

**CRANFIELD UNIVERSITY
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**INTERSECTING GENDER AND ETHNICITY IN THE
WORKPLACE:
A SYSTEMATIC REVIEW OF THE LITERATURE**

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**CRANFIELD UNIVERSITY
SCHOOL OF MANAGEMENT**

**Intersecting Gender and Ethnicity in the Workplace:
A Systematic Review of the Literature**

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ABSTRACT

Gender and ethnicity represent key bases upon which we differentiate ourselves from others and are also key fracture lines along which inequalities in the workplace manifest. The continued growth in the management literature on organisational gendered processes remains slightly ahead of the management literature investigating race/ethnic differences in organisational outcomes. However, both streams of literature have historically tread separate, parallel paths, resulting in limited understanding of the organisational experiences of people who fall through the 'fault lines' of gender and ethnic management research – ethnic minority women.

This paper posits that much can be gleaned from adopting an 'intersectional' lens for investigating the workplace experiences of employees. It acknowledges that the experiences of ethnic minority women in the workplace, at the intersections of gender and ethnicity, qualitatively differ from those of groups under which they are typically subsumed. The aim of this review was to investigate the extent to which intersectionality has been used to examine organisational experience and to shed light on the ways in which employees' 'gender-ethnicity' is conceptualised at work.

A systematic review of the literature was conducted, entailing searching, selecting and evaluating literature on intersecting gender and ethnicity in the workplace. A detailed methodology is presented, with descriptive and thematic findings discussed. Overall, the findings reveal that studies on gender and ethnic intersectionality at work typically examine women's stories about how race and gender influence their work experiences, often against the backdrop of a particular profession. These studies are likely to be fairly recent (within the last 10 years) and are likely to be conducted within and beyond the typical North American hub of demographic diversity literature. Studies adopt one of three approaches to investigating intersectionality (as a demographic unit, individual perspective or a framework for engaging with the research process) and the role of theory and researcher are important considerations. Additionally, intersectionality is conceptualised in three key ways: as a source of tension, as a way to provide voice, and as contingent on cultural, national and professional context. Implications for further research are considered and limitations of the systematic review discussed.

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CHAPTER ONE: INTRODUCTION

Overview

The purpose of this systematic literature review is to investigate the concept of gender and ethnic intersectionality in the workplace. The review will interrogate the literature on organisational diversity to shed light on research into the ways in which employees' 'gender-ethnicity' is conceptualised as they navigate the workplace.

Specifically, this literature review aims to provide a comprehensive overview of the ways in which the phenomenon of interest has been addressed in the academic literature. A rigorous review of literature, informed by the medical model for making sense of a body of literature, is recommended to develop high quality knowledge and evidence-based practices in management (Tranfield, Denyer & Smart, 2003). The review will examine research on the overlap or intersection of gender and ethnicity in an organisational context and how such intersectionality has been examined over time. It is expected that a systematic interrogation of the literature will reveal the current state of knowledge on this topic, as well as gaps and areas for development, to which I will potentially contribute through my PhD thesis.

Although the tradition of systematic reviews stems from a predominantly positivist paradigm, my area of interest is one that is often examined from a range of other perspectives, such as interpretivism, critical theory and feminism. It is thus necessary to complement this review process with approaches and techniques drawn from other research paradigms, for instance, criteria recommended by social science experts such as Cassell, and Greenhalgh, Robert, Macfarlane, Bate & Kyriakidou & Peacock (2005), for evaluating and synthesising qualitative research.

Structure

The review is structured in the following way. Chapter Two positions the field of enquiry by introducing gender and ethnicity as key aspects of identity, and key bases on which people differentiate themselves. The case for continued management research on gender and ethnicity is put forward, with reference made to data on the labour market positions of women and ethnic minorities and the opportunity for empirical and theoretical work on the effective management of diversity in organisations. Additionally,

the case is made for better understanding of the experiences of ethnic minority groups in the UK. The concept of intersectionality as a way of examining people's work experiences as gendered, ethnic beings is then introduced and its potential for developing management literature discussed. This chapter ends with the presentation of the review question, which explores the ways in which intersecting gender and ethnicity in the workplace has been conceptualised and investigated. In Chapter Three, in line with the requirements of auditability for the systematic review, the methodology for conducting the review is detailed. The contributions from the Review Panel, the search strategy adopted, selection criteria used and appraisal tool for evaluating the studies are described. In Chapter Four, descriptive findings of the papers reviewed are presented covering the type of research that has been conducted (research questions asked, where, when and on whom). Thematic findings are introduced in Chapter Five. Here, three broad approaches to *investigating* intersectionality (as a demographic unit, as individual perspective and as a framework for engaging with the data) are presented. Additionally, two themes around the role of theory and the role of the researcher in investigating intersectionality at work are discussed. Three broad themes emerging from the literature regarding the *conceptualisation* of intersectionality in the workplace are then presented: themes of tension, 'voice' and contextuality. In the concluding chapter, the results from the review are re-presented and the implications for further research discussed. The review ends with a discussion of the limitations of the review and my reflections on this.

CHAPTER TWO: POSITIONING THE FIELD OF ENQUIRY

Overview

In this section, I position my field of enquiry within the broad literature domain of the construction and expression of the self at work. Within this domain, I am interested in how collective/social identities such as gender and ethnicity integrated into the self concept are experienced and presented at work. This is important because the processes of integration, construction and/or expression of self may positively or adversely influence intrapersonal, interpersonal or group/organisational outcomes. In this section, I briefly discuss the way in which the self is conceptualised in Western thinking and present gender and ethnicity as central facets of the self concept. I present data on demographic diversity in general and in reference to the UK context. Finally, I introduce the concept of intersectionality as a way for extending management research on diversity and present the review question.

Self and Identity

The self as a subject of study has long been a focus of study in psychological, philosophical, theological and historical literature (see Bukobza, 2007, for review). In Western culture, the self has traditionally been conceptualised as an integrated, independent whole (or, consisting of multiple facets of self, journeying towards integration [e.g. Carl Jung]), while in other cultures (primarily Far Eastern) the self is often described quite differently, as consisting of multiple independent identities typically motivated to identify with and enhance relationships with other individuals (Bukobza, 2007). Within contemporary Western culture, the dominant perspectives on the organisation of the self are drawn from sociology and psychology. A commonly accepted viewpoint is that the overall self is organised into multiple parts (identities), each of which is tied to aspects of the social structure within which the self exists (e.g. Stets & Burke, 2005; Jenkins, 2004). The subject matter of my thesis deals primarily with how people make sense of the gender and ethnic facets of self in the UK workplace. Consequently, I acknowledge the implicit adoption of the 'integrated, independent whole' conceptualisation of self and identity and recognise that this perspective is not necessarily transferable to cultures that may see the self in a different way.

Self and Identity in Organisations

Identity-related constructs and processes (such as demographic and organisational-based identification) are believed to have great potential to inform our understanding of organisational behaviour (Hogg and Terry, 2000). Since the late 1980s, there has been increased academic interest in how the 'self' at work operates. This interest has primarily focused on understanding how the self is defined, based on demographic (or social) based identities, and membership of organisational groups, such as one's profession, function, or team (e.g. Ashforth & Mael, 1989). The scope of this paper concerns two of the most significant facets of identity in Western culture - gender and race/ethnicity. Evidence shows that gender- and race-based demographic differences are central bases for constructing our identities in society (Tajfel and Turner, 1986) as well as within organisations (Hogg and Abrams, 1988).

Why Management Research on Gender and Ethnicity?

Management research advancing our understanding of experiences related to the social demographic categories of gender and ethnicity is important for several reasons. Firstly, the business case is often made for organisations to harness the potential of the entire spectrum of the labour force as the 'war for talent' continues. Against this backdrop demographic and economic trends suggest that the contribution of ethnic minority people to the work force is increasingly significant in today's workplace. For instance, ethnic minorities will account for 50% of the growth in the UK working population between 1999 and 2009 (Cabinet Office Strategy Unit, 2003). Secondly, using the umbrella term 'diversity', evidence suggests multiple positive organisational outcomes associated with effective 'management' of people from diverse demographic backgrounds. This includes increased innovation, increased job satisfaction, decreased employee turnover and access to a wider customer market (Hays-Thomas, 2004). A cursory search of academic and practitioner literature would reveal thousands of theoretical, empirical and review papers exploring demographic diversity in organisations. Overall, there is motivation to understand how to 'manage' diversity and a sense that this is 'a good thing'. However, several academic reviewers also comment on the mixed results of interventions to 'manage' diversity. Evidence suggests that individual and group outcomes of organisational demographic diversity are not always

positive, and can lead to reduced trust and increased conflict. Several authors highlight that more needs to be done to understand processes associated with workforce demographic diversity in order to develop theories and interventions to support organisations and their employees (Brickson, 2000; Ely & Thomas, 2001; Harrison & Klein, 2007). Overall, the rhetoric present in many organisations' diversity policies, in combination with changing demographic profiles and the mixed results of different diversity initiatives, suggest that progress still needs to be made to understand and manage better the processes and outcomes of organisational demographic diversity.

Although this review comes under the umbrella term of 'diversity research', it is important to note that this term is used in many ways by different authors. Drawing on Thomas (2005) and Hays-Thomas (2004), I define the scope of diversity in this paper as 'socially and historically significant differences between people that have resulted in differences in privilege in society and are likely to affect performance, satisfaction or progress in organisations'. I seek to contribute to the debate on organisational diversity, and contribute to knowledge on the intrapersonal, interpersonal and group dynamics resulting from diverse people interacting as peers, subordinates, superiors, and clients, and the challenges and potential benefits therein. I recognise that the pursuit of equality and diversity in organisations is underpinned by a desire to respect and value the spectrum of visible and non-visible differences between people, in respect of gender, race, religion, sexual orientation, physical (dis)ability, nationality, culture, etc. For the purposes of this review however, I will focus on those visible and socio-historically significant differences, considered 'primary dimensions' of diversity (Powell and Graves, 2003) - gender and race/ethnicity.

Gender and Ethnic Diversity - the UK context

Much management research on workplace diversity is located in the North American context. Much of this work resonates with European (mainly British) authors as there are many similarities between both contexts in terms of culture and demographic distribution. For instance, the United States and the United Kingdom are very similar on the five key dimensions of culture - power distance, individualism, masculinity, uncertainty avoidance and long-term orientation (Hofstede & Bond, 1988). The broad similarities in the social, political, legal and economic systems of Western industrialised

nations as Britain, North America and Australia further suggest that the patterns and experiences related to having a diverse workforce would be broadly parallel. For instance, the US and the UK have similar patterns with regards to the proportion and the distribution of women in the labour force (Powell and Graves, 2003). However, closer examination of the political and social histories of these countries strongly suggests that the context within which 'difference' is experienced will be qualitatively different. For instance, the relationship between Britain and its colonies provides a different setting for race relations, compared to the US' history of slavery and mass immigration. Additionally, aspects of diversity such as religion that are often salient in the work experiences of British minority ethnic women UK (e.g. Fearfull and Kamenou, 2006) appear to be relatively absent in the North American literature. Differences in terminology between these contexts are also noticeable. For instance, it is considered that in the US, *race* is more likely to be a marker of tension/discord than *ethnicity*, as race is a critical feature of much cultural, political and social American discourse (Frable, 1997; Brewer et al, 2002). In the UK however, the combination of race, nationality, religion and culture differentiating groups may make *ethnicity* a more relevant lens for examining inter-group differences. Additionally, population data show that the distribution of groups differs noticeably between these countries (see Table 1). For instance, the ethnic minority population in the UK is smaller proportionally to that of the US. The largest minority group in the UK is the Asian population (primarily Indian). In the US, it is the Hispanic population (12.5% of the total population; half of whom would describe themselves as 'white') and the Black or African American population (12.5% of the total US population; 2% of whom describe themselves as Latino).

Overall, differences in the UK and the US such as history, ethnic group distribution and centrality of 'race' in common discourse, strengthen the proposition that the ways in which demographic difference is experienced in these countries will be qualitatively different.

Table 1: A comparison of the UK and US populations by ethnic group

	UK (total population 58.8 million)		US (total population 281.4 million)
	%		%
White	92.1		75.1
Non white	7.9		24.9
Mixed	1.2		2.4
Black/Black British (UK) OR Black/African American (US)	2		12.3
Asian/Asian British (UK) OR Asian (US)	4		3.6 (including Chinese)
Chinese	0.4		
American Indian, Alaska Native, Native Hawaiian and Other Pacific Islander	NA		0.9
Other	0.4		5.5
<i>*Total</i>	<i>100.1</i>		<i>99.8</i>
US Hispanic population			
#Non-Hispanic/Latino			87.5
#Hispanic/Latino			12.5

**Total figures do not make up 100% due to rounding up*

#In the US Census 2000, 48 percent of Hispanics described themselves as White and 42 percent as 'other race'. About 6% reported as 'mixed' and the rest (less than 4 percent) reported Black or African American alone, American Indian and Alaska Native alone, Asian alone, or Native Hawaiian and Other Pacific Islander alone.

Specifically considering the UK, broad patterns can be discerned with regards to gender, ethnicity and work. From the middle of the last century women began to significantly change the face of the labour force. Now, patterns have emerged such as the feminisation of the workforce (more women working), of occupations (more women working in particular jobs) and of work (more work tasks/activities associated with women's attributes such as nurturing, caring and sexual attractiveness) (Bradley & Healy, 2008). The last 50 years have also witnessed a significant change in the workforce based on racial/ethnic make up. The first wave of migration from the Caribbean and the Indian subcontinent in the late 1940s was followed by the migration of Indians from East Africa. Smaller but no less significant waves of recent migration such as immigrating Chinese and Turks forming ethnic niches in the labour force, highly skilled migrants from developed and developing countries, and asylum seekers and

refugees from the Middle East and Eastern Europe, have significantly changed the demographic profile of the UK (Bradley & Healy, 2008). Notably, since 1990, net migration patterns have contributed significantly more to UK population change than natural increase (rate of births and deaths) (Office of National Statistics, 2008).

Gender and Ethnicity at Work

Organisations are microcosms of the societies within which they are embedded, and, 'work cannot be understood outside the context of the socio-cultural arena in which it is enacted' (Dombeck, 2003. pg 352). The dynamics of workplace interactions in many ways mirror societies' structures, beliefs and tensions, including less favourable outcomes for women (compared to men) and ethnic minority people (compared to Whites) in many Western societies.

The last 30 years have seen significant international growth in research on gender and sex in organisations. While 'sex' refers to biological and physiological differences men and women, I use the term 'gender' to reinforce the idea that people have beliefs about how men and women (ought to) behave. Earlier studies of 'gender' at work tended to treat gender as a demographic variable. However, gender in the workplace is now firmly established as a socially constructed concept (e.g. Ely, 1995), and is defined as 'socially constructed differences between men and women and the beliefs and identities that support the difference and inequality' (Acker, 2006). Gender identity results from 'taking the social construction of gender and the biological "facts" of sex and incorporating them into an overall self concept' (Ashmore, 1990; cited by Frable, p. 144). Although different, gender and sex are thus closely intertwined and combine to make the experiences of men and women in the workplace qualitatively different (Powell and Graves, 2003). The gendered nature of organisations has been explored in a wide range of contexts including work groups, organisational cultures, communications, divisions of labour, power and leadership (see Broadbridge & Hearn, 2008, for review). This growth in research is accompanied by a growth in the adoption of innovative methods to investigate gender at work (e.g. collaborations, discourse analysis, existential-phenomenological inquiry, narrative investigations, performative methods and the Q-sort method; see Gergen, Chrisler & LoCicero, 1999 for review). Despite this progress however, progress remains to be made towards attaining full equality between the sexes

in organisations particularly at the very top of organisations, where women remain in very low (static or even decreasing) numbers (Sealy, Singh & Vinnicombe, 2007).

In many ways parallel to the differences between men and women, differences in organisational outcomes persist when considering racial/ethnic groups. 'Race', physiologically-based physical differences between people (in lay terms often determined on the basis of a person's skin colour), is differentiated from 'ethnicity', which refers to differences based on cultural markers such as language, food and national origin (Kenny & Briner, 2007). For the purposes of this review, I will use 'race' in reference to differences based on skin colour and 'ethnicity' when referring to differences based on culture. I however recognise that there are ongoing debates regarding the appropriate use of these terms (Jenkins, 2003).

Data suggest there are marked differences between the work experiences of minority ethnic groups compared to white people in the UK. The 2001 census data shows that people from minority ethnic groups had higher unemployment rates than White people, with Bangladeshi men having the highest unemployment rate at 20 per cent - four times that for White men. For all the other minority ethnic groups, unemployment rates were between two and three times higher than those for White men. This pattern was the same across different age groups (Office of National Statistics, 2008). Once in employment, there remain significant differences between Whites and ethnic minorities in outcomes such as pay and representation at senior levels, and their relative position in the workforce appears not to have changed since the 1970s. Today, UK-born minorities do not appear to be faring much better than their parents did a generations ago (Blackaby, Leslie, Murphy, & O'Leary, 2002).

Management research on race/ethnicity appears to lag somewhat behind the work on gender. A recent review of the available research on the cause of race/ethnic differences in work outcomes suggests that research tends to fall into one of four categories – 'internal traits', 'bias and discrimination', 'response to bias and discrimination' and 'organisational context' (Roberson & Block, 2001). To further develop our understanding of demographic group differences in organisational outcomes, these authors recommend that researchers adopt a 'situational constructionist' perspective. This suggestion is akin to blending the latter two approaches, and requires remaining cognisant of actors'

shared meanings and beliefs as well as the contexts which make these meanings relevant. Research investigating group differences by integrating individuals' responses with organisational context probably offers great potential for examining and understanding demographic-based group differences in organisations (Roberson & Block, 2001). Roberson & Block thus highlight the importance of understanding how ethnic minority people construe themselves in organisational contexts. After reviewing ethnicity and organisational behaviour research in the UK, Kenny and Briner (2007) reach similar conclusions. Following a systematic review of the literature, they conclude that very little appears to be known about the work-related experiences of minority ethnic professionals in the UK. Although they acknowledge that knowledge may be gleaned from North American studies, they recommend key areas on which UK researchers ought to focus such as employing more theoretically driven research and exploring ethnicity in a qualitatively meaningful way.

Empirical reviews aside, contemporary theorists (e.g. Phinney, 2008) also argue for a more meaningful conceptualisation of difference and collective identities such as ethnicity and gender. These theorists seek to avoid 'essentialising' difference, that is, assuming that identities based on gender or ethnicity are pure and fixed, that people can be easily categorised into these groups, and that predictions can be made about them based on their group membership. For instance, Frable (1997) conceptualises demographic-based identity as a psycho-social process of construction and negotiation between multiple identities of gender, race, ethnicity, sexuality and class. She describes the outcome of this process as 'fluid, multidimensional, personalised social constructs' (p. 139) and calls for research which acknowledges identities as such. However, Adib & Guerrier (2003) point out that it is difficult to avoid this as 'difference' is in itself essentialising, defined by comparing oneself against an 'Other' that we are not. Overall, however, it is clear that in order to meaningfully understand 'difference', both relational (i.e. relationship between self and Other) and contextual dimensions are significant.

The intersection of gender with ethnicity

The brief overview preceding this section indicates that there are well-established bodies of literature independently examining gender and ethnicity at work, and there is a trend towards exploring these aspects of identity in a way which is cognisant of the individual as well as the context within which she operates. Research on gender made significant

progress in the last 30 years and research on racial or ethnic differences has also made some progress, particularly in advancing our understanding of the minority (usually African American) experience in the North American context. Research in these two areas has however traditionally run two parallel courses, considering gender or race/ethnicity as the determining feature of the subjects' experiences, in isolation of other facets of identity. The divide between these two aspects of diversity research is, arguably, artificial as it is not fully representative of the complexity of people's lives inside or outside the workplace. Additionally, this approach assumes homogeneity within the categories of race/ethnicity and gender. This adversely impacts on people who fall between the 'fault lines' of race/ethnicity and gender – minority ethnic women. These women are often subsumed under categories that may not necessarily accurately reflect their perspectives and experiences. Where race and ethnicity intersect with gender, qualitatively divergent experiences emerge in the workplace, which are difficult to attribute to gender or ethnicity separately. For example, Syed (2007) points out that when seeking legal recourse, ethnic minority women are often forced to re-interpret their complaints as being either sex- or race-based, which is very difficult to do.

One of the early criticisms of the artificial separation of gender and ethnicity research emanated from the black feminist movement of the 1970s which argued that (mainstream) feminism had advanced the cause for white women while silencing the voices of African American women. Some of the titles from Black feminist scholars are telling of the sentiments behind the movement, such as bell hooks' *Aint I a woman?* (hooks, 1981) and Hull, Scott and Smith's *All the Women are White, All the Blacks are Men, But Some of Us are Brave* (1982). The intersectionality perspective has also featured in the critical theorist movement. This post modernist perspective challenges the assumption of universally-shared experiences of identification within groups.

What is intersectionality?

Intersectionality is defined as the 'mutually constitutive relations among social identities' (Shields, 2008). This definition reflects the consideration that social identities (such as those based on gender categories) become more meaningful when they are considered in relation to other social identities such as those based on racial group membership. This challenges the traditional approach to understanding experiences related to social

identity groups involving investigating demographic-based category membership as independent or additive phenomenon. Intersectionality illustrates how individuals often do not suffer a single form of discrimination, but are subject to a number of discriminatory forms at once (Bradley & Healy, 2008; p 44). Citing the United Nations, intersectionality seeks 'to capture both the structural and dynamic consequences of the interaction between two or more forms of discrimination or systems of subordination. It specifically addresses the manner in which racism, patriarchy, economic disadvantages and other discriminatory systems contribute to create layers of inequality that structures the relative positions of women and men, races and other groups' (UN, 2000). To clarify the terminology in this paper, for reasons of brevity, I use the phrase 'intersecting gender and ethnicity' not to indicate the act of intersecting gender with ethnicity, but in reference to the concept of 'the intersection of gender with ethnicity'.

The intersectionality perspective challenges conventional theoretical and methodological approaches to studying gender (Shields, 2008), offering a specific framework for analysing ethnic women's positions within the 'gendered and ethnicised occupational hierarchy' (Bradley & Healy, 2008; p 40). This lens highlights that, although white women have made significant advances in the workplace, the progress has not been at the same rate for ethnic minority women. Like the white women before them, minority ethnic women are often the first to hold senior positions in their organizations and have few role models to support them (Bell & Nkomo, 2001). Additionally, in line with their 'outsider' or 'token' status, they often lack mentors to show them the ropes and find themselves isolated from the influential networks required for progression (Davidson, 1997; Fearfull and Kamenou, 2006). However, unlike white women, minority ethnic women in addition find themselves faced with culturally- based stereotypes about the types of roles they ought to take on and behaviours expected of them in the workplace (Johnston & Kyriacou, 2006; Gilkes, 1982). Research also shows that ethnic minority women's careers are characterised by 'job ghettoisation', blocked career progression and that they are significantly underrepresented at senior levels (Fearfull and Kamenou, 2006; Sealy et al, 2007). Anecdotally, it is easily conceived that the domestic and workplace experiences of a professional British Pakistani woman are likely to be meaningfully distinguishable from the experiences of a white female professional and a British Pakistani male professional. It is this intersecting of her gender with her ethnicity that creates a meaningful differentiated experience, and not the mere 'combination' of

her gender and her ethnicity. The intersection of gender with ethnicity is thus central to such women's workplace experiences and sensitivity to these differences will increase the sophistication of our analyses, facilitating the creation of solutions that maximise outcomes for individuals and organisations.

The concept of intersectionality creates a 'theoretical space' for exploring interconnections and interdependence between socially constructed categories such as race and gender (Adib & Guerrier, 2003). It avoids essentialism, also challenging the concept of racial/ethnic homogeneity. It offers a lens for within-group comparison, in contrast to much diversity research which offers little in the way of theoretical explanations of the ways in which specific ethnic groups might experience the workplace differently. The power of intersectionality as a framework for research is seen in its potential to tap into theoretical, applied *and* lived experiences (Brewer, Conrad & King 2002).

Conclusion and Review Question

In the preceding sections of this chapter, I presented the importance of gender and ethnicity in management research and highlighted the potential for developing knowledge on experiences relating to demographic diversity in the UK. I introduced the concept of intersectionality as a means of increasing the sophistication with which demographic diversity is investigated in management literature and the opportunity it offers to focus in on the experiences of people who have traditionally been subsumed into other groups.

Having highlighted the benefits of an intersecting framework for management research, the question regarding the extent to which the experiences of people in organisations have been investigated using intersectionality arises. Prior to presenting the question to be used to interrogate the literature, I will draw on Kenny & Briner's (2007) recommendations for developing research on the ethnic minority experience in UK organisations.

As previously highlighted, rather than investigate ethnicity (with gender, I add) as a mere demographic variable, Kenny & Briner (2007) suggest that the experiences of social identity group members are best examined by focusing on individuals' experiences and

that where multiple identities exist, they ought to be considered simultaneously. The key areas on which they recommend UK researchers could usefully focus are:

1. Research that explores ethnicity more meaningfully rather than as a demographic variable
2. Research embedded in theory, learning from multi disciplinary areas such as psychology, gender studies and sociology
3. Research on career experiences beyond selection
4. Greater focus on professionals
5. Qualitative methodology for richer, in-depth understanding
6. Focus on specific ethnic groups

While these authors did not specifically investigate intersectionality, adopting an intersecting lens fits well with their key recommendations for developing work on the experiences of ethnic groups in the UK. As highlighted, looking at intersecting gender with ethnicity more accurately captures the lived experiences of ethnic minority women, thus exploring ethnicity (with gender) more meaningfully. Secondly, intersectionality as a framework has firmly established roots in disciplines such as critical race and critical feminist theory and has much to offer management and psychological literature, meeting Kenny & Briner's criterion for multidisciplinary theory building. Thirdly, an intersectional lens brings previously silenced voices to the fore and can offer in-depth insight into the on-going career experiences of these relatively unheard groups, using methods fitting with a qualitative research paradigm. Finally, intersectionality specifically locates the subject within a heterogeneous group of women and ethnic minorities. It therefore enables us to focus on specific ethnic groups and examine differences between them.

