networks than the majority? And how do those differences relate to research productivity? Based on data collected as part of an NSF-funded national study of academic scientists, this paper reports findings regarding the structure, composition, and career resources in the professional networks of minority academic scientists. Preliminary results using a series of explanatory models and statistics show that although minorities do not have significantly different network sizes, they do differ in terms of network composition and resources. More specifically, minorities tend to have larger collaborative networks outside their current institutions. This is explained mostly by perceptions of personal support within one's own academic institution. As a result, work climate variables help explain differences in productivity.

FullReference:

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ArticleID: A5

Authors: Borgatti S., Foster P.

Title: The Network Paradigm in Organizational Research: A Review and Typology

Year: 2003

Abstract: In this paper, we review and analyze the emerging network paradigm in organizational research. We begin with a conventional review of recent research organized around recognized research streams. Next, we analyze this research, developing a set of dimensions along which network studies vary, including direction of causality, levels of analysis, explanatory goals, and explanatory mechanisms. We use the latter two dimensions to construct a 2-by-2 table cross-classifying studies of network consequences into four canonical types: structural social capital, social access to resources, contagion, and environmental shaping. We note the rise in popularity of studies with a greater sense of agency than was traditional in network research.

FullReference: Borgatti, S. P., & Foster, P. C. (2003). The Network Paradigm in Organizational Research: A Review and Typology. Journal of Management, 29(6), 991–1013.

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ArticleID:

Authors: Saskia de Klerk

Title: The networking practices of women managers in an emerging economy setting: negotiating institutional and social barriers

Year: 2017

Abstract: Women managers face institutional and social barriers throughout their careers. In this research, we use networking and symbolic interactionism theories to explain how they network while negotiating these impediments in an emerging economy setting. Focus‐group data revealed three themes. The women in our study, as predicted by networking theory, use networks to bolster career outcomes, although some also use non‐influential networks or network ineffectively. Next, symbolic interactionism explains how expectations of, and personal reflections on, networking lead to a lack of confidence and feelings of guilt that can be career limiting. However, when women understand that their unique networking approach can be powerful, they gain social capital that enhances their leadership. Last, patriarchal cultures of emerging economy settings support stereotypical gender roles, leaving women conflicted between competition and mutual support, thus redefining the so‐called Queen Bee phenomenon. We conclude by showing how women can use networking to enhance career and personal development.

FullReference:

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ArticleID:

Authors: Lalanne, Marie and Seabright, Paul,

Title: The Old Boy Network: Gender Differences in the Impact of Social Networks on Remuneration in Top Executive Jobs

Year: 2011

Abstract: Using an original dataset describing the career history of some 16,000 senior executives and members of the non-executive board of US, UK, French and German companies, we investigate gender differences in the use of social networks and their impact on earnings. There is a large gender wage gap: women (who make up 8.8% of our sample) earned average salaries of $168,000 in 2008, only 70% of the average $241,000 earned by men. This is not due to differences in age, experience or education levels. Women are more likely than men to be non-executives, whose salaries are lower; nevertheless, a substantial gender gap still exists among executives. We construct measures of the number of currently influential people each individual has encountered previously in his or her career. We find that executive men's salaries are an increasing function of the number of such individuals they have encountered in the past while women's are not. Controlling for this discrepancy, there is no longer a significant gender gap among executives. These findings are robust to the use of different years, to the use of salaried versus non-salaried remuneration, and to the use of panel estimation to control rigorously for unobserved individual heterogeneity. In contrast to executives, the salaries of non-executive board members do not display a significant gender wage gap, nor any gender difference in the effectiveness with which men and women leverage their links into salaries. This suggests that adoption of gender quotas for board membership, as has been enacted or proposed recently in several European countries, is unlikely to reduce the gender gap in earnings so long as such quotas do not distinguish between executive and non-executive board members.

FullReference:

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ArticleID:

Authors: Lalanne, Marie and Seabright, Paul

Title: The Old Boy Network: The Impact of Professional Networks on Remuneration in Top Executive Jobs

Year: 2016

Abstract: We investigate the impact of social networks on earnings using a dataset of over 20,000 senior executives of European and US firms. The size of an individual's network of influential former colleagues has a large positive association with current remuneration. An individual at the 75th percentile in the distribution of connections could expect to have a salary nearly 20 per cent higher than an otherwise identical individual at the median. We use a placebo technique to show that our estimates reflect the causal impact of connections and not merely unobserved individual characteristics. Networks are more weakly associated with women's remuneration than with men's. This mainly reflects an interaction between unobserved individual characteristics and firm recruitment policies. The kinds of firm that best identify and advance talented women are less likely to give them access to influential networks than are firms that do the same for the most talented men.

FullReference:

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ArticleID:

Authors: Judith Harford

Title: The path to professorship: reflections from women professors in Ireland

Year: 2020

Abstract: The under-representation of women in senior echelons of the academy is welldocumented internationally. In the Irish context, the issue of gender equality has reached the active policy agenda relatively recently, largely triggered by a number of high profile lawsuits and the subsequent setting up of an expert review panel and a gender equality taskforce, both issuing landmark reports [HEA 2016. National Review of Gender Inequality in Irish Higher Education Institutions. http://hea.ie/assets/uploads/2017/04/hea\_review\_of\_gender\_equality\_ in\_irish\_higher\_education.pdf; HEA 2018. Higher Education Institutional Staff Profiles by Gender. July. http://hea.ie/assets/uploads/2018/01/Higher-EducationInstitutional-Staff-Profiles-by-Gender-2018.pdf]. Data on the barriers women face moving through the entrepreneurial university have slowly emerged, with now a more sophisticated understanding of the gendered nature and impact of neoliberal values and managerialist practices. But what of those women who do make it to professoriate level? What do they identify as the key enablers which facilitated their progression? Part of a national study of women professors in Ireland, in which 21 women, three in each of the seven universities nationally were interviewed, this article is based on the narratives of 10 women located in faculties of Social Sciences and Humanities, all of whom had made strategic choices not to engage in leadership/management roles. Three key themes were generated during the analysis of their testimony: the importance of academic mentors, sponsors and networks which helped position them for advancement; the value these women placed on research rather than management/leadership tracks; and the strategies they employed in order to reach the level of full professor.

FullReference:

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ArticleID:

Authors: Aurora Chen, Noeleen Doherty, Susan Vinnicombe

Title: The perceived value of networking through an EMBA: a study of Taiwanese women

Year: 2012

Abstract: Purpose This paper seeks to explore the perceived value of an executive MBA (EMBA) to the development of knowing‐who competency for Taiwanese women managers. Design/methodology/approach This qualitative research drew on in‐depth interviews with a sample of 18 female alumni across three business schools in Taiwan. Analysis, using NVivo 8.0, focused on individual perceptions of the development of knowing‐who, through networks. Findings Women emphasized the benefits of acquiring and developing networks from undertaking the EMBA. Cultural values impacted women's perceptions of networking. Research limitations/implications This is an exploratory piece with limited generalisability, however, it indicates the perceived importance of networking to female EMBA students within the Asian context. Originality/value Findings extend previous research on the acquisition and development of networks through the EMBA experience. The salience of networking for women is established. The clarification of age or career stage in research on women's careers is needed.

