Index

Abor, J. and N. Biekoe 115
Abou, S. 290
Abrams, D. and M. Hogg 255
academia
gender equity see gender equity in academia
senior management in academia, restrictions on 53, 54, 58–9
work–life balance see work–life balance in academia
Acker, J. 88, 94–5, 159–60, 161, 162
Acker, J. and D. Houten 137
Acosta, R. 401
Acs, Z. et al. 112
affirmative action strategies 245–53
behavioural research model 246, 247
and diversity management 251
and fairness judgments 248
knowledge of, and attitudes towards 247–8
manipulation on beliefs effect 247
moderation effect 247, 248–9
and perceiver characteristics 248, 249–50, 251
public understanding of 247
social attitudes as mediators 249
and target group characteristics 250
see also diversity management headings
Agocs, C. and C. Burr 101
Ahmad, F. et al. 92
Ahmed, S. 181, 182, 184, 308, 310
Albrecht, T. and B. Hall 209
Alexander, C. 180
Allen, B. 196
Allen, I. et al. 115, 116
Alsos, G. and E. Isaksen 115
Alvesson, M. and Y. Billing 59, 137, 139, 159
Amatea, E. and M. Fong-Beyette 230, 232
Amos, V. and P. Parmar 138
Andersen, J. and B. Siim 277
Ang, S. et al. 206
anti-discrimination developments, internal compensation
discrimination 344–56
and cognitive biases 346
and cultural background 345–6, 350, 354
and ethnicity 350, 353–4
and gender 350, 354
and internal equity 354
and job evaluation 345, 354
and knowledge levels 350
prejudice-reduction perspective, suggested 355
professional and managers 350–54
research studies 346–54
see also diversity, employee voice and proactive behaviour
anti-discrimination legislation and diversity policies, complementarity of 329
Appiah, K. et al. 293, 297
April, Amanda and Kurt 216–28
Archer, M. 92
Arkes, H. and P. Tetlock 36
Arnault, J. et al. 345
Arnold, G. 401
Arriola, K. and E. Cole 247
Arvey, R. et al. 345
Ashford, S. et al. 202
Ashforth, B. and F. Mael 223
Asian community
and ‘community cohesion’ breakdown 180
gender diversity management in Muslim majority countries 104–6, 107
as ‘model minority’ 21
poverty in Muslim majority countries 106
women, employment and human rights in Muslim majority countries 105, 106–7
see also individual countries
Aulenbacher, B. and B. Riegraf 121
Australia
marginalised groups 78
senior management in academia, restrictions on 58, 64
women managers early career and support 340–41
Austria
collective negotiations 79
professional association for gender training and counselling 152
Baden, S. 106
Baden, S. 106
Baecker, D. 128, 129
Bakhtin, M. 310, 313–14, 315, 316–18, 319
Banaji, M. et al. 32, 33, 36
Barnett, R. and J. Hyde 112
Bartlett, C. and S. Ghoshal 376
Bashir, A. 106
Bass, B. 199
Bassett-Jones, N. 196
Bateman, T. and J. Crant 196, 207
Baxter, J. and E. Wright 136–7
Baxter, L. et al. 315
Beasley, C. 295
Bearegard, T. Alexandra 229–44
Becker, G. 322, 323, 329
Becker, P. and P. Moen 230, 234, 241
Beggan, J. et al. 255
Belcourt, M. 112
Bell, E. and S. Nkomo 402
Bell, Myrtle P. 17–26
Bellas, M. et al. 28
Bendl, R. 130, 159, 160
Beneke, T. 367
Benokraitis, N. 374
Benschop, Y. and M. Brouns 59, 64
Bereswill, M. 155
Berkhout, J. 28
Berry, J. 206–7, 346
Bertrand, M. and S. Mullainathan 19
Bhabha, H. 319
Bhavnani, R. 310
Bicoum, A. 319
Bielby, W. 31
Blackler, F. 174
Blount, S. 255, 256
Blumrosen, R. 345
Bobo, L. and J. Kluegel 250
Bobocel, D. et al. 248
Bock, S. et al. 151
Bologh, R. 373
Bolton, G. et al. 255, 256
Bondi, L. 187
Bonilla-Silva, E. 36
Booth, C. and C. Bennett 181
Boudry, P 160
Bourdieu, P. 76, 80–84, 400
Bowen, F. and K. Blackmon 196, 203, 204
Bowes, A. 181
Bowling, J. and B. Martin 57
Bowskill, M. et al. 206
Boyd, R. 112
Bradley, H. et al. 91, 95
Bradley, H. and G. Healy 90–91, 93, 94, 96
Brah, A. and A. Phoenix 163, 179–80, 183
Braidotti, R. 63, 66, 68
Brandstaetter, H. 112
Brandth, B. and E. Kvande 393
Brennan, T. 66
Brewis, J. and C. Grey 164
Brewis, J. and S. Linstead 164
Brickell, C. 139
Briskin, L. 280, 281
Brown, C. and J. Lawton 308
Brown, D. 102
Brown, J. 182, 184
Brown, L. and C. Gilligan 182
Bruchhagen, Verena 120–35
Bruni, A. et al. 112, 138
Brunner, C. 180
Brush, C. 114, 115
Bryson, C. 48
Buci-Glucksmann, C. 275
Burk, M. 36
Burke, Ronald J. 136, 332–43, 373
Burrell, G. 164
counter hegemony development 275–8
empowerment strategies 277–8, 280
gender regimes of closure 272–3
gender relations, changing patterns of 273–4
and globalisation 273–4
inclusion strategies 272–3
intellectuals in counter hegemony development 275
labour movements in crisis 273–4
mobilising towards a social movement model 278–9
and permanent democratic feminist revolution in labour organisations 279–82
recognition, representation and redistribution issues 276–7, 279–80
and transversal politics 278–9
and union leadership 281
women ‘movement thinkers’ 275–8
see also diversity management and trade unions
diversity, employee voice and proactive behaviour 195–215
access-and-legitimacy perspective 200
communication competence 225
communication literature implications, and voice and proactivity facilitators 208–10
discrimination-and-fairness perspective 200
employees’ perception of procedural justice 198
employees’ visibility and status 198
gender, employee voice and proactive behaviour 201–3
group factors among diverse employees 200–201
identity negotiation approach 201
integration-and-learning perspective 200
and interpersonal congruence 201
mainstream research, conceptual and methodological issues 207–8
minority dissent and creativity 201
model 198
nationality, employee voice and proactive behaviour 205–7
and organisational citizenship behaviour (OCB) 207–8
organisational support and gender-related productivity 202
participation in decision making and employee voice 197
participative management and proactive service performance 199, 202
participative management and sensemaking 197–8
prescriptive gender stereotypes, negative consequences of 203
procedural justice perceptions and self-efficacy 199–200
sexual orientation, employee voice and proactive behaviour 203–5
sexual orientation and spiral of silence 203–4
sexual orientation and welcoming of same-sex partners socially 204
and specific diversity dimensions 201–7
status quo challenge 207–10
stereotype-induced biases on procedural justice and leadership trust 202–3
trust in co-workers and proactive behaviour 200
voice and productivity, individual antecedents of 196–7, 199–200
voice and productivity, situational antecedents of 196–9
see also affirmative action strategies; anti-discrimination developments, internal compensation discrimination
diversity and inclusion see inclusion and diversity as intercultural task
diversity management anti-discrimination developments, internal compensation discrimination 350–54
and class inequality 162
and gender mainstreaming 156
and men see men and diversity management
diversity management, contextualising 101–11
and cultural differences 101, 103–4, 106–7
framework 102–8
and indigenous (context specific) research 103, 107–8
as local phenomenon 103–5
as local phenomenon, gender diversity management in Muslim majority countries 104–6, 107
meaningful indicators 107–8
micro, meso and macro levels 103, 107
and social construction 102
and social and work dynamics 103, 104
unique attributes of sample, identification of 105–7
diversity management, diversity meets social systems theory 120–35
and communication 121–2, 125, 126, 128
complexity in organisations reduced 124–7
complexity in organisations used by unfolding 127–9
complexity perception within systems 121, 123–4
and contingency 121–2
deconstructivist theory and diversity 120–24, 131
distinctions as differences 126–7, 128–9
and identity constructions 126
membership rules of social systems, inclusive and exclusive 125
and ontological thinking 123
and organisational uncertainty 121
paradox of equity in difference 129–30
paradox of individual differences and group identity in one person 130–31
paradox systems, complex social systems as 127–9
paradox of tolerance of intolerance 131–2
paradoxes unfolded 129–32
path-dependency approaches 122–3
power structures within performance discourses, dismantling 127
and time constructions 122–3
diversity management and trade unions 265–71
and business case for diversity management 266–7, 269–70, 323
and diversity in union officialdom 269
equality agenda advancement role 265–6
equality bargaining 266, 268, 269
individual difference against social-group difference 267
and individualised human resource management 267
and management top-down policy approach 267–8
threat to trade unions 266–8
see also diversity democracy in trade unions
diversity management, and virtue of coercion 322–31
coercion process 323, 326
coercive over voluntary processes, predominance of 327–9
diversity and performance, links between 323
diversity policies and anti-discrimination legislation, complementarity of 329
and human resource management practices 323, 327, 328
institutional approach 323–4, 326–7
norms building process by organised professions 323–4
organisational imitation 324
rational view of the firm and internal efficiency 322–3, 325–7
research method 324–5
research results 325–9
theoretical framework 322–4
diversity training 308–21
anticipation aspect 317
centripetal and centrifugal conflict 315, 317–18
and dialogism 314, 315, 316–17
diversity in language 313–16
diversity of 311–13
and freedom of speech 309
and heteroglossia (multiple languages) 314–15, 316, 317
and institutional racism in public institutions 310
and language standardisation 315, 317–18
management hostility to 308–9
as policy panacea 309
study cases 316–18
types within EU 312–13
see also education and skills training
Doecke, B. et al. 315, 316
Doktor, R. 102
Dowling, P. and D. Welch 376
Drew, E. and E. Murtagh 136
Duignan, R. and A. Iaquinto 136
Dutton, J. et al. 223
Dwyer, S. et al. 323
Dyhouse, C. 57
Eagly, A. et al. 202
Eagly, A. and M. Johannesen-Schmidt
Eby, L. et al. 229
Edmondson Bell, E. and S. Nkomo 374
education
scholarship, effects on 17–26
women in academia see women in academia, feminist
psychoanalytical approach to difficulties
education and skills training
academic–practitioner collaboration for equity in 301–7
diversity programmes, men and diversity management 379
diversity training see diversity training
future directions for 305–6
gender expertise, training and counselling 151–2, 153, 155
managerial women, supporting career development of 335, 336–7
and men, gender equality and gender equality policy 394–5
online learning for single working poor mothers, US 302–5
public policy formation 301–2, 303, 306
skill achievement gap, inequalities and intersectionality, researching 90–91
workforce development programs and IT 302–5, 306
Eisenberg, E. 209
Eisenberg, E. and H. Goodall 199, 208
Elder-Vass, D. 121, 122, 123
Elg, U and K. Jonnergård 58, 64
Elman, M. and L. Gilbert 230, 238
Elmes, M. and D. Connelley 80
Else, A. 83
Elster, J. 255
Ely, R. 200, 204, 378, 403
Ely, R. and I. Padavic 60
employee voice and proactive behaviour see diversity, employee voice and proactive behaviour
Engel, A. 167
entrepreneurs, inclusion and exclusion of women 112–19
gender comparison study 116
Israel, women and entrepreneurship studies 116
opportunity and necessity factors 115–16
promotion and salary discrimination 115
social exclusion and inclusion definitions 113–14
social exclusion response 114–17
traits and attitudes 116
and work experience, previous 116
equal opportunities and gender equality 375–8
headcounts and equal opportunity 254–61
equality bargaining, and trade unions 266, 268, 269
equality, diversity and inclusion (EDI) equal opportunities, headcounts and equal opportunity 254–61
equal opportunities policy and gender equality 375–8
geography and contextual approach in understanding of 3–5
organisational support for 6–7
overview 1–5
personal experience 18–22
scholarship, effects on 17–26
scholarship and work 5–7
time and history in understanding of 2–3
see also inequalities and intersectionality, researching, diversity management headings