For these reasons therefore, this paper seeks to place the concept of gender and ethnic intersectionality at the centre of the inquiry. The review aims to examine the manner in which intersecting gender and ethnicity has been empirically studied in the context of the workplace. The overarching question guiding this systematic review is:

How is gender and ethnic intersectionality at work conceptualised and investigated in the existing literature?

The supplementary questions asked include:

- How much research has been conducted following the introduction of the concept by African American feminists in the 1970s?
- How is gender-ethnicity at work conceived?
- What research topics have been emphasised?
- What approaches to research have been adopted?
- What groups have been studied?
- What trends can be identified?

It is expected that, following a systematic and rigorous methodology, the outcomes of these questions, will offer a reliable overview of the current state of intersectionality in management literature, as well as highlight gaps for future research.

CHAPTER THREE: METHODOLOGY

Overview

A systematic review is ‘a literature review undertaken according to an explicit, rigorous and transparent method’ (Greenhalgh, et al, 2005). The methodology for conducting the review should be systematic, replicable, and comprehensive, with defined boundaries. Reflecting its roots in medical research, the systematic review process privileges research that synthesises and quantifies evidence in order to evaluate the effectiveness of a given outcome. However, relative to medical science, the nature of ‘evidence’ in the social sciences is ‘messy’, presenting a significant methodological challenge for reviewers of this type of literature. Nevertheless, the adoption of systematic review methodology to manage research is necessary for building relevant and reliable management knowledge (Tranfield, Denyer & Smart, 2003). Consequently, over the following pages I have aimed to provide a clear audit trail describing the key stages I followed in the process of conducting this review to minimise bias and contribute towards developing a reliable knowledgebase for management research. It is however important to note that these stages did not occur strictly sequentially. The process of reviewing the literature is better described as one which consisted of several steps occurring in tandem and one in which searches, insight and findings were unearthed iteratively. The broad stages involved were:

- Consultation panel discussions
- Search strategy and selection
- Quality appraisal
- Data extraction
- Data synthesis

Personal Statement

In conducting this systematic review, it is important to be candid about, and continuously remain cognisant of, my biases. One motivation for investigating the minority experience at work stems from my personal experience as an African female professional. I also acknowledge my professional bias - as an occupational psychologist, I tend to focus on the individual as the level of analysis, often at the risk of diminishing the powerful socio-cultural forces influencing employee behaviour. However, having scoped papers for this review and then engaged in systematically evaluating the literature, I have a heightened

appreciation of the extent to which my phenomena of interest (gender and ethnicity) are social constructs that do not exist in isolation of how people experience and make sense of their lives. When I began this review, I kept a log of my reflections, my learning and my decision-making process. These notes were the outcome of independent reflection as well as formal and informal sessions with friends, colleagues and members of my Review Panel. Where appropriate, I have incorporated these reflections into the body of the review.

Consultation Panel

I am indebted to several people for the guidance offered while I conducted this systematic review, academics and practitioners included. Primarily, I received guidance from my supervisor Dr. Val Singh and the other members of my Review Panel, Professor Kim James and Dr James Collins. Early discussions with them meant that the content of this review is significantly different from that which was described in my scoping study. Following the presentation of my scoping paper, I was encouraged by the panel to clarify the centrality of identity (an original key construct) to the experiences of ethnic minority professionals. I began to read broadly around the psychological and sociological literature on self and identity and the multiple facets of identity such as personal, social, gender, ethnic and professional identities. As I explored the literature, I noticed that I started to question and redefine my focus and area of interest. I had started with a broad interest in the work-related outcomes of ethnic minority men and women (e.g. differences in performance, in leadership styles, in strategies for navigating the workplace). There is extensive literature on gender and ethnic group differences in organisational outcomes as performance, feedback seeking, creativity, job satisfaction, creativity, conflict, group decision making, job satisfaction and well-being (see Elsass and Graves, 1997; Roberson and Block, 2001; Foldy, 2004;). However this literature in general conceptualised gender and ethnicity as variables, offering little commentary on the ways in which these outcomes were *experienced or construed* by the participants themselves. I then began to focus on 'social identity groups' and some of the processes associated with how people of lower status identities (e.g. women and minority ethnic people) present themselves at work and construct their professional/work identities. This literature recognises that identities in the workplace are socially constructed and that, partly driven by social demographic category membership, people adopt various strategies to project particular images of themselves (e.g. Ely, 1995; Ibarra 1999;

Brickson, 2000; Singh, Kumra, & Vinnicombe, 2002; Roberts, 2005;). This literature appeared to fit better with my constructivist research perspective, as I am drawn to understanding how people construct their identities at work and acknowledge multiple constructed realities. Subsequently, my interest and focus progressed to how multiple identities are construed in the workplace, paving the way for the question guiding this review on the ways in which intersectionality at work has been investigated. As highlighted in the introductory chapter, the notion of intersectionality is a natural next step for research in organisational behaviour and management examining the experiences of diverse people at work. Following this shift in focus, the search strings presented in my Review Protocol (focusing on work outcomes and different facets of identity) were replaced with those used in this paper (focusing on gender with ethnicity in the workplace) (see Table 2). There were no other significant departures from the review steps described in the Protocol. The original Scoping Study and a supplementary paper are included in Appendices 4 and 5.

In addition to the guidance provided by my Review Panel, Dr David Denyer provided support during classroom and action learning sessions on key stages of the process, such as differentiating between exclusion and inclusion criteria, and the benefits of tracking forward and backward citations. As I continued with the review process, Heather Woodfield provided guidance on the best way to search databases and manage the information retrieved. Ruth Sealy and Deirdre Anderson (both Doctoral Researchers with the International Centre for Women Leaders) provided support by helping me refine some of my ideas and suggesting articles to read. Researchers outside Cranfield also provided support. Professor Rob Briner and Etlyn Kenny (joint publishers of a systematic literature review on ethnicity and organisational psychology), recommended strategies to adopt in conducting the review and highlighted ways in which the review could develop on findings of their systematic review. They highlighted the need to search a wide range of sources for literature on gender and ethnicity, reminding me of the limitations of restricting my search to management literature. I was also able to obtain valuable feedback on my topic from Dr. Nicolina Kamenou (an organisational diversity researcher at Heriot-Watt University) and Professor Geraldine Healy (author of *Gender and Ethnicity in the Workplace* and Director of the Centre for Research in Equality and Diversity at Queen Mary, University of London), both of whom I met at a

recent conference. Professor Healy was extremely helpful in pointing out an additional article on intersectionality that I had not come across in my initial database searches.

Search Strategy

As previously highlighted, the strategy for finding articles examining intersecting gender and ethnicity in the workplace was an iterative one. However, the key steps followed are detailed below, and these are presented diagrammatically in Figure 1.

Database searches

To reflect the psycho-social focus of the topic of review, the search process began with key management and psychology journals and databases. I started with searches of three major databases (ABI/INFORM Global, EBSCO and PsycINFO). I then supplemented this search with Google Scholar, searching the first 20 pages of results. I also referred to articles suggested by members of my Review Panel and cross-referenced the literature (i.e. looking backward at references and forward at citations for all core papers), using the Web of Science Social Citations Index.

To unearth the papers examining intersecting gender and ethnicity at work/in organisations, I had three main concepts in my search string – gender-related words, ethnicity-related words and words related to work and organisation as the context (see Table 2). The search strings were selected based on pilot searches I conducted while scoping papers for the review, discussions with colleagues, searches for synonyms and a consideration of the concepts in key articles consulted during the scoping study .

Manual Searches

I manually searched the table of contents of all issues of journals key to the search. These journals were *Ethnic and Racial Studies*, *Identity*, *Cultural Diversity and Ethnic Minority Psychology* and *Psychology of Women Quarterly*. I searched key words related to ‘gender’ and ‘work’/‘organisation’ in Table 2 in the *African-American Studies* journal and key words related to ‘ethnicity’ in *Women in Management Review*. In the six months preceding the review, I also received email alerts on new issues and titles published using the key words of ‘gender’, ‘work’, ‘ethnic*’ and ‘identity’ from the journals *Identity*,

Gender, Work and Organisations, British Journal of Management, and Gender, Place and Culture.

Table 2: Search strings used

1. Demographic Constructs	A: Gender OR female OR wom?n OR male OR m?n OR masculin* OR feminin*	B: Ethnic* OR rac* OR black OR colo* OR indigen* OR negr* OR Hispanic OR latin* OR Asian OR Chinese	C: Minorit* OR divers* OR differen* OR heterogen* OR demograph* OR cultur* OR similar* OR dissimilar*
2.Context	D: Manage* OR profession* OR organi* OR work* OR employe*		
3. Self/Identity Constructs	E: Identi* OR personal OR image OR concept OR presentation OR impression OR ego OR sel*	F: Intersect* OR multipl* OR complex*	

Key

A: This cell contains the words related to gender

B: This cell contains words related to ethnicity, including terms typical of North American diversity literature such as ‘colored’, ‘Hispanic’ and ‘Latina/o’

C: This cell contains words related to ‘demographic diversity’ in general

D: In this cell I specified terms related to organisational context to exclude the literature on gender, ethnicity and diversity commonly found in clinical, medical, community development and child development literature

E: This cell contains words associated with ‘identity’

F: This cell contains words associated with intersecting identities

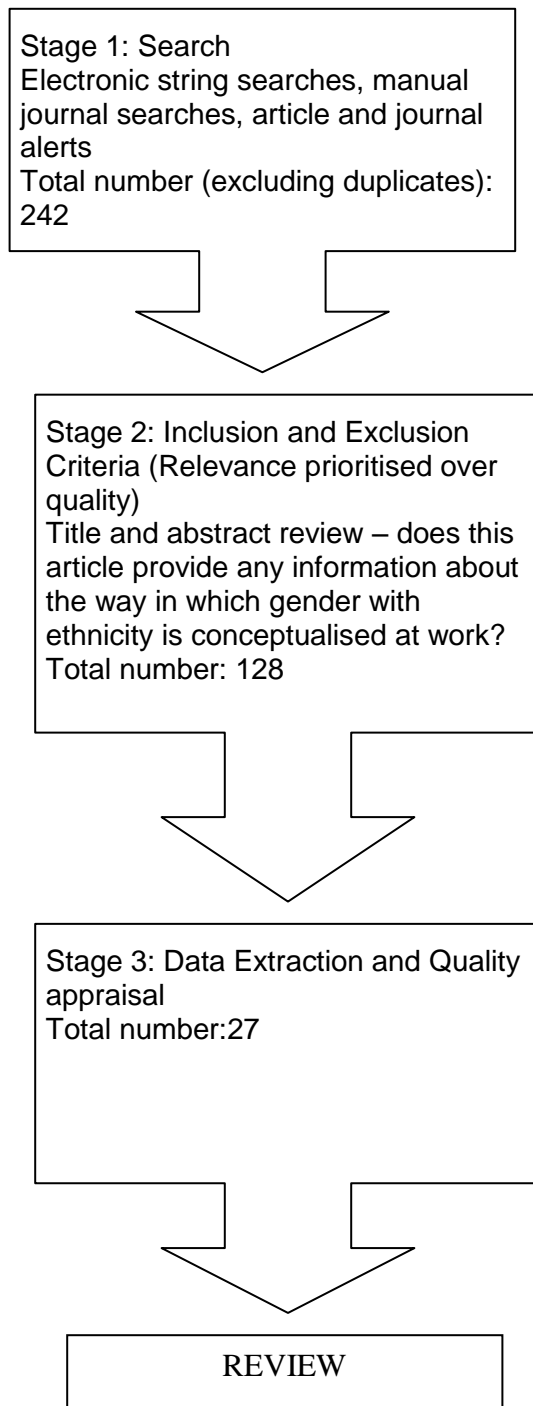


Figure 1: Key stages in selecting papers for review

Applying inclusion and exclusion criteria

To locate the appropriate papers to be reviewed, I applied a two-stage filter and the inclusion criteria detailed in Table 3. In the first instance, I considered titles and (as was often necessary) article abstracts. For each paper, I asked myself the question: *'does this article provide any information about the way in which gender with ethnicity is conceptualised at work?'* I found that I needed to look through the abstracts of many articles in order to fully answer this question. In defining the appropriate samples to be included, I followed Gilkes' (1982) conceptualisation of professionals as *'established professions such as law and medicine, but also those service occupations (also called helping professions) such as nursing, social work, and education, which, while not meeting the objective criteria of professional status, espouse an ideology of professionalism and assume a moral position of being professional'* (p. 1). Following this, some papers which looked at gender and ethnicity in the police force and the fire service were excluded. During this stage, the criterion of relevance took precedence over quality, and I observed that a significant proportion of the papers located emerged from outside the mainstream management literature (see Figure 3 for article classification by journal type) and in less well known journals (see Table 11 for list of journals). When sifting through the initial papers resulting from the search, I also discovered that many of the papers using the terms intersectionality and identity were irrelevant as they referred to these concepts in the context of marketing, communication, gaming and security. These papers were excluded. Two papers (Pio, 2008 and Pio, 2005) discussed the same study – one was an empirical paper and the other was a reflection on the empirical study. I included the empirical study in the review but referred to data in the reflective paper for additional information on the way in which the study was conducted and the researcher's perceptive on this. I also excluded papers in which the research participants were of an ethnic group that was not a 'minority' given the context of the study (e.g. research on Chinese female managers in China). Additionally, as the scope of this review is concerned with intersecting gender and ethnicity, research focusing *primarily* on other social identities intersecting with either gender or ethnicity were excluded (e.g. class and sexuality). However, if ethnicity and gender were the primary focus of the study (and other identities were secondary, or as important) the study was included.

I also selected three books for review based on recommendations from my supervisors Dr Singh and Professor Vinnicombe, and Professor Healy. Two books were by British researchers, looking at black female managers (Davidson, 1997) and gender and ethnicity in the workplace (Bradley & Healy, 2008). The third was a book by American authors (Bell & Nkomo, 2001) examining the experiences of black and white female managers. Davidson's book is well known as one of the few major pieces of research on black female managers in the UK. Bell & Nkomo's book was recommended by both of my supervisors and Bradley & Healy's work is an in-depth and current study which specifically adapts intersectionality as a framework for understanding experiences in the UK workplace. 'Grey literature' in the form of unpublished PhD theses was also included in the search.

In total 27 studies were included in the review. 18 papers were located through electronic search strings; four papers found iteratively (using forward and backwards citations), two PhDs located, and three books were used, following recommendations (Table 5).

Table 3: Inclusion criteria

Inclusion Criteria	Decision	Rationale and Additional Comments
Topic	Gender with Ethnicity in Organisations	These are the main domains in which my area of study falls.
Journals	Peer-reviewed journals (primary criterion) Journal rankings (additional criterion)	To ensure a level of academic rigour I primarily considered peer-reviewed journals including non-listed journals if they were recommended by my panel. I drew on the guidelines provided by the SoM's journal rankings as well as information available on Professor Anne Harzing's website (www.harzing.com), which includes information on the publications within my research area which are most highly cited. As a relatively small amount of studies were eventually located, journal ranking information was primarily used as a descriptive feature rather than a basis for inclusion.
Method	Quantitative and qualitative approaches	The studies I came across in my preliminary reading adopted both qualitative and quantitative approaches. I however found that due to the nature of the systematic review question interrogated of the literature, there was a bias towards eliciting interpretive, constructivist research which predominantly uses qualitative techniques.
Nature of research	Empirical or theoretical	As the systematic review was primarily about asking what is known about intersecting gender with ethnicity and how this has been investigated, empirical papers were considered the best source of information with which to answer this question. Although I did not set out to exclude theoretical papers, as the scope of the review concerned organisational research on intersecting gender and ethnicity which often draws from theoretical constructs outside management literature, most of the papers included in the final review were empirical, reporting mainly primary data and details of studies conducted.
Context	The workplace – samples including employees, professionals and managers	The review question specifically looks at the ways in which gender and ethnicity have been investigated in this context. I selected samples that were categorised under Gilke's (1982) description of professionals as discussed in the section 'Applying inclusion and exclusion criteria'.
Language	English	This is the only language with which I could meaningfully analyse data.

Table 4: Criteria against which papers were assessed for exclusion

Exclusion Criteria	Decision	Rationale
Context	Non-'minority' ethnic group	Papers investigating the experiences of women and men in context in which they were not expected to be part of the ethnic minority populations were excluded (e.g. female managers in China)
Topic	Disability, age and non-visible 'difference'/minority status e.g. sexual preferences and white ethnic minority groups such	These aspects of diversity fall outside the scope of my study. Additionally, employees who fall into non-visible categories of diversity are likely to experience the workplace in a manner that is meaningfully different from people who cannot 'hide' their difference such as skin colour.

Table 5: Studies selected, by database and search string

Search string		ABI/INFORM Global		EBSCO		PsycINFO		Total	Total excluding repeats	Total after reviewing abstracts	Total after reviewing full papers
		Initial Hits	Sift based on titles	Initial Hits	Sift based on titles	Initial Hits	Sift based on titles				
A+B+D	gender, ethnicity and work	124	21	126	16	230	60				
C+D+E	diversity, work and self/id	242	43	231	27	277	47				
E + F	intersecting identities	406	20	782	23	1194	68				
	JOURNAL ARTICLES		84		66		175	325	242	128	18 (+4 iterative)
	DISSERTATIONS							5	N/A	2	2
	BOOKS							N/A	N/A	N/A	3
	TOTAL STUDIES REVIEWED										27

Data Extraction

Data from the 27 papers was extracted and stored in an Excel spreadsheet in the format presented in Table 6 (see Appendix for extraction data for all papers). The data extraction forms contained general descriptive information and the points scored following the critical appraisal of each paper. Each paper was appraised against its contribution to understanding, theoretical grounding, appropriateness of methodology and practical implications. Papers were also analysed more fully using specific criteria devised by Cassell for evaluating qualitative research (located on the British Psychological Society's website). This appraisal tool was considered appropriate for most of the studies reviewed (see Table 7). However, occasionally, additional appraisal criteria were used to supplement this information, for instance for studies in which quantitative data was presented. These criteria are presented in Table 8, and were consulted for six papers. At this stage, due to the small sample of papers located, no paper was excluded on the basis of low quality. This is fitting with Dixon-Woods, Booth & Sutton's recommendations to move away from appraising 'procedural defects of individual papers' and 'turn towards a more critique-led approach that, while sensitive to procedural and methodological defects of papers, takes the whole of a body of literature as its object of inquiry' (2007, p.418).

Table 6: Data extraction form

Title:
Summary:
Method:
Country:
Year:
Discipline (Journal):
Ethnic group:
Gender:
Frame work:
Context/ sample:
Journal ranking:
Times cited in English up to Aug 1 st :
Method used:
Contribution to knowledge:
Contribution to Practice:
Methodological rigour:
Theoretical grounding:
Total Quality Score (max: 12)

Table 7: Qualitative Guidelines (from Cassell)	
General Features	
Contribution to understanding	
Appropriateness of method	
Literature	
Theoretical considerations	
Epistemological integrity	
2. Outline of methods	

Sampling	
Choice of data collection technique	
Researcher-situation interface	
Data collection and management	
Contextualization	
3. Data analysis	
Description of analytic framework	
Auditability of analysis procedures and processes	
Derivation of analysis categories	
Sources of raw data	
Use of transcript excerpts	
Confirmability	
Credibility	
Alternative explanations	
4. Findings and discussion	
Researcher reflexivity	
Consistency	
Theoretical considerations	
Transferability	
Utilization	

Table 8: Additional Quality Appraisal for Conceptual and Empirical Papers (source: Doldor, 2007)

<p style="text-align: center;"><u>Quality standards for conceptual papers</u></p> <ol style="list-style-type: none">1. Clear indication of the area(s) of literature supporting the discussion.2. Explicit identification the theories / models used and their positioning into their area of literature.3. Comprehensive literature review – identification of key theories, authors, and discussion of the links between their arguments or models, as well as strengths and limitations of each perspective. <p>If a new model/ or theory is developed:</p> <ol style="list-style-type: none">4. Clear assumptions of new model.5. Indication about how the new model/theory incorporates existing knowledge.6. Indication about how the new model/theory contributes to the existing literature.7. Discussion about limitations and opportunities for further research.
<p style="text-align: center;"><u>Quality standards for empirical papers</u></p> <ol style="list-style-type: none">1. Clear indication of the theoretical perspective adopted.2. Pertinent literature review - identification of key theories, authors, and discussion of the links between their arguments or models, as well as strengths and limitations of each perspective.3. Logical links between theoretical framework, theoretical propositions, operationalizations, field-work and results (the ABCDE model proposed by Rose, 1982).4. A valid methodology – appropriate research design to address the research question, adequate sample size.5. Details about the data collection technique.6. Conclusions supported by the results and the sample (no overstatements and overgeneralizations).7. Overall consistency between the aims, method, results and conclusion of the research.8. Rigorous reporting and clear presentation of the results – tables, diagrams, etc.9. Discussion about the limitations of the study and the implications if the results, with link back into the literature used.

Table 9: Critical Analysis Tool (source: Anderson, 2004)

Elements to consider	Rating				
	0- Absence	1- Low	2 – Medium	3 - High	Not applicable
Contribution to understanding	The article does not provide enough information to assess this criteria	The paper contributes little to an understanding of people and organizations at work	Builds on others ideas and makes some contribution to the body of knowledge in this area	Significantly develops existing knowledge filling an important theory gap	This element is not applicable to this paper
Implication for practice	The article does not provide enough information to assess this criteria	Not relevant for practitioners or only relevant to the population studied.	Transferable only to organizations with similar characteristics. Some useful ideas for practice but little comment made	High level of transferability to a different context, providing useful and applicable ideas for practice with author comment on how this may be so.	This element is not applicable to this paper
Methodology	The article does not provide enough information to assess this criteria	Flawed research design with inadequate explanation of data analysis.	Justified research design but could be improved. Study not fully executed.	Methods chosen appropriate to the research question. Clear rationale for sample including size. Clearly outlined analytic framework with auditable analysis trail.	This element is not applicable to this paper
Theory	The article does not provide enough information to assess this criteria	Of little theoretical interest with inadequate literature review	Acceptable theoretical basis with clearly defined concepts but data not entirely consistent	Excellent review of existing literature with strong theoretical basis. Theory development consistent with data presented.	This element is not applicable to this paper

CHAPTER FOUR: DESCRIPTIVE FINDINGS

Overview

This section gives an overall description of the papers reviewed, including the research questions addressed and the type of research conducted (when, where and on whom). The pattern of publications over time, across disciplines, by location and by topic are highlighted. As they were not published pieces, data from the two PhD theses (Forbes, 2000; Taylor, 2004) have been excluded from this section.

Research questions

The papers were categorised according to the type of research question asked/ research issue being investigated. Where a research question was not explicit, the study was categorised based on the information provided in the method and discussion sections. Overall, the papers reviewed asked one of five types of questions (Table 10). Most of the papers sought to elicit women's (and one man's) narratives regarding their work experiences to understand how gender with ethnicity colour these experiences. A second group investigated the bicultural experiences of minority ethnic women, who were often conceived as straddling two worlds. Three papers investigated differences between groups on a range of organisational outcomes and another three considered methodological issues associated with investigating gender and ethnicity intersectionality.

Table 10: Publications by research question

Research Questions	
What are women's (and men's) stories about how race, gender (and class) influence their work experiences? How are these stories influenced by the occupations (e.g. teaching, accountancy, Public Relations) in which they work? How do these stories compare to their white counterparts'?	13
What are the benefits and/or challenges relating to the bicultural experiences of minority ethnic women? How do they manage the tensions associated with navigating work, family, and community domains?	6
How do different members of an organisation (e.g. Asian men, Asian women, black men, black women, white men and white women) perceive their work environment in similar and different ways on organisational outcomes (such as inclusion, support, job satisfaction)?	3
What is the most appropriate way to research intersecting gender and ethnicity in the workplace?	3
Total number of publications	25

Publications over time

In the last 10 years, there has been a marked increase in the publication of material on intersecting gender and ethnicity (Figure 2). Of the studies reviewed, an average of one paper or book every five years was published between 1973 (date of the earliest publication) and 1996. Six studies were then published between 1996 and 2000, and eight published between 2001 and 2005. A further seven papers have been published since 2006. Thus, in the two and a half years between 2006 and the time this review was conducted (summer 2008), nearly the same number of papers were published as during the five years between 2001 and 2005. This shows that there is a rapid growth in research on intersectionality.