FullReference:

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ArticleID:

Authors: Paul Djupe, Scott Mcclurg and Anand Edward Sokhey

Title: The Political Consequences of Gender in Social Networks

Year: 2018

Abstract: Recent research on political discussion has focused on whether aspects of interaction create a ‘democratic dilemma’ for the mass public in which people face a choice between political participation and political tolerance. This article argues that there are important variations in how people react to their immediate social contacts. It explores this idea by studying how social disagreement and expertise interact with gender to explain variance in political participation. First, it shows that there are conflicting expectations in the literature about how such dynamics should manifest, despite agreement that men and women should experience different kinds and degrees of social influence. Secondly, it examines these expectations by revisiting prominent, network-based explanations of political participation; it finds that these relationships do not display consistency across sex differences. The results point to the existence of varied ‘social logics’ for men and women, and suggest the need to reconsider how to think about the efficacy of discussion and disagreement in a democratic society.

FullReference:

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ArticleID:

Authors: Benjamin Cornwell, Fedor A. Dokshin

Title: The Power of Integration: Affiliation and Cohesion in a Diverse Elite Network

Year: 2014

Abstract: Amuch-theorized but seldom-tested theory is that elites achieve cohesion via the social network they form through their affiliations with local clubs, religious institutions, civic groups, and other voluntary associations. But few scholars have considered how increasing diversity with respect to elites' gender, race, and social class may undermine such cohesion. We use primary data from interviews with 312 elites in a large Midwestern city to construct the network of affiliations local elites formed with one another. Results from bootstrapping analyses suggest that the most influential elites in the sample achieved a disproportionately high level of cohesion by virtue of the particular voluntary associations with which they affiliated. Not only were the most influential elites more connected to one another through multiple redundant associational pathways, but their affiliation networks were less segregated by gender, race, and social class than were the networks formed by less elite members of the sample. Instrumental variables regression analyses further show that the most influential elites were especially crucial to increasing cohesion and reducing segregation in the overall network. We discuss some of the mechanisms through which such integration enhances elites' cohesion and power.

FullReference:

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ArticleID:

Authors: Arvate, P. R., Galilea, G. W., Todescat, I.

Title: The queen bee: A myth? The effect of top-level female leadership on subordinate females

Year: 2018

Abstract: We investigate the effect of female leadership on gender differences in public and private organizations. Female leadership was constructed using a quasi-experiment involving mayoral elections, and our research used a sample of 8.3 million organizations distributed over 5600 Brazilian municipalities. Our main results show that when municipalities in which a woman was elected leader (treatment group) are compared with municipalities in which a male was elected leader (control group) there was an increase in the number of top and middle managers in public organizations. Two aspects contribute to the results: time and command/role model. The time effect is important because our results are obtained with reelected women – in their second term – and the command/role model (the queen bee phenomenon is either small, or non-existent) is important because of the institutional characteristics of public organizations: female leaders (mayor) have much asymmetrical power and decision-making discretion, i.e., she chooses the top managers. These top managers then choose middle managers influenced by female leadership (a role model). We obtained no results for private organizations. Our work contributes to the literature on leadership by addressing some specific issues: an empirical investigation with a causal effect between the variables (regression-discontinuity design – a non-parametric estimation), the importance of role models, and how the observed effects are time-dependent. Insofar as public organizations are concerned, the evidence from our large-scale study suggests that the queen bee phenomenon may be a myth; instead, of keeping subordinate women at bay, our results show that women leaders who are afforded much managerial discretion behave in a benevolent manner toward subordinate women. The term “Regal Leader” instead of “Queen Bee” is thus a more appropriate characterization of women in top positions of power.

FullReference:

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ArticleID:

Authors: H Surangi

Title: The role of female entrepreneurial networks and small business development: a pilot study based on Sri Lankan migrant entrepreneurs of tourism industry in London

Year: 2016

Abstract: Over the past few years much has been written about the rapid spread of various types of firm networking, the area of female entrepreneurs’ networks and small business entrepreneurship is still a challenging research field. This study aims to explore the role of female entrepreneurs’ networks and examine the importance influences for female entrepreneurs’ networking behaviour. Pilot studies are mostly under-reported in the qualitative research literature and this article specifically focuses on the pilot study findings. Having established that a qualitative methodology is most suitable for this study, the indepth narrative interviews and observation are deemed a particularly suitable research tools. For this study, the pilot work was conducted in London prior to the main stage of data gathering in Sri Lanka. Five Sri Lankan migrant women entrepreneurs in London were purposively approached and interviewed. Findings show that the female entrepreneurs’ networking experience provides a valuable insight for developing their own small businesses. More specifically, majority of the female entrepreneurs emphasized the purpose-driven nature of their contacts and they organized their networks around the family and social domains rather than professional ties. Further, influences: competing family responsibilities and business matters (being a good mum), gender, trust and running home based business, are important and they affect networking behaviour of female entrepreneurs. This study adds to the extant literature through its two-dimensional focus on entrepreneurial networking. The structural dimension which investigates who are parts of the …

FullReference:

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ArticleID:

Authors: Ronald J. Burke, Julia M. Bristor, Mitchell G. Rothstein

Title: The role of interpersonal networks in women′s and men′s career development

Year: 1995

Abstract: Describes an exploratory study to examine the interpersonal networks of managerial women and men. Women and men indicated all potentially supportive relationships they had both inside and outside their organizations. Data were collected from 57 women and 55 men using questionnaires. Includes also potential antecedents of such relationships (individual demographic, work environment), consequences (job satisfaction, career success, job involvement) and network characteristics (number of individuals, frequency of interactions, development functions provided). Finds that all respondents indicate having network members both inside and outside their organizations. Insiders are more numerous than outsiders. Finally hierarchical regression analyses indicate few effects of developmental functions from network members on work and career outcomes when personal and work setting characteristics are controlled.

FullReference:

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ArticleID:

Authors: Ofrit Lesser, Tsahi (Zack) Hayat & Yuval Elovici

Title: The role of network setting and gender in online content popularity

Year: 2017

Abstract: In this study, we explore the role of specific network structures that enhance social capital and assess the extent to which gender, social ties, and communication interaction relate to content popularity within online social networks (OSNs). Our results are based on an extensive OSN data set, containing over 100,000 members, connected by over 1.7 million links. The findings indicate that content popularity inference is more accurate when considering activity interaction among users and that network structures known as advantageous for amassing social capital in the offline environment are relevant online as well. We conclude by discussing how gender mediates the correlation between some network measures and the growth of users’ content popularity and provide a potential explanation for the emergence of gender differences.

FullReference:

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ArticleID:

Authors: Lee SK, Kim H, Piercy CW.

Title: The Role of Status Differentials and Homophily in the Formation of Social Support Networks of a Voluntary Organization

Year: 2016

Abstract: Given the important implications of social support on managing volunteers and their organizational commitment, we investigated how members of a Korean immigrant church (N = 178) exchanged two distinctive kinds of social support (i.e., informational and tangible). We used theories of centrality and homophily to hypothesize patterns of social connections among organizational members. Employing exponential random graph modeling (ERGM), the current study estimated the likelihood of age and gender homophily/heterophily in forming supportive ties while considering structural parameters. The results of analysis of variance showed that members with higher socioeconomic status and in official staff positions in the church were more central in the informational support exchange. However, ERGM for both types of support networks did not show hypothesized gender and age homophily/heterophily of Korean immigrants’ support exchange, suggesting the importance of other potential organizational and cultural influences. The findings shed light on the internal structuring of organizational support networks and suggest practical implications for managing organizational volunteers.

