

The Importance of Mentoring and Sponsorship in Women’s Career Development **4**

Addressing women’s ability to rise within the ranks of management—or the likelihood thereof—the authors looked closely at mentoring and sponsoring: their definitions, their overlapping roles, and their relevance to advancement. After developing 12 research questions, they assembled two focus groups from community and business leaders in the Chattanooga, TN, area to gather “real world” opinions. The 16 women involved aired the pros and cons of having or being a mentor and of actively sponsoring other women for advancement. The consensus? Both activities are generally positive for women and beneficial to their organizations, but mentors and sponsors should be aware of potential risks.

Marilyn M. Helms, Deborah Elwell Arfken, and Stephanie Bellar

What Are They Thinking? Employers Requiring College Degrees for Low-Skilled Jobs **17**

Jobs that used to require a high school diploma often now seek candidates with a bachelor’s degree. What’s up? This study posits that three narratives (public policy, human resource management, and human capital) have encouraged this trend. At the same time, the authors point out the potentially negative effects of the problematic college requirement on both employers and employees. Worse, by possibly decreasing minority employment, the requirement could cause legal trouble for employers under the new “disparate impact” theory. And here’s a future concern: will raising the bar for low-skilled jobs encourage the replacement of those jobs by technology?

Ernie Stark and Paul Poppler

Managerial Challenges of Employees with Mental Illnesses: Best Practices **27**

Malingering, substance abuse, medication compliance, treatment costs – these are some of the numerous issues that employers could confront among their employees. A number of federal laws, such as Americans with Disabilities and Family and Medical Leave, require employers to accommodate employees with certain problems or provide assistance, education, or training. Narrowing their focus to four common mental illnesses, the authors discuss behaviors and challenges to employers—including legal ones. They also list recommendations regarding approaches, accommodations, processes, and tools such as employee assistance programs that could help employers and managers deal with these issues while trying to maximize performance and productivity.

Melissa LaVan, Helen LaVan, and William Marty Martin

Management Behavior toward the Integration of Sustainability **38**

No longer a concept confined to environmental concerns, “sustainability” has entered the corporate realm to include ethics, employee relations, community involvement, and philanthropy—or “planet, people, profit.” Are business leaders coming on board? A five-year study of corporate sustainability reports of IT and aerospace concerns suggests a gradual acceptance, even embrace, of sustainability goals. Evidence includes the reports themselves as well as designating managers to effect appropriate changes and establishing departments to execute such policies. Over time, however, sustainability values and goals require company-wide education and understanding across all departments and employee levels – starting with the board and executive suite.

Petulia Blake

The Effect of Job Demands and Job Resources on Academic Staff Satisfaction in Accredited Universities in Egypt 46

Building on extensive research based on the job demands and resources model (JD-R), the authors examine the relationship of job demands and resources to job satisfaction and also look at the mediating role of work-based identity. A questionnaire administered to 50 professors on commerce faculties at two universities tested seven hypotheses, with results analyzed statistically. Although three hypotheses were rejected, those accepted suggest that university administrations should “include institutionalized procedures and routines that provide academicians with emotional, financial, or instrumental assistance beyond pay, benefits, or recognitions.” Other practical suggestions are offered to encourage positive work-based identity and, therefore, job satisfaction.

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