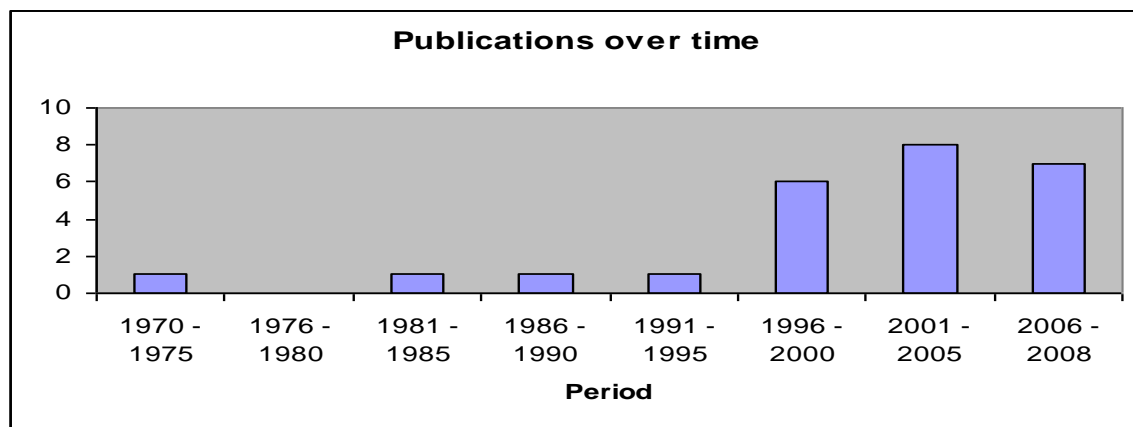


Figure 2: Publications over time

Publications by geographical location

Of the 25 empirical pieces reviewed, 12 were published in the US (48%), 10 in the UK (40%) and three in New Zealand or Australia (12%) (Table 11). That nearly half the research on intersecting gender and ethnicity was conducted in the US reinforces the comments made in the introduction concerning the level of influence and input that North American researchers have on advancing knowledge of race and gender issues in the workplace. However, this review also suggests that this balance is shifting. While prior to 2000, seven of nine papers published were on North American participants (78%), since 2000, of the 16 papers reviewed, North America accounts for five, including one from Canada (about 31%), while eight are from the UK (50%) and three from Australia/New Zealand (about 19%). The finding that all the papers were from one of these three regions is very likely due to the restriction placed on the search to retrieve only English-language studies. Considering the broadly similar colonial histories and immigration patterns the UK shares with other EU countries (e.g. France), one may

expect similarities in the experiences relating to intersecting gender and ethnicity. These experiences may markedly differ from countries experiencing ‘newer’ forms of migration such as Italy, as suggested by Bradley & Healy (2008). Generally, there is still a clear gap in our understanding of how the experiences related to intersectionality are comparable or differentiated across European countries.

Table 11: Publications by geographical location

	UK	North America	Aus/NZ	Total
pre-2000	2	7	0	9
post-2000	8	5	3	16
Total	10	12	3	25

Publications by gender and ethnicity

As Table 12 indicates, three of the reviewed studies looked at the experiences of men and women, and one study examined gender from the perspective of men only. The assumption that issues of ‘gender’ are pertinent only to women is reflected in the papers reviewed. The largest single group studied was Black women (6 papers, 24% of total), however more studies (nine) had participants of multiple ethnicities. Three of the seven papers which included white participants treated them as ‘non ethnic’ samples. However, four papers, encouragingly, considered the intersecting identities of both ethnic minority and ethnic majority women (Bell & Nkomo, 2001; Dombeck, 2003; Bell et al, 2003; Adib & Guerrier, 2003).

Table 12: Publications by gender and ethnicity

Ethnic group	Gender	No of studies
Black	Women	6
Black and White	Women	3
mixed - African, Asian, Caribbean, mixed	Women	3
Hispanic	Women	2
Asian – Chinese	Women	1
Asian – Indian	Women	1
Asian – South Asian	Women	1
Black African	Men	1
Black and White	Women & men	1
Indigenous Australian and minority ethnic	Women	1
mixed - African and Indian	Women	1
mixed – Black, Asian, Hispanic, White	Women & men	1
mixed - Afro-Caribbean, Israeli, Spanish, White	Women	1
mixed – Black, Asian, White	Women & men	1
mixed - women of colour	Women	1
Total		25

Publications by discipline/subject area

When considering where most of the research has emerged from, just over one third (34%) of the research on gender and ethnicity emanates from the management literature (Figure 3). This can however be explained by a relatively large proportion of the articles (four) being published in the Critical Accounting literature. The Women in Management literature contributes the next greatest proportion of work. Together, publications in the Critical Accountancy and Women in Management literature account for nearly half of the papers published on intersecting gender and ethnicity in the workplace (Table 13). Much of the rest is drawn from outside management including medical, sociological and anthropological literatures.

Figure 3: Publications by discipline/subject area

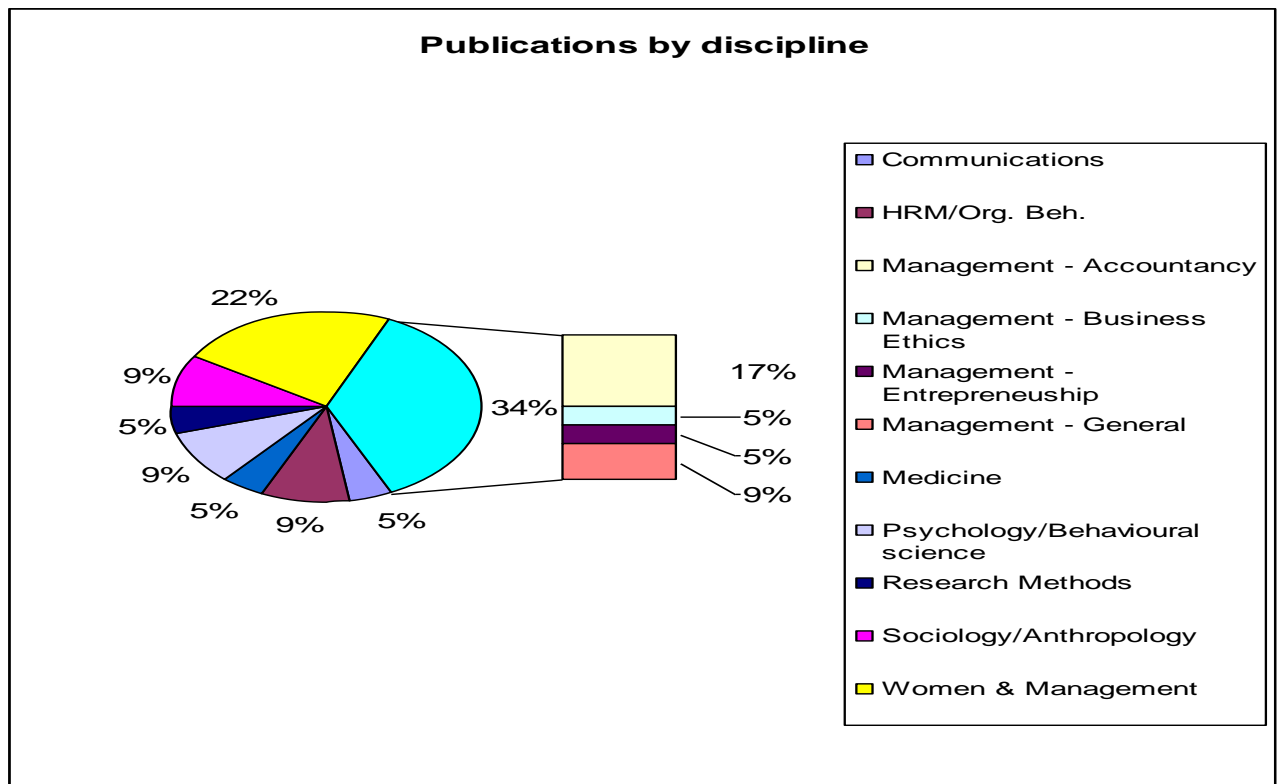


Table 13: Publications by journal (books excluded)

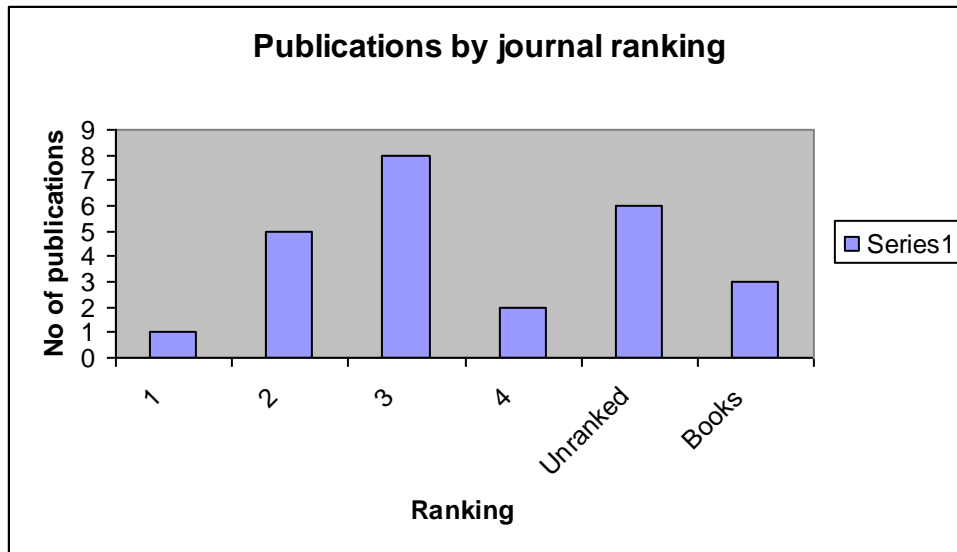
Gender, Work & Organisations	4
Accountancy Business and the Public Interest	2
Critical Perspectives in Accounting	2
Women in Management Review	2
Amer. J. of Sociology	1
Anthropology & Education Quarterly	1
Howard Journal of Communications	1
Human Relations	1
International Journal Of Human Relations Management	1
Journal of Applied Behavioral Science,	1
Journal of Business Ethics	1
Journal of Organizational Behavior	1
Psychology of Women Quarterly	1
Research in Nursing & Health,	1
SAM Advanced Management Journal	1
Systemic Practice and Action Research	1
Total	22

Publications by journal ranking

Rankings provided by Cranfield School of Management, supplemented by those from the University of Queensland were used (see Appendix for information on ranking). Overall, much of the work is published in middle ranking journals (Figure 4). This is encouraging, as it suggests that although the amount of work done seems little, the quality of the work conducted meets the formal standards for academic rigour. While it is acknowledged that journal ranking is not a reliable proxy for article quality, the reputation of a journal in which one publishes does remain one of the main criteria by which academic scholarship is assessed. High ranking journals are generally perceived to be at the frontier of thinking in a particular field. The publications in the highest ranked journals were from the American Journal of Sociology (Epstein, 1973) and Human Relations (Pio, 2005). The gap between the publication dates of these studies in top-ranking journals is a little concerning. One reason for the relative absence of research in intersectionality in the highest ranking journals maybe the methodology adopted by many researchers in this field. As previously highlighted, two of the books included in this review (Bell & Nkomo, 2001 and Davidson, 1997) were considered landmark studies in the field of management, yet it would have been difficult to meaningfully capture the richness of their results in article-length for journals. However, if much organisational research on intersecting gender and ethnicity is located in mid-ranking journals, or

published in books, this is likely to impact on the expansion of work this area and its perceived value to management research.

Figure 4: Publications by journal ranking



Summary of Descriptive Findings

Overall, the typical paper on gender and ethnic intersectionality in the workplace is likely to explore women's stories about how race and gender influence work experiences, often in the context of a particular profession. It is likely to be a recent study, and published in the critical or gender strands of management literature, in a mid ranking journal. Finally, it is as likely to be located in the US as outside the US.

CHAPTER FIVE: CONCEPTUAL FINDINGS

Overview

This chapter discusses how work-based gender with ethnicity has been investigated and conceptualised. Brief comments regarding the general quality of the papers and trends through time are presented. Then, three major approaches to investigating gender with ethnicity are discussed, drawing on the principle of meta-narrative to present this (Greenhalgh, et al, 2005). The role of theory and researcher are also discussed. Then, the ways in which intersecting gender and ethnicity are conceptualised are described. The information referred to in this section includes the journal articles, books and PhD theses located from the search.

General appraisal of papers

Each paper was evaluated according to the extent to which it: i) contributed to understanding organizations and people at work, ii) reviewed existing literature with a strong theoretical basis, iii) presented a rationale for its sample, clearly outlined an analytic framework and provided an auditable analysis trail, and iv) provided useful and applicable ideas for practice. Using the critical analysis tool (Table 7), each paper was allocated a point between 0 (no evidence) and 3 (high) on the four criteria, with a maximum score of 12 across all criteria. The average overall score was 7.62. The average score for the three latter criteria was slightly below the mid point (contribution to understanding mean = 2.12; theoretical grounding mean = 1.92; appropriateness of methodology mean = 1.86; practical implications mean = 1.94). The slightly above average score of 2.12 on the first criterion illustrates that the studies do contribute to our understanding of people and organisations. Most achieved this by simply exploring topics about which relatively little had been known, such as the experiences of Indian migrant women in New Zealand (Pio, 2005) or how intersecting gender, nationality, race, ethnicity and class helps make meaning of the narratives of women in the hospitality industry (Adib & Guerrier, 2006). This supports the commonly stated perspective that little is known about how gender with ethnicity influences people's experiences at work.

The foci of these papers (e.g. the experiences of ethnic women in the accountancy workplace; how Latina PR practitioners perceive the role that gender-ethnicity play in

how others view them) lend themselves well to qualitative analysis. Accordingly, methods particularly appropriate to this interpretive, exploratory approach were used. Each paper (bar one, based on secondary data analysis) adopted at least one of the following methods: life histories, semi structured interviews, action research/co-inquiry and focus groups. However, nearly half of the studies (11 out of 25) provided insufficient detail of the methodology. A common concern was that there was little or no information provided on how qualitative data was collected (e.g. what interview questions were asked) or how the data was analysed (e.g. Henry, 1997; Kim, 2004; Johnston & Kyriacou, 2007). The absence of this information makes it difficult to make comparisons, or construct hypotheses or propositions about intersectionality and, has implications for the extent to which a body of literature on intersectionality can be reliably built.

Although in general the studies demonstrated epistemological integrity (congruence between epistemology, ontology and methods), there was inconsistent use of established theory and inconsistent recognition of the need for theoretical development. Authors however tended not to comment on how findings confirmed or extended theories or offer implications for further research. One consequence of this is that there were limited opportunities to comment on the transferability of the findings to other contexts, and even fewer opportunities to reflect on the usefulness and applicability of the findings to the practice of management. Again, the implication of this is that theoretical development and knowledge advancement on intersectionality of gender and ethnicity in the management literature is likely to prove limited. As a reflection of this, the 'contribution to knowledge' rating was artificially depressed for many studies, as the extent to which they could be rated as 'significantly developing existing knowledge, filling an important theory gap' was restricted.

Investigating intersecting gender and ethnicity over time

Reviewing research on intersecting gender and ethnicity over time reveals that early studies (conducted in North America) debated the notion of 'double (dis)advantage' and its use in affirmative action policies (Epstein, 1973; Bell 1990; Hite, 1997;). The debates concerned the extent to which black women (the focus of much of the early research) were privileged or disadvantaged by their 'double minority' status. In general, the impact of gender with ethnicity was perceived (by researchers in both camps) as cumulative.

For instance, one of the earliest (and one of the most frequently cited) studies highlighted the 'bicultural' life experiences of women (Bell, 1990) and the associated tensions of navigating between professional and personal domains. It is posited that many (African American) female professionals structure their lives such that there is a separation between their work lives (characterised by a culturally distinct White world), and their home/social lives (comprising a distinctly different [African American] culture). In addition to Bell, other authors observed that this compartmentalisation, and the need to traverse different worlds was often (though not exclusively) stressful (Gilkes, 1982; Hite, 1996).

Many early studies were also influenced by a desire to challenge the implicit assumption behind the feminist movement that women's experiences in organisations were homogenous. However, of the papers reviewed, the earliest North American study investigating intersectionality from the perspective of *non-Black* women was Cianni & Romberger's (1997) mixed method study of the work attitudes of a diverse group of employees in a multinational corporation. This was followed by an interpretive study of how Latina PR professionals construe gender-ethnicity in 2007, ten years later. Ironically, much of the research challenging the homogeneity of gender focused primarily on the experiences of *one* group, African American women. However, recent years have seen a rapid increase in the number of studies adopting the conceptual framework of 'multiracial feminism' (taken from Pompper, 2007) with participants representing a range of intersecting ethnicities with gender, such as Latinas in North America (Pompper, 2007; Hite, 2007), and Chinese, Indian and indigenous women in Australia and New Zealand (Kim; 2004; Pio, 2005; Syed, 2007). Today, the primary role that race/ethnicity plays in understanding the social construction of gender appears to be widely accepted, with the notion of a single feminism rejected and replaced with the acknowledgement of multiple systems of privilege in organisations and societies (Bell & Nkomo, 2001; Pompper, 2007).

Thematic Appraisal of Papers

How is gender and ethnic intersectionality at work investigated in the existing literature?

To answer the above question, I was inspired by Greenhalgh et al's (2005) adoption of meta-narrative synthesis as a way of making sense of literature. The recommended method takes the unfolding 'storyline' of a research tradition over time as the unit of analysis and then maps the various stories concerning the phenomenon of interest across different fields. The authors particularly recommend the use of meta-narrative synthesis for broadly-scoped projects that review a construct across diverse literatures. While the descriptive findings in this review do not wholly fit this template (as described in the preceding chapter, the review indicates that the study of intersectionality in the workplace is fragmented, rather than broad, with no clear specific clusters), I believe the concept of meta-narratives can serve as a useful starting point for systematically making sense of the different ways in which 'gender with ethnicity' has been studied.

As I reviewed the literature, three broad approaches emerged with regards to the ways in which race and gender intersectionality has been treated by researchers. These perspectives of intersectionality (as unit of analysis, as individual perspective and as analytical framework) are represented diagrammatically in Figure 5 (see Appendix for full list of papers and categorisation). Additionally, the roles of researcher and theory, which emerged as important considerations in investigating intersectionality, are discussed.

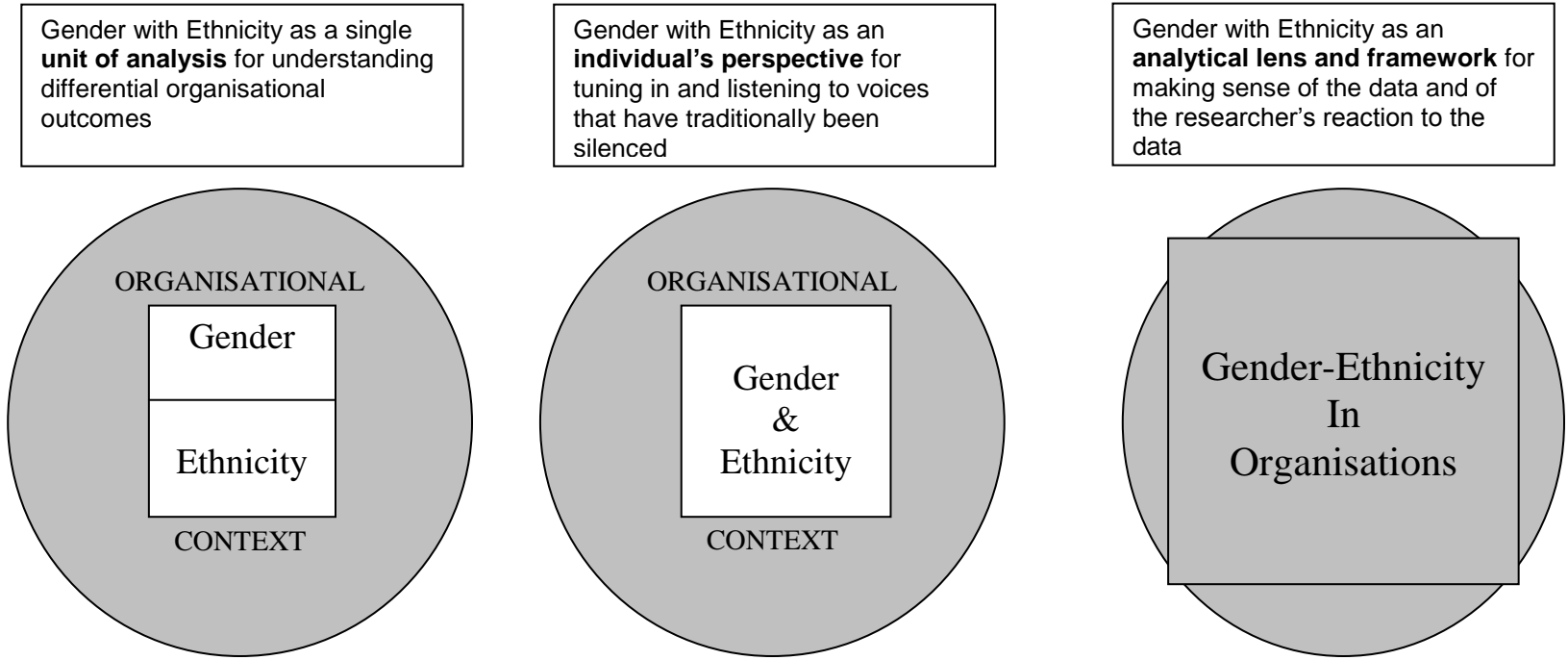


Figure 5: Perspectives on intersectionality in management research

1. Intersectionality as unit of analysis

Gender with ethnicity is investigated by some authors as a single unit demographic variable. It reflects something employees 'have' and is used as a tool for comparison and for differentiation between organisational outcomes such as attitudes towards trade unionism or job satisfaction. Studies in this category (e.g. Cianni & Romberger, 1997; Colgan & Ledwith, 2000; Chow & Crawford, 2004) acknowledge that there could be differences by gender and ethnicity and seek to differentiate within these groups. These studies have multiple groups in their samples (e.g. black men, black women, Asian men, Asian women) and adopt both qualitative and quantitative methods. Studies investigating intersectionality as a unit of analysis accounted for the smallest cluster in the papers reviewed (two early papers in *Gender, Work and Organisations* and two general management/ human resource management papers). The meta-narrative here parallels the traditional way of constructing gender or ethnicity at work. Intersectionality represents another way of measuring and counting employees to understand how they respond differently to a common organisational structure, in order to 'manage' the resources most effectively. One of the benefits of this approach to intersectionality is that it categorises employees into more meaningful groups (acknowledging heterogeneity), allows for more sophisticated comparison (e.g. to see whether gender or race has a more deleterious effect on organisational treatment) and is potentially easier to synthesise findings across studies. However, as is commonly found with many positivist and/or quantitative approaches, perspectives of members of organisations in numerically small groups (e.g. Asian women) may not be considered if they are not large enough to make a comparable group for analysis.

2. Intersectionality as individual perspective

In this approach to investigating intersectionality, gender and ethnicity play a more prominent role in helping managers and researchers account for differences in employees' workplace experiences. Gender with ethnicity is acknowledged as accounting for some of the differences in the ways organisational structures and peer interactions are experienced. Minority ethnic women (or, occasionally, men) become the *subject* of study, and the aim of research is to understand career and work experiences from their perspectives and hear their stories (e.g. Gilkes, 1982; Bell, 1990; Hite, 1996; Davidson, 1997; Rana et al., 1998; Johnston & Kyriacou, 2006). Studies of this ilk,

representing the largest cluster, aim to contribute to literature by filling in the gap in academic knowledge regarding the experiences of these women and highlight the importance of providing academic space for them. This literature focuses in on the experiences of (a usually small sample of) ethnic minority women, highlighting how their experiences qualitatively differ from those of other groups to whom they have been traditionally compared. This approach tends to emphasise the location of women structurally (economically and institutionally). This cluster fills an important gap in the literature, placing the people who have usually been structurally located offside by being 'placed at the margins' or having 'fallen through the fault lines' of research, at the centre of the study. Conceptualising and investigating intersectionality in this way highlights the barriers facing ethnic minority women as they attempt to advance through organisations, or manage public (work) and private (home or community) domains.

The overwhelming imagery in this perspective (also present, but to a smaller degree, in the others) is the notion of tensions ethnic minority women experience when negotiating between majority (usually work) and minority (usually home) cultural contexts. Constructs to explain these tensions, such as 'bicultural stress' (Bell, 1990; Hite, 1996), 'role stress' (Davidson, 1997), and 'invisibility as a form of institutional racism' (Johnston & Kyriacou, 2006) are created or further developed to explain these women's experiences. As this was particularly prominent in the literature, the theme of tensions is developed later in this paper. The meta-narrative of 'listening to previously silenced voices' appears to have been embraced by the 'mainstream', well-established academic social scientists, with work published in journals such as *American Journal of Sociology*, *Psychology of Women Quarterly*, *Women in Management*, *Human Relations* and critical accountancy journals. A potential risk of this conceptualisation of gender and ethnicity is the temptation to position ethnic minority women as 'victims' of their structural location. This perspective also potentially minimises the knowledge that can be gleaned from the experiences women from other parts of the world for whom ethnicity is not a basis for disadvantage.

3. Intersectionality as a framework for analysis

In this approach, gender with ethnicity (and often other aspects of identity) is brought to the fore to make sense of the processes in which participants as well as researchers engage. This cluster forms the most eclectic group as studies emanate from a wide

range of sources (e.g. *Journal of Business Ethics*, *Howard Journal of Communication*, *Systematic Practice and Action Research*). The meta-narrative here is of intersectionality as 'lived experience'. Taking this holistic approach, women's experiences at work are explored and interrogated from multiple perspectives. For instance, developmental experiences around the interplay of race, class and sex are used to make sense of how a teacher develops her socio-cultural practice as a teacher (Henry, 1997); gender intersecting with culture is used to make sense of the career decisions and experiences of three generations of Latina women; narratives of multicultural hotel staff are analysed to illustrate how identities are fused and gender, ethnicity, nationality and class are presented as fluid aspects of selves, simultaneously shifting (Adib & Guerrier, 2003). When intersectionality is interpreted as lived experience, it impacts on the researcher as well. Two papers (Bell et al, 2003 and Douglas, 2002) report very similar experiences on the importance of being aware of researchers' reactions to data, and share the authors' personal struggles in navigating the research process. This approach to studying gender with ethnicity reflects the social construction and intersubjectivity of meaning (Hatch & Cunliffe, 2006) involving both the researcher and the researched as they generate knowledge on intersecting gender with ethnicity.