FullReference:

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ArticleID:

Authors: Bethamie Horowitz, Pearl Beck, Charles Kadushin

Title: The Roles of Women and Men on the Boards of Major American Jewish Organizations: A Research Report

Year: 1997

Abstract: Research Objective: This research examined the role women played on the boards of the 48 most important national American Jewish organizations which were identified in 1994 as “key players on the American Jewish scene.” The Score Card: How Many Women? National Jewish voluntary organizations were by and large no different from other national American voluntary organizations. In 1994, 25% of the Jewish board members were women, compared to 24% of board members of general American non-profit organizations. When boards which have all women members were omitted (such as Hadassah) together with boards which were almost exclusively men (such as Agudath Israel of America), 26% of the members of these “coed” boards were women. The equivalent figure for general American non-profit boards was 24%. Power and Influence on the Boards. Women’s power relative to men was measured in three ways: Do they serve on multiple boards? Do they become officers on these boards? Do they consider themselves influential on the boards? Although women were underrepresented on the boards, the study found that once women were on the boards, that they did not differ greatly from men in terms of the power and influence that they wielded. This finding is mostly attributable to the full time volunteer women serving on these boards. Overall, male and female board members were equally likely to be officers on their boards and to hold multiple board memberships. Women sometimes exceeded men in “centrality,” which reflected their presence on multiple boards and their brokerage potential as go-betweens. However, men were more likely than women to say that they were “very influential.” In turn, self-rated influence was related to household income: those with higher incomes claimed to be more influential. Selfrated influence may also be related to self-confidence, fundraising, and ability to dominate a discourse—all concerns that women voiced in qualitative interviews. The Decline of the Full Time Volunteer and the Rise of Employed Women. Of major concern to observers of the American voluntary organizational scene has been the declining availability of full-time women volunteers, many of whom constituted the backbone of the organizations. On Jewish coed national boards the study found major generational differences in the employment status of women: about 40% of the women over age 52 were full-time volunteers while only about 20% were employed full time. Among women age 52 and younger, 10% were full-time volunteers while 65% worked full time. The study showed that full-time women volunteers have wielded influence equal to or exceeding that of full-time employed men in terms of sitting on multiple board, holding officerships and feeling influential. The full-time volunteer women were able to devote significant time and they were more likely to serve on multiple boards than the full-time employed women. vii In contrast to the high attainment of the full-time volunteer women, the full-time employed women scored the lowest of any occupational group on these measures of power and influence. The implications of this changing occupational picture have yet to be played out. Will full-time employed women pressed for time while they try to work three shifts -- the job, the home and volunteer work -- be less likely to serve on multiple boards, resulting in a decline in their overall power? Or, will full-time employed women come to the table with more financial resources, and thus follow the pattern and accrue the power of the older male board members who have considerable resources? Gender Differences. In terms of social values, gender differences on Jewish boards were no different from those of American boards in general. Women were more likely than men to be concerned with equity issues and social change in America, which has been true since the 19th century. Women were also more likely to identify as politically liberal. On Jewish coed boards almost 60% of the women but fewer than 25% of the men thought there was too little funding for women’s causes. Fewer than one-third of the men, as compared with a majority of the women members, thought gender balance was a “very important” criterion for board membership. There were some differences between men and women members of coed boards on Jewish issues. While generally similar in their religious practices and knowledge of Hebrew, women were much less likely than men to have had a formal Bat/Bar Mitzvah ceremony. There were denominational differences between men and women: 52% of men reported their current denomination as Orthodox or Conservative as compared with 38% of the women. Men were more likely to focus on perceived anti-Semitism as a serious problem. There were also areas of agreement. Approximately 60% of both male and female board members either agreed somewhat or agreed strongly with the statement “Jewish organizations pay too much attention to fundraising and not enough to substantive issues.” Furthermore, 85% of the board members believed that “the missions of most Jewish organizations need to be reevaluated.” Most of the differences found between men and women were largely accounted for by the gender differences in the oldest (age 64+) age group. What Men and Women Bring to the Table. Women board members were less likely to hold professional degrees and specifically, were much less likely than the male board members to be lawyers. Although the conventional wisdom is that men have more control over financial resources, and this may be supported by the finding that men were more likely to be self-employed and to describe themselves as “active” in the business community, the study revealed no differences in household income between men and women board members. Men were significantly more likely than women to possess financial, budgeting and accounting skills. Furthermore, in qualitative interviews, women tended to express reluctance about fundraising. viii Board Members Compared with the Average American Jew? Regardless of differences between men and women board members, as a group they differed from Americans Jews who claimed some Jewish identity (based on the 1990 National Jewish Population Survey). The board members were better educated, considerably wealthier, more likely to be married, and more likely to be married to a Jewish spouse. Board members were much more likely than the national sample to be active synagogue-goers and to be engaged in Jewish study. Board members were also much less likely than other American Jews to be worried about anti-Semitism in the United States. In short, the study showed that the board members of major national Jewish organizations are more actively Jewish than the Jewish population at large. Top Level Paid Staff in Jewish Organizations. Over one-half of the 38 organizations responding to our organizational survey reported not having any women in any of the top five highest salaried positions. Only one organization had a woman in the highest salaried position. However, a larger number of women occupied the second, third and fourth most highly paid positions (27%, 29% and 35% of position holders, respectively), indicating that there are a substantial number of “women in the wings” who are possibly in line for top paid positions. On the other hand, this may simply be an example of another glass ceiling. Almost every one of the board members we interviewed said that the major gender inequality problem was not with board members but with the professional staff. The Study The study, commissioned by Ma’yan: The Jewish Women’s Project of the JCC on the Upper West Side, presents the most comprehensive and systematic analysis to date about the status of American Jewish women in the Jewish voluntary sector. The study is also unusual in its multimethod approach and in its application of “network analysis” to the study of board members in American Jewish organizations. The analysis drew on five data-sets developed especially for this project. (1) a composite picture of 48 American Jewish organizations, identified by experts as “key players on the American Jewish scene;” (2) a database comprising the names of the board members of 45 of these 48 organizations; (3) a survey sent to all of the organizations (and completed by 38); (4) an analysis of the responses of 282 boards members (selected because they served on a coed board which represented their “most important board”). The survey was completed by 720 board members, representing a 48% response rate. (5) in-depth, face-to-face interviews with 15 particularly active board members—nine women and six men.

FullReference:

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ArticleID:

Authors: Beggs JJ, Hurlbert JS.

