

Explanations of the Feminization Effects in HR Profession and Beyond



Zsuzsa Karoliny and Norbert Sipos

Abstract In this paper we aim to find out whether there is an empirical evidence of the queuing and the devaluation theory. Based on one cross-sectional and two longitudinal studies using Cranet Human Resource Management network data we redefine the indicators of Human Resource strategic integration. The paper investigates the characteristics of feminization and Human Resource integration in four regions of the world in two consecutive Cranet surveys (2008/10 and 2014/16); also extends this focus on the Hungarian marketing, Human Resources, and finance recent graduates based on Graduate Career Tracking System database 2011–2014. Our empirical findings add new aspects of gender-effect on the strategic role of Human Resource Management in four regions of the world, further weaken the explanatory power of the two theories. We can conclude our study with a positive statement: the glass ceiling seems to break in the Human Resources, and based on the Graduate Career Tracking System data, sticky floors no more characterize the gender differences in earnings. Human Resources profession seems fully feminized, marketing on its way, but finance succeeds to preserve still its positive characteristics for men.

Keywords Human Resources · Feminization Effect · Cranet Network · Graduate Career Tracking System

1 Introduction

Throughout the history from the very beginnings, the labor-market was man-dominated. Nowadays due to demographic and other socio-economy changes the ever increasing penetration of women is a general phenomenon in almost every position. The nature and the fundamental reasons of their inflow vary greatly country

Z. Karoliny · N. Sipos (✉)

Faculty of Business and Economics, Department of Leadership and Organizational Sciences,
University of Pécs, Pécs, Hungary

e-mail: karoliny@tk.pte.hu; sipos.norbert@tk.pte.hu

© Springer Nature Switzerland AG 2019

M. Huseyin Bilgin et al. (eds.), *Eurasian Business Perspectives*, Eurasian Studies in Business and Economics 10/1, https://doi.org/10.1007/978-3-030-11872-3_10

159

by country; its influence is evidenced by the need for and presence of equal employment legislation. At the same time it is quite common to determine different patterns between men and women occupation: in general, women are over-represented in low-paid occupations with low-status, while under-represented in well-paid occupations with high status (Ehrenberg and Smith 2003). This could be a demand-side discrimination, including an increased likelihood of hiring women for low-paying and men for high-paying positions (Fernandez and Mors 2008), which can lead to freezing the status quo.

Beyond the occupational segregation decrease (dissimilarity index value drop in the USA from 68 in 1970 to 53 in 1990) the pay gap between men and women showed significant national differences even within the developed regions and countries in the mid-80s (e.g.: Sweden 0.77; Germany 0.71) (Ehrenberg and Smith 2003).

The *two most well-known theory groups* explaining the relationship between sex ratio changes in occupation and positive aspects related to certain professions (such as high salaries, social prestige, status, good working conditions, etc.) are the *queuing or relative attractiveness theory* (Reskin and Roos 1990) and the *mechanisms of social exclusion or devaluation theory* (Murphy 1988; Reskin 1993; Steinberg 2001). The former one argues that the inflow of women into certain positions depends on two factors. First, employers rank potential employees into labor queues according to their attractiveness. (Gendered labor queues show the prevalence of employers' preference of men for managerial jobs.) Second, employees create also their occupation queues according to job attractiveness (if men are more likely to leave an occupation when its image do not correspond with male job characteristics, then women are more likely to apply for it.) This implies that in queuing theory status loss leads to the feminization of an occupational field, in our case the HR profession. The latter one focuses on the observation of how powerful groups within organizations exclude members from other groups create high authority positions to maintain their position. According to this theory, women are excluded from more powerful positions and receive less support for fulfilling their strategic role for many reasons: employers see women as better qualified for administrative work than for strategically important positions. Social exclusion mechanism thus suggests that status loss is a consequence of feminization.

Both approaches are strongly based on the cultural beliefs of genders, and explain the relationship between the two factors with the discriminative behavior of both employees as employers before and after the employment allocation and evaluation. They do not consider the reasons of employment based on gender or individual ability, life-situation dependency (mother-friendly), nor other preferences. The empirical analyses describe the trends of feminization in HR profession in general and in Europe in the decades of the new millennium. Two longitudinal studies and a cross-sectional analysis (focusing on the former socialist countries in Central and Eastern Europe) help to understand the basic assumptions of our research, where put emphasis on investigating the glass ceiling or the effect of the sticky floor for women—whether it is solid or breakable—in HR occupation, extending it for newly graduated other positions.

