

Rana Abulbasal
Utah State University

IS GENDER DIVERSITY ENOUGH?

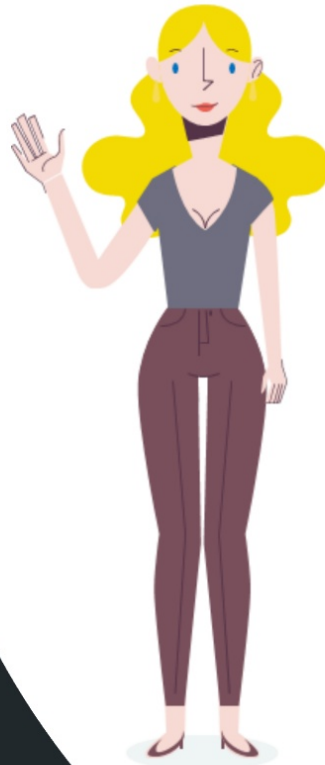
Exploring the Impact of Women's Representation on the Professional
Careers of Women of Color

"As a woman of color, I know who my allies are. And many times, the White women are not my allies.." Irene

Reducing the salience of gender stereotypes

Increasing the adoption of gender inclusive policies

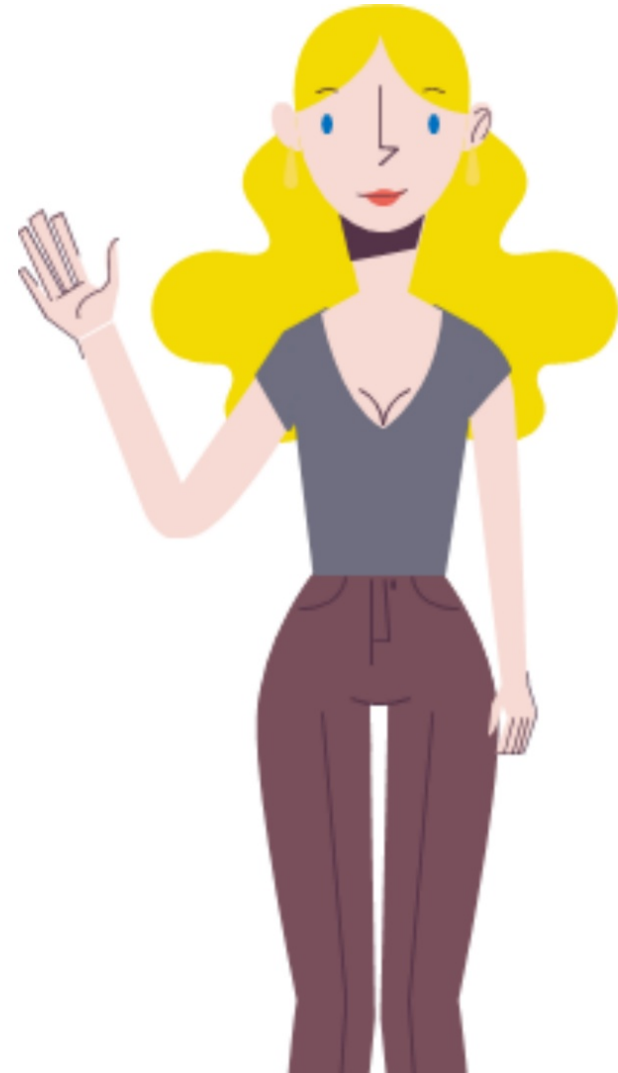
Reducing the influence of gender bias on decision making

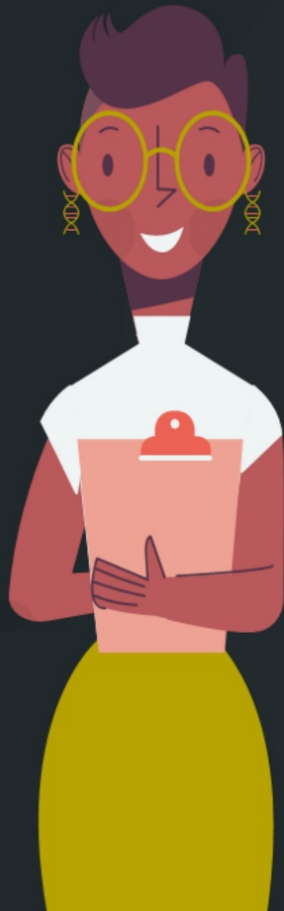


Reducing the salience of gender stereotypes

Increasing the adoption of gender inclusive policies

Reducing the influence of gender bias on decision making





TOKEN THOERY (Kanter 1977)

The pervasiveness of bias depends on the numerical representation of the minority group within the organization.