Title: The Social Context of Men's and Women's Job Search Ties: Membership in Voluntary Organizations, Social Resources, and Job Search Outcomes

Year: 1997

Abstract: We address a neglected issue in the literature on social resources by asking how one aspect of the context of searcher-contact ties, shared membership in voluntary organizations, affects social resources and, through them, job search outcomes. We also ask whether these effects differ by gender. Our results show that using a contact with whom a job searcher shared membership in a fraternal/service organization decreased the probability that the searcher-contact tie was weak, but membership in these organizations and in church and recreational organizations increased the probability that the tie was gender homophilous. Both church and business voluntary organizational contexts had a positive effect on the use of a contact who was significantly older. Finally, for women, we find a negative effect of shared membership in school organizations on the probability that the searcher-contact tie was weak and, for men, a positive effect of business organizational context on the probability that the tie was gender homophilous. We also find that voluntary organizational contexts exert indirect effects on search outcomes through these tie and contact characteristics, but these effects depend not only upon the type of voluntary organizational context and the gender of the searcher, but also upon the type of social resources through which the effects are exerted. We suggest that the structure of voluntary organizations may underlie these effects. In our conclusions, we examine the implications of these analyses for studying this and other tie contexts, for understanding resource-building, and for studying the role of social networks in individual action.

FullReference:

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ArticleID:

Authors: Gilkes Borr, Tamara

Title: The Strategic Pursuit of Black Homophily on a Predominantly White Campus

Year: 2019

Abstract: The process of Black homophily (finding Black others) is complex. Yet few have researched how and why Black friendships form. For many of the informants at a selective West Coast university, finding Black friends was fraught with obstacles and required strategy. Some manipulated their campus placements and time commitments to access predominantly Black spaces at the expense of cross-racial relationships. Others were less motivated to form Black friendships. Social network research within higher education rarely explores same-race network formation and often struggles to tease out the role of agency versus structure. Through 42 interviews with students and administrators and campus observations over three years, this study sheds light on how and why these relationships form and provides insight into the role of choice in Black homophilous friendship formation.

FullReference:

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ArticleID:

Authors: Martin Ruef, Howard E. Aldrich and Nancy M. Carter

Title: The Structure of Founding Teams: Homophily, Strong Ties, and Isolation among U.S. Entrepreneurs

Year: 2003

Abstract: The mechanisms governing the composition of formal social groups (e.g., task groups, organizational founding teams) remain poorly understood, owing to (1) a lack of representative sampling from groups found in the general population, (2) a "success" bias among researchers that leads them to consider only those groups that actually emerge and survive, and (3) a restrictive focus on some theorized mechanisms of group composition (e.g., homophily) to the exclusion of others. These shortcomings are addressed by analyzing a unique, representative data set of organizational founding teams sampled from the U.S. population. Rather than simply considering the properties of those founding teams that are empirically observed, a novel quantitative methodology generates the distribution of all possible teams, based on combinations of individual and relational characteristics. This methodology permits the exploration of five mechanisms of group composition--those based on homophily, functionality, status expectations, network constraint, and ecological constraint. Findings suggest that homophily and network constraints based on strong ties have the most pronounced effect on group composition. Social isolation (i.e., exclusion from a group) is more likely to occur as a result of ecological constraints on the availability of similar alters in a locality than as a result of status-varying membership choices.

FullReference:

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ArticleID:

Authors: Jasjit Singh, Morten T. Hansen, Joel M. Podolny

Title: The World Is Not Small for Everyone: Inequity in Searching for Knowledge in Organizations

Year: 2010

Abstract: We explore why some employees may be at a disadvantage in searching for information in organizations. The “small-world” argument in social network theory emphasizes that people are, on average, only a few connections away from the information they seek. However, we argue that such a network structure does not benefit everyone: some employees may have longer search paths in locating knowledge in an organization—their world may be large. We theorize that this disadvantage is the result of more than just an inferior network position. Instead, two mechanisms—periphery status and homophily—jointly operate to aggravate the inefficiency of search for knowledge. Employees who belong to the periphery of an organization because of their minority gender status, lower tenure, or poor connectedness have limited awareness of who knows what and a lower ability to seek help from others best suited to guide the search. When they start a search chain, they are likely to engage in homophilous search by contacting colleagues like themselves, thus contacting others who also belong to the periphery. To search effectively, employees on the periphery need to engage in heterophilous search behaviors by crossing social boundaries. We find support for these arguments in a network field experiment consisting of 381 unfolding search chains in a large multinational professional services firm. The framework helps explain employees' unequal access to the knowledge they seek, a poorly understood yet important type of organizational inequity in an information economy.

FullReference:

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ArticleID:

Authors: L. Vincent, M. Hlatshwayo

Title: TIES THAT BIND: THE AMBIGUOUS ROLE PLAYED BY SOCIAL CAPITAL IN BLACK WORKING CLASS FIRST-GENERATION SOUTH AFRICAN STUDENTS’ NEGOTIATION OF UNIVERSITY LIFE

Year: 2018

Abstract: In this article we examine the ambiguous role that social capital plays in first generation Black working class South African students’ negotiation of entry into an elite higher education institutional environment. First generation student experiences have a particular relevance in South Africa where student enrolment increased by 193 000 between 1993 and 2004, with many of the new entrants first-generation students. South African research on first-generation working class Black students has focused on the low proportion of these students who reach university at all and among those who do enter university, the significant number who perform poorly or drop out before completing their degrees. The role played by social capital (social networks, close friends, associations, clubs and other affiliations) in these students’ experiences of negotiating their entry into university has been little explored. Using a combination of in-depth interviews, observation and hierarchical mapping with 28 participants at one historically white South African university, we exam here how social networks play a significant role in providing much-needed support to first generation Black working class students as they negotiate entry into the alienating terrain of a historically white university. The article argues however that when social capital networks are closed, tightly policed and inward looking, consisting only of individuals from similar backgrounds, such networks can serve to perpetuate disadvantage. In this context, the role of “brokers” – trusted individuals who are able to act as bridges to wider, more information- and resource-rich networks – becomes critical.

FullReference:

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ArticleID:

Authors: Brian Rubineau Roberto M. Fernandez

Title: Tipping Points: Referral Homophily and Job Segregation

Year: 2010

Abstract: How does referral recruitment contribute to job segregation? Current theory emphasizes the segregated nature of job-seekers’ information and contact networks. The job-seeker perspective characterizing most research on network effects in the labor market leaves little role for organizational influence. But referrals are necessarily initiated within a firm by referrers. This paper focuses on the neglected half of the referring dyad and seeks to explain the segregating effects of referring from the referrer’s perspective. Our main finding is that if a firm can get its under-represented group to refer more, referral recruitment can be made neutral to job segregation, or even integrative. Our analysis reveals a tipping point in referring dynamics – precisely how much more the under-represented group needs to refer to neutralize the segregating effects of referring. We build upon previous research to generate a formal model of referring dynamics as a regular Markov population process. We use this model to build theory regarding the segregating effects of referring, and the role of organizations in this process. In so doing, we show the prevailing wisdom fails to explain how referring contributes to job segregation. We reveal the conditions necessary for referring to segregate and identify policy levers for firms to mitigate this effect.

FullReference:

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ArticleID:

Authors: Ream A.Shoreibah,Greg W.Marshall, Jule B.Gassenheimer

Title: Toward a framework for mixed-gender selling teams and the impact of increased female presence on team performance: Thought development and propositions

Year: 2019

Abstract: Team selling and the increasing representation of women in the sales force are two current trends contributing to the complexity of managing the sales environment, yet little work exists investigating the impact of women on selling team performance. This paper anchors on cognitive resource diversity theory and integrates relevant prior research to propose a new proposition-driven framework that explains why gender diversity of team members improves team performance. Specifically, we provide evidence to suggest that the addition of females to all-male selling teams should positively impact team performance by reducing the average turnover rate of high performers within the team; by enhancing relational skills, organizational citizenship behaviors, and shared leadership within the team; and by building on the favorable effects associated with team heterogeneity. We also consider the moderating effects that potentially deeply ingrained connections among members of all-male teams may have on changes in team gender composition, as well as the importance of a culture of organizational inclusion on the favorable effects of team heterogeneity overall. Managerial implications of increased female presence on teams are proffered, along with suggested next steps in research and limitations of the present conceptualization.