Two datasets are used: Cranet network¹ and Graduate Career Tracking System². Cranet-network established in 1989 since then uses the same survey methodology, which ensures the comparability of the studies. The network collects and analyzes data of human resource practices from about 40 countries all over the world. Only some minor changes were applied in the original questionnaire of the survey in the past 27 years. Therefore the Cranet network can be used to support longitudinal and spatial diversity analyses. In the early years, they were conducted more frequently, in paper form, then in every 4–5 years, online. Its main objective is to find out whether:

1. the evolution of HR practices change in the direction of convergence, and
2. the changes in the field of personnel policy and practice are pushing for a strategic approach to human resource management (Brewster et al. 1996).

The Graduate Career Tracking System (GCTS) is a yearly base survey carried out by the higher education institutions in Hungary by the force of law, which consists of two parts:

1. student motivation survey: to understand the current students' situation at the higher education, their opinion and suggestions about the course and service development, and
2. career tracking of graduates of 1, 3 and 5 years before: receive information about their socio-demographic background, further studies, labor-market fit, job searching period, salaries and job satisfaction.

GCTS, on the one hand, helps policy makers to better understand trends of employment of fresh graduates and contributes to the curricula development and personalization of the student related services.

2 Changes in HR Work and HR Professionals' Profile in Europe

In the late decades of the twentieth century, there were several shifts in the political and socio-economic conditions in the global environment and Europe, too. First, we have to identify their level of influence in HR Profession and HR Department's Status.

¹www.cranet.org University of Pécs, as a representative of Hungary is a Cranet member since 2004.

²The Fresh Graduates database of 2011, 2012, 2013, 2014 were provided by the Educatio Non-profit Llc.

2.1 *HR Department Configuration and HR Professionals' Profile*

According to well-known findings of prominent authors (e. g. Schuler and Jackson 2007; Ulrich et al. 2009) and practitioners who studied the evolution of the role of HR department, several elements are indicating the influencing factors of this process. Such as: whether HR department ensures the fit of the HR and organizational objectives by long-term orientation; whether HR manager takes part of the top management and participates in every process of the business strategy development process, and also, by the integration of HR and business, an improvement in business performance is expected.

Brewster et al. (2006) foreseen the outsourcing of administrative HR, a delegation of HR functions to the line management and the spread of a 'lean-view' in the HR department due to economic pressure for rationalization. While Gomez-Mejia et al. (2004), based on the tendency of integration of HR and business and their effect on performance, expected a shift in HR position toward a more strategic role. According to Truss et al. (2002), it depends on the availability of the HR manager's competence profile, and on the increase of the ratio of women among HR managers is foreseen.

Lazarova et al. (2013), based on these elements mentioned above, investigated five factors to identify the real changes occurred in six regions of Europe (Anglo-Saxon, Germanic, Nordic Europe, South-Western Europe, South-Europe, Central and Eastern Europe) from 1995 to 2010 using Cranet network surveys. Their assumptions in relation to the *HR department's configuration* are as follows:

1. a decrease in the relative size of the HR department,
2. an increase of HR activities delegated to line managers,
3. a strengthening in the formal and written formulation of strategic intentions,
4. an increase in the ratio of women in HR managers among top managers and
5. an intensification of strategic integration of HR.

Their assumption in relation to the *HR professionals' profile*:

6. an increase in the appointment of HR managers recruited from the HR colleagues,
7. an increase in the proportion of HR managers, with certified higher education formation, mainly in the area of business and economics, and
8. a decrease in the percentage of men among HR managers.

In the case of the first 5 indicators, the authors could not find any clear trends in the 6 examined European regions. Only 2 factors (number 3 and 4) have shown a more or less straightforward convergence in the expected direction. From the last 3 (6–8) indicators, only the feminization of the HR profession was proven. The contradiction between feminization effect and the increasingly strategic role of HR was disclosed by this study, although it stayed unsolved.