Can we talk about **intersectionality**?

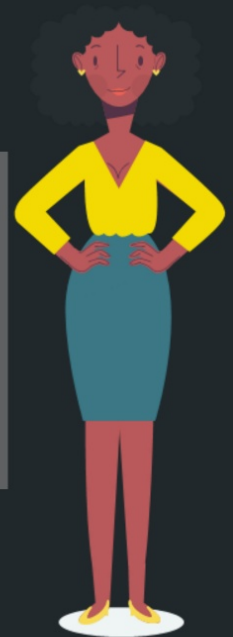
- Better understanding of workplace dynamics - specifically workplace biases against minoritized groups.
- Focus on gender, and some other on race, which leaves **Women of Color** behind
- New interest in intersectionality



RESEARCH QUESTION



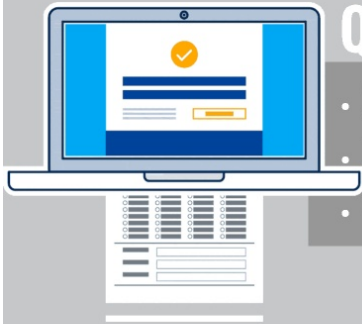
Does women's representation reduce the biases that women of color experience in a highly skilled profession?



MIXED METHOD APPROACH

Quantitative Data

- 2020 survey to all members of Utah State Bar
- Total of 2000+ responses
- Women data for this study ~700 respondents



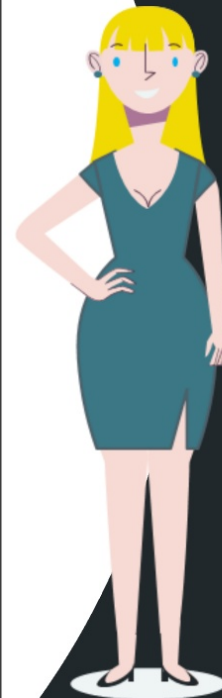
Qualitative Data

- Semi-structured interviews with women lawyers
- Total of 47 interviews
- Women of Color interviews for this study - 11 interviews



Demographics - (N=735)

- 13%
- 70% married
- 57% have kids
- 6% Senior/ Equity Partner
- 20% Staff Attorney



- 87%
- 75% married
- 67% have kids
- 18% Senior/ Equity Partner
- 8% Staff Attorney

Variables

Dependent



Mentorship & Sponsorship



Access to Network



Prove it Again!