FullReference:

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ArticleID:

Authors: Noshir S. Contractor, Robert C. Whitbred, Fabio Fonti & Christian Steglich

Title: Understanding the Ties that Bind: A Longitudinal Investigation of the Evolution of a Communication Network

Year: 2012

Abstract: Current understanding of the emergence of communication networks is hindered by at least two limitations: (a) studies tend to incorporate only 1 theoretical mechanism, and (b) studies tend to be cross-sectional. We address these concerns by analyzing the influence of 11 factors on the evolution of a communication network over 2 years. Our model is grounded in the multitheory, multilevel framework, and our analysis uses recently developed actor-oriented techniques for statistically modeling network emergence. Results suggest accurate and complete understanding of network evolution depends on studies simultaneously incorporating multiple theories that offer both complementary and contrasting explanations of the phenomenon.

FullReference:

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ArticleID:

Authors: Anna Haley-Lock

Title: Up Close and Personal: Employee Networks and Job Satisfaction in a Human Service Context

Year: 2007

Abstract: This article investigates the association between workers' networks of relationships used for advice on job tasks and their job satisfaction. It thus extends the study of pei-sonal employment networks from previous efforts that focus primarily on businesses to an examination of a type of human service organization. It situates this examination within a population of nonprofit domestic violence program employees. Prior research .suggests that having emotionally close and physically proximate ties is positively related to general job satisfaction and that distant and dispersed ties are related to satisfaction with compensation and opportunity for promotion. The current results instead suggest that close ties are positively related to both types of satisfaction and that networking patterns and payoffs may be contextually sbaped.

FullReference:

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ArticleID:

Authors: Alison M. Konrad, Marc-David L. Seidel, Eiston Lo, Arjun Bhardwaj and Israr Qureshi

Title: Variety, Dissimilarity, and Status Centrality in MBA Networks: Is the Minority or the Majority More Likely to Network Across Diversity?

Year: 2017

Abstract: The value of the networks that MBA students develop is often limited by the tendency of people to favor connections with similar others, resulting in self-segregation among identity groups. To identify the origins of network diversity, a key question for theory and practice is whether majority or minority groups are more likely to develop diverse personal networks. We provide a partial answer to this question by integrating network theory with three conceptual dimensions of diversity: variety, dissimilarity, and status. This conceptualization suggests that individuals can display three distinct types of diversity in their networks with different theoretical antecedents and outcomes. Consistent with theoretical predictions, we find systematic differences between the networks of high-status majorities and low-status minorities in a longitudinal study of MBA student networks. Specifically, minorities show more variety, greater dissimilarity, and lower status centrality in their networks compared to majorities. Tie strength and time period affect the findings in predictable ways. These results demonstrate the value of integrating diversity theory with network theory for understanding the development of inclusive networks in business schools. We conclude by discussing potential remedies to enhance the diversity of MBA student networks.

FullReference:

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ArticleID:

Authors: Steve McDonald

Title: What You Know or Who You Know? Occupation-specific work experience and job matching through social networks

Year: 2011

Abstract: While work experience is generally seen as an indicator of human capital, it may also reflect the accumulation of social capital. This study examines how work experience facilitates informal access to employment—that is, being matched with a new employer through an informal search or informal recruitment through the non-search process (without engaging in a job search). Results from fixed effects regression on panel data from the NLSY show that experience is related to informal entry into new jobs, though in a very specific way. The odds of being informally recruited into a new job improve as work experience in related occupations rises, but this relationship holds only among men. These findings highlight the social benefits of occupation-specific work experience that accrue to men but not to women, suggesting an alternative explanation for the gender disparity in wage returns to experience.

FullReference:

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ArticleID:

Authors: Steve McDonald

Title: What's in the “old boys” network? Accessing social capital in gendered and racialized networks

Year: 2011

Abstract: Network processes have long been implicated in the reproduction of labor market inequality, but it remains unclear whether white male networks provide more social capital resources than female and minority networks. Analysis of nationally representative survey data reveals that people in white male networks receive twice as many job leads as people in female/minority networks. White male networks are also comprised of higher status connections than female/minority networks. The information and status benefits of membership in these old boy networks accrue to all respondents and not just white men. Furthermore, gender homophilous contacts offer greater job finding assistance than other contacts. The results specify how social capital flows through gendered and racialized networks.

FullReference:

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ArticleID:

Authors: ML Woehler, KL Cullen-Lester, CM Porter, KA Frear

Title: Whether, How, and Why Networks Influence Men’s and Women’s Career Success: Review and Research Agenda

Year: 2020

Abstract: Substantial research has documented challenges women experience building and benefiting from networks to achieve career success. Yet fundamental questions remain regarding which aspects of men’s and women’s networks differ and how differences impact their careers. To spur future research to address these questions, we present an integrative framework to clarify how and why gender and networks—in concert—may explain career inequality. We delineate two distinct, complementary explanations: (1) unequal network characteristics (UNC) asserts that men and women have different network characteristics, which account for differences in career success; (2) unequal network returns (UNR) asserts that even when men and women have the same network characteristics, they yield different degrees of career success. Further, we explain why UNC and UNR emerge by identifying mechanisms related to professional contexts, actors, and contacts. Using this framework, we review evidence of UNC and UNR for specific network characteristics. We found that men’s and women’s networks are similar in structure (i.e., size, openness, closeness, contacts’ average and structural status) but differ in composition (i.e., proportion of men, same-gender, and kin contacts). Many differences mattered for career success. We identified evidence of UNC only (same-gender contacts), UNR only (actors’ and contacts’ network openness, contacts’ relative status), neither UNC nor UNR (size), and both UNC and UNR (proportion of men contacts). Based on these initial findings, we offer guidance to organizations aiming to address inequality resulting from gender differences in network creation and utilization, and we present a research agenda for scholars to advance these efforts.

FullReference:

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ArticleID:

Authors: Erskine SE, Bilimoria D.

Title: White Allyship of Afro-Diasporic Women in the Workplace: A Transformative Strategy for Organizational Change

Year: 2019

Abstract: Given the underrepresentation of Afro-Diasporic women in senior leadership roles, this conceptual article points to the transformative potential of antiracist, feminist White allyship to serve as a missing piece in organizations that may propel the career development and leadership advancement of Afro-Diasporic women. We define White allyship as a continuous, reflexive practice of proactively interrogating Whiteness from an intersectionality framework, leveraging one’s position of power and privilege and courageously interrupting the status quo by engaging in prosocial behaviors that foster growth-in-connection and have both the intention and impact of creating mutuality, solidarity, and support of Afro-Diasporic women’s career development and leadership advancement. We describe the behaviors, outcomes, motivations, and detractors of White allyship and offer suggestions for future research. White allyship of Afro-Diasporic women holds important opportunities for meaningful relationships to develop in organizations, for which would-be allies need support, coaching, and training to increase their allyship competence and self-efficacy.