2.2 *Feminization of HR Profession and HR Department Status Changes in Western-Europe*

Empirical studies conducted on feminization effects (significant increase in the proportion of women working in an occupation) in HR suggest that by the increase of women participation a decrease in salaries for both men and women can be observed (Hardin 1991; Roos and Manley 1996; Perales 2010). In the one-century long history of HR the rate of women has never been low, in most cases far outnumbered men in HR, and HR has also been interpreted as an occupation that ‘suits women well’. Roos and Manley (1996) stated that a close relationship can be observed between status decrease and the rise of women’s representation (or vice versa) from the very beginning of HR history until the end of the 1980s.

Reichel et al. (2013) aimed to explore this relation using the data of 11 Western European Cranet countries participated in both the two survey periods of 1995 and 2004/5 with a number of respondents 3491 and 2913 respectively (considered only HR managers or directors responses). They applied the queuing or relative attractiveness theory (Reskin and Roos 1990) and the mechanisms of social exclusion or devaluation theory (Murphy 1988; Reskin 1993) described in the introduction chapter. *The former one states that status loss of an occupation conducts to the increase of women ratio, the latter one on the contrary, the inflow of women will lead to the status loss.*

At the same time, the HR literature (Beer et al. 1984; Ulrich et al. 2009 and many others) expect and proves the increase of strategic role and strategic integration of HR. Reichel et al. (2013) aimed to dissolve this contradiction also. The three hypotheses and the main findings of their study were as follows:

1. Degree of feminization in HRM increased, which was *fully supported*: in all but one of the countries (Denmark) increased the mean percentage of female staff,
2. An increasing degree of feminization of the HR department leads to less strategic integration, which one was *rejected* due to the fact that an increase was observed in this field, and
3. In case of a change from male HR director to female HR director, the strategic integration decreases, and it was *rejected*, too, because women achieve a higher level of strategic integration when starting a manager position, no matter who (male or female) they succeed.

They propose several elements, approaches to consider in order to dissolve the contradictions between the theories: hierarchical differences (see Baron and Bielby 1985; Goodman et al. 2003); status difference of men and women among HR managers in Western Europe shows disadvantage for women; questions about the validity the explanatory power and statements of the basic theories; the demographic group power test (Pfeffer and Davis-Blake 1987) as an alternative theory approach; the institutionalization approach (Pfeffer and Davis-Blake 1987) could be useful investigating the thresholds of becoming a ‘women job’; further clarification and

development is needed on the topic of strategic integration; the importance of utilization of contextual factors using different countries' data.

3 Extended Dynamics Analysis of HR Integration and Gender Aspects

This section uses the key findings and lessons learned from the previous investigations; it will analyze further elements of the *dynamics of the HR and its gender aspects*. In line with the literature review, we test the presence of a relationship between feminization and status loss using two datasets: Cranet network and Graduate Career Tracking System (GCTS).

Based on the literature review described above the two hypothesis of our current study are:

H1: *The redefined strategic integration parameter helps to dissolve the contradiction between feminization and HR department's status progression.*

H2: *We expect that professions—HR and marketing—with a higher ratio of women in Hungary almost equal or minor difference of income will be shown, while in the finance sector (with a higher level of male participation) higher male salaries will occur.*

This part of our study is based on two databases. The analyses of Cranet 2014/16 survey round focuses on four regions created upon the geographical distinction. The total number of HR manager respondents is 2628 using almost the same division into four regions: Central and Eastern Europe (CEE), European non CEE (EU non CEE), non-European Anglo-Saxon (non-EU Anglo-Saxon) and South-East Asia (SE Asia) countries.

- CEE = the 7 former socialist countries of Central and Eastern Europe (Croatia, Estonia, Lithuania, Russia, Serbia, Slovakia, Slovenia),
- EU non CEE = 15 additional European—or geographically close to Europe—countries (Austria, Belgium, Cyprus, Denmark, Finland, France, Germany, Greece, Iceland, Israel, Italy, Norway, Sweden, Switzerland, United Kingdom),
- non-EU Anglo-Saxon = 3 non-European Anglo-Saxon countries (Australia, South Africa and the United States) and
- SEAsia = organizations of 2 South-East Asian countries and Turkey (Indonesia, the Philippines, and Turkey)

According to the view of Karoliny et al. (2015), the HR integration should be operationalized by the two-way integration of the HR. One element is the membership of HR manager in top management team (yes or no), and the other one focuses on the number of consultative decision-making (of line and HR managers) as the integration of business considerations into HR decisions. The latter is calculated based on the number of consultative decision-making (HR department alone; HR

Table 1 Scale of mutual integration of HR

Number of HR areas with consultative decision-making	The HR director is the member of the top management team	
	No	Yes
0	Weak (1)	Weak (1)
1		Medium (2)
2		
3	Medium (2)	Strong (3)
4		
5	Strong (3)	

Source: Karoliny et al. (2015, p. 9)

department in consultation with line management) practiced in the five key areas of HR (pay and benefits; recruitment and selection; training and development; industrial relations and workforce expansions). The three levels (weak, medium and strong) of the twofold integration of HR and business can be seen on Table 1.