The role of theory in investigating intersecting gender and ethnicity

The role of theory emerged as a critical consideration for investigating intersecting gender and ethnicity at work. Theory is commonly considered as central to advancing our understanding of the world, in its distinguishing between 'mere observations' of a phenomenon and academic knowledge, and its provision of a core around which new knowledge can be constructed. Theories offer explanations by establishing and describing connections between the subject of interest and other phenomena, offering 'an answer to a why question...an explanation of a pattern or regularity that has been observed, the cause or reason for which needs to be understood' (Blaikie, 2000), p.143).

The centrality of theory to research on intersectionality is raised because a prominent feature of the papers reviewed was the wide use of multiple, discrete strands of research as theoretical foundations for the study (Table 13). The most commonly used models or theories were drawn from the concept of biculturality, critical socialist thinking or

sociological-based group theories. However, a significant proportion of the studies (30%) offered no generaliseable explanation of the patterns or behaviours resulting from their studies. Where multiple theories were used, conceptual frameworks would have been useful to explain the patterns observed and propose connections between factors (e.g. Forbes, 2001; Fearfull and Kamenou, 2006; Johnston & Kyriacou, 2007).

Table 7: Theoretical frameworks and models by study

Theoretical Framework or Model	
Theories of Biculturalism: Double consciousness, life structures bicultural fracturing, identity conflict/complexity, role stress theory, role ambiguity	<ul style="list-style-type: none"> • Gilkes (1982)* • Bell (1990) • Davidson (1997) • Rana, Kagan, Lewis & Rout (1998) • Forbes (2004)
Social Identity Theory (Tajfel & Turner, 1986), other intergroup theories	<ul style="list-style-type: none"> • Colgan & Ledwith (2000)* • Forbes (2001) • Taylor (2004)* • Chow & Crawford (2004)*
Feminist Theories: Black Feminist Theory, African Feminist Theory, Feminist Standpoint Theory, Black Womanist Theory	<ul style="list-style-type: none"> • Henry (1995) • Forbes (2001), • Pompper (2007) • Syed (2007)
Intersectionality as framework: Gender and identity construction as shifting and 'interlocking' with nationality, race, ethnicity and class	<ul style="list-style-type: none"> • Bell & Nkomo (2001) • Adib & Guerrier (2003) • Bradley & Healy (2008)
Theories of Masculinity	<ul style="list-style-type: none"> • Forbes (2001) • Johnston & Kyriacou (2007)*
Professional identities	<ul style="list-style-type: none"> • Gilkes (1982)* • Dombeck (2003)
Gendered/ 'Racialised' professions	<ul style="list-style-type: none"> • Kim (2004) • Johnston & Kyriacou (2007)*
Structure, agency and culture	<ul style="list-style-type: none"> • Fearfull & Kamenou (2006) • Bradley & Healy (2008)
Career theory, intersecting with culture	<ul style="list-style-type: none"> • Fearfull & Kamenou (2006) • Hite (2007)
Gendered institutions (Acker, 1992)	<ul style="list-style-type: none"> • Cianni & Romberger (1997)*
Ethnic identity	<ul style="list-style-type: none"> • Pio (2005)
Leadership theory	<ul style="list-style-type: none"> • Taylor (2004)*
None	<ul style="list-style-type: none"> • Epstein (1973)* • Hite (1996)* Some mention of bicultural tensions in conclusion • Johnston & Kyriacou (2006)* (explicitly excluded)
Methodological approaches	<ul style="list-style-type: none"> • Karambayya (1997) • Douglas (2002) • Bell, Meyerson, Nkomo & Scully (2003)

* Denotes studies that a) presented theories in introduction but made no reference to them in the findings, discussion or conclusion, or b) made no reference to theories at all

However, Johnston & Kyriacou (2006) explicitly eschew the use of theory, arguing that 'richness and experience is better explored and interpreted by the reader without (the authors') major construction and reconstruction of the narrative' (p.56). They argue that this approach is justified where there is little known about the phenomenon of interest, in this case, the narratives of female ethnic minority accountants. They argue for the need to surface these experiences, and comment on the academic and practical significance of 'research into the subjectivities of those marginalised in accounting... made visible' (p.81). However, they accept that this is only 'scratching the surface' and that much remains to be learnt to advance our understanding of this. Like Johnston & Kyriacou (2006), most of the studies reviewed adopted a narrative-type analysis, data from which were often analysed outside of theory. While narratives offer epistemological congruence with research exploring how gender with ethnicity influences people's work experiences, narratives have been criticised as 'ambiguous, idiosyncratic and imprecise ways of representing the world' (Ewick & Silbey, 1995; p. 198). It is my view that the prevalence of narratives analysed with reference to multiple discrete models, combined with the inconsistent adoption and adaptation of established theories, makes it difficult to juxtapose studies against each other. This also creates difficulty for gauging progress in the field, beyond making general statements about approach and focus of interest.

There appears to be clear opportunity for theory building from the ground up in this area and a number of techniques exist that could be considered by authors. One way to develop the use of the narrative and incorporate it into a framework for studying how gender and ethnicity are 'played out' in organizations is to incorporate the different levels of narrative (Loseke, 2007). Although Loseke's discussion on narrative identity centres on social problem construction, her recommendations can also be applied to developing our understanding of the ways in which personal and social identities are constructed. Loseke describes cultural narratives as collective representations of disembodied types of actors. Applying this to gender and ethnicity, the stereotypes associated with particular groups include the 'sexual Jezebel' or 'Mammy' stereotypes of African American women (West, 1995) and the 'Black man' macro-narrative representing violence and danger (Hopson and Orbe, 2007). Loseke argues for exploration of narratives at the macro (cultural), meso (institutional and organizational) and micro (personal) levels and integration of these levels. Adopting this framework acknowledges the influence of context in the salience of different identities. It also provides a

framework within which the *interaction* of structure and agency can be investigated in the construction of intersecting identities. Similar suggestions for moving forward with intersectionality research come from Brewer et al (2002) and Forbes (2000). Brewer et al (2002) suggest a two-pronged approach which includes 'bottom up' theorisation, placing the experiences of 'women of colour' at the centre of analyses (e.g. Pompper, 2007) combined with 'top down' approaches investigating social structures and the political economy (e.g. Syed, 2007). This combined approach is likely to elucidate the ways in which structure and agency work together to account for the experiences of men and women of diverse backgrounds in the workplace. Forbes' (2000) synthesist feminist method 'unites the experiential level of understanding of life in the every day world with large scale social structures, thus combining micro and macro levels of analysis' (p.13). In this method, the experiences of ethnic minority women are investigated as a reflection of their experiences *and* the socio-historical contexts in which they are embedded. These three approaches to theorisation fit with the explicit use of intersectionality as a framework adopted by three of the studies reviewed (Bell & Nkomo, 2001; Adib & Guerrier, 2003; and Bradley & Healy, 2008) and offer a way forward for investigating gender with ethnicity in organisations and advancing knowledge in this area.

The role of the researcher

A final point on investigating intersectionality in the workplace concerns the role of the researcher. All of the studies in this review adopted qualitative methods for some or all of their enquiry. The researcher features prominently in much qualitative practice and management researchers urge investigators to be explicit about their role in the research process (James & Vinnicombe, 2002; Singh & Dickson, 2002). The issue of researcher reflexivity appears to have particular resonance for authors researching intersecting gender with ethnicity, four articles related to the studies reviewed commented significantly on this (Douglas, 2002; Bell et al, 2003; Pio, 2005; Kamenou, 2007). However, only about a third (36%) of the total papers reviewed commented on the researcher's role and the researcher's gender or ethnicity, despite the marked sensitivity of the topic under investigation relative to many other management issues. Quoting Hertz (1997, p.15), reflexivity 'goes beyond reporting facts and truth to actively constructing interpretations of the researcher's own experiences in the field and then questioning how these interpretations came about'. Bell et al (2003) elaborate on the complexities of conducting 'gendered and raced' research in the workplace, drawing on

sensitive issues as trust, authority and silence vs. voice as researchers of various backgrounds try to make sense of data. It would be encouraging if more researchers did the same.

How is gender and ethnic intersectionality at work conceptualised in the existing literature?

This section considers three overarching themes concerning the ways in which intersecting gender and ethnicity has been conceptualised. These conceptualisations are i) tension, ii) opportunity to give 'voice' and iii) the importance of context (national, cultural and professional) in making sense of gender with ethnicity.

1. The 'tensions' of intersectionality

A recurring theme in the literature on intersectionality is the strong imagery of tensions and paradoxes associated with intersecting gender and ethnicity. The language of dissonance comes through in myriad ways, aptly represented by Pompper's notion of 'self contained opposites' (2007). Some examples of this are:

- The paradox of (in)visibility in the workplace: Being *visible* by virtue of one's skin colour is set against the desire/need to blend in and be *invisible* (e.g. by adopting corporate or Western clothing, European hair styles [e.g. Johnston & Kyriacou, 2006, 2007]). Conversely, there is the need to render oneself visible through networking and socialising (Davidson, 1997) while accepting the invisibility of social isolation in organisations (Fearfull & Kamenou, 2006)
- The paradox of double minority status: Being regarded as '*doubly disadvantaged*' (e.g. Bell, 1990) or, enjoying the *benefits* of their status, as in the 'two fer' concept (two minorities for the price of one) (e.g. Epstein, 1973)
- The paradox contributing to invisibility in research: By being categorised as either 'Woman' or 'African American', the women have no opportunity to be 'both'
- The paradox of hankering for the validation that 'mainstream' organisational success brings (i.e. non-public sector, non-Equal Opportunity-related roles) whilst believing that organisations will not provide the support necessary to sustain careers (Fearfull & Kamenou, 2006)
- The paradox of choosing between *surviving* or *thriving* (Douglas, 2002), because strategies required for survival represent the same strategies that limit opportunities to engage intimately with others, and therefore strive

- The effort of striving to convince members of the community that one is still ‘black enough’ and has not ‘sold out’, while proving one is ‘as good one’s white colleagues’ (Bell, 1990; Johnston & Kyriacou, 2007)

While some of these tensions are also present in the discourse on women in organisations in general (see Runte & Mills, 2006, for review), the images conjured by these examples are powerful reminders of the particular barriers facing ethnic minority women attempting to negotiate the workplace and progress through organisations. While not diminishing the experiences of the women who have been marginalised by traditional management literature, it is however important to remain aware of the implications of adopting or solely perpetuating this particular type of narrative in intersectionality research. The imagery of tension and distress runs the risk of representing all women who fit this label as ‘victims’ of societal structure. 66% of the American papers reviewed had only black or black and white participants, compared to 30% for the UK papers. Thus this conceptualisation is primarily drawn from African American woman’s experiences. The extent to which the nature of these tensions parallels other women’s experiences (e.g. women of various ethnicities in the UK; black female immigrants in the US) remains an underdeveloped area of research. Another implicit assumption of this perspective is that the tensions associated with ‘intersectionality’ only apply to a specific group of people – those who are perceived to ‘have’ ethnicity (typically excluding white people) and those for whom ‘gender’ issues are pertinent – women. This conceptualisation may thus tempt researchers to ignore the experiences of men or white people where the implications of intersectionality could be theoretically useful.

2. Tuning In and Tuning Out: Silence vs. Voice

A second conceptualisation of intersectionality is as an opportunity to ‘give voice to’ a group of people who have traditionally been silenced. Thus, much research has been conducted to ‘tune into’ African American women’s voices and compare their experiences to white American women’s. However, a challenge for the advancement of research on intersectionality becomes the question of exactly which ‘voice’ to tune into. For instance, the review findings show that gender and ethnicity can be analysed separately from other concepts or aspects of self. However, where researchers chose to explore this, it is clear that gender is ‘played out’ in conjunction with other categories and people struggle with differentiating these in practice. For example, Dombeck (2003)

shows how the feminisation of nursing combined with the history of slavery, framed black female nurses' self-conceptions and experiences of the profession in a way that was different for white women. However, identities other than gender and ethnicity such as class, sexual orientation, (dis)ability, caste and religion also influence our experiences at work. Additionally, individuals belong to multiple social groups and many have multiple 'minority identities', which are likely to increase and decrease in salience across context and time. For instance, for one of Cinanni & Romberger's participants, ethnicity took precedence over gender, and for another, gender preceded sexuality, as explanations for self-organisation (1997). Additionally, some categories used in the intersectionality literature (e.g. Hispanic, Asian) are umbrella terms, referring to peoples of different cultures, different languages and even different physical 'racial' attributes. To further complicate matters, Hispanic people tend to see themselves as 'ethnic *insiders*' (Pompper, 2007) and, as earlier presented, nearly half of them would describe themselves as white (US Census data 2000).

Overall, although intersectionality is conceptualised as an opportunity to give voice, what is often ignored is that 'tuning in' requires 'tuning out' of something else. By tuning into African American women's voices, researchers have, necessarily, 'tuned out' of others'. In this review, all the papers exclusively examining *non-black* women's experiences at work (bar one) were only published in the last five years. Therefore, the issues of who becomes marginalised, of identifying which voices have been silenced and which to now tune in to when conducting research, remain a methodological and theoretical challenge. Syed (2007) provided a theoretical rationale for combining indigenous Australians with other ethnic minorities; however this was not regularly done by other researchers. That only half of the papers reviewed made reference to the extent to which their findings were transferable to other contexts or groups reflects that deciding which group to tune into while considering the implications for other types of intersectionality (e.g. other ethnic groups, men, class, sexuality, etc) remains a key challenge for advancing research on intersectionality.

3. The criticality of context

The literature also conceptualises intersectionality as being constructed through interactions with the environment, providing a critical role for context. Gender and ethnicity are key aspects of our identities. According to Berger & Luckmann (1996),

identity 'emerges from the dialectic between the individual and society' (p. 195). Our 'tagging' as gendered and ethnic beings is sustained and restructured by society, and these social structures in turn are sustain sustained by us. Gender and ethnicity (and other socially constructed aspects of identities) are dynamic – the salience of these aspects of ourselves shifts depending on context. The studies highlight two key contexts that appeared to influence the way in which gender with ethnicity is experienced in the workplace:

1. National/Cultural context
2. Occupational context

National/Cultural context

Gender and ethnicity are socially constructed, thus dynamic, but also comparatively stable aspects of our selves (Powell and Graves, 2003). To sustain this 'stability', the socio-cultural environment in which we are embedded creates relatively stable 'narratives', myths or stereotypes of different identity groups. Take, for example, the framing of Asian-Americans in North America as 'model minorities' (Wong, Lai, Nagasawa and & Lin, 1998) or of African-American women as 'sexual Jezebel' or 'loud Sapphire' types (West, 1995). In contrast, the context of UK intersectionality is likely to draw on other narratives and stereotypes, incorporating differences based on religion and culture as well, not just race (e.g. Rana et al, 1998; Fearfull & Kamenou, 2006). National and cultural differences may therefore become more salient than race/ethnicity in intersectional research when considering women's work experiences in other countries. For instance, Kim's work on female Chinese accountants in New Zealand is best interpreted by considering the intersections of ethnicity and gender with the Chinese Eastern culture juxtaposed against the West. Additionally, Rana et al (1998), and Fearfull & Kamenou (2006) contend that strong cultural expectations regarding the role of British Asian women as mothers, wives and daughters in extended families contribute to producing a qualitatively different work experience to white women. History is another important context considered critical (e.g. Bell & Nkomo, 2001; Bradley & Healy, 2008), although this does not feature as centrally as national/cultural context in the literature.

Occupational Context

Professional and occupational contexts are also key factors in the conceptualisation of gender-ethnicity at work. Quoting Becker (1970), Gilkes (1982) highlights that 'the

complexities of occupational identification usually involve generalized cultural expectations . . . specific expectations of the family, and expectations of the occupational group (p. 203). She further suggests that 'professional identity and participation imply routine, albeit complex, involvements supporting and supported by commitment to the norms and values of the dominant (white middle class) society' (pg 1-2). These statements highlight the extent to which workplace identification processes and ensuing identities are constructed through the interplay of cultural, occupational and social factors. For instance, regular reference was made to the threat of 'job ghettoisation' (e.g. Fearful & Kamenou, 2006), the phenomenon by which (black) (men and) women find themselves located structurally and economically in particular functions and strata in organisations. Career success for many minority ethnic women is measured by the extent to which they have avoided the ghettos and successfully penetrated 'mainstream organisations', rather than voluntary or social/welfare agencies.

The role of the occupational context is present in other ways. For instance, data suggests that professional identity construction appears even before young women embark on their careers. Young black women are traditionally 'encouraged' by teachers and career counsellors to go into stereotyped jobs of cooking, nursing or typing, considered more appropriate for black women (Henry, 1995; Dombeck, 2003; Fearful & Kamenou, 2006). Additionally, Bell's study (1990) described how the professional nature of the women's jobs 'anchored' them into the dominant white culture and prompted the development of a bicultural life structure. Although not developed by any of the papers reviewed, a follow on proposition would be that this 'fracturing' will be less differentiated for women who service the black community.

A common theme that emerged was the contextual role that professions in the conceptualisation of gender with ethnicity. Established professions (like Accountancy), are presented as driven to maintain a privileged position for members and highly sensitive to processes (such as decreased homogeneity) that may serve to weaken this privileged status (Kim, 2004). In her work on Chinese women's experiences in New Zealand accountancy firms, Kim (2004) highlights the strong Western and masculine cultures predominating in this profession, which combine to exacerbate her participants' bicultural stress. In addition to the motivation to maintain homogeneity, another potential source of stress for minority ethnic women is the client-accountant relationship typical of

this profession. This relationship is heavily dependent on the development of trust between the parties, however this trust is primarily derived from clients' perceptions of the accountant. In turn, trust relies heavily on the client's perception based on characteristics *ascribed* to the accountant - such as gender, ethnicity and age (Johnston & Kyriacou, 2006). Therefore, in the accountancy profession (and, hypothetically, many other client-facing consultancy roles), the intersection of gender, ethnicity, and professional identities creates a unique context that elicits differential work experiences for employees. A vivid illustration of this is the way minority ethnic female accountants navigate their identities at work by presenting themselves appropriately dressed to 'please' clients. One participant in this study described how many women would wear trousers but change into skirts once arriving at clients' sites.

Summary of Conceptual Findings

Overall, the key findings are that gender and ethnic intersectionality is investigated using three main approaches – as unit of analysis, as participant's perspective, and as a framework for analysis with implications for both the researcher and the researched. Additionally, challenges concerning the role of the theory and the role of the researcher have been highlighted. The studies also reveal that intersectionality is conceptualised in three dynamic ways in the literature – as a source of tension for ethnic minority women navigating private and public domains, as a way to offer 'voice' to previously silenced voices while simultaneously (yet inadvertently) ignoring others, and as contingent on national, cultural and professional context.

CHAPTER SIX: CONCLUSION

This section discusses the key findings and implications of the findings of the systematic literature review. First, the current state of the field of gender and ethnicity intersectionality in organisations is presented, then potential areas for future research discussed. The section concludes with a presentation of the limitations of the review and personal reflections on the process.

What do we know about how intersecting gender and ethnicity in the workplace is investigated?

The last 10 years have witnessed a rapid growth in literature on workplace experiences using the perspective of intersecting gender and ethnicity. There is a gradual transition in where this literature is located and on whom it is focused. Historically, gender in management literature has been criticised as solely considering (white) women's experiences. The same argument could be levied against gender and race/ethnicity literature and its narrow focus on the experiences of African American women. More recently, intersectionality is being used to investigate a wider spectrum of women's experiences, drawing on wider related concepts of culture, religion as well as ethnicity to make sense of these women's experiences in the workplace.

However, this review also reveals ways in which the study of intersectionality is restricted. For instance, probably due to its roots in critical theory, intersectionality has been limited to the study of women's experiences, to the exclusion of men. However, looking at intersecting male gender and ethnicity such as the emasculation of Asian men relative to white men (Brewer et al, 2002), may provide useful insights into the organisational experiences of diverse groups. Additionally, the field of study of intersectionality in organisations is fragmented, with contributions by authors from assorted disciplines (e.g. medicine, communications, sociology) and in specialist 'women's issues' journals such as *Gender, Work and Organisation*, or critical management journals. Also, academic research is often published in books and in mid ranking journals and much of this is built on an eclectic collection of theories. Taken

together, these factors are likely to limit the impact of work in this area and its perceived value to the general body of management literature.

Three approaches to investigating intersectionality were identified (as a demographic unit, individual perspective or a framework for engaging with the research process). These three approaches fit well with different approaches to social enquiry (positivist, interpretivist and postmodernist), with corresponding benefits and challenges for advancing knowledge in the field. The review also indicates that the roles of theory and the researcher are yet to take a central place in the way in which intersectionality at work is investigated. It is recommended that researchers consider these as specific routes to advancing the field.

What do we know about how intersecting gender and ethnicity in the workplace is conceptualised?

The dynamic themes of tension, 'voice' and context-dependence are ways by which intersectionality at work has been conceptualised. The notion of tension helps to illuminate the paradoxes and conflicts facing many ethnic minority professional women, and the concept of voice encourages management researchers to seek deeper insight into the experiences of all workers. With context, we learn that gender and ethnic intersectionality takes on an additional dimension when considered against the backdrop of professional, national and cultural expectations. These conceptualisations raise additional questions for researchers. For instance, the dynamics of tension and context highlight the need to understand the *specific* ways in which *particular* groups (e.g. non-Black 'women of colour' in the US; British ethnic minority women) construe intersecting identities in the workplace and the extent to which current conceptualisations fit their experiences. The subject of voice reminds us that selecting to 'tune into' one subjugated group (or facet of identity) means 'tuning out' of another, and raises the challenge for researchers of intersectionality to acknowledge when this is being done and remain cognisant of the benefits and limitations of this.

What remains to be known about how intersecting gender and ethnicity in the workplace is investigated and conceptualised?

While the framework of intersecting gender and ethnicity provides significant insight into how the workplace is experienced by particular groups, there are still several questions remaining unanswered. Using the three conceptualisations as a springboard, some of the questions elicited by this review are:

Bicultural tensions:

1. To what extent does the notion of biculturality transfer to other 'minority' groups (e.g. second generation Polish immigrants) or people at different stages of acculturation and assimilation (e.g. first, second and third generation Afro-Caribbean women)?
2. To what extent is the notion of biculturality transferable to other dimensions of diversity such as class and sexual orientation?
3. What are the organisational and personal implications of bicultural tensions and what links can be made with other theoretical constructs such as organisational commitment, personal-organisational fit and work/life balance?

Voice

1. How can intersectionality be used to advance knowledge on the work experiences of other groups such as men and people of white ethnicity?
2. To what extent do other bases for identity intersect with gender/ethnicity at work (e.g. class, age, professional identity)?

Context

1. How are the experiences related to intersectionality comparable or differentiated across European countries with differences and similarities in cultural, colonial and immigration patterns?
2. What career-related 'flashpoints' are most suitable for gender to be analysed over ethnicity, or vice versa? What are the most suitable flashpoints for intersectional analysis? What are the differences by profession, career stage, or age?

Limitations and Personal Reflections

Despite every effort made to adopt a systematic methodology and document this rigorously, it is important to acknowledge the possibility of error in this investigation. Although the aim was for the review to be a comprehensive integration of the existing literature on intersectionality in the workplace, it is recognised that there are practical limitations to achieving this, particularly within social science (Dixon-Woods, Booth & Sutton, 2007). It is however my expectation that due to the systematic process followed, the broad themes emerging from the review realistically reflect the body of research investigated. One key limitation however of this research is the restriction of the subject to the organisational context. I expect that much can be gleaned on gender and ethnicity from a host of other disciplines including clinical and developmental psychology, education, anthropology, and sociology. Although this restriction was imposed on the study to place necessary boundaries around it, the findings do indicate that the search for a sound theoretical basis for research on intersectionality may well be found outside management/psychological research. Another limitation of this study is that the question asked of the literature assumed a homogenous conceptualisation of 'intersectionality', as the strings searched were limited to words associated with 'intersectionality' or 'gender + ethnicity'. It is possible that these searches did not pick up on relevant papers that did not mention constructs related to 'gender + ethnicity' or 'intersectionality' in their titles. For instance, a core paper used (which was passed on to me by a colleague) referred to 'The Other Woman' in its title (Syed, 2007), so it is possible that such papers were missed. I did attempt to minimize this by extending the search to include alerts and manual searches of the tables of contents for key journals as well as backward and forward citation searches and expect that, to some degree, this mitigated the concern. Additionally it is important to acknowledge that the format in which much sociological work is presented may present a challenge for conducting a systematic review. In their introductory chapter, Bell & Nkomo comment on the relative absence of work on intersectionality in management research and go on to quote four major studies by sociologists¹ which could shed light on the theories to explain race and gender. Notably, all of these references are books.

¹ Patricia Hills Collins; Aida Hurtado; Philomena Essed; Yanick St Jean and Joe Feagin

Overall however, I have found the process of conducting this review an enlightening one. Like some of the authors included in this review, I found myself intellectually as well as emotionally engaged in some of the narratives presented. Additionally, learning from some of the authors, I have attempted to make my biases explicit. The process of refining my focus (detailed in the Methodology section) challenged me to question my key areas of interest and reflect on how it changed. Primarily, the concept of an intersectional approach helped to define an area of focus (rather than look at 'identity' in general).