FullReference:

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ArticleID:

Authors: Linda A. Renzulli, Howard Aldrich

Title: Who Can You Turn To? Tie Activation within Core Business Discussion Networks

Year: 2005

Abstract: We examine the connection between personal network characteristics and the activation of ties for access to resources during routine times. We focus on factors affecting business owners' use of their core network ties to obtain legal, loan, financial and expert advice. Owners rely more on core business ties when their core networks contain a high proportion of men, are very dense, and have high occupational heterogeneity. We conclude with suggestions for future research and implications for other populations in need of routine resources.

FullReference:

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ArticleID:

Authors: FLYNN, F. J.; WILTERMUTH, S. S.

Title: Who’s with Me? False Consensus, Brokerage, and Ethical Decision Making in Organizations.

Year: 2010

Abstract: We propose that organization members overestimate the degree to which others share their views on ethical matters. Further, we argue that being a broker in an advice network exacerbates this false consensus bias. That is, a high level of "betweenness centrality" increases an individual's estimates of agreement with others on ethical issues beyond what is warranted by any actual increase in agreement. We tested these ideas in three separate samples: graduate business students, executive students, and employees. Individuals with higher betweenness centrality overestimated the level of agreement between their ethical judgments and their colleagues'.

FullReference:

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ArticleID:

Authors: Elise Perrault

Title: Why Does Board Gender Diversity Matter and How Do We Get There? The Role of Shareholder Activism in Deinstitutionalizing Old Boys’ Networks

Year: 2014

Abstract: This essay bridges together social network and institutional perspectives to examine how women on boards, by breaking up directors’ homophilous (e.g., all-male) networks, contribute to board effectiveness. It proposes that through real and symbolic representations, women enhance perceptions of the board’s instrumental, relational, and moral legitimacy, leading to increased perceptions of the board’s trustworthiness which in turn fosters shareholders’ trust in the firm. Envisioning the gender diversification of boards as an event of institutional change, this article considers the critical role of shareholder activists and legislative support from the SEC in the deinstitutionalization of old boys’ networks and the reinstitutionalization of gender diverse boards. This work is substantiated with evidence obtained through 34 semi-structured interviews, archival and documentary evidence.

FullReference:

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ArticleID:

Authors: Greguletz E, Diehl M-R, Kreutzer K.

Title: Why women build less effective networks than men: The role of structural exclusion and personal hesitation

Year: 2019

Abstract: Studies have shown that women’s professional networks are often less powerful and effective than men’s in terms of exchanged benefits, yet the motivations that underlie the networking behaviours remain less well understood. Based on an interview study of 37 high-profile female leaders working in large German corporations, we found that not only the extrinsic barrier of structural exclusion from powerful networks, but also the intrinsic barrier of women’s hesitations to instrumentalize social ties are key to answering our research question: Why do women build less effective networks than men? Our analysis points to the existence of structural exclusion resulting from work–family conflict and homophily. With regard to personal hesitation, we identified two elements that were associated with under-benefiting from networking: moral considerations in social interactions and gendered modesty. Our study makes two important contributions. First, by highlighting personal hesitation as an intrinsic barrier, it extends the understanding of women’s motivations for networking based on social exchange theory. Second, based on structural barriers and personal hesitation, it develops a grounded theory model of networking that offers a holistic understanding of reasons that, from the perspective of the focal women, contribute to gender inequality in the workplace.

FullReference:

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ArticleID:

Authors: Noe, Raymond A.

Title: Women and Mentoring: A Review and Research Agenda.

Year: 1988

Abstract: Mentoring provides career guidance and psychological support to employees. However, women may have difficulty establishing a mentoring relationship. This paper describes the individual and organizational factors that may inhibit the development of mentorships /or women. An agenda for research on the development and dynamics of mentoring relationships is proposed.

FullReference:

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ArticleID:

Authors: Singh, V., Vinnicombe, S. and Kumra, S.

Title: Women in formal corporate networks: an organisational citizenship perspective

Year: 2006

Abstract: Purpose To investigate women's corporate networks, and the reported benefits for the women and their employers. To gain insight into the motivation for these voluntary activities, by drawing on organisational citizenship theory. Design/methodology/approach The paper explores the issue using in‐depth interviews with chairs and organisers of 12 women's networks, and triangulated the data with an email survey resulting in 164 responses from network members in five companies. Findings The paper identifies how networks were set up and managed, as well as the benefits that accrue to the organisation, the leaders and the members. Key findings were the wealth of voluntarily contributed extra‐role behaviours, and totally business‐oriented view of the activities presented by network leaders. More senior women were more likely to report prosocial behaviours such as driving change and supporting others. Organisational citizenship theory provided a lens through which to draw insight into actors' motivations for supporting corporate networking. Research limitations/implications This is a study of only 12 corporate networks within large UK companies, but findings should be useful for any employers or senior women thinking about starting or refreshing a corporate women's network. Practical implications Women and their employers appear to benefit strongly from being involved in corporate networking. Evidence suggests that employers should support internal women's networks, given the organisational citizenship behaviours voluntarily contributed for their benefit. Originality/value This paper is the first to investigate how women's corporate networks are organised, and how their activities benefit not just the women but also the employer. Organisational citizenship theory provides insight into motivation for such initiatives. The findings should be of interest not just for those involved in women‐in‐management studies, but also to organisational citizenship and networking researchers.

FullReference:

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ArticleID:

Authors: Jouharah Mohammad Abalkhail, Barbara Allan

Title: Women’s career advancement: Mentoring and networking in Saudi Arabia and the UK

Year: 2015

Abstract: This study focused on women managers’ perceptions of mentoring and networking with respect to their career development in Saudi Arabia (SA) and the UK. This qualitative study used interviews to generate data, and we interviewed 44 women working as managers in public sector organizations in SA and the UK. The findings revealed that women in SA and the UK have different concepts of both mentoring and networking, and this relates to the cultures in the two countries. Women in SA associated mentoring and networking with their family members rather than their professional networks. In contrast, the women in the UK conceptualized mentoring and networking as something that took place, either formally or informally, in the workplace or through their wider professional networks. Both groups of women experienced challenges in their careers and received different forms of support from their professional groups and family members. Our comparative study provides a novel insight into women’s experiences from two very different perspectives and cultures; this will contribute to research and practice in this area. In particular, the findings illustrate the importance for human resource practitioners and talent managers of understanding the cultural context of their management and leadership development interventions. The paper concludes with an agenda for further research and also identifies the implications for human resource development practitioners which include adapting their strategies and practices to enable organizations to gain full value from their talent pool and realize women’s potential to hold top positions.

FullReference:

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ArticleID:

Authors: Shabsough T, Semerci AB, Ergeneli A.

Title: Women’s entrepreneurial intention: The role of sticky floor perception and social networking

Year: 2020

Abstract: This study examines the moderating role of social networking on the relationship between the sticky floor perception and the entrepreneurial intention of 294 women workers. Women experiencing the sticky floor feel trapped in low wage and bottom to middle-level positions for extended periods of time. This lack of advancement and frustration may lead women to seize the opportunity and establish their own businesses and become entrepreneurs. Social networking is considered one of the important factors affecting entrepreneurial intention. Nonetheless, women entrepreneurs may face greater difficulties in developing and managing networks. The results of this study indicated that social networking yields a stronger positive (negative) relationship with entrepreneurial intention among those women demonstrating a high (low) sticky floor perception. These results are crucial in understanding the encouraging role of sticky floor perception on entrepreneurial intention and raising awareness concerning the impact of social networking within the entrepreneurial context.