To complete the results of the Cranet studies, we use the Graduate Career Tracking System 2011–2014 databases of fresh graduates to determine the possible differences between men and women in three chosen professions: HR, marketing and finance. The HR is in direct connection with the above-examined studies, the marketing and finance are considered as control groups since in our point of view marketing can be regarded as quite the same as HR, while finance should be more male dominated. Based on our previous results and the devaluation theory there should be a difference by gender for the women due to the status loss of HR and marketing. Since the GCTS is not suitable for drawing any conclusions regarding the strategic integration of the single respondents, we will use some limitations, and we will focus only on two areas as follows:

1. what differences can be seen by gender among the managers in the three professions, and
2. what differences, if any, can be seen by gender in terms of salaries.

The gender distribution contributes to our main focus; the issue of available income will test the validity of the devaluation theory.

GCTS respondents are all higher education certified (or only a few steps away from it). Therefore this is an essential limitation of our results, plus we have to distinguish those, who were already in the labor market at the start of their higher education studies. Considering all of the elements the following categories will be tested:

- age distinction of those equal or under 30 years and those above,
- gender differences: men and women, and
- position-related discrepancies between managers and non-managers.

By these limitations from the 90,739 respondents, we will focus on 2327 fresh graduates graduated 1, 3, and 5 years before the period of 2011–2014.

Table 2 Respondents of the survey sample and gender rates of HR staff, Cranet 2014/16

Indicators/Regions	CEE	EU non CEE	Non EU Anglo-Saxon	SEAsia	Total
1. Number of respondent HR managers	508	1559	405	157	2629
2. Share of respondent female HR managers (%)	79.9	51.7	58.3	52.9	58.2
3. Share of HR staff female-to-male (%)	71/29	66/34	62/38	56/44	65/35

Source: Authors

3.1 Empirical Results of Cranet 2014/16

Although the share of the female HR director respondents in the total sample is female dominated (58.2%), but based on the HR feminization rates the regions of the Cranet members' world seems to be divided into two groups: CEE and the rest of the investigated geographical areas. The highest ratio of the respondent female HR managers is reached in the CEE (79.9%) as well as the highest female-male ratio (71:29) is detected in the same region. The second in rank of the share of female HR director is the non EU Anglo Saxon region (58.3%), while the ratio of the other two regions is almost the same and is around 50–50%. This means that HR managers are women dominated (or equal participation with men) in every examined region. The women prevalence in the total HR staff is unquestionable; with more or less dissolution of difference among the 4 investigated regions. The extremely high (82%) women ratio in CEE dropped to 71, while the other regions maintained their positions of 2008/10 (Table 2).

The difference between CEE and the rest of the regions gives us the opportunity to control the basic question of our paper regarding the *relationship between HR feminization and HR status loss*. We test it by looking at the strategic integration level's distribution and average degrees differences in the four regions; also we examine the gender effect.

Based on the figures of Table 3 we can state, that the overall integration level of HR in the total sample is very high, as well as the indicator of the mutual integration of the majority of the respondents is around 80% (in average: 78.5%). This is a drastic rise from 2008/10 when "only" 59.0% were considered as strongly integrated. The majority of the region—except CEE—shows up almost the same proportions as the total sample with no significant difference. Contemporaneously CEE is an outlier in terms that it can be characterized by the highest ratio of medium and weak integration. The results are seemingly in line with the devolution theory, indicating that the highest the level of the female (HR) professionals and leaders—as it is seen in CEE—the lower the rate of their significance, influence in the organization, the strategic integration (of HR) with the business. At the same time by the results shown in Table 3 the statement formed above seems to be questionable also.