This review illustrates that several questions remain to be answered and several paths of interest remain to be explored, with regards to advancing intersectionality as a framework for investigating gender with ethnicity at work. However, the central issues personally salient for me are: the need to build on an established body of work, to consider my role in the research and to consider the benefits and challenges of adopting one of three perspectives to studying ethnicity and gender in the workplace. I am personally drawn to the 'intersectionality as framework' perspective and see the potential it has for addressing some of the issues that have personal salience for me. Following the review, I am also interested in the possibility of expanding the notion of intersectionality as a management framework to consider wider groups (e.g. Asian men) and their location in specific professional contexts, thus more holistically investigating the ways in which social identities influence thoughts and behaviours in the workplace.

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APPENDIX 1 STUDIES USED IN REVIEW

Name	name of journal	Summary	Method	Country	Year/Decade	Ethnic group	Gender	Framework	context/sampling	journal ranking	times cited in english till aug 1st	method used	contribution to knowledge	practice	method	theory	total
Adib, A. and Guerrier, Y. (2003), "The interlocking of gender with nationality, race, ethnicity and class: The narratives of women in hotel work", <i>Gender, Work & Organization</i> , vol. 10, no. 4, pp. 413-432.	GWO	gender intersecting with class, ethnicity, nationality, class in hotel work	qual	UK	2003	white, caribbean, Israeli, Spanish	f	institutional power	hotel mgt students	3	11	rvws, obs, intrvws, surveys	3	2	3	2.5	10.5
Bell (1990)	Journal of Organizational Behavior	bicultural experiences	mixed	US	1990	blk	f	coinquiry and other theories		3	75	coinquiry	3	2.5	2.5	1.5	9.5
Bell, E. L. J. E., Meyerson, D., Nkomo, S. and Scully, M. (2003), "Interpreting silence and voice in the workplace: A conversation about tempered radicalism among Black and White women researchers", <i>Journal of Applied Behavioral Science</i> , vol. 39, no. 4, pp. 381-414.	Journal of Applied Behavioral Science,	the relationship between blk and wht women at work	qual	US	2003	blk and white	f	Voice and silence: Tempered radicalism		2	4	methodological	2	na	2.5	3	7.5

Bell, E.L.J. & Nkomo, S.M. (2001). <i>Our Separate Ways: Black and White Women and the Struggle for Professional Identity.</i> Harvard Business School Press.	book		mixed	US	2001	b & w	f		managers			life histories and surveys	2.5	2.5	2.5	2.5	10
Bradley & Healy 2008	book		qual	UK	2008	Afro-Caribbean, Pakistani, Indian, African	f					2dry stats and intrvws	2.5	3	1.5	2.5	9.5
Chow & Crawford (2004)	SAM Advanced Management Journal	questionnaires to assess work related attitudes	mixed	UK	2004	w, b, asian	f & m	SIT	manufacturing from employees	1		quesntionnaires, intrvws, doc analysis	1.5	2	2	1	6.5
cianni and romberger, 1997	GWO	experiences within one organisation from different perspectives re career advancement	mixed	US	1997	Asian, black, Hispanic and white	f & m	acker's gendered processes? But not referred to in discussions only intro	managers in Fortune 500	3	2	oral histories, focus grps, questionnaire	2	2	2	1	7
Colgan & Ledwith (2000)	GWO	identities of women activists in Trade Union	mixed	UK	2000	blk disabled lesbian gay	f	SIT		3	13		2	2	1.5	1.5	7
Davidson, M. (1997). <i>The Black and Ethnic Minority Woman Manager: Cracking the Concrete Ceiling.</i> Sage Publications.	book		qual	UK	1997	African, Asian, Caribbean, mixed							3	3	0	2	8
Dombeck, M. (2003), "Work Narratives: Gender and Race in	Research in nursing & health,	construction of nurse id	qual	US	2003	b & w	f & m	structural and interpretive analysis		?	4	conversations, foc grps, obs,narra	2	2	3	1.5	8.5

Professional Personhood", <i>Research in nursing & health</i> , vol. 26, no. 5, pp. 351-365.												tives					
Douglas, C. (2002), "Using Co-operative Inquiry with Black Women Managers: Exploring Possibilities for Moving from Surviving to Thriving", <i>Systemic Practice and Action Research</i> , vol. 15, no. 3, pp. 249.	Systemic Practice and Action Research	methodology paper - action research/co-inquiry	qual	UK	2001	b	f	action research		?	3	coinquiry	1.5	2	3	1	7.5
epstein 1973	Amer. J. of Sociology	interviews of 31 high successful blk women	qual	US	1973	b	f	inexplicit		4	abt 70	interviews	2	1	1.5	1	5.5
Gilkes, C. T. (1982), "Successful rebellious professionals: The black woman's professional identity and community commitment", <i>Psychology of Women Quarterly</i> , vol. 6, no. 3, pp. 289-311.	Psychology of Women Quarterly		qual	US	1982	black	f	none - narrative	mixed profs	3		interviews	1.5	2	1	2	6.5
Henry, A. (1995), "Growing up Black, female, and working class: A teacher's narrative", <i>Anthropology & Education Quarterly</i> , vol. 26, no. 3, pp. 279-305.	Anthropology & Education Quarterly	story of young blk woman journey to becoming teacher	qual	US	1995	b	f	narrative	teacher	?	9	life history	2.5	1.5	1.5	2.5	8

Hite, L. M. (1996), "Black women managers and administrators: Experiences and implications", <i>Women in Management Review</i> , vol. 11, no. 6, pp. 11.	Women in Management Review	managers and administrators' experiences	qual	US	1996	b	f	exploratory content analysis - atheoretical		2	2	interviews and focus grps	1	2	1	2	6
Hite, L. M. (2007), "Hispanic Women Managers and Professionals: Reflections on Life and Work", <i>Gender, Work & Organization</i> , vol. 14, no. 1, pp. 20-36.	GWO	1st, 2nd, 3rd gen hispanic women work and career narratives	qual	US	2007	hispanic	f	phenomenological - individual, structural and acculturation		3	0	interviews	2	2	2	2	8
Johnston & Kyriacou (2006)	Accountancy Business and the Public Interest	ethnic female experiences in accounting	qual	UK	2006	African and Indian	f	feminist framework		?		oral history	2	1	2	na	5
Johnston & Kyriacou (2007) FIGURING MASCULINITIES: EXPLORING ETHNIC MASCULINITIES IN THE INSTITUTIONS OF U.K ACCOUNTING	Accountancy Business and the Public Interest	ethnic male ids in accounting	qual	UK	2007	African	m			?	unknown	oral history	1.5	1	1.5	2	6
Kamenou & fearfull (2006)	Critical Perspectives in Accounting	ethnic min women career devt and ntwrkg	qual	UK	2006	Afro-Caribbean, Pakistani, Indian, South Asian, African	f	interpretive; social construction		2	5	interviews	2.5	2	2	3	9.5

Karambayya, R. (1997), "In shouts and whispers: Paradoxes facing women of colour in organizations", <i>Journal of Business Ethics</i> , vol. 16, no. 9, pp. 891.	Journal of Business Ethics	Paradoxes facing women of colour in organizations	na	US	1997	women of colour	f	paradox		3	4	conceptual	3	2.5	na	2	7.5
kim, soon nam (2004)	Critical Perspectives in Accounting	chinese women accountants in NZ	qual	NZ	2004	chinese	f	narrative (assumed)	accountants	2	1	oral histories	2	1.5	1.5	1.5	6.5
pio (2005)	Human Relations	work experiences of indian migrant women - focus on ethnic id	qual	NZ	2005	indian	f	qualitative inquiry - interpretive bricoleur		4	1	interviews	2.5	1.5	2	2	8
Pompper, D. (2007), "The gender-ethnicity construct in public relations organizations: Using feminist standpoint theory to discover Latinas' realities", <i>Howard Journal of Communications</i> , vol. 18, no. 4, pp. 291-311.	Howard Journal of Communications	perceptions of latinias' realities	qual	US	2007	latina	f	feminist stdpt theory	public relations	?	1	focus grps	2	1.5	1.5	2	7
Rana, B. K., Kagan, C., Lewis, S. and Rout, U. (1998), "British South Asian women managers and professionals: experiences of work and family", <i>Women in Management Review</i> , vol. 13, no. 6, pp. 221.	Women in Management Review	south asian mgrs and profs experiences	qual	UK	1998	south asian	f	unexplicit	mgrs and profs	2	8	interviews	1.5	2	3	1.5	8

Syed (2007)	International Journal Of Human Relations Management	minority ethnic women in Australia labour force	mixed	Aus	2007	indigenous and minority ethnic	f	CRT and CFT		3	0	quant analysis of complaints filed	2	2	1	2.5	7.5
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APPENDIX 2: Three perspectives for investigating gender and race intersectionality in organisations

Gender and ethnicity as:	Organisational/Structural variable/	Participant's perspective	Framework/Lens for analysis
Epstein, C. (1973) "Positive effects of the multiple negative: explaining the success of black professional women." Amer. J. of Sociology 78		Blk wom located among other professionals to demonstrate their position in the social structure – double positive. Compared to other grps eg earn more than white women, blk women not as threatening as blk men, not perceived as sexual by white men...positive effect of double negative – self confidence, education	
Gilkes, C. T. (1982), "Successful rebellious professionals: The black woman's professional identity and community commitment", Psychology of Women Quarterly, vol. 6, no. 3, pp. 289-311		'Bicultural' work experience – tensions of navigating between professional and community...conflict resolution, 'rebellious professional', dilemmas, contradictions, clash between professionalisation and politicised view of blackness, through their rebellion, they actually achieve the professional ideals of service, which are often lost in bureaucratic routine. Freedom from routine organizational adjustments allows these women to do what they consider to be meaningful and important work, balance.	

<p>The Bicultural Life Experience of Career-Oriented Black Women. Ella Louise Bell. Journal of Organizational Behavior, Vol. 11, No. 6, 459-477. Nov., 1990</p>		<p>Bicultural work experience, THEORY: double consciousness, biculturalism, life structure, id conflict; complexity, compartmentalisation of life structures, balance, role stress theory, role ambiguity</p>	
<p>Henry, A. (1995), "Growing up Black, female, and working class: A teacher's narrative", <i>Anthropology & Education Quarterly</i>, vol. 26, no. 3, pp. 279-305.</p>			<p>Interplay of race, class and sex in developing her social cultural practice as a teacher (a little mention of culture but not much). TRANSFORMATIVE STRATEGIES</p>
<p>Hite, L. M. (1996), "Black women managers and administrators: Experiences and implications", <i>Women in Management Review</i>, vol. 11, no. 6, pp. 11.</p>		<p>Life and career experiences of blk women managers – patterns of knowledge, behaviours and attitudes shared by blk women. Bicultural experiences, isolation</p>	
<p>Karambayya, R. (1997), "In shouts and whispers: Paradoxes facing women of colour in organizations", <i>Journal of Business Ethics</i>, vol. 16, no. 9, pp. 891.</p>			<p>Holistic portrayal, centrality of identity. Based on group process theory, paradox as conceptual framework, in identity, success, voice and silence. org (context) and id (gender and ethnicity) both complex and dynamic</p>
<p>Cianni, M., Romberger, B. (1997), "Life in the corporation: a multi-method study of the experiences of male and female Asian, black, Hispanic and white employees", <i>Gender, Work and Organization</i>, Vol. 4 No.2, pp.116-29.</p>	<p>How male and female Asian, black, Hispanic and white employees perceive their work environment similarly and differently. Main and interaction effects of gender and ethnicity with organisational outcomes</p>		
<p>Davidson, M. (1997), <i>The Black and Ethnic Minority Woman Manager: Cracking the Concrete Ceiling</i>, Sage Publications.</p>		<p>Problems, pressures and barriers faced by BME female managers in the 1990s, bicultural id/status role stress, concrete ceiling</p>	

<p>Rana, B. K., Kagan, C., Lewis, S. and Rout, U. (1998), "British South Asian women managers and professionals: experiences of work and family", <i>Women in Management Review</i>, vol. 13, no. 6, pp. 221.</p>		<p>Analyse accounts of British South Asian managerial or professional working women of combining work with family responsibilities, and strategies used to resolve work – family conflicts while conforming to cultural values and expectations. Bicultural fracturing</p>	
<p>Colgan & Ledwith (2000) Diversity, Identities and Strategies of Women Trade Union Activists, <i>Gender, Work & Organisation</i>, 7, 4, 242 - 257</p>	<p>Intersectionality not central – looked at how women activists described their roles with TUCs in the context of the movements for the rights of blk, disabled, LGBT grps</p>		
<p>Douglas, C. (2002), "Using Co-operative Inquiry with Black Women Managers: Exploring Possibilities for Moving from Surviving to Thriving", <i>Systemic Practice and Action Research</i>, vol. 15, no. 3, pp. 249.</p>			<p>Cooperative inquiry, empowers ppts to offer knowledge and sense making. Survival strategies of blk women colluding in maintaining oppression (ie resisting being controlled) rather than negotiating liberation</p>
<p>Bell, E.L.J. & Nkomo, S.M. (2001). <i>Our Separate Ways: Black and White Women and the Struggle for Professional Identity</i>. Harvard Business School Press.</p>			<p>Themes of resistance and individualism as sources of motivation for blk vs white women, the usefulness of different lenses to make sense of different aspects of the women's careers eg gender and career advancement and race to explain differences in experiences, the role of the researcher</p>
<p>Bell, E. L. J. E., Meyerson, D., Nkomo, S. and Scully, M. (2003), "Interpreting silence and voice in the workplace: A conversation about tempered radicalism among Black and White women researchers", <i>Journal of Applied Behavioral Science</i>, vol. 39, no. 4, pp. 381-414.</p>			<p>The importance of understanding how we respond to data as researchers, dialogue in research process as subtext</p>

Dombeck, M. (2003), "Work Narratives: Gender and Race in Professional Personhood", <i>Research in nursing & health</i> , vol. 26, no. 5, pp. 351-365.		How nurses construe professional culture and professional selves. Racial and gendered aspects of profession	
Adib, A. and Guerrier, Y. (2003), "The interlocking of gender with nationality, race, ethnicity and class: The narratives of women in hotel work", <i>Gender, Work & Organization</i> , vol. 10, no. 4, pp. 413-432.			Identities at work presented as narratives of negotiating identities of gender intersecting with class, ethnicity, nationality, class in hotel work
Chow & Crawford, 2004. Gender, Ethnic Diversity, and Career Advancement in the Workplace: The Social Identity Perspective. <i>SAM Advanced Management Journal</i>	questionnaires to assess work related attitudes of white black Asian and Chinese employees		
Kim, soon nam (2004) Racialized gendering of the accountancy profession: toward an understanding of Chinese women's experiences in accountancy in New Zealand <i>Critical Perspectives on Accounting</i> Volume 15, Issue 3, April 2004, Pages 400-427		Racialisation of the accountancy profession on the lives of Chinese women. Women positioned at the bottom of the power structure in accountancy	
Pio (2005). Knotted strands: Working lives of Indian women migrants in New Zealand <i>Human Relations</i> , Vol. 58, No. 10, pp.1277–1299		Migrant Indian women's work experiences – how work brings ethnic id into salience – would have been in next box, <i>but insufficient focus on intersection with gender</i>	
Johnston, R., Kyriacou, O, (2006)., 'Accounting For (In)visibilities: Resistance, Gender and Control, Accountancy Business and the Public Interest, http://visar.csustan.edu/aaba/aabajourVol5-No2.html , 2006.		ethnic female experiences in accounting	
Fearfull, A. and Kamenou, N. (2006) 'How do you account for it?: A critical exploration of career opportunities for and experiences of ethnic minority women', <i>Critical Perspectives on Accounting</i> , Vol.17 (7): 883-901		Experiences of ethnic minority women - career	

Johnston & Kyriacou (2007) FIGURING MASCULINITIES: EXPLORING ETHNIC MASCULINITIES IN THE INSTITUTIONS OF U.K ACCOUNTING, Accountancy Business and the Public Interest		ethnic male experiences in accounting – masculine id – didn't sufficiently explore masculinity in context of accountancy	
Pompper, D. (2007), "The gender-ethnicity construct in public relations organizations: Using feminist standpoint theory to discover Latinas' realities", <i>Howard Journal of Communications</i> , vol. 18, no. 4, pp. 291-311.			Feminist Standpoint Theory to ask Latinas explicitly abt how gender ethnicity plays a role in how others vw them, their response to it
Syed (2007) J. of Human Resource Management 18:11 November 2007 1954–1978	minority ethnic women in Australia labour force data on complaints filed under federal legislation to exemplify representation and inequality		
Hite, L. M. (2007), "Hispanic Women Managers and Professionals: Reflections on Life and Work", <i>Gender, Work & Organization</i> , vol. 14, no. 1, pp. 20-36.			(Gender with) culture as lived experience for Latina women
Bradley, H. & Healy, G. (2008). <i>Ethnicity and Gender at Work: Identity, Careers and Employment Relations (Future of Work Series)</i> Basingstoke: Palgrave Macmillan		THE POSITION OF BME WOMEN as workers - how positioned and how vw their jobs	
Taylor, 04		Black man as subject but little consideration of gender, more of race	
Forbes, 2000			Studying women from the perspective of the 'I'; studying gender and ethnicity id negotiation of managers

APPENDIX 3: JOURNAL QUALITY RANKING USED

	Cranfield 2006	University of Queensland 07
highest	4	1
	3	2
		3
	2	4
lowest	1	5

APPENDIX 4: Scoping Study and Review Protocol

Cranfield University

School of Management

MRes/PhD programme 2007-2008

CONSTRUCTING AND NAVIGATING GENDER AND ETHNIC IDENTITIES AT WORK

Doyin Atewologun
Full-time PhD student

MRes Review (Scoping Study and Review Protocol)

April 2008

MRes Review Panel	
Dr. Val Singh	Supervisor, Content expert
Prof. Kim Turnbull James	Content expert
Dr. Veronica Martinez	Chair, Methodology expert

EXECUTIVE SUMMARY

Since the middle of the last century management academics and practitioners have invested in understanding, facilitating and promoting workplace diversity to ensure that knowledge and practice incorporate the experiences of today's heterogeneous workforce. Research on workplace diversity has however tended to focus on single social categories, usually exploring differences based on gender, race or sexuality. Additionally, much of the research on workplace diversity has been conducted in North America. However, the political, economic and social histories of North America compared to the UK strongly suggest that the context within which 'difference' is experienced in these countries will be very different. There is also need for greater understanding of the role that identity and differences in processes of identification play in understanding the workplace experiences of diverse employees. This is particularly pertinent when investigating some of the less-well documented experiences of individuals such as ethnic minority women, who may have been previously subsumed under categories that do not accurately reflect their perspectives and experiences. There is thus a need to increase the level of sophistication with which diversity is investigated by examining more closely the experiences of diverse groups in the UK and recognising the intersecting identities experienced by many (minority and majority) social groups.

The aim of this review is to examine topics in the management literature that have historically received limited attention and provide some insight into the work-related experiences of minority groups. The review will be informed by theories of identity which describe personal, relational and social self-concepts, as well as emerging theories on the intersectionality of identities. This paper comprises two parts. The first part of the paper, the Scoping Study, introduces my areas of interest and the second part details the method by which I will systematically review what is already known about the phenomena of interest. The Scoping Study introduces the fields of identity and demographic diversity and how these have been explored in

organisational contexts. It focuses on the overlapping areas of the identification processes of demographically diverse groups (diversity defined in terms of gender and ethnicity) and explores how these identities are seen to be constructed and navigated at work. A protocol for a systematic review of the literature follows which will draw from such domains as psychology, sociology and management. The systematic review aims to understand the ways in which identity has been researched (with specific reference to multiple social category membership). It also intends to highlight theoretical or empirically-observed relationships between identification processes and individual/organisational outcomes for women and ethnic minority professionals. Having employed the method outlined to gain a current understanding of the field, I will hope to have a series of well-defined research questions which will inform my doctoral research.

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PART ONE

THE SCOPING STUDY: MAPPING THE FIELD

INTRODUCTION

My literature review aims to provide a comprehensive overview of the ways in which my phenomena of interest have been examined in the academic literature. The subject of my review is the intertwining areas of identity, diversity and organisational behaviour. I seek examine how this area has been examined over time, using which methods and in what contexts and hopefully ultimately uncover gaps in the academic literature to which I will potentially contribute through my PhD thesis. In this paper, I will introduce the scope of my review, the key contributors to the field and discuss some of the key issues for research.

MAPPING MY FIELD

The ‘mapping’ process enables a clear and concise overview of my phenomena of interest. It gives me an opportunity to position myself clearly and make my ideas explicit (Jenkins, 2003), leaving them open to development and refinement through personal reflection and feedback from my Panel.

I am interested in the interplay between identity, demographic diversity and work-related behaviour (Fig. 1). These are large academic domains spanning business, sociological, philosophical, psychological and cultural spheres. It is thus particularly important that I make boundaries clear – that is, the boundaries between areas that fall within the scope of my study, areas that are peripheral to the scope of my study and areas that are outside the scope of my study. I have found in my preliminary reading that while independently, these areas are vast, the overlap of the three areas has been reasonably manageable². To guide how I manage the literature initially, I have used Hart’s (1998) recommendations for engaging with academic research (Fig. 2).

² As an illustration, when the concepts were put into a search in ABIProQuest abstracts of scholarly journals, the hits for ‘diversity’ were 42,344; 9,186 for ‘work and behavio*’ and 10,411 for ‘identity’. The three concepts searched in combination however revealed 12 documents.

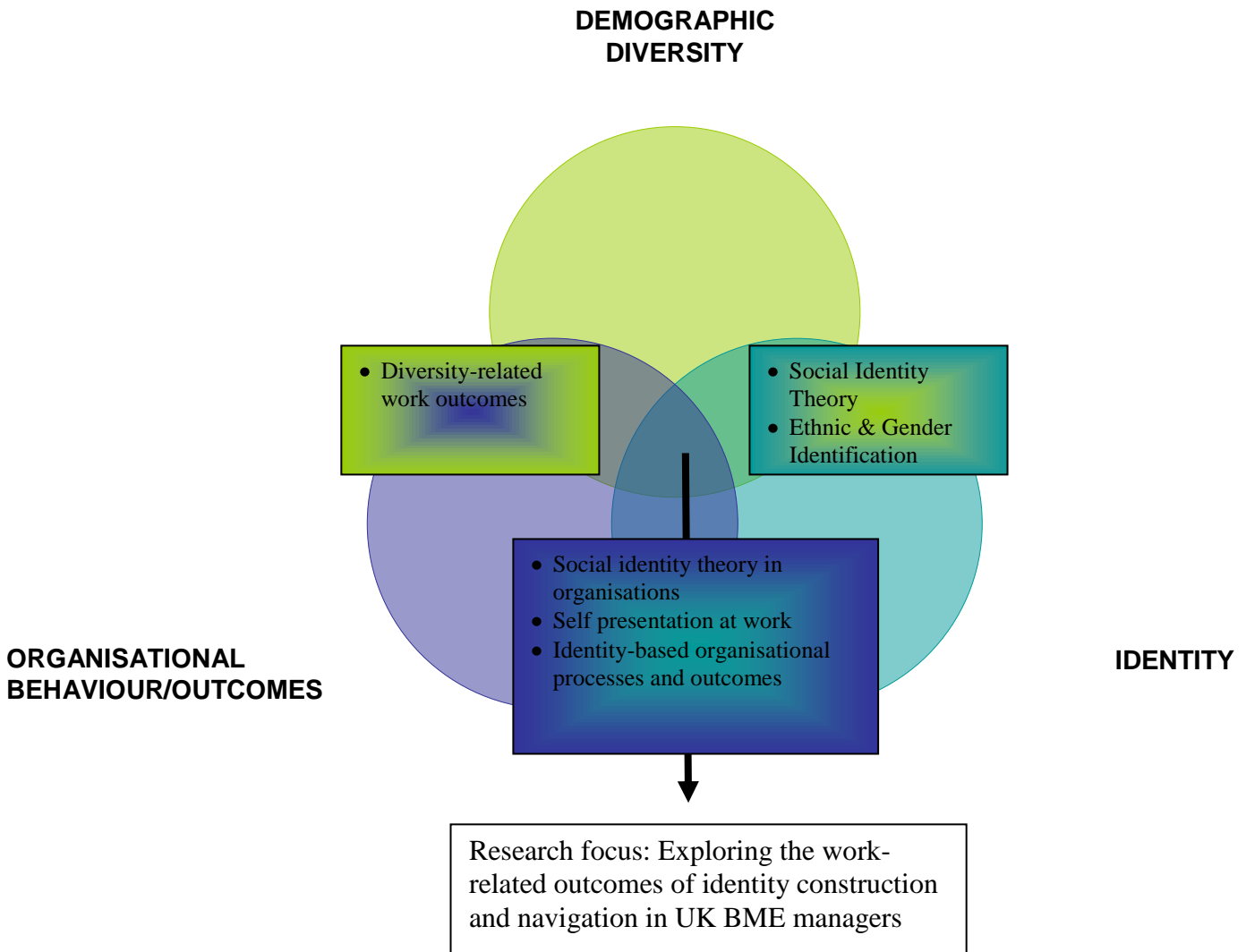


Figure 1: Map of my field

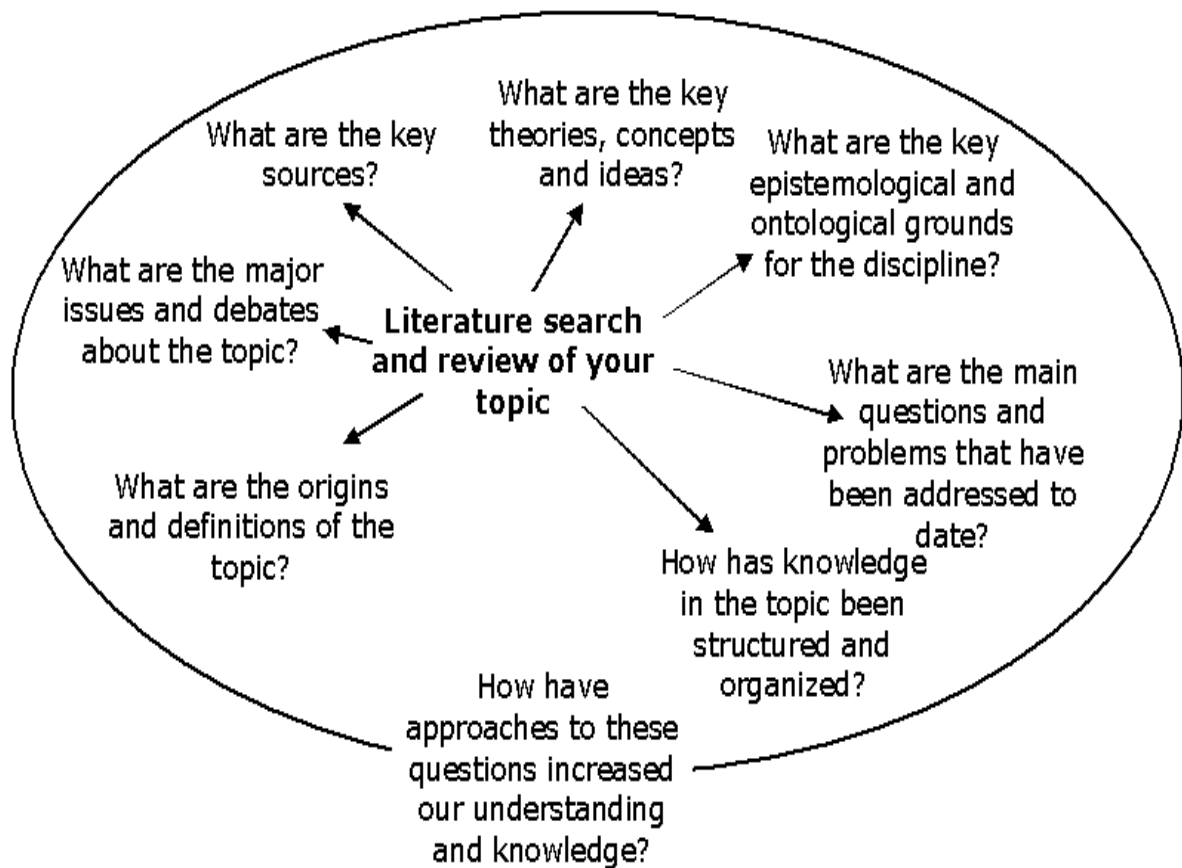


Figure 2: Questions to guide my scoping (based on Hart, 1998)

Primarily, the literature within which the review will be conducted covers the following areas:

1. Identity and Organisational Behaviour
2. identity and Diversity (Social, Gender and Ethnic Identity)
3. Organisational Behaviour and Diversity

1) Identity and Organisational Behaviour: The role of identity in organisational processes

I will first consider the concept of identity in general then go on to discuss some of the literature on identification processes in organisations.