FullReference:

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ArticleID:

Authors: Cheryl Travers, Samantha Stevens, Carole Pemberton

Title: Women’s networking across boundaries: recognizing different cultural agendas

Year: 1997

Abstract: Networking is increasingly being seen as a crucial skill associated with career success. Presents the findings of a study into the attitudes towards networking of a sample of women from the UK, Spain and the USA. A prior questionnaire‐based study of members’ needs, perceptions and expectations with the European Women’s Management Development Network suggested some cross‐cultural differences in networking attitudes and behaviours. In order to investigate these further, the questionnaire used was further developed and distributed to women’s networks within the USA, UK and Spain. The results indicate differences between the three countries in terms of a whole range of networking issues, leading to the categorization of American women as instrumentalists, UK women as developers, and Spanish women as socialites. Discusses the importance of developing a further understanding of networking practices and motives across cultures and suggests further research.

FullReference:

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ArticleID:

Authors: W. M. S. K Wanigasekara

Title: Women’s Networking and Career Development: A Systematic Analysis of the Literature

Year: 2016

Abstract: Women behave differently from men in the development of their career. Additionally, women use networking relationships for advancement of their careers. Therefore, the purpose of this literature review is to analyze the different empirical views on barriers in women’s networking and its impact on their career development. The literature review comprises journal articles, conference proceedings and institutional reports by multidimensional organizations on the topic of women’s networking and their career development. This review article identifies five critical aspects in the literature as old boy’s networks, gender stereotype for networks, women network structure, network preference and attitude on women’s networking. Finally, this paper presents the deficiencies of existing literature and directions to future research.

FullReference:

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ArticleID:

Authors: Marianne Coleman

Title: Women‐only (homophilous) networks supporting women leaders in education

Year: 2010

Abstract: Purpose This paper aims to consider what all‐women networks have, and might offer, in terms of support and development of women in educational leadership. Design/methodology/approach The study draws on two case studies of such networks in education in England, the first, a regional network for women secondary school principals, and the other national, for women leaders in higher education. Network theories are employed to trace the type, origins, functions and evolution of networks for women in educational leadership. The two case studies, drawing on interviews, observation and documents, are part of a larger research project on the support and development of women leaders at work. Findings Two networks emerged at the beginning of the 1990s in the context of second wave feminism and the isolation experienced by women in leadership roles. The interview data show how strong the support function has been and continues to be, but despite this, these networks appear to be in terminal decline. Amongst reasons for the decline is the aging profile of the membership accompanied by lack of interest from younger women who may believe that gender issues are no longer relevant. Finally there is less support for the networks from universities and local authorities than was the case in the past. However, the strength of findings about the level of support has practical and social implications for women leaders. Research limitations/implications The findings relate to only two case studies in one cultural setting. Originality/value The originality of the paper is in the application of network theory to the field of education.

FullReference:

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ArticleID:

Authors: Pini, B., Brown, K. and Ryan, C.

Title: Women-only networks as a strategy for change? A case study from local government

Year: 2004

Abstract: Across both the private and public sectors one strategy that has been used to support women in leadership roles and to increase women's participation in leadership positions has been to establish formal female specific networks. This paper examines the efficacy of such a strategy through a case study of one such group – the Australian Local Government Women's Association. Data for the paper are drawn from interviews with the 19 female mayors in the Australian state of Queensland. Participants were divided in their views about the organization. One group expressed support for women's networking, a second group was critical of women organizing in such a way and a third group expressed ambivalence about the value of women's networks. This paper draws on these views to assess the transformative potential of women's networks. It concludes that women‐only networks have a valuable role to play in securing greater equity for women in management.

FullReference:

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ArticleID:

Authors: Bierema, Laura L

Title: Women's Networks: A Career Development Intervention or Impediment?

Year: 2007

Abstract: This case study investigated an in-company women's network with the mission of improving recruitment, retention, and advancement of women. The Network was unsuccessful in improving women's standing in the organization due to the nature of the women's participation and the resilience of the patriarchal culture. The Network was impaired by its members' attitudes, awareness of gendered power relations, and participation. The Network was also thwarted by the resiliency of the patriarchal organization culture. Study conclusions include that networks may serve to reproduce patriarchy, not erode it; the level of gender consciousness impacts on network participation and commitment; and network success is impacted upon by organization culture. Networks' viability as an HRD intervention is assessed.

FullReference:

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ArticleID:

Authors: Hannaneh Mohammadi.K, Mahnaz Hosseinzadeh, Aliyeh Kazem

Title: Women's position in intra organizational informal relationship networks: an application of network analysis approach

Year: 2012

Abstract: In recent years, one of the issues considered by scientists is the relationship between gender and informal relationship networks in workplaces. Optimize utilization of social networks to achieve better job position in a higher organizational level is in great importance for both men and women. Social supporting and interaction networks play important roles in a workplace including improving performance and decreasing stress as well as fatigue of workers. Hence it has been a subject to be researched. Network analysis is a new approach of studying social structures that investigates how surrounding structures of people, groups or organizations affect them and one of its most important features is changing the focus from people and their characteristics to their relationships. This paper using network analysis approach draws the informal relationship network of 153 male and female workers of Peyvand industrial company to answer 2 following questions: Are women engaged in informal relationship networks in workplaces with masculine job nature as well as men and are they put in proper position? 2- Is the job nature effective in forming informal relationships among men and women? Data are analyzed using UCINET and depicted by Netdraw Software and discussed in the conclusion.

FullReference:

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ArticleID:

Authors: Ibarra, H., Kilduff, M. and Tsai, W.

Title: Zooming in and out: connecting individuals and collectivities at the frontiers of organizational network research

Year: 2005

Abstract: The role of individual action in the enactment of structures of constraint and opportunity has proved to be particularly elusive for network researchers. We propose three frontiers for future network research that zoom back and forth between individual and collective levels of analysis. First, we consider how dilemmas concerning social capital can be reconciled. Actors striving to reap maximal network advantages may benefit or detract from the collective good; investigating these trade-offs, we argue, will advance our understanding of learning and knowledge processes in organizations. Second, we explore identity emergence and change from a social network perspective. Insights about how networks mold and signal identity are a critical foundation for future work on career dynamics and the workplace experiences of members of diverse groups. Third, we consider how individual cognitions about shifting network connections affect, and are affected by, larger social structures. As scholarly interest in status and reputational signaling grows, articulating more clearly the cognitive foundations of organizational networks becomes imperative.

FullReference:

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ArticleID:

Authors: Dan Zeltzer

Title: Gender Homophily in Referral Networks: Consequences for the Medicare Physician Earnings Gap

Year: 2020

Abstract: I assess the extent to which the gender gap in physician earnings may be driven by physicians' preference for referring to specialists of the same gender. Analyzing administrative data on 100 million Medicare patient referrals, I provide robust evidence that doctors refer more to specialists of their own gender. I show that biased referrals are predominantly driven by physicians' decisions rather than by endogenous sorting of physicians or patients. Because most referring doctors are male, the net impact of same-gender bias by both male and female doctors generates lower demand for female relative to male specialists, pointing to a positive externality for increased female participation in medicine.

