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# Conference on Diversity, Equity and Inclusion in Economics, Finance, and Central Banking

## Retaining Talent in Organizations

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Discussion

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# Paper

- Surveys 317 faculty; 731 staff
  - 6 European Business Schools
  - Spain, Germany, The Netherlands, France, Slovenia, Slovakia
- Dependent Variables
  - Workplace Wellbeing
    - I am emotionally energized at work
    - I feel that I have a purpose at my work
    - I feel I am able to continually develop as a person in my job
    - I have a strong sense of belonging towards my institution
    - ⊗ Among the people I work with, I feel there is a sense of brotherhood/sisterhood
  - Turnover Intentions
    - Have you considered leaving your institution in the last year?
    - Would you leave your institution for similar compensation elsewhere should it be offered?

# Paper

- Independent Variables
  - Gender Equality Support
    - My institution is committed to promoting gender equality
  - Climate for Inclusion (Nishii 2013)
    - My institution is characterized by a non-threatening environment in which people can reveal their 'true' selves
    - My institution commits resources to ensuring that employees are able to resolve conflicts effectively
    - In my institution, employees' insights are used to rethink or redefine work practices
  - Masculinity Contest Culture (Glick et al 2018)
    - If you don't stand up for yourself people will step on you
    - Admitting you don't know the answer looks weak
    - Taking days off is frowned upon
    - It's important to be in good physical shape to be respected

# Contributions

- Pragmatic approach to supporting workplace well-being
- Female and male faculty have different impressions of contest culture
  - Male faculty and staff tend to agree
- Pervasive genders (male faculty and female staff) are less likely to perceive an inclusive climate or gender equality support

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- ④ Conceptual: Leaky Pipeline vs Organizational Culture
  - “parse out how much the workplace climate is driven by the climate in academia versus the organizational climate”
  - “Masculinity contests are most prevalent — and vicious — in male-dominated occupations where extreme and precarious resources are at stake”

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- ② Technical: Pre-registration
- ③ Conceptual: Male vs pervasive gender
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  - “parse out how much the workplace climate is driven by the climate in academia versus the organizational climate”
  - “Masculinity contests are most prevalent — and vicious — in male-dominated occupations where extreme and precarious resources are at stake”
- ⑤ Pragmatic: Is “Masculine Contest Culture” phrasing helpful?

Dog eat dog                      Show no weakness

Strength and Stamina      Put work first
- ⑥ Pragmatic: What actions best support well-being?