Eriksson-Zetterquist, U. and A. Styhre 161
Essed, P. and T. Goldberg 386
ethnicity
and anti-discrimination
developments, internal compensation discrimination 350, 353–4
black athletes and cultural reproduction of race and ethnicity 401–2
‘gendered ethnic employment gap’ 90–91
inclusion and diversity as intracultural task see inclusion and diversity as intracultural task
and management
underrepresentation 403
and multiculturalism see multiculturalism
and organisational studies 162–3
see also diversity management headings
Etzioni, A. 293
EU
appointment process for important public institutions 259
Critical Research on Men in Europe 389
diversity training 312–13
EC report on diversity and performance 325, 326
EQUAL partnerships 328, 329
European Commission as gendered bureaucracy 375
gender competence 154
gender inequality in academia 29
gender mainstreaming 149, 151, 181
International Network for the Radical Critique of Masculinities 389
intersectionality, equality and diversity debates 96, 97
Profeminist Network 389
professionalisation of gender politics 149–50
Treaty of Amsterdam 149
see also individual countries
Eveline, J. 374
Fairhurst, G. 209
Falkenberg, J. 64
family-friendly policies 43–4, 54, 367, 392
Fay, D. and M. Frese 196, 197, 199
feminism
liberal, and inclusion and diversity as intercultural task 295
Marxist 295
men’s reaction to 387, 389–90
revolution in labour organisations 279–82
women in academia see women in academia, feminist
psychoanalytical approach to difficulties see also women
feminist psychosocial approaches to relati onal ity, recognition and denial 179–92
and collective sentiments 184
feminist psychosocial definition 182
gender inequalities in health and social care 181, 185–6
institutional and individual racism and sexism within organisations 181, 184–5
multiculturalism, and ‘the immigrant woman’ 180
and the new professionalism, moves toward 180–81
organisational practice and hidden social relations 183, 185–7
and positioning as part of social group 186–7
and recognition denial paradox 181, 185–7
relational ity in 182–5
gender differences in leadership style and employee proactive behaviour 202
gender-related productivity and experienced context favourability 202
intersectionality 98
men and masculinities 374–5, 376
nationality and proactivity in a culturally distant country 205
recommendations for those entering field 22–4
sexual orientation and proactive behaviour of coworkers and management 205
sexual orientation and spiral of disclosure 204
work–home interference coping methods 243