Self and Identity

The self as a subject of study has long been a focus for many psychological, philosophical, theological and historical authors (Bukobza, 2007). In Western culture, the self has traditionally been conceptualised as an integrated, independent whole (or, consisting multiple facets of self, journeying towards integration [e.g. Carl Jung]), while in other cultures (primarily Far Eastern) the self is often described quite differently, as consisting of multiple independent identities typically motivated to identify with and enhance relationships with other individuals (Bukobza, 2007). As I am primarily concerned with identification processes in the UK workplace, I acknowledge that this means that I am implicitly adopting an 'integrated, independent whole' conceptualisation of identity. I also recognise that this perspective is not necessarily transferable to cultures that may see the self in a different way (e.g. Yuki, 2003).

Identity is described as 'our psychological relationship to social category systems' (Sherif, 1985, cited by (Frable, 1997) Three main conceptual schools have influenced the ways in which identity has been traditionally investigated (Frable, 1997). These are social identity theory (with social psychology roots), identity formation theories (with developmental psychology roots) and theories of acculturation (with anthropological and sociological roots). In keeping with the positivist research tradition, laboratory studies have been conducted to support many of these theories, however there is ongoing need to validate these findings in more meaningful, naturalistic contexts (Howard, 2000).

Identity and Organisations

Identity-related constructs and processes (including demographic and profession/organisational-based identification) are believed to have a great potential to inform our understanding of organisational behaviour (Hogg & Terry, 2000). Identification is 'the perception of oneness with or belongingness to a group, involving direct or vicarious experiences of its successes and failures' (Ashforth & Mael, 1989). Since the late 1980s, there has been increased academic interest in how the 'self' at work operates. This interest has primarily focused on understanding how the self is defined by

group membership (Ashforth & Mael, 1989). The major model guiding research on identification in work is Tajfel and Turner's (1979) Social Identity Theory (SIT). The self concept is posited to consist of a continuum between personal identity (how I am different compared to others) and social identity (how I am similar compared to others). SIT proposes that people are motivated to identify with groups (to enhance their self-esteem and reduce uncertainty, Hogg 2001). In the course of this, people positively distinguish between a group to which they belong and another group. Explicating the processes by which people identify with their colleagues, work groups and organisations is an active area of research in Organisational Behaviour and Social Psychology. Ashforth and Mael (1989) first applied SIT to organisations to explain the process of organisational identification. Identification with an organisation is hypothesised to have several positive outcomes for organisations including enhanced inter-group relations, loyalty, commitment, support, cohesion, cooperation and conformity. For instance Haslam and colleagues' ASPIRe model (Haslam et al., 2003) connects social identity processes with organisational social capital and positive organisational outcomes. Integrating insights from research, they propose that employee identity resources (employees' social and personal identities) can contribute positively to organisational processes and that this contribution can be maximised under a philosophy of 'organic pluralism', which embraces and draws on different collective identities within the organisation. The first stage of the model consists of a bottom-up approach with employees identifying self-relevant and self-defining social identities. The final stage of the model proposes that these various collective identities are then integrated into a super-ordinate organic organisational identity which will contribute to empowerment, communication, enthusiasm, creativity and trust in the organisations. Also drawing on SIT, Ellemers and colleagues (2002) hypothesise that individual differences in group commitment and differences in target of threat (i.e. threat to one's individual or social identity) in a given circumstance will result in a range of perceptual, affective and behavioural individual and organisational outcomes.

More recently, some authors (e.g. Brickson, 2000; Chattopadhyay et al, 2004) suggest that separating the self into 'individual' and 'social' entities is insufficient to explain the range of organisational outcomes associated with identification processes. This 'missing gap' has been described as 'interpersonal' or 'relational identity' and is defined as the nature of one's role-related relationships (e.g. colleague, daughter). This facet of identity helps to explain some of the observed differences in group identification processes across cultures (e.g. Yuki, 03), contributes to knowledge of the leader - follower relationship (van Knippenberg et al., 2004). Relational identity has also been applied to develop theory on demographic-based inter-group relationships at work (Brickson, 2000).

In conclusion, significant advances are being made in examining the identification processes of individuals and groups in organisations. The prominent framework within which this research is being conducted is Social Identity Theory, which has received robust empirical support and continues to influence thinking on organisational processes. Recent interest in relational identity has challenged some of the earlier work on identification processes at work, conceptualising the self as having personal, collective and interpersonal components and this has also contributed to enhancing our understanding of the self at work.

2) Identity and Diversity: Social, gender and ethnic identity

The concept of 'identity' is central to our existence as social beings, drawing on the earlier presented definition entailing one's psychological relationship to social category systems (Sherif, 1985, cited by (Frable, 1997) The potential for studying the overlap between identity and demographic diversity (i.e. the identification processes of members of social identity groups) is immense. In my general preliminary reading, I have come across several review, theoretical and empirical papers examining the ways by which the self-concept of members of social identity groups (e.g. 'women', 'Asian Americans') is constructed. This surge in research according to (Phinney, 1990), represented a shift in the demographic diversity literature from

historically examining majority ('in-group') members' attitudes to others to investigating attitudes that people have to their own groups.

Ethnic Identity

In considering identity as it relates to ethnicity, it is important to first introduce a working definition of ethnicity. While race refers to physiologically-based physical differences between people, ethnicity refers to differences based on cultural markers such as language, food and national origin (Kenny & Briner, 2007). This distinction is important when considering the local/national contexts in which social identity groups interact. For instance, it is considered that in the US, *racial* identity is more likely to be a marker of tension/discord than *ethnic* identity (Frable, 1997). Consistent with this, much of the discourse I have come across on inter-group conflict (written predominantly by North American academics) is based on racial differences. In the UK however, the intersectionality of race, nationality, religion and culture for a significant proportion of ethnic groups is likely to make *ethnicity* a more relevant lens for examining inter-group differences than race. A final note on terminology is that while many North American authors appear to favour the terms 'racio-ethnicity' and 'people of colour' to describe physically and/or culturally distinct groups and non White persons respectively, for the purposes of this scoping study I will use the term 'ethnicity' or 'BME' (black and minority ethnic) which appear to be more fitting in light of the previous comments.

Ethnic identity (the psychological relationship of ethnic group members with their own group) is an important concept in demographic diversity research as it is considered central to the self concept and psychological functioning of minority ethnic people (Phinney, 1990). Ironically, this perspective has driven researchers to focus almost exclusively on the relationship between ethnicity and social group minority members' well-being (or lack thereof). Prior to the 1990s, research in ethnicity was considerably fragmented, lacking cohesion regarding the definition, measurement and study of ethnic identity (Phinney, 1990). To improve this situation (and reflecting a positivist approach to demographic diversity research), Phinney suggested that research should focus on the commonalities between different ethnic groups by developing

robust questionnaire-based measures of ethnic identity to remove some of the confounds associated with ethnicity (e.g. socio-economic status) and also encourage continued understanding of the impact of ethnic identity on psychological adjustment.

Gender Identity

Research on the ways by which women construct and navigate gender identity has been examined in various contexts. This includes the construction of gendered identities in computer-mediated communication (Yates, 1997); the role of language as a marker for gender identity (Holmes 1997) and contextual variations on gender identity based on differences in social class, ethnicity, culture and urbanisation (Abrams, 2003).

Intersecting identities: Gender and Ethnicity

Recently, the intersectionality of social identities has been the focus of research. For instance, in contrast to Phinney, Frable (1997) conceptualises demographic-based identity as a process of construction and negotiation between multiple identities of gender, race, ethnicity, sexuality and class. She describes identities as 'fluid, multidimensional, personalised social constructs' (p. 139). Similarly, Kenny and Briner (2007) suggest that while it is important to acknowledge structural (e.g. economic and academic) explanations of group differences, it is essential to consider the role of *individual* differences in identification to fully understand group differences. These authors therefore recommend that the experiences of social identity group members are best examined by focusing on individuals' experiences and that where multiple identities exist, they ought to be considered simultaneously.

Several authors have adopted this approach and build a richer, more complex picture of individual experiences of intersecting identities, particularly with regards to identity categories historically associated with disadvantage (i.e. race, gender and class). Much of the research I have come across has investigated the intersection of race and gender, both of which are considered primary categories for identity (e.g. Hoffman, 2006; Settles, 2006). However, intersecting gender with nationality and class identities have also been

considered (Adib & Guerrier, 2003; Hughes, 2004). Understanding the experiences of minority groups through this interlocking lens is significant as it provides a voice for the unique experiences of groups that have traditionally been silenced through being subsumed under other groups. The focus on intersectionality has largely but not exclusively been influenced by the critical theorist movement. This post modernist perspective to understanding intersecting identities challenges the assumption that there are universally-shared experiences of identification within groups. This lens also adds a degree of sophistication in developing our understanding of the identification processes of members of different groups. For instance Cianni and Romberger (1997) found that in their sample of Asian, Black, Hispanic, White, male and female employees, gender appeared to play a stronger role than ethnicity/race in determining differences in organisational experiences such as access to relationships with senior managers. Pittinsky et al. (1999) develop our notion of intersecting identities further by proposing that 'multiple identification' does not entail a switching on or off of identities (or 'disidentification'), but that various identities are re-oriented, becoming salient depending on social context – what they refer to as 'different identification'. Similarly, Adib and Guerrier (2003) studying a multi-ethnic female sample suggest that multiple identities are not constructed as 'adding difference to difference', with separate and fixed identity categories, but emerge from a negotiation of many categories existing simultaneously and shifting between contexts. Settles (2006) also found in her study that the 'black woman' identity appeared more prominent than the 'black' or 'woman' identity, contributing to the finding that intersecting identities are experienced simultaneously. There are appear to be ongoing and potentially exciting avenues for exploring how multiple or intersecting identities are constructed and experienced. One implication of navigating multiple identities is the potential tension that exists between navigating multiple social identities and remaining committed to a coherent set of self values, or 'authenticity' (Erickson, 1995).

Challenges for literature review

In my preliminary reading of the literature on ethnic and gender identity, several issues have arisen of which I need to be aware as I prepare to systematically evaluate the literature.

1. *Diversity within diversity*: One issue to consider is the diversity that exists within groups often treated as homogenous – for instance the use of the term ‘Hispanics’ in the US (comprising of Cuban Americans, Mexican Americans and Puerto Ricans) may be analogous to the term ‘Blacks’ in the UK which comprises British and foreign born people of African and West Indian origin, many of whom would consider that they have vastly different cultures and identities. I would thus need to be clear about the group from which I will be sampling and then consider the extent to which these experiences will be transferable to other ethnicities. I hope that the outcome of a systematic review will provide additional insight to this.
2. *Context*: The significance of context is highlighted by many identity theories - modernist and postmodernist (Phinney, 1990; Frable, 1997). The role of context is significant at workgroup, organisational, and perhaps most importantly (and previously highlighted), national levels, with significant implications for research on the minority experience in the UK workplace. Much of the research on workplace diversity has been conducted in the US. However, the political, economic and social histories of the US compared to the UK strongly suggest that the context within which ‘difference’ is experienced in these countries will be very different. For instance, with regards to race relations, the relationship between Britain and its colonies has raised a very different context for inter-group relations compared to the US with its history of Native American subjugation, slavery and mass immigration. Additionally, the North American literature does not appear to comment on aspects of identity (such as religion) that appear to be particularly salient in the identities of British minority ethnic women UK (Kamenou & Fearfull, 2006). Context is also important in understanding how gender is constructed. In a landmark study on how gender is constructed in firms differing by sex-integration, (Ely, 1995) found that

context determined the way in which gender was constructed and influenced different strategies used by participants in response to these constructions. A systematic review of the literature would therefore need to be cognisant of the contexts in which demographic-based identity has been studied and the implications for the UK.

3. *Structure vs Agency*: A related challenge of which I grow increasingly aware is the apparent tension between the 'structural' and 'agent' influences on identity in the literature, i.e. the extent to which the identification process (particularly for minority groups) comprises self-ascribed vs. prescribed labels. Konrad (2003) uses the term "identity groups' to describe 'the collectivities people use to categorise themselves and others' (p. 7). This definition reflects the role of both structure and agency in the identification process, as it reflects self identification as well as the constraints placed on people when categorisations are thrust on them. This duality is represented by separate but parallel research on the self concept existing in identity and social identity literature (Hogg & Ridgeway, 2003). I am aware of some of the debate between these two identity schools including the issue of when the individual or the collective is the most appropriate level of analysis (e.g. Hogg et al., 1995; Stets and Burke, 2000) and following my review of the fields more systematically I will be clearer about the theory within which I will be embedding my research and able to select (and justify) my decisions.

Overall, there is an increasing influence in social identity research which conceptualises identity as multifaceted and fused, suggesting that researchers ought to re-orient their efforts towards examining the meaning and construction of multiple and intersecting identities. In exploring multiple identities I also recognise that by limiting myself to two categories (gender and ethnicity), I am excluding other markers of identity such as sexuality and class. However, research suggests that gender and ethnicity are the most significant markers of identity, as people tend to define themselves and others based on these categories (Chattopadhyay et al 04). Also, although I am aware of the increasing literature on white identity (e.g. Helms, 1990) and bi-

racial identity (e.g. Ali, 2005), these aspects of social identity are beyond the scope of my study.

In summary, identity research I have come across in my preliminary reading suggests that there is a need to treat the individual as a whole and understand how multiple identities are constructed by actors. Additionally, the importance of socio-historical context and within-group diversity are important issues. One main implication for my systematic review is the need to be aware of the different contexts in which research has been done as well as the degree of homogeneity within the groups. In addition to this, I will also need to consider *how* the research is conducted, and be aware of the debate on how research in diversity *ought* to be conducted - such as the importance of reflexivity particularly when researcher and participant are members of different social groups (Kamenou, 2007).

3) Diversity and Organisational Behaviour / Outcomes

Again, I have come across several theoretical, empirical and review papers discussing the organisational implications of diversity. Overall, there is motivation to 'manage' diversity and a sense that this is 'a good thing'. However, several reviewers comment on the mixed results regarding the individual and group outcomes of organisational diversity (Brickson, 2000; Harrison & Klein, 2007). There is a well-established body of literature independently examining gender and ethnicity at work.

Research on 'identity groups' is considered vital to understanding organisational behaviour (Konrad, 2003). She believes that research on workplace diversity should have a 'critical edge' (p. 10) to reveal and challenge the balance of power between identity groups in organisations. She also calls for more international scholarship on workplace identity in order to elicit issues and develop models of diversity that are relevant to non North American contexts. For instance, the prominent role that religion plays in the cultural identity of many Asian women in the UK and the common African American female stereotypes such as 'Jezebel' and 'Mammy' (which do not

readily translate to black women in the UK) strongly suggest the need to develop theory and research that is relevant to the UK.

Gender at work

The last 30 years has seen significant international growth in research on gender in organisations and management. The gendered nature of organisations has been explored in a vast range of topics including work groups, cultures, communications, divisions of labour, power, leadership, markets and advertising, bullying sexuality and information technology (see Broadbridge & Hearn, 2008). Researchers are adopting innovative methods to explore gender as a social construct using such as techniques as collaborations, discourse analysis, ethnography, existential-phenomenological inquiry, focus groups, interviews, narrative investigations, performative methods and the Q-sort method (Gergen, Chrisler & LoCicero, 1999). While the construct 'gender' continues to be reconceptualised, there is an encouraging and thriving body of research examining organisational behaviour through a gendered lens. Despite this progress however, there is still some way to go particularly in examining gendered processes at the very top of organisations, where women remain in very low (static or even decreasing) numbers (Sealy, Singh & Vinnicombe, 2007).

Ethnicity at work

Literature on ethnicity at work appears to lag somewhat behind the work on gender. Research on the cause of ethnic differences in work outcomes tends to fall into one of four categories – 'internal traits', 'bias and discrimination', 'response to bias and discrimination' and 'organisational context' (Roberson & Block, 2001). To increase our understanding of group differences in organisational outcomes, these authors recommend that researchers adopt more sophisticated models and theoretical frameworks. They suggest a situational constructionist perspective that is cognisant of actors' shared meanings and beliefs as well as the contexts which make these meanings relevant. Conceptualising group differences integrating the individual response to bias and organisational context perspective probably offers the

greatest potential for examining and understanding demographic-based group differences in organisations (Roberson & Block, 2001).

In their review of ethnicity and organisational behaviour research in the UK, Kenny and Briner (2007) reach similar conclusions. Very little appears to be known about the work-related experiences of minority ethnic professionals in the UK. These authors acknowledge that knowledge may be gleaned from North American studies, however recommend six areas on which UK researchers ought to focus:

7. Research which explores ethnicity more meaningfully rather than as a demographic variable
8. Research embedded in theory, learning from multi disciplinary areas such as psychology, gender studies and sociology
9. Research on career experiences beyond selection
10. Greater focus on professionals
11. Qualitative methodology for richer, in-depth understanding
12. Focus on specific ethnic groups

DISCUSSION

Diversity, Identity and Organisational Outcomes

In general a variety of frameworks have been used to investigate diversity in organisations, including ecological models of variation and distributional justice theories (Harrison and Klein, 2007). However, the dominant perspective for understanding group dynamics in organisations has been social psychological based theories, particularly those emanating from Social Identity Theory. As my study concerns differences based on social categories, I will predominantly focus on psycho-social based explorations of these phenomena. My particular area of research examines the area of overlap between social identity groups, aspects of the self concept (individual, relational and collective or social identities) and organisational behaviour. Insights from Social Identity Theory and models of identification processes for social category groups have been linked with several organisational

processes and outcomes. For example identity-based group differences have been found to contribute to performance, feedback seeking, creativity, job satisfaction, conflict, group decision making, job satisfaction and well-being (see (Elsass and Graves, 1997; Foldy, 2004; Brickson, 2000; Harrison and Klein, 2007; Roberson and Block, 2001). Additionally, this area has produced a number of theoretical papers making several propositions about the type of identification strategies that will be selected by minority group members in organisations. For instance, Roberts (2005) integrates social identity and impression management theories to explain the process through which members of low-status groups manage their professional identities. She describes how professionals consciously monitor the environment and are then motivated to (re)construct others' image of them as individuals and low-status group members by employing a range of strategies (decategorisation, assimilation, integration or confirmation). Similar to Erickson (1995) she also suggests that the active construction of a professional image creates a tension between authenticity and credibility, especially for historically devalued social identity group members, who are motivated to minimise the gap between desired and perceived professional identities.

In keeping with the social-cognition basis of SIT, many theorists conceptualise the workings of minority and majority professionals in response to *contextual* stimuli, such as workgroup demographic similarity, work structure and status (e.g. Ely and Thomas, 2001). This focus on social structural factors means there has not been as much work on the role that *individual* differences in identification processes play in influencing these outcomes. Where literature has included individual differences in identification processes, more complex models have been developed to understand identification at work. For instance, Slay (2003) links personal and collective identity to leaders' identification processes and offers a range of hypotheses to explain how leaders emphasise or de-emphasise certain social identities and to explain how they will be perceived by followers. Other researchers have also suggested that group or collective and individual identification processes have important implications for understanding leadership (although not all of them

refer to social-based identities such as gender and ethnic identities). For instance, a recent issue of *The Leadership Quarterly* (2004, Volume 15, Issue 6) was dedicated to the relationship between self, identity and leadership. According to Gardner et al. (2005) personal, interpersonal and collective identities have a key role to play in understanding authentic leader development; the *process* of leadership has also been conceptualised as a vehicle for social identity based collective agency (Reicher et al., 2005). Drawing on social-based identities like Slay (2003), Ruderman and Ernst (2004) apply principles of SIT to leadership and suggest that being aware of their social identities and the impact that this can have on others can contribute to leaders' development and increase their effectiveness. Similarly, applying the leadership implications of SIT to women, Eagly (2005) hypothesises that SIT-based phenomena such as leader prototypicality impact on the extent to which people accept leaders from groups not typically associated with high status (such as women and ethnic minorities) as people often use stereotypes associated with social categories to infer leader effectiveness (Hogg et al., 2006).

There is a wealth of established literature on gender in management and research linking aspects of social identity (e.g. gender identity and inter-group behaviour) to leadership processes, although not completely without its contesters, has been well documented (e.g. Eagly and Carli, 2003a; Eagly and Carli, 2003b). Little research has however focused specifically on ethnic minority women, and even less on British ethnic minority female leaders or managers. I am interested in how British ethnic minority female managers'/leaders' intersecting social identities are constructed and negotiated at work and how these identities are experienced in the context of managing and leading others. I am also interested in the ways in which these women engage with the workplace and how they retain authenticity in such interactions. A review on ethnicity research in the UK suggests a gap in research on BME professionals and a clear need to develop understanding on BME professionals' career experiences beyond selection (Kenny and Briner, 2007). To support this, my preliminary reading has revealed only three pieces of work exploring the experiences of senior BME women in the UK workplace

(Davidson, 1997; Kamenou & Fearfull, 2006; and the 'Different Women, Different Places' report, Campaigne, Harper & Peters 2006).

CONCLUSION

To conclude this Scoping Study, I will draw on Huff's 'dinner party conversation' analogy (1999).

Who are my key conversants?

I am aware that the list of my key conversants will change over time as I conduct my systematic review. At this time however Tables 1 to 3 list the authors with whom I would currently most like to have a research conversation. These authors have written review, research and theoretical papers on how best to examine identity from a social science perspective. I selected the review papers as they give a broad overview of the key phenomena of interest - the social construction of identity (Howard, 2000), how gender and ethnicity have been explored (Stewart & McDermott, 2004; Roberson & Block, 2002) as well as the state of play of ethnicity research in the UK [Kenny & Briner, 2007]. There is a wealth of research examining gender and ethnicity at work, I have thus selected as core the papers which look at intersecting identities, particularly for African-American women (Settles 2006; Bell & Nkomo, 2001; Hoffman, 2006). Although not all of these authors use professional women in their samples (e.g. Hoffman uses students), as I have come across relatively little literature adopting the intersectionality framework when looking at identities, I have included these. I have also come across several models applying principles of SIT to the workplace and have selected those that have particular implications for social identity groups such as women and ethnic minorities. Brickson (2000), Roberts (2005) and Haslam et al (2003) have outlined explicit testable models looking at different facets of identification (personal, relational and collective) and have proposed personal and organisational outcomes of these.

What are they saying?

Broadly, research on identity (gender and ethnicity) has moved away from looking at these constructs as demographic variables to measuring them as social constructs, although, my preliminary reading suggests that ethnicity researchers have somewhat lagged behind researchers on gender in this arena. However, increasingly (particularly in the literature on gender), there is a growing awareness of the intersectionality of gender with race and other aspects of identity such as class and sexuality. Where these intersecting identities have been explored, mixed methods have been applied – including quantitative assessments of ‘interaction effects’ of combined identities on wellbeing and qualitative techniques such as life history narratives. Exploring intersecting identities is recommended as the ideal framework for identity research as it acknowledges both the psychological and social influences on identification processes (Stewart & McDermott, 2004). However, much of this research stems from North America which has a unique socio-historical context with significant implications for how demographic differences are experienced (particularly in regard to race relations).

