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| <ul style="list-style-type: none"> - Bases de données spécialisées en administration et économique
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<u>CRITÈRES</u>	<u>DESCRIPTION</u>	<u>EXEMPLES</u>	
Auteur.trice.s	<ul style="list-style-type: none"> - Chercheur.e.s universitaires (Ph.D.); - Scientifique.s rattachés à une université, un institut, une chaire, un centre ou encore un groupe de recherche. 	<ul style="list-style-type: none"> - Chaire en entrepreneuriat et innovation - Faculté des sciences de l'administration - Département des relations industrielles 	
Editeur	- Éditeurs scientifiques	<ul style="list-style-type: none"> - Elsevier, - Emerald, - Presses de l'Université Laval, - Wiley, etc. 	
Revue	- Révisé par les pairs / Avec comité de lecture	Mentionné au début de la revue	
Forme	<ul style="list-style-type: none"> - Généralement plus de 10 pages - Peut inclure des tableaux, des graphiques. 	Exemples types d'articles. : <ul style="list-style-type: none"> - de recherche - méthodologique - revue de littérature 	
Sections courantes	1. Résumé (<i>abstract</i>)	Voir verso	
	2. Mots-clés		
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	7. Discussion des résultats		
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Article scientifique : Principales sections



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Journal of Business Research



Revue

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Are workplaces with many women in management run differently?

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ABSTRACT

1

Are workplaces with a high percentage of women in management run differently? This paper uses data from the British 1998 *Workplace Employee Relations Survey* (WERS98) to analyze empirically the relationship between the percentage of female workplace managers and people-management practices. The results show that workplace management teams with a higher proportion of women monitor employee feedback and development more intensely. Such teams also tend to promote more interpersonal channels of communication and more employee participation in decision-making, although the evidence is weaker for these last two practices. Overall, the findings suggest that the concept of good workplace management practices converges on female leadership styles when the percentage of female managers increases.

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2. Theory and hypothesis

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Extensive theoretical and empirical literature addresses gender differences in leadership styles (Butterfield and Gimwell, 1999). Although the relevance of these differences depends largely on their effect on collectively-decided management practices, there is little research on this latter topic. An exception is Thomas (1991), which analyzes the effects of changes in the gender composition of decision-making groups in the political arena. Her results reveal that higher proportions of women in legislatures are associated with the introduction of a larger number of priority bills dealing with issues of women, children and families. However, no theoretical or empirical study to date deals with the type of practices that workplace management teams with a higher percentages of women managers promote.

3. Methods

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3.1. Data and sampling procedures: the WERS98

Information about workplace management practices is needed to test the proposed hypotheses. The data from the WERS98 survey (Department of Trade and Industry, 1999) is most suitable for such analysis. The WERS98 is a national survey conducted by the National Centre for Social Research for the Department of Trade and Industry of the UK central government. The survey draws its sample from the Inter-Departmental Business Register and covers all workplaces across Britain with more than 10 employees, excluding agriculture, forestry and fishing, and coal mining. From a population of some 341,411 eligible workplaces, the survey extracts a target of 2729 units through stratified random sampling. The final sample includes 2193 workplaces, with a response rate of 80.4% (for more details, see the technical report by Airey et al., 1999).

4. Results

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The dependent variables of interest take the form of discrete scales in the survey. Ordered Probit Regression is the most suitable method for analyzing their relationship to the relevant independent variables as it avoids the assumption of equal space between categories (see Wooldridge, 2002).

5. Discussion

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This study shows that workplace management teams with higher percentages of women tend to apply different people-management practices. In particular, they tend to display more individualized consideration of employees. The results also suggest that these

References

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Airey C, Hales J, Hamilton R, Korowessis C, McKernan A. The Workplace Employee Relations Survey (WERS) 1997-8: technical report. London: NIESR, WERS98 Data Dissemination Service; 1999.
Aguinis H, Werner S, Abbott JL, Angert C, Park JH, Kohlhansen D. Customer-centric science: reporting research results with rigor, relevance, and practical impact in mind. *Organizational Research Methods* 2010;13(3):515-39.

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