Gadamer, H. 292
Gaine, C. 308
Gallos, J. et al. 21
Garcia, Stephen M. 254–61
Garcia-Bernal, J. et al. 136
Gardenswartz, L. and A. Rowe 160
Gatta, Mary 30, 34, 301–7
gender discrimination deconstruction 161–6
and essence of management 165–6
and heterosexual matrix 160
and principles of management 159–70
queer theory and intersectionality 160–61
queer theory in organisation studies 160, 164–5
gender equality and anti-discrimination developments, internal compensation discrimination 350, 354
and men see homosexuality; men and gender equality; women
gender equity in academia 27–40
ascriptive inequality 30–31, 32, 34
and demographic changes 288
future of 34–5
generational differences 31, 34
Harvard report 30
higher education and ‘gender schemas’ 33
Implicit Association Test (IAT) 32 and implicit attitudes or stereotypes 32–3, 34–5
‘marriage’ and ‘baby’ penalties 28, 45
MIT report 29–30
narrowing the gap 27–9 and organisational policies 31, 35
and social relationships, interactional nature of 31–2
starting salary negotiation 33, 34
subtle mechanisms reproducing gender inequity 30–33
time pressure and distraction, effects of 33
wage gap 28
see also women in academia, feminist psychoanalytical approach to difficulties

Gender Gap Index 58
gender politics
gender competence 152–5
gender competence, economic definition 153–4
gender competence, political definition 152–3, 154
gender expertise, training and counselling 151–2, 153, 155
gender as a human resource 155–6
gender mainstreaming 149, 150–51, 154–5
gender and organisational development 154–6
new shape of 149–50
professionalisation of, in Germany 149–58
gender as a social practice 136–45
differences and similarities, identifying 137, 139, 140
empirical application 139–41
and essentialism 137–8
and female management style 137
flexibility of gender 140–41
gender as a social process 138–9
hierarchical concerns 140
and organisational structure 139–40
and performativity 139
research literature 136–8
and women in senior management 140
Germany
gender mainstreaming 153–4
professional association for gender training and counselling 151–2
professionalisation of gender politics 149–58
representatives for gender equality 150
Gherardi, S. 126, 127, 139, 159
Giddens, A. 92, 113
Gilligan, C. 137, 182
Gioia, D. et al. 223
Giscombe, K. 342
Gladwell, M. 36
Glasner, A. 41
‘glass’ ceiling 335–6, 339
Through the Glass Ceiling Network, UK 41
Glazer-Raymo, J. 28
Global Entrepreneurship Monitor (GEM) 112–13, 115, 116
globalisation and diversity democracy in trade unions 273–4
and workplace diversity 75
Goffman, E. 137
Goldberg, C. 27
Golden, H. et al. 247
Gomez, L. 184
Goode, W. 150
Gorden, W. 209
Gordon, D. 113
Gorton, M. 80
Gramsci, A. 274, 275, 278, 279
Greene, Anne-marie 80, 196, 207, 265–71, 275, 280, 308, 309, 378
Greene, M. 289
Greenhaus, J. 136
Greenhaus, J. et al. 20
Greenhaus, J. and N. Beutell 229, 231
Greenwald, A. 32, 33, 346
Gregory, Michele Rene 399–412
Gregory, S. 401
Grinder, D. and L. Toombs 345
Grosz, E. 60
Grover, S. and K. Crooker 136
Gunaratnam, Y. 184
Gunaratnam, Y. and G. Lewis 181
Gutmann, A. 291
Haas, L. and P. Hwang 393
Habermas, J. 132
Haghighat, E. 105
Hall, E. 139, 140
Hall, S. 290, 297
Hammond, V. 342
Hancock, P. and M. Tyler 164
Hansen, L.-L. 280
Haraaway, D. 182, 184
Harding, N. 67
Harding, S. 137
Hargens, L. and J. Long 28
Harker, R. et al. 82
Harlow, E. et al. 402
Harriman, A. 224
Harris, H. 376
Harrison, D. et al. 20, 21, 248, 249–50
Hartsman, H. et al. 91
Hartsock, N. 137
Harzing, A.-W. and J. Van Ruysseveldt 376
Haskins, W. 209
Hau-Siu Chow, I. 136
Hawkesworth, M. 22
Hayward, B. et al. 44
Healy, Geraldine 29, 36, 88–100, 277, 278, 280
Hearn, Jeff 137, 159, 164, 372–98, 399, 402
Heilman, M. 137, 202, 203, 354
Hekman, S. 188
Helgesen, S. 136, 140
Helms Mills, Jean 171–8
Henderson, R. 345, 346
Henning, M. and A. Jardim 116
Henriques, J. et al. 182
Hercus, C. 277
Hewlett, S. and C. Luce 332
Higginbotham, E. 182, 183
Hill Collins, P. 179
Hirschman, A. 209
Hochschild, A. 335
Hoffer, T. et al. 28
Hofstede, G. 101, 102, 205, 206
Hoggett, P. 182
Hoggett, P. and C. Miller 184
Holden, N. 376
Holgate, J. et al. 92
Holladay, C. and M. Quiñones 251
Hollay, W. 182, 188
Hollay, W. and T. Jefferson 181, 182
Holter, Ø. 387, 391
Holter, Ø. and H. Aarseth 387
Holvino, E. 379
Homan, A. 200
Homann, K. et al. 68
homosexuality
employee voice and proactive behaviour 203–5
queer theory, and inclusion and diversity as intercultural task 296
queer theory and intersectionality 160–61
queer theory in organisation studies 160, 164–5
and spiral of silence 203–4
and welcoming of same-sex partners socially 204
see also gender headings
hooks, b. 92, 182
Hopkins, N. 29
Horgan, D. 335
House, R. et al. 80, 206
Houston, D. 43
human resources
and diversity management 76
management practices 323, 327, 328
trade unions and individualised human resource management 267
US Strategic Human Resource Society 324
human rights
Muslim majority countries 106–7
UK Equality and Human Rights Commission 52–3, 89
Humphries, M. and S. Grice 75, 76
Hunt, S. et al. 277
Hunter, Shona 179–92, 310
Huntington, S. 290
Husband, C. 181
Huse, M. and A. Solberg 392
Huseman, R. et al. 248
Hyde, J. 112, 137
Index

