

HUMAN RESOURCE Management

Call for Papers

HRM Special Issue:

Women's Career Equality and Leadership in Organizations: Creating Evidence-based Positive Change

Guest Editor: Ellen Ernst Kossek

Although in recent years, women have increased their representation in the labor market, they remain under-leveraged as a source of talent and leadership in employing organizations in nearly every country around the globe. For example women only constitute 4.6% of CEO positions and 19.2% of board directors at S&P 500 companies (Catalyst, 2015). They hold only about one fifth of seats in Congress, Senate and House of Representatives (Center for the American Woman and Politics, 2015). Despite their competence or experience, women are also under-utilized as a source of talent in many well-paid growing industries and occupations. For example, they comprise only 11% of Silicon Valley executives and only 20% of software developers. Empirical studies show that men are much more likely to find a job in STEM (Science Technology, Engineering and Math) fields compared with women with the same mathematical reasoning ability (Lubinski, Benbow, & Kell, 2014); they are also less likely to turnover, and more likely to advance in their careers. Even educational institutions seem to have a glass ceiling, as only 26% of the college presidents in the U.S. are women while more than 57% of the students in colleges and universities are women (Forbes, 2014).

One of the most critical issues is the persistent research to practice gap. Most of the research on gender equality does a better job at *describing* problems in human resources practices and organizational structures and climates than in coming up with evidence-based understanding regarding how to develop *solutions* to address women's underutilization at the top of organizations and across occupations and professional roles.

The goal of this special issue of *Human Resource Management* is to showcase the most up to date knowledge, bridging interdisciplinary multi-level and evidence-based

research and practice to foster positive change to advance women's career equality and leadership in employing organizations. Our focus is on the research that takes an employer and organizational view; or is multi-level bridging individual and organizational perspectives on the employment relationship.

We encourage authors to submit conceptual, empirical, and/or case-based research papers which employ a variety of theoretical and methodological approaches. We are especially interested in papers with data that take a multi-level perspective to evaluate change, and inclusive of employee and employer views within and across employment and cultural and occupational contexts. Workplace intervention studies are also most needed.

Background on Need for Special Issue

Research on women's underrepresentation in leadership, in business and occupations involving STEM (Science Technology, Engineering and Math), much of the organizational and human resources research across subfields is not well integrated. Spread across the gender discrimination, occupational and career preference, and work and family fields, interdisciplinary research bridging human resource, organizational behavior, and social science fields and macro- to multi- level perspectives is lacking (Kossek, Su & Wu, 2015). This creates challenges for organizational and HR practice as advancing women's career equality involves diverse knowledge streams.

Further, there are not a lot of quality evidence-based studies published on best practice to advance career equality. Much of the existing research is either lab-based or emanates from blinded field experiments with a "gotcha message" (such as mailing out resumes changing the names or cultural ethnicity of the applicants). While such studies serve a purpose in highlighting barriers and make for good press—it may be less useful for fostering meaningful employment change. True field-based randomized control intervention studies—the gold standard in the hard sciences— are rare for evaluating of organizational and Human Resource practice and change. One reason for this is employers may be reluctant to share sensitive data on women's turnover; experiences of adverse impact and implicit and explicit bias, revolving career doors, or chilly (and sometimes even hostile) climate. It may feel safer to hire internal or external consultants to keep initiatives under wraps. From an individual perspective, women may also be reluctant to be frank on challenges they faced that may jeopardize current employment. Yet clearly there is a need for academic practitioner partnerships to bridge science and practice from employee and employer perspectives.

We also lack understanding of how context and intersectionality relate to organizational change. For example, will the same change strategies used in business work in nonprofit or STEM sectors? What about across jobs and occupations such as initiatives employed to support IT workers who can sometimes work from home, compared to employees directly caring for patients, for example. Do strategies need to be adapted across organizational and societal levels? For example, what practices are needed to support those at the top such as CEO or COO compared to those who cannot seem to

break through the glass ceiling? What about changing the country cultural context? Will the same employment change strategies that work in New York be effective in Dubai or Shanghai?

How about the intersection between gender and identity? In what ways does organizational support for women's career equality, need to be customized for diverse women's identity subgroups. For example, how do employer talent management and support strategies need to vary across career life stages and generations from millennials to mid-career to senior high talent women who are freed from child rearing- now propelling rapidly upward before elder care, spouse or health demands kick in. How about customizing strategies across heterosexual, homosexual or bisexual or transgendered identity groups? What are cross-cutting and unique issues? How do work-family and dual career issues shape career equality? What should support look like for women with geographic diversity such as the need to commute long distance back and forth between work and home to stay partnered or care for their families while advancing in career? Or how about women with color or immigrant women? What about customizing strategies for those women with special needs or poor women facing accumulative stress or other challenges?

Given these gaps, we are especially interested in papers on the following topics:

- Proven strategies to “nudge” employers to foster women's leadership and career equality.
- New developments in gender, leadership excellence and in employment
- Quasi- experimental or randomized field control experiments evaluating best HR practice
- New emerging leader and organizational practices to support careers
- Multi-disciplinary and multi-level studies on how to advance womens' leadership and career equality from an organizational perspective
- - New occupational developments in fostering resiliency for career and work-life well-being over the life course
- -- Examination of employment practices, processes, and implications for organizations and employees across gender
- Consideration of the cultural and structural influences on careers in occupational, organizational and cross-national contexts.
- - Examine of how leadership excellence in gender and career equality relates to business strategy and performance.

- -New insights on how to bridge research to practice to foster gender equality in the workplace
- Examples of successful organizational and academic partnerships to provide evidence-base devaluation of best practice
- Consideration of organizational and occupational strategies to promote career success
- Examination of how career equality and occupational resilience and gender may be linked to specific contexts (e.g., STEM, business, entrepreneurship, medicine, law, government)
- What is the intersection of needs of specific women's identity groups across age, sexuality, culture, work-family and partner demography, nationality, and racioethnicity with effective organizational support for career equality and leadership advancement?

• Authors interested in submitting manuscripts for consideration for this Special Issue should submit manuscripts by June 15, 2016 to the HRM portal.

Submission Process

Manuscripts must be submitted electronically using the Journal's web-based submission and review website called Manuscript Central: <http://mc.manuscriptcentral.com/hrm>. Electronic submission through Manuscript Central is required.

When submitting through Manuscript Central, please submit the following documents:

1. Document 1: A "blind" copy of your manuscript. Delete all author identification from this primary document. This document may include your tables and figures, or you may include tables and figures in separate documents.
2. Document 2: Submit a separate document as 'supplementary material not for review' with information that would typically appear on the document's title page (title, author names, complete postal addresses, titles, affiliations, contact information including email, phone and fax.). This document may also include author biographies if you wish.
3. Document 3: A cover letter (also as 'supplementary material not for review') addressed to the Editor specifically identifying how the paper fits within the special issue theme

Please direct logistical questions about submitting your manuscript through Manuscript Central to Managing Editor Heather Hinson at Heather.Hinson@mode2.co.uk

For more information, please contact:

Dr. Ellen Ernst Kossek

Basil S. Turner Professor of Management

Director of Research and Practice, Susan Bulkeley Butler Center for Leadership Excellence

Associate Director, Work Family Health Network Center for Work-Family Stress Safety & Health

Purdue University Krannert School of Management

Rawls Hall- office 4005, 100 S. Grant Street, West Lafayette, IN 47907-2076

Telephone: (765) 494-6852; fax: 765-496-7434

E-mail: ekossek@purdue.edu