Stereotypes



Burden of Doubt

Independent



Overall representation

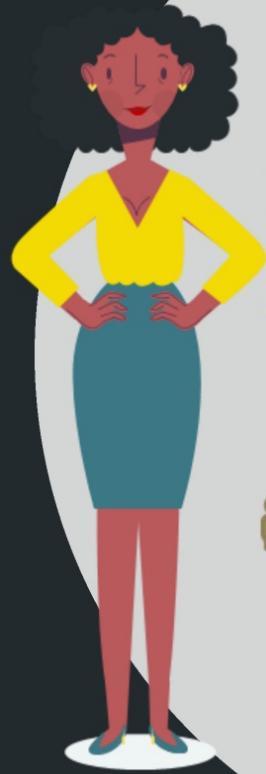


Seniority representation



Leadership

Descriptive Analysis



8%



18%



58%



76%



45%

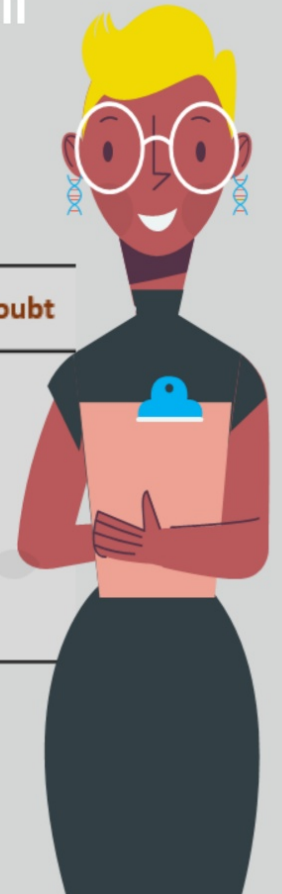


Multinomial Regression

Results from Multinomial Logit Regression Predicting the Impact of the Independent Variables on the Experiences of Workplace Biases for Women of Color, Presented as Average Marginal effect (and z Statistics)

Variable	Prove it Again	Mentorship & Sponsorship	Access to Network	Stereotypes	Burden of Doubt
Women Representation	0.238** (3.04)	✗	✗	-0.25** (-3.29)	✗
Senior women	✗	✗	✗	-0.252*** (-3.20)	✗
Leadership	0.198* (2.10)	-0.11** (-2.37)	✗	-0.22* (-2.16)	✗