Ibarra, H. 136, 225
Iellatchitch, A. et al. 80, 82
Inuma, T. 49

inclusion and diversity as intercultural task 289–300
bifocal (adopting each other’s) perspective 296–7
and communitarianism 290, 293
and cosmopolitanism 293–4
and individual rights 294, 295
intercultural translations 297
and liberal feminism 295
and liberalism and multiculturalism 291–2, 293
and Marxist feminism 295
and masculinity 295
multiculturalism and pluralism 289–90
multiculturalism and recognition 290, 292–3
personhood concept 296
post-modernity concept 290–94
post-structuralism concept 294–6
primary needs and rights 291, 293, 294
and social theory 296
and social composition of inequality 296
tolerance and multiculturalism 292
universal needs and rights 290–91, 293

India, women entrepreneurs 112

individualism
employee voice and proactive behaviour see diversity, employee voice and proactive behaviour
institutional and individual racism and sexism within organisations 181, 184–5
paradox of individual differences and group identity in one person 130–31
inequalities and intersectionality, researching 88–100
context, importance of 92
employment difficulties gap 90
gender inequalities, UK 89–90 ‘gendered ethnic employment gap’ 90–91
importance of context 89–92
inequality regimes in organisations 94–6
intersectional approaches to researching inequalities 92–4
intersectionality and oppression and subordination 92–3
macro, meso and micro levels of analysis 92
policy implications 96–7
premises gap 91
professional workers and inequality regimes 95
skill achievement gap 90–91
social justice, different understandings of 93–4
UN, intersectionality definition 92–3
see also equality, diversity and inclusion (EDI); workplace inequities

Ingelhart, R. and P. Norris 67
institutionalism
diversity management, and virtue of coercion 323–4, 326–7
and individual racism and sexism within organisations 181, 184–5
racism in public institutions, and diversity training 310
and women in academia 64
see also organisations

Iqbal, M. 106
Irigaray, L. 57, 60–61, 62–3, 65, 66, 68
Israel, women and entrepreneurship studies 116
Italy, parental leave 367
Izyumov, A. and I. Razumnova 112, 117

Jack, G. and A. Lorbiecki 160, 310, 311, 312
Jackson, R. 403
Jacobs, J. 28
Jacques, M. 402
Jacques, R. 163
Jafri, N. and K. Isbister 332
Jain, H. et al. 79, 101, 102, 251
Jalmert, L. 387
Janssen, O. et al. 197
Japan
academic culture 50–51
academic employment workload 51, 52
employment flexibility 46
fertility rate 45–6
gender balance of university staff 48
gender wage gap 46
Gender-equal Society legislation (1999) 45
higher education 46–7
research restrictions 49–50
senior management in academia, restrictions on 53, 54
women managers 46
women’s educational levels 45
women’s labour force participation 44–5
women’s representation in national parliament 46
work–life balance for women university staff 42–3, 51–2, 54–5
working hours 45, 46, 51
Jewson, N. and D. Mason 269, 383
Johns, G. 104
Johnson, J. 399, 402
Jones, D. et al. 75, 101, 102, 267
Jones, D. and R. Stablein 75, 76
Jordan, B. and N. Johns 181
Jost, J. and O. Hunyady 247
Kaler, J. 266
Kandola, R. and J. Fullerton 160, 265–6, 267, 268
Kanter, R. 67
Karambayya, R. and A. Reilly 231, 234, 241
Kassing, J. 209
Kearney, E. and D. Gebert 323
Kelan, Elisabeth K. 136–45
Kelloway, E. et al. 229
Kelly, C. and S. Breinlinger 278
Kelly, J. 273
Kenny, K. 66
Kerfoot, D. and D. Knights 137, 373
Kets de Vries, M. 112
Kilduff, M. and A. Mehra 402
Kim, Y. 225
Kimmel, Michael S. 359–71, 385, 400, 401
Kirchmeyer, C. 243
Kirkman, B. et al. 206
Kirton, Gill 80, 91, 96, 196, 207, 265–71, 277, 278, 280, 308, 309, 378
Kitzinger, C. and C. Gilligan 182
Klarsfeld, Alain 322–31
Klasen, S. 108
Klein, M. 182
Knapp, G. 161
Knights, D. and W. Richards 29, 35, 57, 58, 59
Knoppers, A. and A. Anthonissen 399, 401
Koall, Iris 120–35
Kochan, T. et al. 323
Koeske, G. et al. 234
Kolb, D. et al. 378
Konrad, A. et al. 160, 268, 308
Konrad, A. and F. Linnehan 77, 78, 79
Konrad, A. and R. Mangel 136
Korvarjärvi, P. 140
Kossek, E. et al. 312
Kray, L. et al. 137
Krefting, L. 64
Kriegler, N. and S. Sidney 374
Kristeva, J. 66, 225, 295
Kuklinski, J. et al. 250
Kulik, C. and H. Bainbridge 130
Kuper, A. 292
Kweisiga, E. et al. 21
Kymlicka, W. 291
LaChapelle, M. 112
Landrine, H. and E. Klonoff 374
Landström, C. 160
language diversity 313–16
heteroglossia (multiple languages) 314–15, 316, 317
standardisation, and diversity training 315, 317–18
Larkey, L. 209
Lasch-Quinn, E. 309, 312
Laurent, A. 102
Lawler, J. 102
Lawrence, E. 276
Layder, D. 92, 98
Lazarus, R. and S. Folkman 230
Lazreg, M. 106
Leahy, E. 57, 58
Index