Table 3 Distribution of HR integration levels in four regions of the world, Cranet 2014/16

The level of HR integration	Respondent HR managers											
	CEE		EU non CEE		Non EU Anglo-Saxon		SEAsia		Total			
	Number	%	Number	%	Number	%	Number	%	Number	%		
Strong	349	68.7	1245	79.9	341	84.2	128	81.5	2063	78.5		
Medium	94	18.6	186	11.9	42	10.4	21	13.4	343	13.0		
Weak	65	12.8	128	8.2	22	5.4	8	5.1	223	8.5		
Total	508	100	1559	100	405	100	157	100	2629	100		

Source: Authors

Table 4 Average level of integration of HR by genders of HR directors, Cranet 2014/16

HR manager	CEE	EU nonCEE	Non EU Anglo-Saxon	SEAsia	Total
Female	2.57	2.72	2.79	2.83	2.70
Male	2.52	2.71	2.79	2.69	2.70
Total	2.56	2.72	2.79	2.76	2.70
Mann-Whitney test (p-value)	0.663	0.957	0.616	0.251	0.571

Source: Authors

From one point the average level of HR integration of the total sample as indicated on Table 4 seems to be gender-neutral. This is the case in two of the investigated four regions, namely both in EU nonce and non EU Anglo-Saxon. From the other point of view while in CEE and is SEAsia the average level of integration reached by the female HR managers exceeds the male level. Both of these considerations are in line with the referenced two studies of the literature review, questioning also the validity of the *devaluation theory*. Even if the concept and the indicator of integration in our analyses is different, but until this point the *literature contribution of our hypothesis*—namely the redefined strategic integration parameter helps to dissolve the contradiction between feminization and HR status evolution—is *questionable*.

3.2 Empirical Results of GCTS 2011–2015

This stage of our analyses controls the same structure as in Cranet 2014/16, and we can fully comply with the findings in the case of HR professionals (Table 5). HR has the highest level of feminization both in the proportion of women among managers and among every respondent even by the two categories of age. The marketing and finance respondents have almost the same percentage as the average of the total sample considering every factor which refers to a normal distribution of men and women in manager position and the whole staff, too. The higher ratio of female HR managers is even greater among those aged 30 or less. Almost every 9 out of 10 new managers will be women, while in marketing and finance only 6 out of 10. In the case of younger marketing staff, 75% are female, which refers to greater inflow of women into to marketing-related labor-market. Finance in this sense is characterized by the same gender proportions in both of the age categories.

We wanted to test, whether the ratio of men and women among managers is different from the percentage of the staff overall. After a Pearson's Chi-square test we can state that the *female marketing and finance managers are underrepresented* primarily among *the younger groups*, while HR shows no difference. This indicates a future need and increase of women representation, firstly in the case of the marketing profession. Therefore, our assumption: *finance is more male-dominated has not been fully proved*.

Table 5 Manager respondents of the GCTS sample and gender rates of HR, Manager, and Finance staff, 2011–2014

Indicators/Professions by age	HR			Marketing			Finance			Total		
	30>=X	30<X	Total	30>=X	30<X	Total	30>=X	30<X	Total	30>=X	30<X	Total
1. Number of managers	47	49	96	143	44	187	119	175	294	309	268	577
2. Share of respondent female managers (%)	87.2	75.5	81.3	64.3**	63.6	64.2	63.9*	68.6*	66.7	67.6	69.0	68.3*
3. Share of respondents' female-to-male (%)	87/13	80/20	86/14	75/25	68/32	74/16	73/27	75/25	74/16	76/24	74/26	76/14

Note: *The difference is significant at the 5% level of significance and **the difference is significant at the 1% level of significance
Source: Authors

Based on the gender distribution in the three chosen professions there is the implication that the feminization in the HR area already took place. Upon the *devaluation theory*, it is expected that no or minor differences in salary will be seen in HR by gender among both managers and non-managers. The marketing professionals' case is uncertain, we expect a difference in salaries, but for sure among the finance professionals. These presumptions can be tested by the analysis of the monthly net income of the respondents (see Table 6). Statistically significant differences are indicated, confirmed with the statistical tool of One-Way ANOVA (by Levene and Welch test respectively) (Diez et al. 2017).