It also appears that the literature on identity (personal, relational and social) and how it is constructed in organisations, despite being long established, remains a thriving, ongoing area for research. This is perhaps even more so when the self concept is considered in the context of socially constructed aspects of self such as gender and ethnicity.

Table 1: KEY CONVERSANTS (REVIEW LITERATURE)

WHO is researching...	WHAT aspects of the topic (questions/problems addressed)...	based on which THEORIES... (concepts/frameworks/models)	and using which METHODS?	Implications/ Contributions
Judith Howard	Reviewing the social psychology of identity	<ul style="list-style-type: none"> • Social Cognitive • Symbolic Interactionist 	NA	Deconstructed, postmodernist approach to identity – identity as multiple, relational, political, fragmented
Abigail Stewart & Christa McDermott	Review of research on gender in psychology	Intersectionality framework	NA	Researching gender using intersectionality lens acknowledges power contexts, multiplicity and instability of identity
Lorianne Roberson & Caryn Block	Review of research on racio-ethnic group differences and work outcomes		Review from 1986	Research using 'response to bias' and 'organisational context' framework required
Etlyn Kenny & Rob Briner	Review of UK ethnicity research in organisational psychology		Systematic review from 1952	Additional research required – qualitative, theory-based, beyond selection

Table 2: KEY CONVERSANTS (THEORETICAL LITERATURE)

WHO is researching...	WHAT aspects of the topic (questions/problems addressed)...	based on which THEORIES... (concepts/frameworks/models)	Implications/ Contributions
Blake Ashforth & Fred Mael	Applying Social Identity Theory to organisations	<ul style="list-style-type: none"> • Social Identity 	SIT in organisations has implications for organisational socialisation, role conflict and intergroup relations
Shelley Brickson	Personal, relational and collective identities and organisational outcomes	<ul style="list-style-type: none"> • Identity • Social Identity 	Introduces relational identity orientation to identification at work, with proposed organisational and interpersonal antecedents and outcomes
Laura Morgan Roberts	How professionals proactively manage their social and personal identities	<ul style="list-style-type: none"> • Impression Management • Social Identity 	Integrating social identity with impression management
Alexander Haslam et al	Social Identity based model (ASPIRe) to identify and utilise social capital at work	Social Identity Theory, also fits with goal setting, social identity and motivation, distributive justice theories	Translating SIT into practical tool to facilitate organisational cohesion

Table 3: KEY CONVERSANTS (REVIEW LITERATURE)

WHO is researching...	WHAT aspects of the topic (questions/problems addressed)...	based on which THEORIES... (concepts/frameworks/models)	and using which METHODS?	Implications/Contributions
Jean Phinney	Definition and measurement of Ethnic Identity	<ul style="list-style-type: none"> • Identity Theory • Psychological adjustment 	Quantitative (questionnaire design, reliability and validity tests)	A reliable and valid measure of Ethnic Identity for use with multiple ethnic groups
Rose Marie Hoffman	Gender identity development with ethnicity	Identity	Construct validity through intercorrelations with other questionnaires on identity	Gender Identity development combined with Ethnic Identity development
Settles	Intersecting identities of African American women	Social Role Social Identity	Mixed method	Intersected identity more important, advantages and disadvantages of multiple identities

WHO is researching...	WHAT aspects of the topic (questions/problems addressed)...	based on which THEORIES... (concepts/frameworks/models)	and using which METHODS?	Implications/Contributions
Ella Bell & Nkomo	Intersecting identities of senior female managers – race, class and gender		Life histories and surveys	'Black female professional' experience different from 'female professional' and 'black professional' identity as a source of strength
Nicolina Kamenou	Intersecting identities of UK BME female professionals' career experiences	<ul style="list-style-type: none"> • Social Construction • Structuration Theory 	Semi –structured interviews	The role of agency and structure in the experiences of UK BME professionals; intersecting religion, race, gender and culture
Lyn Davidson	UK BME female managers' career experiences	NA	Semi structured interviews	Double bind, bicultural stress, concrete ceiling, negative and stress outcomes

In conclusion, what are the most interesting things I have to say?

The next stage is to conduct a systematic review of the literature to get a clear idea of how the interplay of identity and demographic diversity has been studied. Specifically, my review will investigate how gender and ethnic identities have been investigated in the workplace.

The questions the review will address are:

1. How are gender and ethnic identities constructed at work?
 - i. What is known about how gender identity is constructed by professionals at work?
 - ii. What is known about how ethnic identity is constructed by professionals at work?
 - iii. What is known about how the intersectionality of gender and ethnic identities is experienced?
 - iv. What is known about how the intersecting identities of gender and ethnicity are experienced in the workplace?
2. What is known about the antecedents and outcomes related to constructing and navigating (intersecting) gender and ethnic identities at work?

PART TWO

THE REVIEW PROTOCOL

**A SYSTEMATIC REVIEW OF THE PROCESS AND OUTCOMES OF
CONSTRUCTING AND NAVIGATING GENDER AND ETHNIC IDENTITIES
AT WORK**

INTRODUCTION

My literature review aims to provide a comprehensive overview of the ways in which my phenomena of interest have been addressed in the academic literature. A rigorous review of literature, informed by the medical model is recommended to develop high quality knowledge and evidence-based management practices (Tranfield, Denyer & Smart, 2003). The aim of my review is to examine the intertwining areas of identity, diversity and organisational behaviour. I seek to explore how this interplay has been examined over time and hopefully ultimately uncover gaps in the literature to which I will potentially contribute through my PhD thesis. To accomplish this, a comprehensive literature review should be systematic, unbiased, transparent, replicable, and comprehensive (but with defined boundaries), and the following pages of the protocol outline how I aim to achieve this, providing a clear audit trail (as recommend by Tranfield et al., 2003). As the tradition of systematic reviews stems from a predominantly positivist paradigm, I will also adopt criteria recommended by such social science experts as Catherine Cassell and Tranfield et al. as well as the guidelines provided by the medical standards. This will ensure that I appropriately manage the different ontological positions reflected in social science research (particularly in the field of identity construction).

Over the following pages I have detailed the following:

1. Consultation Panel
2. Personal statement
3. Map of my field
4. Conceptual discussion of the issue
(including Review Questions)
5. Search Strategy
6. Additional sources of information
7. Selection Criteria
8. Quality Appraisal plan
9. Data Extraction
10. Data synthesis
11. Project plan

1. CONSULTATION PANEL

These are the people I intend to consult, their affiliations and their potential role in the review. I have included practitioners, academics, librarians and systematic review specialists to ensure I get support on the technical as well as content-specific aspects of the review.

Person	Organisation	Role
Professor Susan Vinnicombe	Professor of Organisational Behaviour & Diversity Management, Director of the International Centre for Women Leaders, Cranfield School of Management	PhD supervisor
Dr Val Singh	Reader in Corporate Diversity Management, Deputy Director of the International Centre for Women Business Leaders, Cranfield School of Management	PhD supervisor
Dr David Denyer	Lecturer and Systematic Review Specialist Cranfield School of Management	Systematic Review Expert
Ms Heather Woodfield	Information Specialist for Social Sciences Cranfield University Library	Information Specialist
Ruth Sealy	Doctoral Researcher International Centre for Women Leaders Cranfield School of Management	Internal Advisor (Academic)
Professor Rob Briner	Professor of Organizational Psychology Head of the School of Management and Organizational Psychology Birkbeck College, University of London	External Advisor (Academic)
Mrs Eilyn Kenny	Lecturer in Management and Doctoral Researcher Birkbeck College, University of London	External Advisor (Academic)
Mrs Tinu Cornish	Independent Diversity Consultant	External Advisor (Practitioner)
Dr Nicolina Kamenou	Lecturer in Human Resource Management (HRM) and Diversity Management in the School of Management and Languages Heriot-Watt University	Potential External Advisor (Academic)
Dr Laura Roberts	Assistant Professor of Business Administration Harvard Business School	Potential External Advisor (Academic)

Involving the Consultation Panel

Professor Susan Vinnicombe and Dr Val Singh are my supervisors and both leading experts in the field of women in management. Dr Singh is also involved in ethnic diversity research on the boards of FTSE 100 firms. Through regular scheduled meetings with both of them as well as at our Centre meetings I will obtain advice and support on the content of my systematic review.

Dr David Denyer is an expert in the systematic review methodology and is available to give advice on the entire process.

Ms Heather Woodfield has already been very helpful in supporting my initial attempts at working with literature and she is available to provide ongoing advice on searching, saving and referencing.

Ruth Sealy is a Doctoral Researcher whose research on the impact of role models on the identity formation of senior business women is very close to my area of interests. Also, as a fellow member of the International Centre for Women Leaders, she has already been extremely helpful in reviewing my work and suggesting further lines of enquiry.

Professor Rob Briner is a prominent Organisational Psychologist interested in various aspects of organisational behaviour including the psychological approaches to studying ethnicity at work. He is also involved with a number of initiatives around evidence-based management. He has in the past provided support by offering insight into my work and providing relevant references or suggesting conferences to attend. I will invite him to comment on both the content and process of my systematic review.

Etlyn Kenny is researching the role played by ethnicity and class in the organizational experiences of minority ethnic employees in contemporary Britain. She has already provided me with some guidance on my work and as

someone who is in the final year of her PhD, I see her as a valuable resource for both content and emotional support.

Mrs Tinu Cornish is an Occupational Psychologist with over twenty years experience in the fields of leadership, team development, and diversity. She is particularly interested in the potentially beneficial and detrimental roles of strong cultural identities in the workplace. Tinu and I have had several exchanges about my research interests and I will continue to discuss these with her to get some feedback from her from a practitioner's perspective.

Dr Nicolina Kamenou focuses on organisational diversity initiatives and ethnic minority groups' career development and progression (with a focus on women). She is currently investigating central methodological concerns in conducting research across diverse cultures and nationalities. I have not met her yet but will be approaching her at the EOI conference next month where she will be chairing a stream. I also have made two contacts that know her and hope to use these contacts to be introduced to her. I hope to send her my review questions and other relevant information for comments.

I have not yet been in touch with Dr Laura Roberts however her work has inspired me in many ways. She adopts a positive psychological framework to understand and leverage from organisational diversity. Her areas of interest are in careers, gender, organizational behaviour, race and ethnicity, and social interactions. I will seek guidance from my supervisors on how best to approach contacting her and the exact nature of our contact and the advice she is able to offer will be clearer over time. I hope to send her my review questions and other relevant information for comments.

2. PERSONAL STATEMENT

In conducting this systematic review, it is important to remain cognisant of, and be explicit about, my biases. In this way, colleagues and advisors would be better equipped to challenge any assumptions I make.

My motivation for doing a PhD on the minority experience at work stems from my personal experiences as an ethnic minority female professional. While I am driven to empirically investigate some of the experiences shared and discussed with many friends over the years, I am aware that my passion could stand in the way of my giving a 'voice' to others' experiences, or being as 'objective' as possible. On the other hand, this personal involvement, as long as it remains acknowledged, is also a potentially valuable asset that will facilitate my gaining physical and psychological access to examining the experiences of female BME professionals (Kamenou, 2007; Davidson, 1997). As a psychologist, I also need to be aware of my tendency to focus on the individual level of analysis, as some of my phenomena of interest (i.e. gender and ethnicity) are significant social constructions. Additionally, my background as a practitioner is another potential source of bias as I am keen for my research to be 'relevant' and for it to be applicable to improving the work related experiences of heterogeneous working groups. I am aware that this has already influenced my desire to relate the BME female experiences to an organisational 'outcome' but will wait to see what the systematic review reveals to inform this decision.

I am also aware of the potential tension between the domains of 'ethnicity' and 'gender'. Traditionally, these topics have been investigated independently and I think there is a risk that my area of interest may be considered subsidiary to, and of less significance than, either of these camps. While I have a significant amount of support and expertise at Cranfield, particularly in the area of gender studies, I will consider developing a professional network with researchers in the field of ethnicity generally as well

as researchers who look at intersecting identities, some of whom are UK-based (e.g. Nicolina Kamenou). I see this as a challenge but also an opportunity to contribute to knowledge about a group of people about whom relatively little has been examined.

Finally, as I begin to conduct my review I will keep a diary to log my learning from the tasks as well as sessions with my colleagues either during formal MRes sessions or more informal interactions.

3. MAPPING MY FIELD

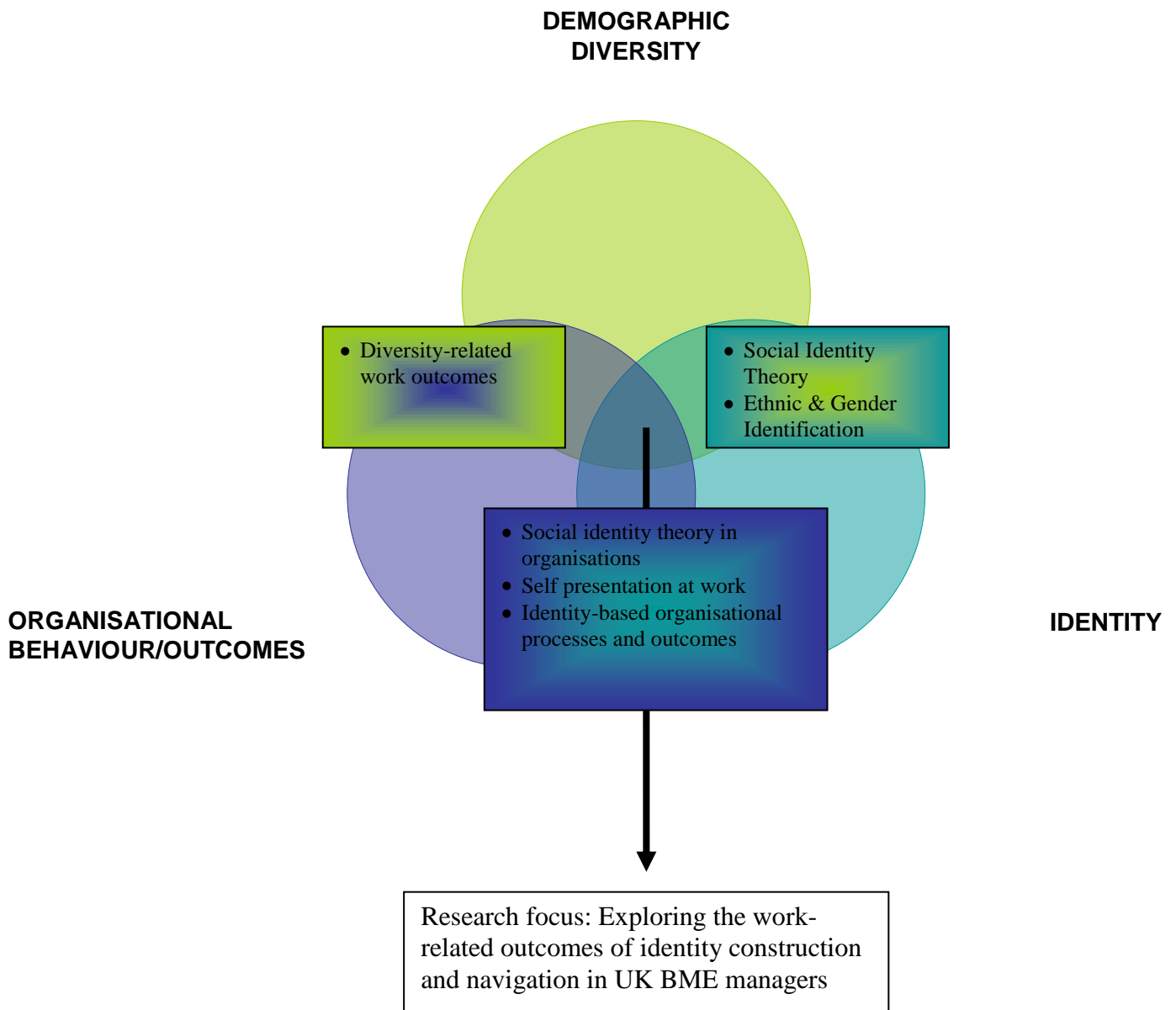


Figure 3: Map of my field

4. CONCEPTUAL DISCUSSION OF THE ISSUE

Traditionally, organisational behaviour research predominantly represented experiences of the comparatively homogenous 'white middle class male' social group. Since the middle of the last century however, management practitioners and academics have directed effort towards understanding, facilitating and promoting heterogeneity at work, particularly at professional and management levels.

In researching diverse individuals at work, researchers have tended to focus on single social categories, typically exploring differences based on gender, race or sexuality. Research on diversity at senior management levels has predominantly focused on gender-based differences. Recently, authors in the diversity field have argued for research that more accurately reflects the complex reality of diversity. This has included calls for a greater understanding of the meaning of, and experiences related to, race and gender at work (Roberson & Block, 2001), a greater acknowledgement of the range of socio-cultural contexts within which ethnicity is experienced (Kenny & Briner, 2007), as well as a recognition of the interplay of multiple social identities including gender, race, sexuality, class and disability (Hoffman, 2006). This has led to recent work on the multiplicity or intersectionality of social category membership (Adib & Guerrier, 2003), relative differences in the importance or centrality of various identities (Settles, 2006), and the contextual influences in the changing salience of different identities over time and place (e.g. Brickson, 2000 and Roberts, 2005).

In developing theory and conducting research on diversity, authors have highlighted the role that personal, relational and social identity play in developing our understanding of the individual, group and organisational outcomes of working in diverse settings. Identity is 'the culmination of an individual's values, experiences, and self-perceptions' (Baltes & Carstensen, 1991). Personal identity ('how I am different to others') is the part of one's self

concept that uniquely distinguishes self from others (such as particular personality attributes). Social identity ('how I am similar to others') describes the aspects of one's self concept that are derived from sharing characteristics with members of a particular group such as members of the same gender or department (Tajfel, 1982; Haslam, Egghins & Reynolds, 2003). Tajfel's Social Identity Theory has been the dominant lens through which researchers and practitioners have investigated organisational behaviour and the management of diversity (Brickson, 2000). A third dimension of identity, relational identity (role relationships such as those between manager and subordinates), has been recently posited as key to understanding employees' identification and their workplace experiences (Sluss & Ashforth, 2007).

Literature on intersecting identities has begun to conceptualise the identification process of social identity groups as not necessarily additive (i.e. Asian plus female) or separate (i.e. Asian and female) but distinct (i.e. 'Asian-female') (Settles, 2003). As the literature on intersecting identities becomes richer and more complex, the context within which these identities are constructed gains greater significance. For instance, some of the images associated with the 'black female' identity, although contributing to our understanding of the development of and attitudes to intersectional identities, are very much embedded in the African-American culture (e.g. the 'sexual Jezebel' and 'loud Sapphire' stereotypes) and may have limited transferability to the UK.

Overall, many researchers are calling for greater understanding of the role that identity and differences in processes of identification play in understanding the workplace experiences of diverse employees. This is particularly pertinent when investigating some of the less-well documented experiences of individuals such as ethnic minority women, who may have been previously subsumed under categories which do not accurately reflect their unique perspectives and experiences due to multiple membership of various groups. It is also recognised that individuals' orientation towards particular personal, relational or social group identities is likely to be influenced by both individual and contextual factors.

There is thus the need to effectively understand, manage and leverage from the experiences of a diverse working group is a pressing issue for managers and management researchers. This is particularly so considering that the ethnic minority 'share' of organisations' potential resource and talent pool is disproportionately large due to the greater increase in the minority population rate and its younger mean age (ESRC, 2007). However, there are some methodological complexities associated with investigating this population. First, a wide range of demographic characteristics are covered by the 'minority' or 'diversity' umbrellas e.g. differences based on gender, sexuality, physical ability, religion and ethnicity. Additionally, individuals belong to multiple social groups and many have more than one 'minority identity'. Finally, individuals differ in the extent to which they identify with particular groups. There are academic and practical reasons for understanding the identification process of members of low status groups, and Social Identity Theory has had limited success in predicting the different identity strategies employed by members of these groups (Brown, 2000). Therefore a systematic review which critically evaluates how women and ethnic minorities construct and navigate their identities at work and the outcomes associated with these is considered necessary. The purpose of the review is to assess how gender and ethnic identities have been investigated in the workplace. The questions the review will address are:

1. How are gender and ethnic identities constructed at work?
 - a. What is known about how gender identity is constructed by professionals at work?
 - b. What is known about how ethnic identity is constructed by professionals at work?
 - c. What is known about how the intersectionality of gender and ethnic identities is experienced?
 - d. What is known about how the intersecting identities of gender and ethnicity are experienced in the workplace?
2. What is known about the antecedents and outcomes related to constructing and navigating (intersecting) gender and ethnic identities at work?

5. SEARCH STRATEGY

The key constructs to be searched in the review are:

1. Gender
2. Ethnicity
3. Identity

Additional constructs

As mentioned in the Scoping Study, context plays a significant role in exploring these constructs, so although I will not be searching against specific national differences, I will keep a record of the contexts in which studies have been conducted in my data extraction form (see page 50). I will also record the organisational, interpersonal and individual outcomes linked to gender and ethnic identity rather than search explicitly for these. I hope to be able to identify specific outcomes of interest following a systematic review of what has been investigated and an evaluation of the available evidence.

The search strings (Table 4) were selected based on pilot searches already conducted, discussions with colleagues, searches for synonyms and a consideration of the concepts in the key articles already found.

Table 4: Search strings to be used in review

Demographic Constructs	A: Gender OR female OR wom?n OR lad* OR girl	B: Ethnic* OR rac* OR black OR colo* OR indigen* OR negr* OR Hispanic OR latin* OR Asian OR Chinese	C: Minorit* OR divers* OR differen* OR heterogen* OR demograph* OR culture* OR similar* OR dissimilar*
Identity Constructs	D: Identi* OR self OR personal OR image OR concept OR presentation OR impression	E: Intersect* OR multiple	
Contexts/Samples	F: Manager* OR professional OR leader* OR executive OR worker OR employee OR leader	G: Work* OR organi?ation*	

Key

A: This cell contains the words related to female minority status

B: This cell contains words to capture 'ethnic minority' status. In order to capture the US-related literature (as it is expected that the bulk of relevant papers would be North American), I have included terms typical of the US diversity literature such as 'colored', 'Hispanic' and 'Latina/o'

C: This cell contains words related to 'diversity' in general

D: This cell contains words associated with 'identity'

E: This cell contains words associated with intersecting identities

F: In this cell I have specified worker type, to ensure papers with professionals and senior managers are extracted

G: In this cell I have specified organisational context as many papers on identity are found in clinical, medical and child development literature

The searches to be conducted will be as follows:

(1)	Demographic Constructs	A: Gender	OR	B: Ethnicity	OR	C: Demographic diversity
(2)	AND Identity Constructs	D: Identity	OR	E: Intersectionality		
(3)	AND Contexts/Samples	F: Professional	OR	G: Organisation		

I will search (1) and (2) (diversity and identity) and (1) and (3) (diversity in organisations) as well as (2) and (3) (identity in organisations). These 3 searches represent the circles in my 'Venn' diagram on page 37. The 3 searches in combination will represent my key area of research – the construction of ethnic minority and female identities in the workplace. The table below (Table 5) shows the search engines to be used.

Table 5: Search engines to be used and rationale

Search engine	Description and explanation
ABI/INFORM Global	ABI/INFORM Global™ is one of the most comprehensive business databases on the market. It includes in-depth coverage for over 2,860 publications, with more than 1,885 available in full text. Coverage is from 1923 to present.
EBSCO Business Source Complete	This is the world's premier business database with indexes and abstracts for the leading scholarly business journals from 1886 for more than 1,200 journals. Journal ranking studies reveal that Business Source Complete is the overwhelmingly superior database for full text journals in all disciplines of business, including management

Search engine	Description and explanation
PsycINFO	PsycINFO provides access to international literature in psychology and related disciplines. The sources include over 1,800 professional journals, chapters, books, reports, theses and dissertations, published internationally. I have come across several papers on identity in the counselling and psychotherapy literature and therefore believe this will be a key source of articles.
Google Scholar	Google Scholar provides a simple way to broadly search for scholarly literature across a range of disciplines. It will be used as a final check (for triangulation) on my searches, rather than as a primary search engine. Additionally, as Google Scholar throws up several 'hits' I will only look at the first few pages of the search to see if any additional relevant information comes up.

6. ADDITIONAL SOURCES OF INFORMATION

Journal articles are considered 'front line' literature (Wallace & Wray, 2006). However other sources of information will be considered to support my search (Table 6).

Table 6: Additional information sources

Information type	Details
Conference papers, working papers, unpublished papers (including dissertations)	I have started to attend relevant conferences and will continue to do this (e.g. Equal Opportunities International; Gender in Management stream of the British Academy of Management). In this way I will have access to the latest thinking on the issues that touch on my research interest. Papers recommended by my Review and Consultation Panels will also be included.