Ledwith, Sue 29, 35, 272–85
Lee, C. and L. Duxbury 232
Lefebvre, H. 405, 407
Leggeweie, C. 290
Leidner, R. 139, 140
Lenz, I. 130
Leonhardt, D. and F. Fessenden 401
Lépine, I. et al. 323
Le Pine, J. and L. Van Dyne 196, 197, 199, 202
Lerner, Miri 112–19
Leung, C. 76
Levine, J. and T. Pittinsky 240–41
Lewis, G. 180, 181, 183, 188
Lewis, M. 120, 129, 130
Lewis, S. 136, 393
Liebig, B. 154
Liff, S. 101, 216, 267
Lindsay, C. 130, 181
Linehan, M. and J. Walsh 136
Linnehan, F. and A. Konrad 77, 78, 79
Lipman-Blumen, J. 386
Litvin, D. 77, 160, 216
Lizardo, O. 81
Lloyd, M. 139
Loden, M. and J. Rosener 77
Long, J. 28, 57, 58
Lopota, R. 274
Lorber, J. 389–90
Lorbiecki, A. 308, 309, 310
Lorbiecki, A. and G. Jack 160, 311, 312
Lowery, B. et al. 248
Luhmann, N. 120, 121, 122–3, 124, 125, 126, 127–8, 131, 132, 155
Lull, J. 67
Lynch, F. 310, 312
Lyons, E. and A. Coyle 208
McAllister, D. et al. 198
McBride, A. 277, 280
McCall, L. 130, 161, 294, 296
McCall, M. et al. 334, 335
McCracken, D. 332
MacDonald, I. et al. 308
Macdonald, K. 150
McDowell, L. 402
McGarty, C. 255
McGregor, J. 83, 84
McGuire, G. and B. Reskin 374
McIlvenny, P. 139
McIntosh, P. 374
McLaren, P. 378
McLean Taylor, J. et al. 188
McNeill, D. 46, 48, 55
McNicol, T. 44
Mainiero, L. 334
Majors, R. 407
Mama, A. 182
management
diversity see under diversity
management headings
domination, and men, gender
equality and gender equality
policy 391, 393–4
female management style 137
hostility to diversity training 308–9
leadership skills and sport 399–400, 402–4
participative management and
proactive service performance
199, 202
participative management and
sensemaking 197–8
senior management in academia,
restrictions on 53, 54, 58–9
women in senior management
140
managerial women, supporting career
development of 332–43
assignments as continuing challenge
334
Australian women managers early
career 340–41
benefits of 341–2
Canadian women business school
graduates 336–8
and career satisfaction 337–8, 339
challenge limiting, dangers of 335
contributory factors for career
success 333–4
and education and training 335,
336–7
and ‘glass’ ceiling 335–6, 339
psychological well-being 340–41, 342
sustainable development 334
Turkish women in banking industry
338–9
work–life balance 341
see also
women
Mann, M. et al. 280
Equality, diversity and inclusion at work

Marecek, J. 137
Marlow, S. and D. Patton 115
Marques, J. et al. 200
Martens, M. et al. 225
Martin, Daniel E. 344–56
Martin, J. 57, 59, 64, 65, 139, 160, 161, 162
Martin, P. 137, 386, 403
Martocchio, J. 345
masculinity and sports see sports and
construction of hegemonic masculinities at work
Mason, M. and M. Goulden 28
Mason, S. 136
Massey, D. 404, 405
Mattis, M. 332, 342
Mauss, A. 278
Maxwell, A. 292
Maxwell, G. 265, 268
Maybin, J. 313–14, 315, 316, 317
Maynard, M. and J. Purvis 42
Mayrhofer, M. et al. 80, 82
Mays, L. et al. 332
Mead, G. 291
men and diversity management 372–82
culture and transnationalization 374
diverse genderings of men and masculinities in workplaces
373–5, 376
diversities and commonalities 378–9
diversity programmes 379
gender equality and equal opportunities policy 375–8
and industry types 373–4
and male collective power 379, 394
multiplicity in diversity management 379
ownership and control tensions 377
power and diversity in workplaces
372–3, 376–8, 379
racialization and ethnicity 374–5, 379
and workplace power dynamics 376, 377–8
men and gender equality 359–71
and family-friendly workplaces 367
gender and privilege visibility 360, 363–5
male life changes 361–2
and masculinity ideology 362
masculinity and sports see sports and
construction of hegemonic masculinities at work
men’s participation in 359–60
paternal leave 367
rape and violence, attitudes to 368–9
sexual equality 368–9
sexual harassment issues 366
wage levels 361, 365
work–home interference, sex
differences in coping with see work–home interference, sex
differences in coping with
and work–life balance 361, 366–7
working age women in labour force,
evolution of 361
workplace transformation by
women 360–61, 365–6
men, gender equality and gender
equality policy 383–98
anti-sexist men’s movements 388
contradictions and ambiguities 387–8
cultural cloning 386–7
and education and training 394–5
family-friendly policies 367, 392
feminism, reaction to 387, 389–90
and gender politics 387–8
and homosociality 386, 407
male competitive behaviour 394
and management domination 391, 393–4
men and masculinities studies 385–6
men’s diverse positionings on
386–90
men’s growing interest in 383, 384–5
non-gender conscious and gender-
conscious positionings 386–90
and organisational environment
391–2, 393–4, 395
paternity leave 393
and profeminist activity 389, 395
resistance to involvement 395
work–life balance 392–3
and working hours 392–3
in workplaces 390–95
Merrill-Sands, D. et al. 373, 378
Messner, M. 387–8, 399, 400, 401, 406
Metcalf, D. 273
Metcalf, B. and M. Afanassiieva 136
Index