It can be clearly seen that for marketing, finance and the sample as total there is a significant net income difference between men and women in favor of the former ones without any exceptions. HR professionals do not challenge any discrepancy for the salaries in none of the variable combinations. *Marketing* professionals face wage differences only at the non-managerial level, but not among managers, which indicates that this profession is in the *second-third stage of a feminization* process. Finally, finance profession means the 'stronghold' for men in terms of a big difference in monthly net income, with higher male manager ratio. In total, our previous assumptions were proved using the GCTS databases 2011–2014. *HR profession seems fully feminized, marketing on its way, but finance succeeds to preserve still its positive characteristics for men.* These implications can support the validation of *devaluation theory* but only with severe limitations.

4 Conclusion

Only the GCTS database provides relevant findings of the queuing and devaluation theory, and even GCTS works with a lot of severe limitations for a relatively narrow sample (fresh graduates in Hungary). The Cranet Survey of 2014/16 from one point seemingly shows strong move forward the support of the devaluation theory regarding female managers' proportion in CEE region, but from another point of view it is questionable and also is without any statistical proof for greater male strategic integration in the other regions.

In our analyses, the female managers, in general, do not face less strategic integration, even if there are differences among their proportions within the four regions. This also means that the effect of glass ceiling voiced by researchers unchangeable on long-term resulted being breakable in a relatively short period of 6 years. GCTS and the Integration of Administrative Databases can provide quantitative evidence for the changes in dynamics not only in the area of HR but other professions, too. GCTS offered a little add-on to this great picture, but significant findings, and implications for the future in the field of HR, marketing, and finance. We can conclude our study with a positive statement: the glass ceiling seems to break in the HR, and based on the GCTS data, sticky floors no more characterize the gender differences in earnings.

Table 6 Monthly net income of GCTS respondents by position, gender and age for HR, Manager and Finance professions, 2011–2014, in thousand HUF

Monthly net income by position, gender/ Professions by age	HR			Marketing			Finance			Total		
	30>=X	30<X	Total	30>=X	30<X	Total	30>=X	30<X	Total	30>=X	30<X	Total
Managers, female	266	285	275	215	320	240	237	216**	224**	233	246**	239**
Managers, male	270	332	311	250	373	280	246	329**	293**	250	338**	290**
Non managers, female	201	228	205	180**	194*	182	180**	178**	179**	185**	186**	185**
Non managers, male	189	254	201	247**	258*	249	213**	219**	215**	217**	228**	220**
Total, female	211	254	220	190**	249	200**	186**	190**	188**	193**	208**	197**
Total, male	201	301	234	249**	319	264**	219**	267**	236**	226**	280**	243**

Note: *The difference is significant at the 5% level of significance and **the difference is significant at the 1% level of significance
Source: Authors

In total, our previous assumptions were proved using the GCTS databases 2011–2014. HR profession seems fully feminized, marketing on its way, but finance succeeds to preserve still its positive characteristics for men. These implications can support the validation of devaluation theory but with severe limitations.

We suggest exploring new ways of thinking because the validity of queuing and devaluation theories were questioned several times (and not only in the field of HR):

- Heilman's (2001) approach states that the differences by gender are caused by the willingness of compliance with the position-related stereotype. This can justify stereotype, that women are not suitable for managerial occupations and interpret the role of demographic power of group and higher ratio female HR manager in CEE region which can hardly lead to the breaking of the glass ceiling,
- According to Pichler et al. (2008), the practice of strategic HR and the gender of HR managers do not show a significant relationship, which fully rejects the popular belief, according to which the feminization of HR and HR strategic integration would be in an opposing connection. It rather states that HR as part of the top management would be stereotyped as male and not as a female job; due to this women will face the unbreakable glass ceiling.
- According to the literature about self-selection theory, women are less likely to ask for promotions and bargain for pay rises (Kee 2006). This approach could support either the existence of the glass ceiling, either the sticky floor.

Acknowledgments This research is supported by the únkp-16-3 new national excellence program of the ministry of human capacities.