FullReference:

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ArticleID:

Authors: Sheerin, Corina; Hughes, Caitriona.

Title: Gender-segregated labour spaces and social capital – does context matter?

Year: 2018

Abstract: Purpose This research aims to explore the role of social capital and specifically networks in role, and career development for women within two very distinct gender-segregated contexts of the labour market, namely, investment management and human resource management (HRM). Design/methodology/approach This research is qualitative in nature, underpinned by an interpretivist philosophical stance. Thematic analysis is used to analyse the findings from 32 in-depth interviews with HR and investment management managers. Findings The findings advance our understanding of social capital and its development as a social process, which differs according to labour market contexts. The results indicate divergence among participants regarding how they access networks as well as the perceived role and benefits of networking and social capital accumulation in their career and personal development. Practical implications For human resource development (HRD) practitioners, there are implications in relation to the need to tailor development and support structures cognisant of the occupational context. Specifically, the findings of this study indicate the acute need to support network access for those “outsider” women in male-dominated spaces. A need to enhance awareness of the benefits of networks to both organisations and employees across the labour market is warranted. For organisations, networks underlie social capital accumulation, which in turn increases efficiency and generates business solutions. For the employee, networks are an important self-development and career advancement tool. Such connections need to be supported and developed. Within patriarchal spaces particularly, HRD professionals need to provide support to women in extending their networks both within and outside the organisation. Originality/value This research makes an essential contribution to the literature by examining the influence of context in the development of social capital within two polarized labour market locations. The findings highlight the difficulties women face when developing social capital in investment management in contrast to the relative ease, which HRM professionals experience. Such findings also bring to light the essential role of HRD professionals as advocates for change in such contexts.

FullReference:

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ArticleID:

Authors: Warm, Eric; Arora, Vineet M; Chaudhry, Saima; Halvorsen, Andrew; Schauer, Daniel

Title: Networking matters: A social network analysis of the association of program directors of internal medicine

Year: 2018

Abstract: Networking has positive effects on career development; however, personal characteristics of group members such as gender or diversity may foster or hinder member connectedness. Social network analysis explores interrelationships between people in groups by measuring the strength of connection between all possible pairs in a given network. Social network analysis has rarely been used to examine network connections among members in an academic medical society. This study seeks to ascertain the strength of connection between program directors in the Association of Program Directors in Internal Medicine (APDIM) and its Education Innovations Project subgroup and to examine possible associations between connectedness and characteristics of program directors and programs. Hypotheses: We hypothesize that connectedness will be measurable within a large academic medical society and will vary significantly for program directors with certain measurable characteristics (e.g., age, gender, rank, location, burnout levels, desire to resign). Method: APDIM program directors described levels of connectedness to one another on the 2012 APDIM survey. Using social network analysis, we ascertained program director connectedness by measuring out-degree centrality, in-degree centrality, and eigenvector centrality, all common measures of connectedness. Results: Higher centrality was associated with completion of the APDIM survey, being in a university-based program, Educational Innovations Project participation, and higher academic rank. Centrality did not vary by gender; international medical graduate status; previous chief resident status; program region; or levels of reported program director burnout, callousness, or desire to resign. Conclusions: In this social network analysis of program directors within a large academic medical society, we found that connectedness was related to higher academic rank and certain program characteristics but not to other program director characteristics like gender or international medical graduate status. Further research is needed to optimize our understanding of connection in organizations such as these and to determine which strategies promote valuable connections

FullReference:

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ArticleID:

Authors: Lerma, Vanessa Arenas

Title: Women and Professional Networks: Implications for Educational Leaders and District Central Offices

Year: 2020

Abstract: Social networks in education help to facilitate collaboration and thus are important for providing professional learning opportunities. Networks are especially important for district central office leaders in that they not only contribute to professional learning and help to diffuse knowledge and resources across the organization, but they also help to advance the careers of educational leaders. Women leaders, however, often struggle with being part of these organizational networks which can negatively affect their rise in the leadership ranks of their organizations as well as how they create organizational change. The aim of this qualitative phenomenological study was to examine the professional xiv networks of women district central office leaders and the role gender plays in these networks. The study focused on understanding how women experience networks at the district central office level and how, if at all, this impacts their leadership and career advancement. Study findings highlight the importance of key relationships and mentors for women leaders. Women district office leaders engage in a variety of support positions and leverage relationships that they make throughout their careers as a means of professional learning, enhancing their leadership practices, and advancing their careers. Implications for district central offices include creating specific formal and informal structures for their leaders to engage in collaborative networks and ensuring that women leaders are paired with mentors that will enhance their leadership development. Areas for further research include looking at the professional networks of male district office leaders and how their experiences compare to those of their women counterparts

FullReference:

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ArticleID:

Authors: Ronald S. Burt, Robin M. Hogarth, Claude Michaud

Title: The Social Capital of French and American Managers

Year: 2000

Abstract: Accumulating empirical evidence on American managers shows that social-capital effects on performance are a function of the information and control benefits of bridging structural holes—the disconnections between nonredundant contacts in a network. Is that network form of social capital unique to Americans? France seemed to us a productive site for comparative research because the image from past research is that French managers are more regulated than Americans; more regulated by bureaucratic authority and more regulated by peer pressure, with both amplified by the greater reliance in France on internal labor markets. People comfortable with knowing their place in a chain of bureaucratic control could be uncomfortable with the negotiated control exercised by network entrepreneurs, so the positive association between structural holes and performance in the United States could be negligible or even reversed for French managers. We use network and performance data on two study populations of senior managers, one in France and one in the United States, to describe social capital similarities and differences between the populations. The network form of social capital is similar in the two populations: More successful French managers, like Americans, tend to have networks rich in structural holes. The French and American managers make similar distinctions between kinds of relationships. Relations that bridge structural holes are similarly detached from routine work activities for the French and the Americans. The interesting difference is that social capital develops differently in the two populations. The French managers operate with a less porous social boundary around their firm and associate negative emotions with bridge relations. Reinforcing Aix-en-Provence observations on the significance of adult education for Franco-German differences in organization, we find that exposure to peers in other firms via executive education is for our French managers the only factor positively associated with the social capital of bridge relationships.

FullReference:

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ArticleID:

Authors: Škerlavaj M, Dimovski V, Desouza KC.

Title: Patterns and Structures of Intra-organizational Learning Networks within a Knowledge-Intensive Organization

Year: 2010

Abstract: This paper employs the network perspective to study patterns and structures of intra- organizational learning networks. The theoretical background draws from cognitive theories, theories of homophily and proximity, theories of social exchange, the theory of generalized exchange, small-worlds theory, and social process theory. The levels of analysis applied are actor, dyadic, triadic, and global. Confirmatory social network analysis (exponential random graph modeling) was employed for data analysis. Findings suggest: (1) central actors in the learning network are experienced and hold senior positions in the organizational hierarchy; (2) evidence of homophlly (In terms of gender, tenure, and hierarchical level relations) and proximity (In terms of geographical and departmental distances) in learning relationships; (3) learning relationships are non-reciprocal; and (4) transitivity and high local clustering with sparse inter-cluster ties are significant for intra-organizational learning networks.

FullReference:

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