Metz-Göckel, S. and C. Roloff 152–3
Meuser, Michael 149–58
Meyerson, D. 208
Mykle, Mitchell J. 254–61
Michaelis, E. et al. 332
Milkovich, G. and J. Newman 345, 346
Miller, D. 255–6, 260, 268
Milliken, F. and L. Martins 77
Mills, Albert J. 171–8, 266, 308, 312, 378
Miner, J. 112
Minniti, M. and C. Nardone 112
Minniti, M. et al. 112, 113, 117
Mir, R. et al. 312
Mirza, H. 182
Mitchell, J. 61, 182, 275
Moe, A. and M. Bell 21
Moghahdam, V. 104, 105
Mohanty, C. 138
Moi, T. 66
Monin, B. and D. Miller 260
Monin, N. et al. 159, 162
Monro, S. 295
Moon, G. 179
Mor, D. 112
Mor, D. and E. Buttner 114, 115
Mor-Barak, M. 79, 322
Morgan, D. 373, 374
Morgan, L. and K. Martin 402, 403
Morocco, women’s position in 291
Morris, B. 36
Morrison, A. 332, 333, 334, 335, 336, 342
Morrison, E. and C. Phelps 196, 197, 199, 208
Mostafa, M. 104
Mouer, R. and H. Kawanishi 42
Moult, S. and A. Anderson 115
Moyer, B. and A. Tuttle 394
Mulholland, K. 112
Mullen, J. et al. 171
multiculturalism
and inclusion and diversity as intercultural task 291–2, 293
and pluralism 289–90
and recognition 290, 292–3
and ‘the immigrant woman’ 180
and tolerance 292
see also ethnicity

Mumby, D. and L. Putnam 128
Murrell, A. et al. 250
Naaman, D. 180
Nash, K. 278
Nasseh, A. 121, 122, 123, 125, 126
Nentwich, Julia C. 136–45
Netherlands
colonial legacy 78
diversity training 312
part-time employment for women 43
New Zealand
diversity issues 76
human rights legislation 83
marginalised groups 78, 83, 84
parental leave 83
women in senior management 84
women in the workplace and Bourdieu’s theory 83–4
Newton, J. 22
Nicholson, N. 112
Nkomo, S. 21, 162, 374, 402
Nkomo, S. and T. Cox 76, 130
Noelle-Neumann, E. 203
Noon, M. and E. Ogbonna 266
Norway
leadership skills and high-performance sport 399
male domination in management 392
paternity leave 393
Nosworthy, G. et al. 248
Nussbaum, M. 293, 294
Oakley, A. 42
O’Connell, C. and A. Mills 171
O’Connor, E. 159, 225
Ofori-Dankwa, J. and D. Ricks 137
O’Hendieck, L. 155
Ohlott, P. et al. 335
Oikelome, F. and G. Healy 95
Okin, S. 378
Okpara, J. et al. 136
Olsson, S. and J. Pringle 84
Omanovic, V. 321
Organ, D. 208
organisations
diversity management and complexity in organisations reduced 124–7
diversity management and complexity in organisations used by unfolding 127–9
gender and organisational development 154–6
and gender as a social practice 139–40
and hidden social relations 183, 185–7
imitation, diversity management, and virtue of coercion 324
inequality regimes in organisations 94–6
and men, gender equality and gender equality policy 391–2, 393–4, 395
men, gender equality and gender equality policy in workplaces 390–95
organisational citizenship behaviour (OCB) 207–8
policies, and gender equity in academia 31, 35
queer theory in organisation studies 160, 164–5
rules and workplace inequities 171–2, 174–6
support and gender-related productivity 202
uncertainty and diversity management 121
and workplace diversity see workplace diversity
workplace diversity, effects of 78–9, 80, 81, 82–4
workplace transformation by women 360–61, 365–6
see also institutionalism; workplace headings
Orloff, A. 294
Oseen, C. 65, 66
Ouchi, W. 101
Özbilgin, Mustafa F. 1–14, 80, 81, 82, 104, 120, 125, 129, 131, 399–400, 403
Pace, J. and Z. Smith 247
Paden, S. and C. Buehler 241
parental leave 44, 83, 367, 393
Park-Fuller, L. 315
Parker, A. 403
Parker, J. 278, 280
Parker, M. 160, 166
Parker, S. et al. 195, 197, 198, 199, 200
Parkin, W. 159, 164, 374, 399
Parsons, T. 122, 124, 150
Pasero, U. 121
Pateeman, C. 275
Pearce, D. 117
Pearce, L. 314
Pearce, W. 209–10
Pendry, L. et al. 208
Penketh, L. 309, 310
Perotin, V. et al. 79
Persaud, I. et al. 403
Peter, K. and C. Carroll 28
Pfaffenerberger, H. 157
Phillips, N. and C. Hardy 175
Pierce, J. 140, 402
Pines, A.M. 112–19
Pocock, B. 280
Polzer, J. et al. 200, 201
Porter, L. et al. 232
poverty
Muslim majority countries 106
online learning for single working poor mothers 302–3
and women 112
Powell, G. 136, 231, 240
Prasad, A. 66–7, 78, 162
Prasad, P. and A. Mills 266, 308, 312, 378
Prasad, P. et al. 77, 378
Pratt, M. and P. Foreman 223
Pringle, Judith K. 75–87
Pringle, R. 373
Probert, B. 57, 58, 64
Prosser, J. 295
Provins, Eric A. 254–61
Ptacek, J. et al. 230
Punnett, B. and O. Shenkar 376
Puwar, N. 183–4
Raabe, P. 238
Ragins, B. et al. 203, 204, 333
Ramazanoglu, C. 138
Rank, Johannes 195–215
Rattansi, A. 188
Rawls, J. 290–91, 293, 294
Rees, T. 181
Index

