CHANGING WORLD OF WORK

Annotated Bibliography

Ceci, S. J., Ginther, D. K., Kahn, S., & Williams, W.M. (2014). Women in Academic Science: A Changing Landscape. *Psychological Science in the Public Interest, 15*(3), 75-141. doi: 10.1177/1529100614541236.
http://psi.sagepub.com.proxy2.cl.msu.edu/content/15/3/75

> This article examines the life course of women and men and their propensity to enter math-intensive science fields. It is evidenced that environmental influences, rather than biological differences, can impact spatial and mathematical reasoning – a gap which is beginning to close, creating a new world of work in these fields. Furthermore, the article states, "Importantly, of those who obtain doctorates in math-intensive fields, men and women entering the professoriate have equivalent access to tenure-track academic jobs in science, and they persist and are remunerated at comparable rates – with some caveats that we discuss." Overall, the article suggests that factors which cause barriers to women's participation in math-intensive science fields happens in pre-college life rather than while in academia. This is a positive finding for higher education in that it suggests that women's careers in these fields are indeed more equal to men's than in years' past. Continued work to equalize the field is needed in pre-college experiences.

Gerten, A. M. (2011). Moving Beyond Family-Friendly Policies for Faculty Mothers. *Affilia, 26*(1), 47-58. doi: 10.1177/0886109910392532.
http://aff/sagepub.com.proxy1.cl.msu.edu/content/26/1/47

> A study of the family-friendly policies at 17 higher education institutions examined the impact of those policies on the careers of social work faculty on the tenure-track who were mothers. The research reveals that men and women are often reluctant to use policies because of "perceived career penalty" (49). For women, it is common for them to experience their academic career and childbearing/rearing a paradox. This article also shows that the "informal environment" at these institutions is highly influential in the extent to which men and women faculty actually find support from work-family policies, meaning the culture of the environment is critical for family-friendly policies to work effectively. The study revealed that family-friendly policies may not ultimately be in alignment with career-friendly policies as a means of advancing faculty careers while also supporting family life. There is a call for further development of career-friendly policies in conjunction with family-friendly policies. In the changing world of work, family-friendly policies are no longer sufficient to adequately support parents in tenure-track positions.

Harrison, D. F., (2017). The Role of Higher Education in the Changing World of Work. *EDUCAUSE Review, 52*(6), 8.

https://er.educause.edu/articles/2017/10/the-role-of-higher-education-in-the-changing-world-of-work

> This article argues that higher education institutions have a particular responsibility to stay attuned to the changing world of work in order to adequately prepare graduating students for the workforce and in order to continue driving the U.S. economy. The author also outlines particular skills that employers seek in recently graduated employees, including ability to work in complex settings with a quick ability to learn, strong communication skills, a comprehensive ability to use technology, among others. This points to a major shift in the world of work, as these were historically skills that were learned on the job, rather than skills employees were expected to already demonstrate. The article also offers suggestions for focusing on growing these skills in current students in order to supply a strong and adept workforce upon graduation.

Kossek, E. E., Kalliath, T., & Kalliath, P. (2012). Achieving employee wellbeing in a changing work environment. *International Journal of Manpower, 33*(7), 738-753. doi: 10.1108/01437721211268294

http://www.emeraldinsight.com.proxy1.cl.msu.edu/doi/full/10.1108/01437721211268294

> Experts in the work-life field discuss indicators and how to measure a "healthy work environment." Factors that are examined include: engagement, energetic connection to work and family; job demands, in that employees do not feel like they are sacrificing their lives outside of work for their jobs; value at work and how employees' abilities and interests fit their roles; among other factors. Strategies are offered for the workplace interventions that organizations can target in order to create a healthier work environment. The experts also discuss the factors that create negative impacts, such as "precarious work" and technological advances that create constant connections to work. Of particular interest, the experts recommend pedagogy for higher education professionals, specifically the necessity for developing a future workforce of "lifelong learners." Ultimately, this article emphasizes that workplace policies, research, and programs, while important, are not enough to create truly healthy workplace environments and enhance the wellbeing of employees – climates and cultures must shift in order to result in the productivity and high performance that are offered by healthy workplaces.

Ollier-Malaterre, A., & Foucreault, A. (2015). Cross-National Work-Life Research. *Oxford Handbooks Online*. doi: 10.1093/oxfordhb/9780199337538.013.18

http://jom.sagepub.com/content/early/2016/06/29/0149206316655873.abstract

> In our ever-increasingly globalized world, it is critical to understand cross-cultural and country-level variables that impact work-life research. This article offers a review of

cultural and structural factors that influence work-life research in order to enhance research design for "more contextualized and enlightened work-life research" (112).

Solomon, C. R. (2011). "Sacrificing at the altar of tenure": Assistant professors' work/life management. *The Social Science Journal, 48*(2), 335-344. doi: 10.1016/j.soscij.2010.11.006
http://www.sciencedirect.com.proxy2.cl.msu.edu/science/article/pii/S0362331910001151

> As a field, work-life research has historically paid particular attention to families, specifically people who have children. This author explores the unique work-life needs of faculty in academia without children, by examining their needs side-by-side faculty with children. The research demonstrates that, while the career is generally equally as rigorous for those with and without children, faculty with children placed slightly less emphasis on their career identity and more on their family identity than those without children. Ultimately, both groups have unique challenges and advantages and both groups felt as though they were sacrificing something based on their choices, regardless if they had children or not. The author recommends that this issue should be addressed by higher education administrators because it is a significant workplace issue.

Wharton, A. S. (2014). 2014 PSA Presidential Address (Un)Changing Institutions: Work, Family, and Gender in the New Economy. *Sociological Perspectives, 58*(1), 7-19. doi: 10.1177/0731121414564471
http://spx.sagepub.com.proxy2.cl.msu.edu/content/58/1/7

> Work organizations are critical for understanding and observing large-scale societal changes. Each work organization also encompasses its own change dynamic – one of which is the gender narratives within the workplace. In this article, Wharton examines the trend toward gender equality from the 1960s through the 1990s and its subsequent stalling at the turn of the century. Wharton uses this as the backdrop for understanding the role that workplaces play in societal change and vice versa. The article states, "The gendered culture of work and its ideal worker norms persist despite even well-intentioned efforts to make work accommodating to parents" (11). Change mechanisms in workplaces are complex and can result in unintended consequences. Academic institutions are particularly slow/resistant to change. Additionally, in academia, chairs and other leaders are particularly important for creating the climate and demonstrating a gender equitable work environment.

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