References

- Baron, J. N., & Bielby, W. T. (1985). Organizational barriers to gender equality: Sex segregation of jobs and opportunities. In A. Rossi (Ed.), *Gender and the life course* (pp. 233–251). New York: Aldine.
- Beer, M., Spector, B., Lawrence, P., Mills, D. Q., & Walton, R. (1984). *Managing human assets*. New York: Free Press.
- Brewster, C., Wood, G., Brooks, M., & Van Ommeren, J. V. (2006). What determines the size of the HR function? A cross-national analysis. *Human Resource Management*, 45(1), 3–21.
- Diez, D. M., Barr, C. D., & Cetinkaya-Rundel, M. (2017). *OpenIntro statistics* (3rd ed.). OpenIntro. Retrieved 04 March 2018.
- Ehrenberg, R. G., & Smith, R. (2003). *Korszerű munkagazdaságtan. Elmélet és közpolitika (Modern labour economics. Theory and public policy)*. Budapest: Panem Könyvkiadó.
- Fernandez, R. M., & Mors, M. L. (2008). Competing for jobs: Labor queues and gender sorting in the hiring process. *Social Science Research*, 37(4), 1061–1080.
- Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2004). *Managing human resources*. Upper Saddle River, NJ: Pearson/Prentice Hall.
- Goodman, J., Fields, D., & Bulum, T. (2003). Cracks in the glass ceiling: In what kinds of organizations do women make it to the top? *Group and Organization Management*, 28, 475–501.
- Hardin, E. (1991). The integration of women into professional personnel and labour relations work. *Industrial and Labor Relations Review*, 44(2), 401–423.

- Heilman, M. E. (2001). Description and prescription: How gender stereotypes prevent women's ascent up the organizational ladder. *Journal of Social Issues, 57*, 657–674.
- Karoliny, M., Bálint, B., & Galambosné Tiszberger, M. (2015). Contradicting gender-effects on strategic role of HRM in four regions of the world. *Strategic Management: International Journal of Strategic Management and Decision Support System in Strategic Management, 20* (3), 25–36.
- Kee, H. J. (2006). Glass ceiling or sticky floor? Exploring the Australian gender pay gap. *Economic Record, 82*, 408–427.
- Lazarova, M., Mayrhofer, W., & Brewster, C. (2013). 'Plus ça change, plus c'est la même chose': A longitudinal analysis of HRM work and the profile of senior HR managers. In E. Parry, E. Stavrou, & M. Lazarova (Eds.), *Global trends in human resource management* (pp. 11–34). London: Palgrave-Macmillan.
- Murphy, R. (1988). *Social closure: The theory of monopolization and exclusion*. Oxford: Clarendon Press.
- Perales, F. (2010). *Occupational feminization, specialized human capital and wages: Evidence from the British Labour Market*. ISER working paper series. University of Essex: Institute for Social and Economic Research.
- Pfeffer, J., & Davis-Blake, A. (1987). The effect of the proportion of women on salaries: The case of college administrators. *Administrative Science Quarterly, 32*, 1–27.
- Pichler, S., Simpson, P. A., & Stroh, L. K. (2008). The glass ceiling in human resources: Exploring the link between women's representation in management and the practices of strategic human resource management and employee involvement. *Human Resource Management, 47*(3), 463–479.
- Reichel, A., Brandl, J., & Mayrhofer, W. (2013). New captain but a sinking ship? The influence of HR director's gender on the status of the HR department – A longitudinal study. In E. Parry, E. Stavrou, & M. Lazarova (Eds.), *Global trends in human resource management* (pp. 33–53). London: Palgrave-Macmillan.
- Reskin, B. (1993). Sex segregation in the workplace. *Annual Review of Sociology, 19*, 241–271.
- Reskin, B., & Roos, P. (1990). *Job queues, gender queues. Explaining women's inroads into male occupations*. Philadelphia, PA: Temple University Press.
- Roos, P. A., & Manley, J. E. (1996). Staffing personnel: Feminization and change in human resource management. *Sociological Focus, 39*(3), 246–261.
- Schuler, R., & Jackson, S. (2007). *Strategic human resource management*. London: Blackwells.
- Steinberg, R. J. (2001). Comparable worth in gender studies. In *International encyclopaedia of the social and behavioral sciences* (Vol. 4, pp. 2393–2397). London: Elsevier.
- Truss, C., Gratton, L., Hope-Hailey, V., Stiles, P., & Zaleska, J. (2002). Paying the piper: Choice and constraints in changing HR functional roles. *Human Resource Management Journal, 12*(2), 39–63.
- Ulrich, D., Brockbank, W., Younger, J., Nyman, M., & Allen, J. (2009). *HR transformation: Building human resources from the outside in*. New York: McGraw Hill Professional.