*p < 0.05; **p < 0.01; ***p < 0.001



BIBLIOGRAPHY

- Avery, J.R, Mckay, P., & Wilson, D.C. (2006). What are the odds? How demographic similarity affects the prevalence of perceived employment discrimination. *Journal of Applied Psychology*, 93(2), 235-249.
- Bell, E., & Nkomo, S. (2003). *Our separate ways: Black and white women and the struggle for professional identity*. Cambridge, MA: Harvard Business Review Press.
- Biemat, M., Crandall, C.S., Vbung, L., Kobrynawicz, D., & Halpin, S.M. (1998). All that you can be: Stereotyping of self and others in a military context. *Journal of Personality and Social Psychology*, 75(2), 301-317.
- Billimoria, D. (2006). The relationship between women corporate directors and women corporate officers. *Journal of Managerial Issues*, XVIII(1), 47-61.
- Bratton, K. (2005). Critical mass theory revisited: The behavior and success of token women in state legislatures. *Politics & Gender*, 1(1), 97-125.
- Budwig, M. (2002). Male advantage and the gender composition of jobs: Who rides the glass escalator? *Social Problems*, 49(2), 258-277.
- Cachia, M., & L. Millward. (2011). The telephone medium and semi-structured interviews: A complimentary fit. *Qualitative Research in Organizations and Management*, 6, 265-277.
- Cohen, L.E., & Broschak, J.P. (2013). Whose jobs are these? The impact of the proportion of female managers on the number of new management jobs filled by women versus men. *Administrative Science Quarterly*, 58(4), 509-41.
- Cohen, L.E., Broschak, J.P., & Haveman, H. (1998). And then there were more? The effect of organizational sex composition on the hiring and promotion of managers. *American Sociological Review*, 63(5), 711-727.
- Cohen, P.N., & Hoffman, M. (2007). Working for the woman? Female managers and the gender wage gap. *American Sociological Review*, 72(5), 681-704.
- Collins, P.H. (1990). *Black feminist thought*. New York, NY: Routledge.
- Collins, P.H., & Bilge, S. (2016). *Intersectionality*. Cambridge: Polity Press.
- Craig, K.M., & Feasel, K.E. (1998). Do solo arrangements lead to attributions of tokenism? Perceptions of selection criteria and task assignments to race and gender solos. *Journal of Applied Social Psychology*, 28(19), 1810-36.
- Crenshaw, K. (1989). Demarginalizing the intersection of race and sex. *University of Chicago Legal Forum*, 1(8), 139-167.
- Crenshaw, K. (2007). Framing affirmative action. *Michigan Law Review*, 105, 123-133.
- Danaher, K., & Branscombe, N. (2010). Maintaining the system with tokenism: Bolstering individual mobility beliefs and identification with a discriminatory organization. *British Journal of Social Psychology*, 49(2), 343-62.
- Dickens, D.D. & Chavez, E.L. (2017). Navigating the workplace: The costs and benefits of shifting identities at work among early career U.S. Black women. *Sex Roles*, 78, 760-774.
- Ely, R. (1995). The power in demography: Women's social constructions of gender identity at work. *Academy of Management Journal*, 38, 589-634.
- Ely, R., & Thomas, D.A. (2001). Cultural diversity at work: The effects of diversity perspectives on work group
- Flores, G.M. (2011). Racialized tokens: Latina teachers negotiating, surviving and thriving in a white woman's profession. *Qualitative Sociology*, 34, 313-35.
- Gibbert, M., & Ruigrok, W. (2010). The 'what' and 'how' of case study rigor: Three strategies based on published work. *Organizational Research Methods*, 13(4), 710-737.
- Gustafson, J.L. (2008). Tokenism in polling: An empirical test of Kanter's hypothesis. *Journal of Criminal Justice*, 36(1), 1-10.
- hooks, b. (1984). *Feminist theory: From margin to center*. South End Press.
- Hyun, J. (2005). *Breaking the bamboo ceiling: Career strategies for Asians*. Harper Business.
- Johnson, S.E., & Richeson, J.A. (2009). Solo status revisited: Examining racial group differences in the self-regulatory consequences of self-presenting as a racial solo. *Journal of Experimental Social Psychology*, 45(4), 1032-35.
- Kanter, R. M. (1977). *Men and women of the corporation*. New York, NY: Basic Books.
- Karpowitz, C.F., Mendelberg, T., & Shaker, L. (2012). Gender inequality in deliberative participation. *American Political Science Review*, 106(3), 533-547.
- Keller, J. & Sekaquaptewa, D. (2008). Solo status and women's spatial test performance: The role of individuation tendencies. *European Journal of Social Psychology*, 38, 1044-1053.
- Krimmel, J.T., & Gormley, P.E. (2003). Tokenism and job satisfaction for policewomen. *American Journal of Criminal Justice*, 28(1), 73-88.
- Lee, S., & Williams, M.J. (2018). Sounds of leadership? A mismatch between Asian American's communication style and U.S. norms. *Proceedings of the Academy of Management*, 1, n.page.
- Lincoln, Y. S., & E. Guba. (1985). *Naturalistic Inquiry*. Beverly Hills, CA: Sage.
- Livingston, R.W., Rosette, A.S., & Washington, E.F. (2012). Can an agentic Black woman get ahead? The impact of race and interpersonal dominance on perceptions of female leaders. *Psychological Science*, 23(4), 354-358.
- Niemann, Y.F., & Dovidio, J.F. (1998). Relationship of solo status, academic rank, and perceived distinctiveness to job satisfaction of racial/ethnic minorities. *Journal of Applied Psychology*, 83(1), 55-71.
- Avery, J.R, Mckay, P., & Wilson, D.C. (2006). What are the odds? How demographic similarity affects the prevalence of perceived employment discrimination. *Journal of Applied Psychology*, 93(2), 235-249.
- Bell, E., & Nkomo, S. (2003). *Our separate ways: Black and white women and the struggle for professional identity*. Cambridge, MA: Harvard Business Review Press.
- Biemat, M., Crandall, C.S., Vbung, L., Kobrynawicz, D., & Halpin, S.M. (1998). All that you can be: Stereotyping of self and others in a military context. *Journal of Personality and Social Psychology*, 75(2), 301-317.
- Billimoria, D. (2006). The relationship between women corporate directors and women corporate officers. *Journal of Managerial Issues*, XVIII(1), 47-61.
- Bratton, K. (2005). Critical mass theory revisited: The behavior and success of token women in state legislatures. *Politics & Gender*, 1(1), 97-125.
- Budwig, M. (2002). Male advantage and the gender composition of jobs: Who rides the glass escalator? *Social Problems*, 49(2), 258-277.
- Cachia, M., & L. Millward. (2011). The telephone medium and semi-structured interviews: A complimentary fit. *Qualitative Research in Organizations and Management*, 6, 265-277.
- Cohen, L.E., & Broschak, J.P. (2013). Whose jobs are these? The impact of the proportion of female managers on the number of new management jobs filled by women versus men. *Administrative Science Quarterly*, 58(4), 509-41.
- Cohen, L.E., Broschak, J.P., & Haveman, H. (1998). And then there were more? The effect of organizational sex composition on the hiring and promotion of managers. *American Sociological Review*, 63(5), 711-727.
- Cohen, P.N., & Hoffman, M. (2007). Working for the woman? Female managers and the gender wage gap. *American Sociological Review*, 72(5), 681-704.
- Collins, P.H. (1990). *Black feminist thought*. New York, NY: Routledge.
- Collins, P.H., & Bilge, S. (2016). *Intersectionality*. Cambridge: Polity Press.
- Craig, K.M., & Feasel, K.E. (1998). Do solo arrangements lead to attributions of tokenism? Perceptions of selection criteria and task assignments to race and gender solos. *Journal of Applied Social Psychology*, 28(19), 1810-36.
- Crenshaw, K. (1989). Demarginalizing the intersection of race and sex. *University of Chicago Legal Forum*, 1(8), 139-167.
- Crenshaw, K. (2007). Framing affirmative action. *Michigan Law Review*, 105, 123-133.
- Danaher, K., & Branscombe, N. (2010). Maintaining the system with tokenism: Bolstering individual mobility beliefs and identification with a discriminatory organization. *British Journal of Social Psychology*, 49(2), 343-62.
- Dickens, D.D. & Chavez, E.L. (2017). Navigating the workplace: The costs and benefits of shifting identities at work among early career U.S. Black women. *Sex Roles*, 78, 760-774.
- Ely, R. (1995). The power in demography: Women's social constructions of gender identity at work. *Academy of Management Journal*, 38, 589-634.
- Ely, R., & Thomas, D.A. (2001). Cultural diversity at work: The effects of diversity perspectives on work group