Reimer, B. 114
Reskin, B. 30, 31, 57, 58, 374
Reyna, C. et al. 247
Reynaud, J. 323
Rhodes, C. 313
Richard, O. et al. 323
Ridegway, C. 31
Ridegway, C. and S. Correll 31, 34
Riordan, C. and L. Shore 224
Roberson, L. and C. Kulik 137
Roberson, Q. and C. Stevens 196, 200
Room, G. 113
Roos, P. and M. Gatta 30, 34
Rosener, J. 77, 114, 136, 140
Rosenzweig, P. 102
Roth, L. 30, 36
Rousseau, D. 200, 231
Rousseau, D. and Y. Fried 102, 104
Rowe, M. and J. Garland 309
Rudman, L. et al. 32, 33
Rutherford, S. 332, 392
Saffold, G. 223
Sanday, P. 369
Sandler, B. 30
Sayce, S. 80
Schäffner, M. et al. 323
Schambach, G. and H. von Bargen 151, 154
Schein, E. 223
Schein, V. 137
Schein, V. and M. Davidson 402
Schippers, M. et al. 201
Schwartz, Dafna 112–19
Schwartz, S. 205, 206
Scott, J. 22
Sears, D. and P. Henry 36
Sedgwick, E. 160, 296
Seibert, S. et al. 203
Seidl, D. and K. Becker 121
Sen, A. 1–2, 293
Serres, M. 125
Sessa, V. and S. Jackson 380
Sevenhuijsen, S. 188
sexual orientation see homosexuality
Shane, S. et al. 205
Sharpe, R. 140
Sheppard, D. 373
Sheridan, A. and J. O’Sullivan 225
Sheridan, B. 28
Sidani, Y. 104
Sidanius, J. 249
Simpson, R. 136
Simpson, R. and P. Lewis 182
Singapore, nationality, and distributive justice perceptions 206
Singh, V. and S. Vinnicombe 140
Sivard, R. 105
Skeggs, B. 182, 183
Skinner, E. et al. 230
Smith, E. and J. Kluengel 250
Sniderman, P. et al. 250
social systems theory see diversity management, diversity meets social systems theory
Solis, D. and S. Marta 402
Søndergaard, D. 161
South Africa
Apartheid legacy 217, 220, 223–4
cultural differences, positive effects of 222
demographic similarity and group commitment 224
demography and communication networks 222–5
discrimination reactions and exclusive identity of foreign workers 216–28
diversity, employers’ subjective attitude to 219–20
employee dehumanisation 218–19
employee dispensability 219
employee distrust of authority 217–18
employees, lack of support for 218–20
employees’ victimisation mentality 220–22
ethnicity and organisational attachment 223
exclusion from interaction networks 224–5
gender discrimination 220–21, 222, 224–5
language and Apartheid legacy 223–4
language barrier and cultural differences 218–19, 221–3
sexuality discrimination 221
Spelman, E. 138
Spinks, N. and N. Tombari 332
Spiro, M. 289
Spivak, G. 295
sports and construction of hegemonic masculinities at work 399–412
black athletes and cultural reproduction of race and ethnicity 401–2
black male athletes, parodying 406–8
embodiment of hegemonic masculinity 400–401
leadership skills and sport 399–400, 402–4
male bonding 403
sports memorabilia 405
‘talking sports’ 404–8
women and sports, attitudes towards 405–6, 408
Squires, J. 181
Stanfield, J. 106
Steeh, C. and M. Krysan 250
Steyaert, C. and M. Janssens 101
Stoker, L. 250
Stout, K. and W. Buffum 247
Strachan, G. et al. 136
Strawson, P. 296
Strinati, D. 275
Strinivasan, R. et al. 114
Strolovitch, D. 250
Sturdy, A. 316
Summers, L. 27, 30, 66
Swan, Elaine 308–21
Sweden
equal opportunities for women 58
‘Men and Equality’ report 360
parental leave 367, 393
Switzerland, professional association for gender training and counselling 152
Syed, Jawad 101–11
Tabachnick, B. and L. Fidell 348
Tajfel, H. 224
Tanaka, K. and N. Johnson 45
Tatli, A. and M. Özbilgin 6, 80, 81, 82, 120, 125, 129, 131
Tayeb, M. 106
Taylor, C. 290, 291, 292–3
Taylor, F. 159–70
Taylor, P. et al. 309, 312
Taylor, R. 43
Taylor, V. 277
Teicher, J. and K. Spearritt 101
Thatchenkery, T. and C. Cheng 21
Thomas, D. and J. Gabarro 403
Thomas, D. and R. Ely 200, 204, 378
Thomas, R. et al. 171
Thurlow, A. 176
Tibi, B. 290
Tiel, R. 292
Tilly, C. 31
Tong, R. 295
Townsley, N. 59–60, 63, 64, 66
trade unions see diversity democracy in trade unions; diversity management and trade unions
Trujillo, N. 401
Tshikwatamba, N. 102
Tsui, A. 102, 103, 223, 224
Turkey
gender equity in academia 36
vertical segregation 92
women in banking industry, career development of 338–9
Turner, C. 36
Turner, J. 224, 255, 258
Turner, L. 273, 274
UK
academic employment workload 48, 54
age at retirement 44
colonial legacy 78
Commission for Racial Equality 89
diversity management and trade unions see diversity management and trade unions
diversity training 308, 311, 312
domestic labour division 44
employment difficulties gap 90
Employment Equality (Sexual Orientation) Regulations (2003) 204
Equal Opportunities Commission 44, 89
equalities mainstreaming 181, 188
equalities regulation, intersectional approach 89, 97
Equality and Human Rights Commission 52–3, 89
family policies 43–4, 54
flexible working practices, resistance to 44, 54
‘The Gender Agenda: the unfinished revolution’ 89–90
gender balance of university staff 29, 34, 41–2, 47, 52–3
graduates, number of 57
group participation in decision making in NHS 201
higher education 46, 47
institutional and individual racism and sexism within organisations, ambiguous relationship between 181
Macpherson Report and Stephen Lawrence murder 310
managerial masculinities and sport 399–400
nationality and labour market segregation 206
parental leave 44
part-time employment for women 43
pay differences in academia 47
pay discrimination 29, 44
presumptions gap 91
race awareness training (1980s) 308
Race Relations Act (1976) 206
Research Assessment Exercise (RAE) 35
senior management in academia, restrictions on 53–4
Sex Discrimination Act (1976) 44
sexual orientation and diversity policy 204–5
skill achievement gap 90–91
Through the Glass Ceiling Network 41
Union Modernisation Fund 281–2
UNISON trade union and equality 280
women’s labour force participation 43–4, 52
work–life balance 42, 52–3, 54, 392
working hours 43, 45, 54
Workplace Employment Relations Survey (WERS) 97
UN
Division for the Advancement of Women 384–5
Fourth World Conference on Women 279, 360, 384
intersectionality definition 92–3
‘intersectionality proving’ framework 96–7
men and gender equality 384–5
Ungar, R. 407
Unger, R. 174
US
affirmative action strategies, effect of 250
anti-discrimination legislation 344–5
appointment process for important public institutions 258–9
black athletes and cultural reproduction of race and ethnicity 401–2
Civil Rights Act, Title VII (1964) 344–5
collective negotiations 79–80
diversity management 101, 105, 311–12
diversity training 312
Equal Pay Act (1963) 344–5
gender equity in academia 27–40
gender equity in corporate America 36
gendered ethnic employment gaps 91
Gratz v. Bollinger 260
Grutter v. Bollinger 260
Harvard report on gender equity in academia 30
internal compensation discrimination see anti-discrimination developments, internal compensation discrimination
legislation and affirmative action 79
males in business, percentages of 402
marginalised groups 78
MIT report 29–30
online learning for single working poor mothers 302–5
pay discrimination protection 344–5
Princeton report 29–30
Equality, diversity and inclusion at work