Books	Information from books is likely to be somewhat dated and will be considered 'support literature' however I will not discount this as some of my key sources of information have been from books as this is not an usual outcome of in-depth qualitative research (e.g. Bell & Nkomo's <i>Our Separate Ways</i> and Lyn Davidson's <i>The Black and Ethnic Minority Woman Manager</i>).
The internet	I have already obtained some useful information on other researchers' areas of interest via personal / conference proceeding websites. This information has helped me identify contacts, publications and research centres that I had not previously accessed. However information on the internet is likely to vary from fairly reliable to very unreliable, so I will not rely significantly on this data.
Personal requests to knowledgeable researchers and/or practitioners	As discussed earlier, I hope to get feedback and advice from members of my Consultation Panel who have a wealth of expertise in the areas in which I am interested. Other experts may emerge as I progress with the review.
Reports from relevant institutions: companies, public bodies etc	I have already come across a practitioner report which touches on my topic (<i>Different Women, Different Places</i>). Information such as this and reports from the Equal Opportunities Commission will also be considered.
Recently published papers	To keep up with up to date research, I have set up email alerts using key words, and receive contents of new editions of the key journals in my field (e.g. <i>Psychology of Women Quarterly</i>).
Literature reviews	I have found several literature reviews already quite useful to get a good grounding of the areas in which I am interested as well as a source for additional references. As only one review (Kenny & Briner 2007) was explicit in its source of information and the way in which the review was conducted, I will not rely on the reviews being thorough systematic reviews of the topics being examined.

With all of these sources, I will curtail my search when I have reached saturation (i.e. no new information is revealed) or where there is a great degree of overlap between the information obtained and additional sources. I will also cross-reference the literature (looking back at references and forwards at citations), using resources such as Web of Science to minimise the chance that I have missed a key paper by just relying on my search strings.

7. SELECTION CRITERIA

Having described the sources of information, it is important to define boundaries within which my search falls. This is particularly important as (as discussed in the Scoping Study), the independent areas of diversity, identity and organisational behaviour/work outcomes is extremely wide. Tables 7 and 8 describe the criteria against which I will evaluate papers' titles and abstracts for inclusion and exclusion.

Table 7: Criteria against which abstracts will be assessed for inclusion

Inclusion Criteria	Decision	Rationale
Topic	Gender and/or Ethnic Identity OR Identification processes in Organisations	These are the main domains in which my area of study falls.

Inclusion Criteria	Decision	Rationale
Journals	Peer-reviewed journals (primary criterion) Journal rankings (additional criterion)	To ensure a level of academic rigour I will only consider peer-reviewed journals and will work with the guidelines provided by the SoM's journal rankings as well as information available on Professor Anne Harzing's website (www.harzing.com), which includes information on the publications within my research area which are most highly cited.
Method	Quantitative and qualitative approaches	The studies I have come across in my preliminary reading have taken both qualitative and quantitative approaches; I will thus not be excluding any studies at this stage on the basis of methodology or methods used.
Nature of research	Empirical, theoretical and review	I will place more emphasis on empirical, then theoretical and review papers in this order. As the systematic review is primarily about asking 'what is known' about a particular area, empirical papers are the best source of information with which to answer this question. Theoretical papers will in some ways help me answer the question 'what is not known' and review papers will provide some synthesis of what is known but with little opportunity for me to assess the quality of this information.

Inclusion Criteria	Decision	Rationale
Time period	All	Although the majority of research on demographic diversity is only about 50 years old, I am aware that key psychological concepts such as 'identity' have a long history and I would not want to inadvertently miss key papers on this.
Location	Western cultures	Although I am particularly interested in the UK diversity context, much of my knowledge will be informed by studies done in the US. I am thus not restricting my search to a specific locality.
Sample	Professional, managerial	This is the sample group in which my study falls.
Language	English	This is the only language with which I can meaningfully analyse data. As most of the published work in management and psychology is in English, I do not think this will significantly impact on the quality of the systematic review.

Table 8: Criteria against which abstracts will be assessed for exclusion

Exclusion Criteria	Decision	Rationale
Context	Non Western culture	I am aware that identity is conceptualised somewhat differently in many other cultures. I will thus limit my study to work on identity conducted in Western cultures.

Exclusion Criteria	Decision	Rationale
Topic	Disability, age and non-visible 'difference' e.g. sexual preferences	These aspects of diversity fall outside the scope of my study. Additionally, some of the non-visible aspects of diversity are likely to involve very different processes regarding group member identification processes for various reasons.

8. QUALITY APPRAISAL

Following selection of papers using the approach described above, each paper will be evaluated specifically against the following criteria. The general appraisal criteria for all research papers are outlined in Table 9 (based on Wallace & Wray, 2006):

Table 9: Initial Quality Appraisal for all Papers

	<i>Is there a/an:</i>	Author and date:
1	Explicit account of theoretical framework	
2	Succinct statement of objectives or research questions	
3	Clear description of context	
4	Adequate sampling	
5	Clear description of data collection	
6	Appropriate method of data collection	
7	Clear description of data analysis	
8	Appropriate method of data analysis	
	<u>Findings:</u>	
9	Clarity of conclusions (what do findings imply?)	
10	Clarity of warrant (are conclusions justified?)	
11	Warrant linked to conclusions (is the argument logical?)	

To compile specific appraisal criteria for the types of papers I am likely to come across, I have drawn from a fellow SoM student's protocol in which she outlined criteria for conceptual and empirical papers. These are in Table 10 below. I will also refer to the Cochrane Handbook of Reviews and the Centre for Reviews and Dissemination to provide further clarification and guide my review as I progress with the task.

Table 10: Additional Quality Appraisal for Conceptual and Empirical Papers (source: Doldor, 2007)

<p><u>Quality standards for conceptual papers</u></p>
<p>8. Clear indication of the area(s) of literature supporting the discussion.</p> <p>9. Explicit identification the theories / models used and their positioning into their area of literature.</p> <p>10. Comprehensive literature review – identification of key theories, authors, and discussion of the links between their arguments or models, as well as strengths and limitations of each perspective.</p> <p>If a new model/ or theory is developed:</p> <p>11. Clear assumptions of new model.</p> <p>12. Indication about how the new model/theory incorporates existing knowledge.</p> <p>13. Indication about how the new model/theory contributes to the existing literature.</p> <p>14. Discussion about limitations and opportunities for further research.</p>
<p><u>Quality standards for empirical papers</u></p>
<p>10. Clear indication of the theoretical perspective adopted.</p> <p>11. Pertinent literature review - identification of key theories, authors, and discussion of the links between their arguments or models, as well as strengths and limitations of each perspective.</p> <p>12. Logical links between theoretical framework, theoretical propositions, operationalizations, field-work and results (the ABCDE model proposed by Rose, 1982).</p> <p>13. A valid methodology – appropriate research design to address the research question, adequate sample size.</p> <p>14. Details about the data collection technique.</p> <p>15. Conclusions supported by the results and the sample (no overstatements and overgeneralizations).</p> <p>16. Overall consistency between the aims, method, results and conclusion of the research.</p> <p>17. Rigorous reporting and clear presentation of the results – tables, diagrams, etc.</p> <p>18. Discussion about the limitations of the study and the implications if the results, with link back into the literature used.</p>

Following the additional quality appraisal step outlined above, every paper that will be included in the review will be critically evaluated against these key areas: contribution to understanding, implication for practice, methodology and theory (Table 11).

Table 11: Critical Analysis Tool (source: Anderson, 2004)

Elements to consider	Rating				
	0- Absence	1- Low	2 – Medium	3 - High	Not applicable
Contribution to understanding	The article does not provide enough information to assess this criteria	The paper contributes little to an understanding of people and organizations at work	Builds on others ideas and makes some contribution to the body of knowledge in this area	Significantly develops existing knowledge filling an important theory gap	This element is not applicable to this paper
Implication for practice	The article does not provide enough information to assess this criteria	Not relevant for practitioners or only relevant to the population studied.	Transferable only to organizations with similar characteristics. Some useful ideas for practice but little comment made	High level of transferability to a different context, providing useful and applicable ideas for practice with author comment on how this may be so.	This element is not applicable to this paper
Methodology	The article does not provide enough information to assess this criteria	Flawed research design with inadequate explanation of data analysis.	Justified research design but could be improved. Study not fully executed.	Methods chosen appropriate to the research question. Clear rationale for sample including size. Clearly outlined analytic framework with auditable analysis trail.	This element is not applicable to this paper
Theory	The article does not provide enough information to assess this criteria	Of little theoretical interest with inadequate literature review	Acceptable theoretical basis with clearly defined concepts but data not entirely consistent	Excellent review of existing literature with strong theoretical basis. Theory development consistent with data presented.	This element is not applicable to this paper

9. DATA EXTRACTION

The next stage in the process is to extract the information. A data extraction form will be used. Table 12 shows an example of this. Data extraction forms provide a visual representation of how I plan to assess the studies in the review. They also serve as a historical record which fulfils the requirement of an audit trail for a systematic review. This information will be stored in RefWorks the references management software (Figure 5 shows an illustration of this).

The screenshot displays the RefWorks web interface in Internet Explorer. The browser's address bar shows the URL: <http://www.refworks.com/RWATHens/mainframe.asp?ExpressImport=rad2432A.tmp>. The page contains a data extraction form for a bibliographic entry. The form fields are as follows:

Authors	ROBERTS, L.M.	Separate each author with ";", See detail
Title	<input type="checkbox"/> B <input type="checkbox"/> I <input type="checkbox"/> U <input type="checkbox"/> x ² <input type="checkbox"/> x ₂	
	CHANGING FACES: PROFESSIONAL IMAGE CONSTRUCTION IN DIVERSE ORGANIZATIONAL SETTINGS	
Periodical, Full	The Academy of Management Review	
Periodical, Abbrev		
Pub Year	2005	
Pub Date Free Form		
Volume	30	
Issue	4	
Start Page	685	
Other Pages	711	
Descriptors		Separate each descriptor with ";", e.g. Diet; Health Behavior
Abstract	<input type="checkbox"/> B <input type="checkbox"/> I <input type="checkbox"/> U <input type="checkbox"/> x ² <input type="checkbox"/> x ₂	
Notes	<input type="checkbox"/> B <input type="checkbox"/> I <input type="checkbox"/> U <input type="checkbox"/> x ² <input type="checkbox"/> x ₂	
Publisher	Academy of Management	
Place of Publication		

Figure 5: Screenshot of data extraction from in Refworks

Table 11: Data Extraction Sample

Title	Changing Faces: Professional Image Construction In Diverse Organizational Settings
Author	Laura M Roberts
Journal	The Academy Of Management Review
Date of Publication	2005
Volume	30
Month or season	
Part/Issue	4
Page Numbers	695 - 711
Empirical / Theoretical	THEORETICAL
Qualitative / quantitative	NA
Location	USA
Sample	NA
Quality criterion 1. Contribution to understanding(1-3)	3
Quality criterion 2. Implication for practice (1-3)	2
Quality criterion 3. Methodology (1-3)	NA
Quality criterion 4. Theory (1-3)	3
Overall quality score (1-12)	8
Include?	YES
Relevance to research question	Yes – identity, organisational outcomes and diversity
Reason for exclusion	NA
Key Findings	NA – hypotheses rather than findings
Short Abstract	Combines impression management and social identity theories to hypothesis ways in which members of social identity groups will manage others' professional images of them
Keywords	Impression mgt, identity, social identity
Comments	Comprehensive, testable hypotheses, complex

10. DATA SYNTHESIS

In recognition of the unique way in which management science is organised, I am likely to adopt a 'realist synthesis' approach to analysing and synthesising the data. This method is recommended as one of the most appropriate means for drawing insights from issues pertinent to management research (Tranfield et al, 2003). Considering the nature of my phenomena of interest (gender and ethnic identity in organisations) I think this approach will be particularly suitable to elicit from the research 'what works for whom in what circumstances' (Pawson, 2001, cited by Tranfield et al, 2003). Following the synthesis, I will produce a report which includes a descriptive analysis and a thematic analysis of the field. The information from the data extraction form (Table 11) will form the bulk of the descriptive analysis. The thematic analysis will provide information (derived through realist synthesis) on what is known about gender and ethnicity-related identification processes in organisations, including emerging themes and reveal potential avenues for further research.

11. PROJECT PLAN

The following describes the main phases of the project, deliverables and approximate delivery times.		
Task	Date begin	Date end
Scoping Study	8 April 2008	8 April 2008
Presentation	22 April 2008	22 April 2008
Literature search	30 April 2008	31 May 2008
Selection of abstracts	1 June 2008	14 June 2008
Quality appraisal of full papers		
Data extraction	15 June 2008	30 June 2008
Data synthesis	1 July 2008	15 July 2008
1st draft of systematic review / dissertation	15 July 2008	22 July 2008
2nd draft of systematic review report /dissertation	1 August 2008	8 August 2008
Final draft of systematic review report and dissertation	16 August 2008	29 August 2008

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APPENDIX 5: Scoping Study Supplementary Paper

Cranfield University

School of Management

MRes/PhD programme 2007-2008

GENDER, ETHNICITY AND THE CONSTRUCTION OF PROFESSIONAL IDENTITIES

Doyin Atewologun
Full-time PhD student

Scoping Study Supplementary Paper
May 2008

MRes Review Panel	
Dr. Val Singh	Supervisor, Content expert
Prof. Kim Turnbull James	Content expert
Dr. James Collins	Chair, Methodology expert

Introduction

My research aims to contribute to academic knowledge by describing and explaining the ways in which Black and Minority Ethnic (BME) senior managers account for aspects of their social identity when constructing their professional identities. The research will focus on *intersecting* gender and ethnic identities (e.g. 'black woman'), to describe how these identities are experienced (constructed, navigated and/or negotiated at work) and identify any perceived benefits and/or challenges associated with constructing, negotiating or navigating these identities (see Figure 1).

This paper is written to supplement information provided in my Scoping Study /Systematic Review Protocol Paper. It introduces the management issue I hope to address, outlines a shift in the focus of the domains of interest, and outlines minor adjustments to the ways in which the systematic search will be conducted.

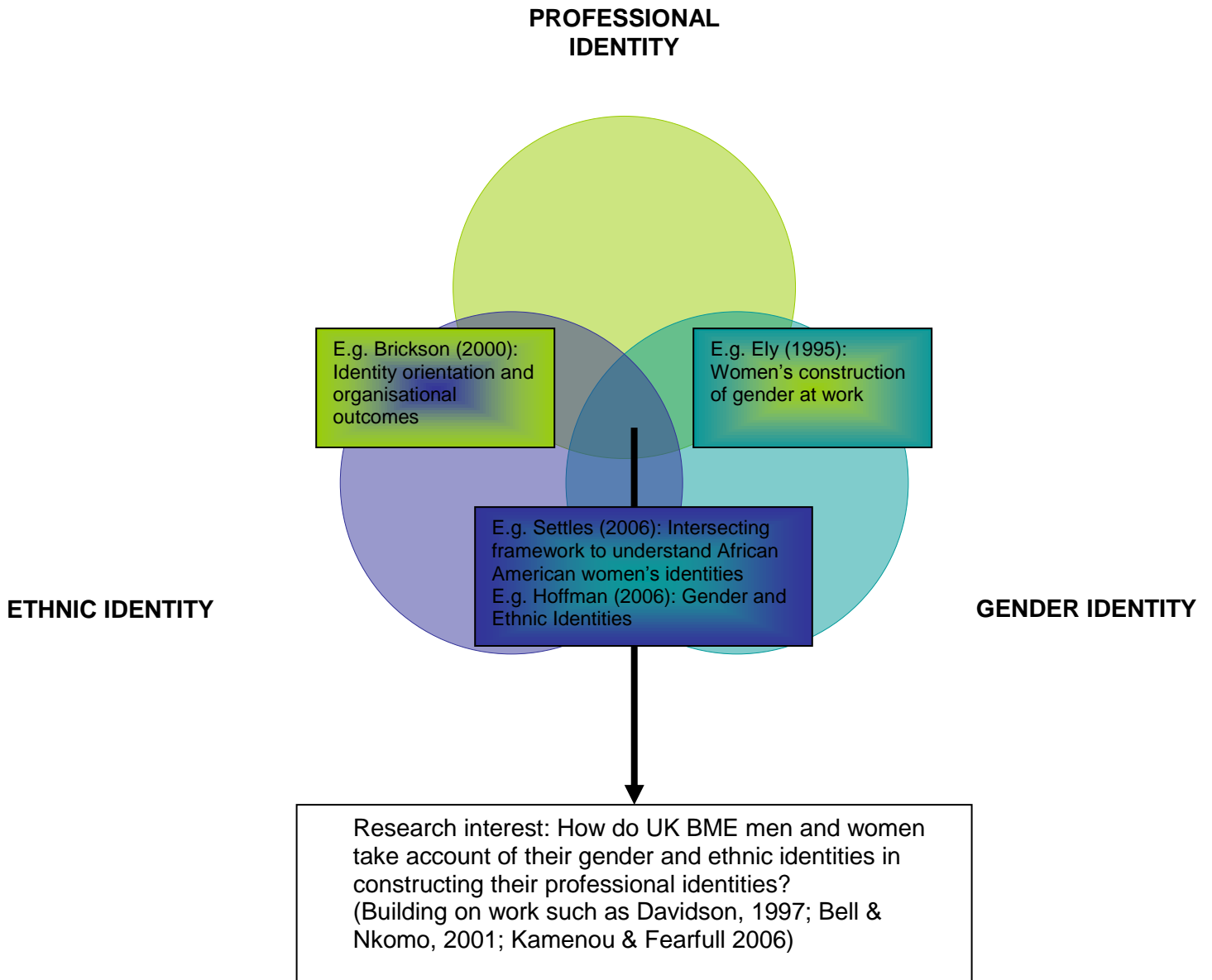


Figure 1: Map of my field

Research Purpose and Rationale

I have chosen to study how BME people construct their professional identities for several reasons. A general business case for diversity in organisations can be made in the context of the 'war for talent' with successful diversity management associated with increased innovation, increased job satisfaction, decreased employee turnover and access to a wider customer market (Hays-Thomas, 2004). The associated rhetoric found in many of today's organisations' diversity policies suggests a continued need to deepen our knowledge of the organisational and individual implications of working in a diverse environment. Further, demographic and economic trends suggest that the contribution of minority ethnic professionals to the workforce becomes increasingly significant (ethnic minorities will account for 50% of the growth in the UK working population between 1999 and 2009; Cabinet Office Strategy Unit, 2003). Currently, however, there remain significant practical challenges associated with the successful implementation of theory-based techniques proposed for 'managing' diversity like the Contact Hypothesis for reducing bias (Brickson, 2000). Additionally, there is a significant gap in academic literature regarding our understanding of the experiences of ethnic minorities in UK organisations (Kenny & Briner, 2007); where research on diversity has been undertaken, much of the work has focused on differences based on single social categories (usually gender, race or sexuality). Consequently, groups such as ethnic minority women have been subsumed under categories that may not necessarily accurately reflect their perspectives and experiences. Where intersecting identities (e.g. race and gender) have been explored, much of the work has focused on the 'double jeopardy' associated with (mostly African American) BME women's double minority status. While not disregarding the reality of the disadvantaged status of this group, it is recognised that research on some negative stereotypes associated with intersecting identities is deeply embedded in the African-American culture (e.g. the 'sexual Jezebel' and 'loud Sapphire' stereotypes), with limited transferability to the UK.

Identity-related constructs and processes (such as demographic and profession/organisational-based identification) are believed to have great potential to inform our understanding of organisational behaviour (e.g. Ashforth & Mael, 1989) and are linked to a range of individual and organisational outcomes such as job satisfaction, self-esteem, organisational commitment and creativity (Ashforth, Harrison & Corley, 2008). The process of *professional* identity construction is linked to successful workplace adaptation (Ibarra, 1999). Identity construction in professional contexts appears to have particular implications for social identity groups (e.g. women and ethnic minorities). For instance, in Ibarra's seminal paper, women tended to adopt different strategies in constructing their identities at work, compared to men. They tended to adopt 'true to self' strategies rather than imitate role models. Ironically, women also reported perpetuating professional images that they themselves described as inadequate. In another empirical study, Ely (1995) illustrated how organisational demography strongly influences the ways in which women socially construct their gender identities. Where there were relatively low proportions of senior women, sex roles were conceived as more stereotypical and problematic. Additionally, in a conceptual paper on professional image construction, Roberts (2005) describes how and why individuals proactively negotiate their personal and social identities during interpersonal encounters. She describes a range of social identity based impression management strategies that members of negatively stereotyped social identity groups hypothetically employ to enhance personal well-being, improve interpersonal relations and performance.

Practical benefit

Research on the ways in which professional or managerial BME people construct their intersecting ethnic and gender identities at work will benefit other professional BME people by providing some insight into some of the ways by which BMEs make sense of their professional lives. It will also potentially benefit

employers of diverse people, by highlighting the benefits and/or challenges faced by bringing 'whole' selves to work. The research further aims to contribute to academic knowledge by expanding the concept of who we are at work (our professional identities), while acknowledging the influence of broader social-based categories such as gender and ethnic identities in shaping these professional identities. Finally, the study aims to contribute to UK organisational diversity literature because, due to the national differences in historical, social and legal contexts within which diversity exists, it is likely that identification processes, contexts and strategies explicated in the North American literature will be different to the UK.

For these reasons, I seek to investigate the experiences of BME professionals in the UK workplace, taking into consideration the primary identity markers of race and gender. As there is relatively little known about this group of people, this will probably be an exploratory study, focusing on the ways in which BME people make sense of their lives as ethnic, gendered beings in the workplace.

Potential Research Question

How do BME men and women take account of their gender and ethnic identities in constructing their professional identities?

Key Constructs

My key phenomenon of interest is the concept of 'identity'. A central concept in a vast range of disciplines (e.g. psychology, sociology, anthropology), identity helps us understand who people are and why they do what they do (Ashforth et al, 2008). One expansive definition of identity is a 'broad biopsychosocial self-definition that encompasses the individual's self-representation in the areas of physical functioning, cognition, personality, relationships, occupation, and social roles broadly defined' (Whitbourne, Sneed, Skultety, 2002, p.30). This definition

highlights the self-ascribed elements of identity and implicitly acknowledges individual reflexivity in constructing identity. Another definition is ‘the systematic establishment and signification between individuals, between collectivities, of relationships of similarity and difference’ (Jenkins, 2004, p5). Here, the social construction of identity is highlighted, as well as its occurrence at individual and collective levels. The dominant perspectives in identity studies (psychology and sociology) reflect two broad foci – the extent to which identity is conceptualised as an individual or as a collective/societal phenomenon (Côté, 2006). Within both domains are epistemological differences regarding the ways in which identity is best studied – from a realist, objective perspective or a relativist subjectivist one. The prevalent research paradigm in identity studies is an objectivist perspective focusing on the individual which is non-questioning of the existing social order (Côté, 2006).

The facets of identity central to my study are ethnic, gender and professional identities. Race- and gender-based demographic differences are particularly salient bases for constructing identities (Hogg & Abrams, 1988; Tajfel & Turner, 1986). *Ethnic identity* (‘how group members themselves understand and interpret their own ethnicity’, Phinney, 1990, p. 143) is considered central to the self concept and psychological functioning of minority ethnic people (Phinney, 1990). *Gender identity* results from ‘taking the social construction of gender and the biological. *Professional identity* is defined as the ‘relatively stable and enduring constellation of attributes, beliefs, values, motives and experiences in terms of which people define themselves in a professional role’ (Ibarra, 1999, p. 764 -765). “facts” of sex and incorporating them into an overall self concept’ (Ashmore, 1990; cited by Frable, p. 144).

Although identity theorists have traditionally studied facets of identity as single social categories, researchers are encouraged to portray more realistic accounts of identification by conceptualising identity as a process of construction and negotiation between multiple identities of gender, race, ethnicity, sexuality and

class (Frable, 1997). Similarly, Jenkins (2004) suggests that that which is referred to as 'identity' by many scholars should be more appropriately labelled 'identification', in recognition of the phenomenon as a *process*.

The Review

A systematic review drawing from such domains as psychology, sociology and management will aim to understand the ways in which identity has been researched (with specific reference to multiple social category membership) in organisations. The questions the review will address are:

- What are the prevailing perspectives and approaches to studying how adults construct their identities in management literature?
- What do we know about how professional identities are constructed and experienced?
- What do we know about how gender and ethnic identities are **CONCEIVED AND EXPERIENCED** in the workplace?
- What do we know about how intersecting gender and ethnic identities are experienced in the workplace?

What methods have been used to study gender and ethnicity in the workplace and what theoretical perspectives have these studies adopted?

The search strings to be used are presented below (Table 1).

Table 1: Search strings to be used in review

1. Demographic Constructs	A: Gender OR female OR wom?n	B: Ethnic* OR rac* OR black OR colo* OR indigen* OR negr* OR Hispanic OR latin* OR Asian OR Chinese	C: Minorit* OR divers* OR differen* OR heterogen* OR demograph* OR culture* OR similar* OR dissimilar*	D: Manage* OR profession* OR organi?ation*
2. Identity Constructs	E: Identi* OR self OR personal OR image OR concept OR presentation OR impression	F: Intersect* OR multiple		
3. Contexts	G: Work* OR organi?ation*			

Key

A: This cell contains the words related to female minority status

B: This cell contains words to capture 'ethnic minority' status. In order to capture the US-related literature (as it is expected that the bulk of relevant papers would be North American), I have included terms typical of the US diversity literature such as 'colored', 'Hispanic' and 'Latina/o'

C: This cell contains words related to 'diversity' in general

D: This cell contains words to capture work-based identity references

E: This cell contains words associated with 'identity'

F: This cell contains words associated with intersecting identities

G: In this cell I have specified organisational context as many papers on identity are found in clinical, medical and child development literature

I will search (1) and (2) (demographic constructs and identity) and (1) and (3) (diversity in organisations) as well as (2) and (3) (identity in organisations). These searches represent the circles in my 'Venn' diagram on page 2. The three searches in conjunction will represent my area of research – how ethnic minority and gender identities are considered in the construction of professional identities.

While I will follow the broad steps required to conduct a systematic review as described in the Review Protocol, I will adopt a flexible perspective to this process. I will adopt such techniques as cross-referencing and seeking advice from my Advisory Panel to ensure that key references are not missed by relying too heavily on database searches.

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