THANK YOU!



Rana Abulbasal



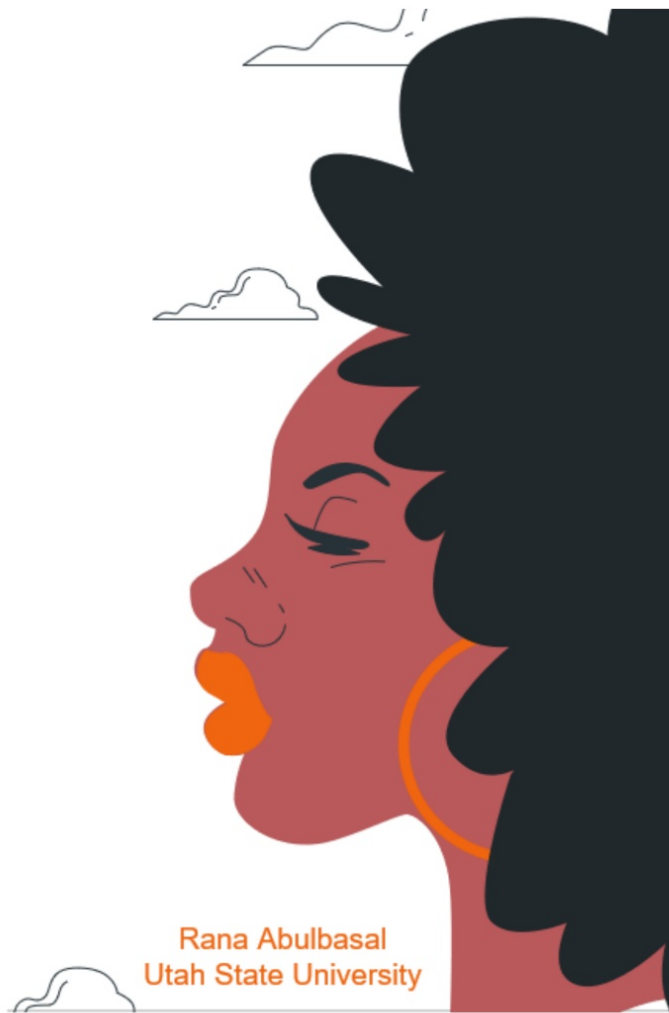
Christy Glass



Marisela Martinez-Cola



Racheal Gulbrandsen



Rana Abulbasal
Utah State University

IS GENDER DIVERSITY ENOUGH?

Exploring the Impact of Women's Representation on the Professional
Careers of Women of Color

"As a woman of color, I know who my allies are. And many times, the White women are not my allies.." Irene