racial discrimination, personal experience 18–20
Radcliffe report 27–8
sex discrimination 19–20
sexual equality 368, 370
social justice attitudes among African American women 94
Strategic Human Resource Society 324
wage levels 92
women managers 46
work–life balance 367
Workforce 2000 311
workplace diversity, business case for 77
Ussher, J. 174
Usui, C. et al. 44, 45, 46, 48
Vacci, G. 275
Valian, V. 33
Vallas, S. 407
Van de Ven, A. and M. Poole 207
Van Dyne, L. and J. LePine 196, 197, 199, 202, 208
Van Knippenber, D. et al. 200
Veiga, J. 136
Verloo, M. 161
Verma, A. et al. 101, 102, 274
Vieira Da Cunha, J. et al. 128
Vobruba, G. 114, 115
wage levels
and inequality regimes in organisations 95
men and gender equality 361, 365
Muslim majority countries 106
salary discrimination, entrepreneurs, inclusion and exclusion of women 115
starting salary negotiation and gender equity in academia 33, 34
wage gap and gender equity in academia 28
Wagner, J. 112
Wajcman, J. 68, 137, 224, 399, 402
Walby, S. 43, 44, 45, 122, 123, 181, 279
Waldron, J. 293
Walkerdine, V. 174
Wallace, M. 290
Waller, J. 346
Ward, J. and D. Winstanley 164
Webb, J. 267
Weber, J. 345
Weber, M. 155, 324
Weeks, J. 105
Weick, K. 172, 173, 174, 175, 197
Wells, L. 403
Wesolowski, M. and K. Mossholder 223
West, C. and D. Zimmerman 138, 402
West, M. and N. Anderson 201
Whetten, D. 102
White, B. et al. 334
Whitford, M. 63, 66
Wiley, M. 240
Williams, F 183, 187
Wilson, R. 29
Wils, S. 121
Winchester, H. et al. 58–9, 64
Wirth, L. 137
women
domestic responsibilities and education obstacles 302–5
employment and human rights, Muslim majority countries 105, 106–7
and entrepreneurship see entrepreneurs, inclusion and exclusion of women
feminist psychosocial approaches to relationality, recognition and denial see feminist psychosocial approaches to relationality, recognition and denial
and gender discrimination see gender discrimination
and gender politics see gender politics
managerial women, supporting career development of see managerial women, supporting career development of ‘movement thinkers’, diversity democracy in trade unions 275–8
multiculturalism, and ‘the immigrant woman’ 180
online learning for single working poor mothers 302–5
and poverty 112
suicide bombers, social construction of 180
and UN, intersectionality definition 92–3
working age women in labour force, evolution of 361
workplace transformation by women 360–61, 365–6
see also feminism; gender headings
women in academia, feminist
psychoanalytical approach to difficulties 57–71
efficiency concerns 67–8
and institutional conditions 64
and knowledge production process 60–61, 65–7
power implications of the socio-symbolic order 63–4, 65
power of knowledge and unsymbolised woman 61–4
and power of symbolic order 62–3
psychoanalytical approach, importance of 61–2
senior management in academia, restrictions on 53, 54, 58–9
and woman as ‘lesser man’ 64–8
see also gender equity in academia
Woodward, A. 375
Woodward, Diana 41–56, 399–400, 403
Woody, J. 296
Woolf, V. 65
work–home interference, sex differences in coping with 229–44
behavioural disengagement 232, 235, 237, 238, 239
and children, presence of 237, 239
cognitive reappraisal 232–3, 235, 236, 237, 238, 239
coping methods 230–33, 240–43
emotion-focused coping 232–3, 235
flexible working and career penalties 238
gender role expectations 231–2, 237, 238, 240–41, 243
home interference with work measurement 233, 237, 238, 241, 243
limiting home role involvement 231–2, 234, 237, 238, 239
limiting work role involvement 230–31, 234, 237, 238, 239, 240
managerial implications 242–3
managerial implications and gender equality 242
measures used in study 233–5
methodology of study 233
problem-focused coping 230–32
scheduling home to accommodate work 231–2, 234, 237, 238, 239, 240–41
scheduling work to accommodate home 231–2, 234, 237, 238, 239
social support networks 232, 234–5, 236–8, 239
structural role definition 230–31
study analysis 235
study limitations 243
study results 236–43
work interference with home measurement 233, 237, 238, 241, 243
and working hours 237, 238, 239
work–life balance
managerial women, supporting career development of 341
and men and gender equality 361, 366–7
men, gender equality and gender equality policy 392–3
work–life balance in academia 41–56
higher education in UK and Japan 46–8
mechanisms and strategies for promoting 52–5
and social research in contrasting cultures 48–52
women’s employment in UK and Japan 43–6
working hours
Japan 45, 46, 51
and men, gender equality and gender equality policy 392–3
workplace diversity
and Bourdieu’s theory 80–84
business case for 77
and capital, effect of 82–4
and collective action of union movement 79–80
colonial legacy 78, 295
context as crucial 77–80
demography, impact of 78
disadvantaged groups 77, 78, 79, 83, 84
and fertility rates 78
and globalisation 75
and habitus 81–2
human resources and diversity management 76
initial framing of diversity, shift away from 77
and labour force demographics 78
labour market and recruitment 79
legislation and affirmative action 79
and legislative framework 79
macro, meso and micro levels 80–84
organisational effects 78–9, 80, 81, 82–4
positioning 75–87
power as pivotal 76–7
power relations in organisations 78
and semantic meanings of diversity 77
socio-political context 78–80, 81
see also organisations
workplace inequities
and air transport employment 171–2, 174–5
Balanced Scorecard program in electrical utility company 173, 175–6
and critical sensemaking 173–6
and formative context, importance of 174
organisational rules 171–2, 174–6
rule changes and discriminatory practices 172, 174–5
and Weickian sensemaking 173, 174, 175
see also inequalities and intersectionality, researching
workplace, people accounting
and affirmative action policies 254, 259–60
and appointment process for important public institutions 258–9
and diversity programmes 260
and employee replacement 257
equal opportunities implications 258–9
headcounts and equal opportunity 254–61
headcounts and social category lines 256–8
and meaningful dimensions 258
and selection processes 257
social categorization literature 255–6, 259–60
and winner-take-all solutions 255–6, 259
Worley, C. 183
Wrench, J. 311, 312–13, 317
Yammarino, F. and F. Dansereau 80
Young, I. 92, 93, 275, 276, 278
Youssef, N. 105
Yuval-Davis, N. 161, 179, 181, 278
Zannoni, P. and M. Janssens 123, 216
Zarrehparvar, M. 97
Zernike, K. 29
Zimbardo, P. 224
Zimmerer, T. and N. Scarborough 112
Zuckerman, H. et al. 28
Zuriff, G. 254