
The author explores the effect that race and, in particular, gender have on the “job authority” of minorities and women in the workplace (509). The author bases the research upon findings of others such as Max Weber, Karl Marx, Ralf Dahrendorf, and various other authors. Smith analyzed three different levels of “supply-side or demand-side explanations” to try and understand job authority (518). Such explanations include “Micro Theories,” “Macro Structural Theories,” and “Meso-Level Theories” (518-520). Micro theories try to understand job authority based on the individual’s personal traits and preferences. Macro structural theories take a different approach and analyze authority based on status within society as a whole. The last level of theories, the meso-level, study job authority in relation to the workplace “processes of exclusion,” and the limited amount of opportunities within an organization to break through management barriers (521). Smith further investigates the specific impact gender individually has on job authority, as well as the impact race has on job authority. Similar studies by others justify that “Women have less authority than men,” and “when minorities and women do have authority, it is largely at lower levels of authority and mainly when they supervise the work of other minorities and women” (535). Smith carefully identified that the research collected does not fully represent the data necessary to reach true and factual conclusions. Smith also indicates that research does exists for women and minorities, not solely limited to the United States or a particular section of the country, but around the globe as well.

Overall, Smith appears unbiased with the applications of the research findings and the conclusions that were made. Smith took the approach of informing readers that more data needs to be collected in order to reach reputable conclusions. The author’s chapter on women and minority authority in the workplace coincides with Louise Marie Roth’s article about the inequalities on Wall Street. Both authors portrayed women as less authoritative than men, but Roth never clearly stated this fact. Roth also attributed this observation to be based more on personal factors. Alternatively, Smith attributed women’s authority to the organizational structure, as well as “outside influence[s]” associated with the organization (520). This tie to the organization parallels the research done by Sonia Liff and Kate Ward, in which they found the organization’s lack of support for women impeded women’s professional growth within the bank. In addition, Smith refers to the research found worldwide concerning sexism, of which data collected on a bank supports this concept, because the research was done by the authors Liff and Ward in the UK. Smith heavily promotes the gathering of more data pertinent to the different areas of sexism within the workplace to support conclusions, which shows a major difference among the three articles.